

Das Tor



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

Volume 40 Issue 6

www.dastoronline.com

August 12, 2005

The Revised MBA in International Management

By ROBERT WIDING
Sr. Vice President of
Academic Programs

We are delighted to announce that the Faculty Senate and Board of Trustees (BOT) have approved two revised streams of the MBA in International Management. The new MBA in IM includes a 45-hour accelerated program (one year) and a 60-hour traditional program (20 months). The accelerated program will commence in Summer 2006 and the traditional program in Fall 2006. The review process began over one year ago under the leadership of Professors Femi Babarinde and David Bowen.

The proposed MBA in IM capitalizes on Thunderbird's heritage and will serve to improve its global standing. The changes were designed to enhance the distinctive Thunderbird signature on the program and its graduates, which is especially important as many other MBA programs move into the global management arena traditionally dominated by Thunderbird.

The new curriculum is uniquely Thunderbird as it builds upon the core values (pillars) that serve to define us. It should help us attract the global explorers we seek as future T-birds, while also helping to enhance the global mindset of our graduates. The key changes, which can be thought of as signature elements as all students will be required to complete them, include the following.

Three new courses (nine hours) will be introduced including Global Enterprise (focusing on intra-entrepreneurship and innovation), the Global Business Plan (which must involve at least two countries), and the Thunderbird Global Experience (TGE). The TGE is a two-week course, delivered in an international location, which provides the opportunity to examine management problems through a cultural and global citizenship lens. The School's centers with primary responsibility for the relevant curriculum-related pillars, Lincoln Center of Ethics, Garvin Center of

Cultures and Languages, and Center of Entrepreneurship, will organize and deliver these courses.

A recent Business Week editorial bluntly concluded that "people skills and cross-cultural teamwork are what MBAs need" (April 18, 2005, p. 112), and are generally not getting. While Thunderbirds have long reveled in diversity and teamwork, we have built upon this tradition by adding five required non credit courses in verbal and written communication, multicultural teamwork and leadership, career management, and etiquette in global business settings.

A second-language exit proficiency requirement will be instituted for all students. There will no longer be a track without a language requirement. However, attaining proficiency will be on a non credit basis, either through programs at Thunderbird or elsewhere. Students may satisfy the exit requirement prior to enrolling, during their stay at Thunderbird, or after completing other degree requirements.

The MBA core, which includes the traditional analytical and functional courses expected to be undertaken by a MBA graduate, was retained. These subjects, of course, will remain grounded in a global context. The accelerated stream, however, which requires an undergraduate degree in business or closely related area, enables students to accelerate through certain courses. Both streams provide students with the opportunity to declare a focus area such as finance, international development, marketing, and so on.

Although the above will apply only to the class entering in Summer and Fall of 2006, many aspects of it could be effectively adopted during the coming year on a voluntary basis (e.g., entrepreneurship and the global business plan, TGE, and language). More details about the curriculum will be presented in a future issue of Das Tor and in a town hall meeting. Great thanks to the scores of stakeholders who have contributed to the revised curriculum.

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Congratulations Graduates

Congratulations Summer 2005 graduates on a job well done! On August 19th, seventy-eight Thunderbirds will receive their diplomas and enter the best network of global citizens on earth.

The graduation reception and conferring of degrees will be held at the Glendale Civic Center. The ceremony begins at 10am but graduates are

to arrive at 9am (preferably sober). The keynote speaker to address the crowd will be Dr. Gregory Unruh, Director of the Lincoln Center for Ethics in International Management.

That same evening graduates and guests are invited to attend a Graduation Gala at the scenic and luxurious Pointe Hilton Tapatio Cliffs Resort. Hors d'oeuvres and drinks will

be served beginning at 8pm and lasting until the wee hours of the evening. Wine and beer will be free of charge. Tickets are \$40 and are on sale at the Commons or on the TSG webpage.

**Good luck to all
in your future endeavours!**

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Goodbye to Thunderbird Europe

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

Goodbye Archamps, Chantal, Marie-Laure, and all the faculty and staff of Thunderbird Europe (TE). We have certainly had a great time together. After spending two trimesters in France, experiencing first hand the culture, continuing on my academic path to attain

my MBA, and having the time of my life; it is safe to say that I could not have had this experience anywhere else. On the other side, I am happy to say good riddance to Le Residial, Flor, and Bernadette who needlessly caused headache after headache. Indeed it has been a business with its ups ... and its downs, but now the Archamps campus is closing its doors to MBA students for the fall. The question is, when and if it will reopen its doors again?

By the time this article is

published there might be a more definite answer, but for now it is only known that the Archamps campus will be closed for the fall. According to Rory Simpson, VP of the Thunderbird Europe, it is possible, just as many scenarios are possible that Archamps

Meanwhile, the decision of the future of a Thunderbird Europe for MBA students is up in the air. Kay Keck, the VP for Student Services & Program Support, said, "Unfortunately, at this time there are still a lot of unanswered questions. I do expect that we will have a firm



MATT GOLDBERG



may not open up its doors again, but there is a commitment from the school to offer a European experience for its students by the spring, "and the school will live up to that."

plan in a week or two." This process has been continuous and time consuming, becoming public knowledge last trimester with the decision to not offer classes in Archamps this fall.

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The Well Oiled Machine

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

Sometime between the late evening and early morning hours of the marathon editing and layout session to get this issue out, I finally understood why working for Das Tor is one of the best experiences I've had here at Thunderbird.



SCOTT HARRINGTON

Thomas Alston may have nailed it when he compared our experience here to that of the main character in Rushmore, who attends a prestigious school and is a member of almost every club yet is very close to failing out of school. I suppose I am not that close to failing, but I'm sure many of my professors are sick of me skipping classes due to these extracurricular activities. Despite

not being an academic wiz, and perhaps not making the cut to work at Exxon Mobil or the CIA (sigh), it is the diverse experiences and interactions with all the people in the Thunderbird community that have actually made me, a typically indifferent person, care.

Recently, in one of the graduation exit seminars, we were required to fill out a survey rating the school on a number of different criteria. As I filled in the ovals, I realized that, at least according to criteria like improvement of presentation skills or caliber of professors, I did not find Thunderbird to be an excellent institution. But, it is exactly these types of criteria that, though important, really miss the main strength – the caliber of our community.

If this seemingly endless workload does disappear in eleven days upon graduation, and I move on to something between driving Aston Martins in south-

ern Italy or picking apples in western Michigan, I may occasionally have flashbacks of the Black and Scholes model, but more likely I'll find myself connecting with some T-Bird somewhere, be it for business or otherwise. And, as all well run machines need to be maintained, not just used, I look forward to the ways in which I, and others I will collaborate with or convert, give back to the school and community.

Working for Das Tor has connected me to many more people than I ever expected. From T-Birds in Sri Lanka to staff and faculty in Glendale and elsewhere. I want to thank them all for their efforts and contributions to this paper. It is the input from each that add up to a great paper and tradition at Thunderbird!

**Be well, do good work
and keep in touch.**

DAS TOR

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

Bob Marabito, Founding
Editor, 1969

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Tomorrow Never Dies Amidst Chicken Little's Cries

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

There have been some truly remarkable rumors around campus for the past few months. Markedly more remarkable than marinated mackerel. Dripping in more surrealism than some of the tall tales of underwater machismo and mile-high machinations relayed at the Pub on Thursdays after midnight. All right, I'll cut out the jabberwocky. Some of these rumors have been hilarious, gut-busting gags, but most of them are also unbelievably silly and I cannot for one believe that most of them pass muster with our obviously practical and educated colleagues. Let us see a couple of the popular ones:



KEDAR DESAI

The soccer field that lies next to the Executive Inn, where the Frog Ponders used to take on the Latin Kings, was going to soon house a gas station. This rumor was relayed to yours truly a day before the Town Hall with President Cabrera early last trimester, after the "OH NO On-Demand MBA" fallout. Let me make this very clear – I was born in India, and have lived in New York half my life – as an Indian New Yorker, I know something about owning and operating gas stations. There really is no chance of building a gas-pumping cash cow on campus, regardless of how much lobbying the 7-11 owner at the corner of 59th and Greenway might have pursued with administration, to the effect of building a stepping stone toward his dream of a gas-convenience empire. A ella le gusta la gasolina (dame mas gasolina!); damn straight. But not on this campus.

It seems that Thunderbird is running out of money at a rapid clip, and is therefore prettying itself up for sale, or a structured shutdown. Representative evidence presented in this case came from teachers leaving for other schools, summer enrollment of new classes being stopped, Archamps not offering classes in the fall, and so on. Now, to me this signals the

beginning of an upheaval to get a loose ship getting limber and lissome, so as to sail the seas smoother. But there were plenty of people thinking that the Pirates of the Caribbean were coming, and that they would be taking our precious bounty under.

Completely off the topic seems to be the investment-grade bond rating appropriated to Thunderbird earlier this year by an independent agency, which was supposed to squelch exactly the sort of "sky is falling" reactions that this rumor is perpetuating. I think I still have enough of the faith that I was brought up to keep in our teachers and our institutional leaders to believe that this rumor, and the dimensions that have been added to it with every passed-on iteration, are hogwash. Then again, I might be gullible, but this seems highly unlikely. I promise that I will write in to the student body and apologize if I am proven wrong in the next three years, and will voluntarily sign up for "Anti-Gullibility Gambits for Dummies" during whatever semester of law school I might happen to be in during the interim.

Of course, fears began to gain a striking and palpable momentum when students on campus awoke one day two weeks ago and saw that the Tower Building had been "condemned" by the wonderfully decorative "Do Not Line" police tape. Immediately, rumors began flying that the beginning of the end was over, and that the Tower building had been sold, presumably to Instituto de Empresa, as the beginning of a piecemeal effort toward liquidating all of our truly global assets. What's yours is mine, what's mine is mine, and whatever is left will go to whoever has what you and I had. Right? Come on now. First, it was us, the ubiquitous denizens of Tower Building who started this rumor to see if it could get some mileage in order to trace the virology of rumors at Thunderbird. And second, why would the TSG team lead by Mike Teague go through so much effort to make the auspices of the Tower Building so lovely (not that you'd know if you have not had a Police Tape cutter) all through the summer just to see it get vamoosed off to some unknown bidder? Are you a kidder? Relax – and you soon will be – in the

cool Tower Building, with its beautiful new blinds, relaxing new colors, nicely upholstered sofas and shiny furniture, and all the great audio-video equipment that only a MacGeek like Brent Berger could dream up in this desert oasis.

The Tower Building remains a shining testament to where this school is moving, and I completely believe that when I visit the campus to graduate in December, even more progress will be made, more fears will be discarded, and Thunderbird will continue its march toward regaining its overall ranking in national business schools. We seem to have our international banner flying high and untarnished, or sorts, and the growing pains that we are going through now will only be a bittersweet memory when we look back in three, five, and ten years.

By the way, if anybody cares, this is what the viral study (the Rumorology) yielded:

1. Rumor is born in a fertile and mischievous mind on a boring Saturday.
2. If online, it is immediately crafted and posted on All Current Student, and the resulting mayhem has to quickly be dissipated with an absurdist post or two about Das Tor having a "zoo" problem. Alumni interest is peaked and drooling.
3. If offline, it quickly makes its rounds as an "under card" item on the board in the Women's Rest Room at the Pub. Recently, rumors about the CMC setting up company interviews only for students they like was right under "Guys You would Most Consider Taking Home to Hum". What?
4. Said rumor is spread like wildfire, and most of those who actually care let common sense take over. Then again, the rumor virus has a short life, usually 54-72 hours, and then everybody is back to talking about what REALLY happened when Harry met Sally at the Interfaith Center last Saturday night.

So please, don't be a virus named Cyrus and don't start bawling cuz the sky is falling.

Treat these rumors with a Chill Pill, a Reality Check, and enjoy a Coke and smile.

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Power to Public Relations

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

As every MBA knows, good Public Relations is an effective means of getting your message out there. About three months ago, Thunderbird strengthened its PR efforts by hiring Tania Torres as the new Director of Public Relations.

Formerly, one person coordinated both events and public relations. Now, these two important functions will be separated and given more attention with one person in charge of each. Ms. Torres' main role as Director of Public Relations will be to direct all elements of PR strategy and outreach. Or as she says, "Share the Thunderbird mystique, making Thunderbird a force in the public eye." Her more immediate goals are to increase Thunderbird's visibility in the local markets; to make Thunderbird THE place people in Phoenix and Arizona think of when they need information on international business. She also intends to reach out to key national publications and to expand the school's PR efforts into other markets, starting with Latin America.

Ms. Torres comes to us with very appropriate experience in Public Relations, especially in international environments. Most recently she has been working as Director of PR for an NPO called the Board Trade Alliance, which helps to facilitate trade between Mexico, Canada and the U.S. Prior to that she was an assistant producer at ¡Más! Arizona, a Spanish-language affiliate of Phoenix's Channel 3 and a columnist for La

Voz, the Spanish-language affiliate of The Arizona Republic. Through these work experiences, she has been able to build an extensive network of PR and media people that are helping her to be very successful in getting T-Birds in the media and "sharing Thunderbird's story."

The list of Ms. Torres' accomplishments is growing fast. Most recently, during the bombings in London, Ms. Torres arranged for a live telephone interview between CBS Channel 5 and Pranjul Srivastava, who was in London on an internship with JP Morgan. Pranjul became their "go to" guy as they called on him five times to get

live updates on the story from London. Additionally, when the story broke about the America West and US Airlines merger, Ms. Torres directed the Associated Press, NPR, The Arizona Republic and The Business Journal to Thunderbird's resident expert on the topic, Professor Inkpen. These are just a couple examples of the many T-Birds in the press that Ms. Torres has helped to get there in her short time here.

As an astute PR expert, Ms. Torres is always on the lookout for people who would like to share their stories and expertise. She welcomes students to contact her and share their newsworthy experiences and anecdotes of what makes Thunderbird a truly global community.

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Dedicated Thunderbirds

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

Thunderbird has undergone many changes since its founding in 1946. There is, however, a group of dedicated individuals who, through good times and bad, have stayed with and contributed to the Thunderbird community. Among the many T-Birds who give more than is expected, nine individuals stand out for over 20 years of service to Thunderbird.



MARISSA LIMMANY

On behalf of the Thunderbird students and the rest of the community, THANK YOU!

JR Anderson, 34 years: "I have known JR for about 5 1/2 years, and he is one of the pillars of this community. I have also learned a lot from him in the short time that I have been at Security. In addition, he is a reputable and reliable person. JR is an asset to Thunderbird." - Chuck Dworshak

Cheri Hazen, 30 years (in October): "Cheri has been a vital link between the students seeking to work for faculty and research positions" -Kedar Desai

Karen Tisdale, 24 years (in September): "Karen Tisdale joined Thunderbird in 1981 as the executive assistant to the Director of Career Services. Most of her Thunderbird career was spent in the Career Management Center where her positions included Sr. Recruiting Coordinator, Alumni Placement Coordinator, and Office Manager. In 2001 Karen joined Dr. Keck in moving from the CMC to broader student services responsibil-

ities. Karen really enjoys working with the students and hearing back from alumni regarding their accomplishments." -Kay Keck

Catherine King-Todd, 24 years (in November): "Although I have had several different supervisors, I have never met one that was more dedicated and devoted to their job than Catherine. She supports and promotes the School in everything she does with a never-ending positive attitude and deep pride. Catherine is always there for the students and goes "above and beyond" to ensure that their needs are met and their problems are solved. Thunderbird is extremely fortunate to have had such a dedicated employee for over 20 years!" -LaDonna Tucker

Nelda Crowell, 22 years: "In her position as Assistant Vice President of Communication, Nelda was responsible for, among other things, all Thunderbird publications. As Thunderbird's archivist, she is a fountain of knowledge on the history of the School." -Fran Springer

Laurie Garcia, 21 years: "I've worked with Laurie for about 8 years now. When I started, she was at Security and had been transferred later to Facilities. Laurie really does know everything and everyone around Thunderbird. She's like our "Ask Jeeves" of the campus. We consistently get calls from everywhere on campus and even outside vendors asking for information who have been referred to Facilities and to "ask for Laurie." Recently the Facilities staff was transitioned to ESS-Americas

employees. Laurie had been such a great resource on the Thunderbird side and is now a great asset for ESS. So when you hear, "Facilities, this is Laurie" you know you'll get an answer for your request." -Lonne Daniels

Beth Stoops, 21 years: "What can I say about Beth? She's a terrific person to work with ... Always upbeat, delivers high quality ideas on-time, rolls up her sleeves to get the job done, is greatly respected by all who know her ... and we need more people like Beth at Thunderbird." -Grame Rankin

Joyce Rogers, 21 years (in September): "Joyce herself typifies the work ethic that we always tried to follow when dealing with housing issues - "if it's just, right and proper, then you should do it." -Jean Grote

Barbara Stevenson, 20 years (in December): "Barbara is the epitome of class and kindness. I first worked with her when I was a student, but now as a colleague of hers, I am fully coming to realize what an incredible woman she is. Always dedicated to the best interests of the school, she conducts herself with grace. I have never heard her say an unkind word or turn away from someone in need. She is a model of how we all should conduct ourselves at Thunderbird or beyond." -Kellie Kraiser

It is an honor to have these individuals as a part of our community. If you have an opportunity, stop by and get to know these great people.

limmany@global.t-bird.edu

Academic and International Services Announcements

TNE: Term of Non-Enrollment Forms due September 9th
We are now accepting applications for TNE/Reduced Course Load from international students planning to enroll for less than 12 credits in the Fall, 2005 trimester. The deadline to apply is **Friday, September 9th.**

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

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

- Take a vacation from your studies, either inside or outside the U.S.
- Graduate during the Fall, 2005 term and have fewer than 12 credits left to complete.
- Attend classes at an overseas campus.
- Do an internship outside the U.S.
- Have special circumstances (medical, academic) which require under-enrollment.

OPT and CPT Applications now Available

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

I-20 Extensions - Look at your End Dates!

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

Internship Registration - Open through September 16th.

All students going on internships this fall and wish to register it can find forms and information on the "Internships" site of MTB. Registration will be open through Friday, September 16th.

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Announcing the Summer 2005 Graduating Class of Thunderbird

- Aaron C. Wixom
- Abdullah Alghanim
- Adalberto Barnette
- Adam J. Lesniewski
- Alexander J. Hume
- Anders J. Hansen
- Biao Chen
- Borys P. Zilbermintz
- Brent D. Berger
- Brian M. McBride
- Bryan T. Shupe
- Cheryl Chapnick
- Chris H. Willis
- Craig D. Whyte
- Craig W. Dacus
- David M. Brennan
- David S. Owen
- Diana Ca Mee Lau
- Dmitry Kosorukov
- Dori Merifield
- Friedrich A. Nitzsche
- George Samoladas
- Gregg Lee
- Gregory Keller
- Guillermo Siller
- Hae Dong Woo
- Hisanori Kanno
- Hsi-Lin S. Wang
- Hyo Sang Yoo
- Jason N. Hannah
- John F. Sweeney
- Katherine Pasternak
- Kedar Desai
- Kimball Utley
- Koren Elder
- Kozo Amemiya
- Lane D. Burkitt
- Lucia Llobet
- Luis E. Angulo
- Luis G. Morales
- Marcelo Iglesias
- Masashi Ose
- Matthew J. Gillmouth
- Matthew L. Davis
- Maximillian Meinhardt
- Meng-Yuan Kuo
- Michael J. Grimm
- Michael J. Miller
- Michelle M. Chen
- Nicholas Lumpkin
- Nicolae M. Alexandru
- Nicolas Lorenzo Hamam
- Rajnish Jain
- Renata Levicki-Miko
- Robert I. Forman
- Robert R. Wilberding
- Rostislav Yurovskiy
- Samuel R. Cowley
- Scott Harrington
- Stacy Alyse Wieser
- Sudarsan Srinivasan
- Sudhir Panjabi
- Takahiro Murata
- Teruhisa Tsugami
- Thomas A. Thurston
- Thomas P. Brennan
- Todd G. Witt
- Upaindra Dixit
- Vishal Mehta
- Wei Jia
- William B. Stewart, III
- Yaokuang Lee
- Young Gon Kim
- Young W. Lee
- Yu-Hung Cheng
- Yu-Lun Chang

Innovation Shminnovation: What Do They Really Mean?

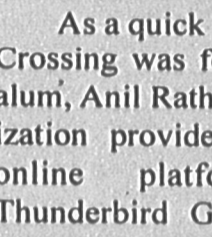
By KENTON WILLIAMS
U.S.A., Spring '06
and
JAIRAJ MASHRU
India, Fall '05

Hey guys! We've been hearing this word "innovation" a little too much this summer, especially while we were interning at Idea Crossing, LLC (the "Innovation Challenge" company, for all you first tri's). We began the summer wondering what executives and business leaders mean by innovation. Do they really mean



KENTON WILLIAMS

it when they say, "we are looking for the next big idea" and would they really implement it if they found it? How do they plan to foster what they call an "innovation culture?"



JAIRAJ MASHRU

As a quick introduction, Idea Crossing was founded by T-bird alum, Anil Rathi '02. The organization provides its proprietary online platform for the Thunderbird Global Innovation Challenge each year. On our Kauffman Entrepreneurial internship this summer, we worked on two projects simultaneously, which is common in a start-up environment. Aside from being responsible for the 2005 Innovation Challenge (technical development, marketing and operations), we worked on a couple business development opportunities such as World Bank's Development Marketplace, the XPrize Foundation and the Indian Management Association in

Indore, India. At 8:00 AM on 30th June, on a conference call with Mr. Mehmood Khan, Global Leader of Innovation at Unilever, UK, we found the answers to some of our innovation process questions. We were excited to be on the phone with him, even at 8 am! Mehmood was excited because he was going to watch the men's semi-finals at Wimbledon right after our call.

"Business is the most dynamic thing in the world!" he said, "And good business leaders are the ones who can bring out the best ideas from their teams." Unilever has developed an internal process to facilitate the free exchange of ideas that flow throughout the organization...across 56 countries with over 16,000 products. Mehmood monitors the pipeline of ideas generated by Unilever's 233,000 employees on his "dashboard," a home-grown software application specific to his function.

We even got a chance to speak with leading consultants in the innovation space, Troy Alexander from The Brave New Workshop and Frans Johansson, author of The Medici Effect. Troy was kind enough to share his eight secrets of how to come up with the next big idea. At BNW, they raise about 600 ideas without judging any during the first phase of an improvisational brainstorming session. The process for the session has been adapted from a technique some former Saturday Night Live writers brought to the workshop to come up with skit ideas. Using passion for the idea first, and leaving feasibility for a later session, they allow safe environ-

ments for creation and ideation. After coming up with over 600 ideas, they then set about narrowing the field to 25 of the most promising ideas for their clients.

Frans, an MBA from Harvard, shared some interesting thoughts from his book as well. He says that breakthrough ideas are seen when you step into a place he calls The Intersection, where ideas from different cultures, fields and functions collide and ultimately explode into extraordinary discoveries. Today, an increasing number of such intersections are being witnessed in different parts of the world. Frans will be visiting our campus this November as a final round judge for the 2005 Innovation Challenge and also presenting his thoughts at the Awards dinner.

Over the course of the summer, we became convinced that innovation is made to happen by an extraordinary group of ordinary people being brought together through an event designed to elicit open minds and an imagination. That is exactly what the Thunderbird Innovator's Circle stands for as well. The ideation sessions that were hosted earlier this spring brought together T-birds from various countries and backgrounds to develop new applications for a product currently used as a stretch band during a work-out. The Thunderbird Calendar, currently available in the bookstore and online, was also an innovative marketing concept that stemmed out of one ideation session.

The 2005 Innovation Challenge is another great example of how Thunderbird is involved with industry leaders such as Hilton Hotels, The United States Postal Service, IBM, and

Billmatrix to develop and implement innovation. In an attempt to make this as close to a real-world experience as possible, the rules of the challenge now allow up to two members per team of five to be students from any other graduate discipline. Log on to the new website for more details - www.innovationchallenge.com.

The THINC club leads the marketing and operations of the challenge and we encourage students at all Thunderbird campuses to be involved in this project. Some popular volunteering opportunities sought each year include the Marketing & Communications Team, Event Planning & Logistics Team, and the Liaisons Team. For more details on how to get involved, contact Matthew Harker, 2005 Innovation Challenge Chair at mattharker@global.t-bird.edu.

As a business student, it is increasingly exciting to be in the center of this intersection where corporations meet academic institutions in search of innovation...And innovators! We hope to succeed in our attempt to give Thunderbird a unique opportunity to harness innovation in business.

Event Timeline:

- Early-bird enrollment: August 1 - September 23. \$100/team
- Regular enrollment: September 24 - October 7. \$125/team
- First round (online): October 8 - October 16
- First round Results: October 28
- Final Round: November 17 - November 19

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Thunderbird's Competitive Advantage: Can We Make It Obsolete?

By MATT HARKER
U.S.A., Spring '06

Since its inception in the 1940's, Thunderbird has led the industry in producing global business leaders (#1 for 10 consecutive years).



MATT HARKER

However, an organization's competitiveness depends on the capacity of its people to innovate and upgrade. We understand it is important to maintain our competitive advantage and stay "truly global." Our position is coveted. Hundreds of other MBA institutions are claiming to have global programs.

Traditionally our competitive advantages have come from: diverse faculty, language training, and interconnected global curriculum.

If we are to sustain our competitive advantage we must heed Michael Porter's advice and make our existing advantage obsolete. We must not be afraid of change. We must all work collaboratively to innovate.

All around us we see proof of Thunderbird's innovative spirit through collaboration.

- Professor Kingsinger works with T-bird alumni to offer incredible learning experiences for his Business Intelligence Students.

- The Entrepreneur class, led by Professor Stralser receives visits from alumni, local professionals, T-bird club leadership to enhance his class' experience.

- The Mexican Association is working with Kraft, a T-bird employer, to put on a case competition that benefits students and Kraft. This relationship began through the efforts of the CMC.

- IdeaCrossing, a firm started by T-bird Alumni, has hired three T-bird interns this summer to help organize and run the Global Innovation Challenge.

- Echostar, employer of T-birds with several T-birds in top management positions, has chosen to sponsor the Innovation Challenge Welcome Party due to the suggestion of a current T-bird intern.

- The Innovation

Challenge brings MBA candidates from around the world in contact with leading companies looking for revolutionary ideas and innovative minds - organized and operated by T-bird students, faculty, and staff.

All of the above mentioned examples, and all those that I have forgotten to list, are examples of innovation through collaboration here at Thunderbird.

We - students, faculty, staff, alumni, and administration - must continue to find ways to work together. As we continue to collaborate we will find ways to make even our own competitive advantages obsolete. That way, by the time the competition catches up to us, we will have already moved on to higher ground. We will continue to be the only "Truly Global" MBA program in the world!

Adapted from Michael Porter's essential ingredients for international competitive advantage, here are five ways we can sustain Thunderbird's competitive advantage.

1 - Make available resources and

skills to MBA candidates, staff, alumni, and faculty. The IBIC and CMC are great resources.

2 - Communicate - We must continue the improvements made to the communication within the whole T-bird community.

3 - Set direction of resource employment - because of scarcity we must prioritize resources and stay true to the priorities set by leadership.

4 - As leaders, set clear goals - Leaders must step up and set clear direction. Club leaders would be wise to align their efforts to support the five pillars of the school: Global Thought Leadership, Borderless Community, Enterprising Spirit, Culture-Business Fusion, and Global Citizenship.

5 - Maintain pressures to improve and innovate - we must keep the bar high. As students we must uphold the honor code and praise course difficulty. Without these measures we would wither into mediocrity.

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Kraft Foods Latin America Challenge

By NICHOLAS LORENZO HAMAM
Mexico, Summer '05

Thunderbird and Kraft Foods Latin America led by the Thunderbird Mexican Association have put together a General Management case competition for Fall 2005.

The purpose of this case competition is to enhance team building (3-4 members) using the different functional skills T-Birds bring to school in order to put together a competitive and innovative business plan.

The best teams will have the opportunity to present their business proposals to Kraft Senior Management on campus November 11. The winning team will receive \$4,000 and will have the opportunity to speak with Kraft management as well as other participating

teams. The main functional areas that will be helpful to build-up a balanced team are:

- Marketing
- Finance
- Supply Chain
- Strategy

Important dates:

Kickoff Sept 16th
Sign up deadline Sept 16th
First round Oct 26th
Final presentation Nov 11th

Sign up now at:
www.my.t-bird.edu

Or if you prefer, please send us your team name, students' names, nationality, and field of expertise to: NicolasLorenzo@global.t-bird.edu or rleon@global.t-bird.edu.

Good luck in the Thunderbird - Kraft Foods Latin America Case Competition!

nicolaslorenzo@global.t-bird.edu

Václav Havel to Receive Thunderbird Honorary Degree

By TANIA TORRES
Director of Public Relations

Thunderbird and the CMC Graduate School of Business will confer an Honorary Doctor of International Law degree, Honoris Causa upon former president of the Czech Republic, Václav Havel. The degree will be presented during commencement ceremonies for the Executive Masters in Business Administration in International Management program scheduled for Saturday, August 6 in Prague.

A prominent playwright, poet and social activist, Havel became a worldwide symbol of freedom through his defense of human rights in the face of harsh political repression by the former communists. Havel was jailed three times for his political beliefs and activism and spent nearly five years in a Czech prison. After helping lead the Velvet Revolution, which ended communists rule in 1989, he was elected president of

Czechoslovakia. He was re-elected in 1990 and served until 1992. In 1993, he was elected president of the newly-formed Czech Republic. He was re-elected to the Czech presidency in 1998.

"Václav Havel is the embodiment of courage and personal commitment to the democratic ideal," said Thunderbird president Dr. Angel Cabrera. "It is an honor for Thunderbird to



celebrate his contribution to making the world a better place while we graduate this new group of EMBA degree-holders with the exhortation to follow President Havel's example and practice the virtues of global citizenship."

Among the notable par-

ticipants in this year's graduation will be Thunderbird president Dr. Angel Cabrera, CMC president Marco Sipione, and Robert Dudley, an alumni from the class of 1979, and President and CEO of TNK-BP, one of the largest oil companies operating in Russia. Mr. Dudley will serve as the alumni convocation speaker for the event. The ceremony will be held at 1:00 p.m. at the Rudolfinum Concert Hall in Prague, Czech Republic.

The Executive MBA degree is offered jointly with Thunderbird and CMC Graduate School of Business, Central Europe's leading regional business school. The 14-month Executive MBA program is designed for top executives in senior management positions from the Czech Republic, as well as the wider region of Central and Eastern Europe. This year's graduating class includes citizens from Canada, Czech Republic, Italy, Kuwait, Macedonia, Russia, and the United States.

CMC in the Global Market

By DAN DING-SHIANG LUNG
Taiwan, Fall '05

TSG Executive Education & Speaker Chair

Professor Youngdahl once said that the key customers of Thunderbird are the employers. I totally agree with his point and recalled the meeting we had at the end of last

semester. Several Taiwanese students along with Frank Neville discussed ways we could market Thunderbird better in Taiwan or elsewhere. We mentioned the CMC's role in the job search. In fact, CMC can serve our key customers better by providing great ex-pats to those global players.

As I know, HSBC used to have a program called "IO (International Officer)." The program is designed to hire young professionals with talent and potential, and to send them overseas through different job rotations and reallocations. Eventually, those IOs would become country managers or even higher positions. This process ensured HSBC's manpower aligned with growing business around the globe. I am not sure whether HSBC still uses this great practice or not, but I am certain that there must be some more companies looking for managers with global experiences and diversified exposure.

T-birds can be their perfect match!

Last fall, my first trimester, I talked to a CMC adviser. He admitted that CMC doesn't have a lot of resources to help students find jobs outside the of the USA. What if we start from the headquarters in the USA? Would it be a totally different story then? We come here to learn about how to manage a company in a multicultural and international situation. We do practice these techniques in our daily life because of the great representation of diversity by the student body (compared to other schools). Employers can easily send T-birds as ex-pats to elsewhere. Emerging markets with great potential are good battle fields for us to crack in. I remember my Latin American RBE class. These classes also enhance our capabilities to work overseas.

Beside HSBC, for example, BenQ, a Taiwanese company spun off from Pan Acer Group, bought Siemens cell phone division recently. The acquisition will be effective in October 2005. The cultural differences certainly require managers with skills to handle the situation and to facilitate the process. Our CMC can take a more active position to approach those key customers and to let them know about T-birds' quality and specialties. I do believe that we have advantages over other MBA students. CMC can help make this happen.

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Global MBAs Connected to Our Campus

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

Recently I got a fantastic idea from Beau Wilberding. He suggested that we bring EMBA, Global MBA, and the participants of executive education program together through our campus events, such as football tournament. For instance, half of the participants of the Grand Canyon Trip were from the LG program. That was a great starting point!

Last Friday, Korean Club also invited those LG executives to its BBQ event. I talked to some executives. They were nice and friendly. Furthermore, they show high interests in club events and look forward to interacting with students on campus. From regional clubs to professional clubs, these guests are

willing to participate in our activities. We will certainly invite and encourage them to do so.

During the summer, the Global MBA programs also had several on-campus sessions. Beau recommended that in the future we have a football tournament for them and the rest on campus. The only requirement is that the Global MBAs have to find a teammate from another track, rather than another Global MBA. This would definitely increase and facilitate our interaction. Somehow, they might feel that they are isolated from other programs. It is our responsibility to make them feel at home and to show them what T-birds truly are.

On the executive education side, what else can we bring to them other than the cultural dinners? Those experienced executives came here to share their knowledge and to

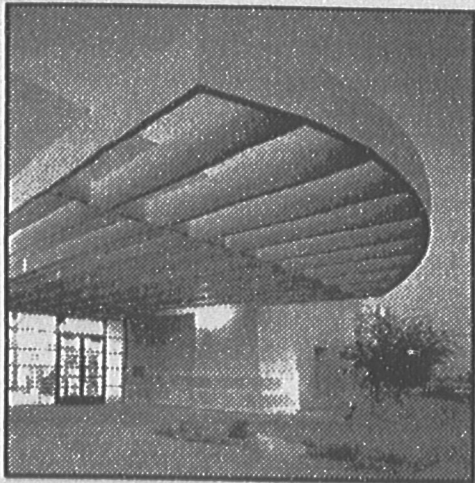
learn theories from our faculty members. We as T-birds can also play a key role in enhancing their Thunderbird stay. The same goes for the EMBA students. The more we interact, the better we learn from each other.

As a student in Thunderbird, I love to see more initiatives from everyone in our community. These actions will simply make this school a better place to study and to remember after graduation. Let's play in another tournament! Come on!

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Free or Low-Cost Sources of Online Business Information



By CAROL HAMMOND
IBIC, Associate VP for
Information Services



CAROL HAMMOND

Once you have graduated from Thunderbird, you no longer have access to the databases located on THOR. The following links provide similar resources for free or low cost. Some of the databases you knew and loved at the IBIC, can be found through these links on the Internet.

Company Web Sites

Use Google's I'm Feeling Lucky to go directly to a company home page. <http://www.google.com/>

Company Directories

Business.com: Features 64,000 company profiles with detailed information about public, private and international companies, including news, financials and biographies of executives. <http://www.business.com/directory/index.asp>

Corporateinformation.com: Contains over 300,000 public and private company profiles worldwide. Reports feature in-depth analysis of sales trends, profitability, stock performance, financial position, research and development expenditures, divi-

dends, and much more. Information is searchable by company name, geographic region, or industry sector. <http://www.corporateinformation.com/>

CorpTech.com: Covers more than 50,000 high-tech manufacturing, development and services companies. Free registration required. <http://www.corptech.com>

Hoovers.com: Covers 18,500 U.S. and foreign companies, both public and private. Hoover's Online is the database to search for profiles of companies, their employees and products. <http://www.hoovers.com/>
KOMPASS.com: Contains listings for one million companies worldwide, searchable by product or company financial, personnel, and statistical information. <http://www.kompass.com/>
Thomasregister.com: Includes 173,000 American and Canadian companies and 135,415 brand names. <http://www.thomasregister.com/>

Financials & Annual Reports

MSN Money Ownership Profile: Charts display aggregate ownership data as well as the names and holdings of the largest institutional, mutual fund and 5%+ individual owners. <http://moneycentral.msn.com/investor/invs/ub/ownership/ownership.asp>

The Public Register's Annual Report Service: Obtain annual reports, prospectuses or 10k's on over 3,600 public companies for no charge. <http://www.prars.com/>

SEC Filings & Forms (EDGAR): EDGAR, the Electronic Data Gathering, Analysis, and Retrieval system, performs automated collection, validation, indexing, acceptance, and forwarding of submissions by companies and others who are

required by law to file forms with the U.S. Securities and Exchange Commission (SEC). Its primary purpose is to increase the efficiency and fairness of the securities market for the benefit of investors, corporations, and the economy by accelerating the receipt, acceptance, dissemination, and analysis of time-sensitive corporate information filed with the agency. <http://www.sec.gov/edgar.shtml>

Industry Information

Trade & Export Information by Industry: Industrial and Service Sector Resources from International Trade Administration. http://www.ita.doc.gov/td/td_home/tdhome.html

Find out what insiders say about working in selected industries. <http://www.vaultreports.com/>
Get the inside scoop on working in numerous industries. Industry profiles include an overview, the pros and cons of working in a specific industry, the top companies in that industry and people profiles. <http://www.wetfeet.com/>

Yahoo! Finance's Industry Center
Links to news, press releases, research reports, message boards, top 10 companies and market summaries for 17 industries. <http://biz.yahoo.com/ic/>

Rankings

Forbes Global 2000: <http://www.forbes.com/forbes2000>
Forbes International 500: <http://www.forbes.com/inc>
Inc 500: <http://www.inc.com/inc500>

Business News

ABYZ News Links: Gateway to over 20,000 English-language

media sources from around the world. Includes newspapers, magazines, broadcasters and Internet-only sites.

<http://www.abyznewslinks.com>
American Journalism Review NewsLink: Links to local and international news resources. <http://newslink.org/>

Get the latest business news from this newswire service: <http://www.businesswire.com/>
Dialog Select OpenAccess: Contains 50,000 information sources, including ABI/INFORM, Business & Industry, and TableBase: Articles range from \$3-\$5. <http://www.dialog.com/products/dialogselect/>

Factiva: Access nearly 8,000 news and business information sources, 10,000 Web sites, and the Reuters pictures archive for an annual subscription fee of \$69 plus \$2.95 per article. <http://www.factiva.com/>

FINDarticles.com: Free access to magazines and journals indexed back to 1998. <http://www.findarticles.com>
Lexis-Nexis by Credit Card®: Conduct searches and view headlines without charge. Pay only for the complete text of documents viewed. Basic news documents are \$3 and company financial information ranges from \$4 to \$15 per document. http://web.lexis.com/xchange/ccsubs/cc_prods.asp

Northern Light Business Research Engine: Access the full-text of articles from over 1500 trade journals, business publications, and newspapers. Also includes current news from over 5,000 news stories per day from 70 newswires covering every significant event around the globe. Individual users can subscribe using a credit card for \$50 per month. No connection fees, no search fees, and no page-

view or per-document fees. <http://www.northernlight.com/library.html>

Country Information

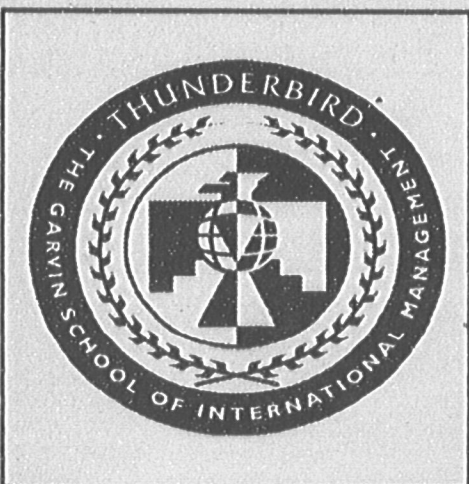
BBC News Country Profiles: Guide to history, politics and economic background of countries. http://news.bbc.co.uk/1/shared/bp/hi/country_profiles/html/default.stm

Economist Country Briefings: Provides profiles for 60 countries. Information includes recent articles, stock market data, related Web sites, a currency converter, and macroeconomic data. A country profile contains economic forecasts and the political climate of each nation. <http://economist.com/countries/>
Eldis Country Profiles: Links to news, statistics, organizations and sectoral information. <http://www.eldis.org/country/index.htm>

IBIC Global Gateway Countries & Regions: Available via the Global Gateway, find information by country. Links to government sites, travel & tourism, culture & language, education and companies & markets. <http://globalgateway.thunderbird.edu/>

GlobalGateway/Stat-usa.gov: Contains International Market Research reports, Trade Opportunities, Country Commercial Guides and much more. Documents start at \$10.00. <http://www.stat-usa.gov/>

Yahoo! International Finance Center: Access background information, trade regulations and country risk reports on hundred of countries. Sources include the Economist Intelligence Unit and CountryWatch. <http://biz.yahoo>



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Goodbye to Thunderbird Europe

continued from page 1

The decision was made for a number of reasons. One of the large reasons is because Archamps is not expected to have enough students to make offering the program worthwhile for the school. Now that there are no incoming summer classes, the second trimester students (who are the most common students at TE) will not exist to populate the European campus. With the last three trimesters being an example of about 40 students each, there never really was the expected and hoped for amount of students at TE. This along with the struggling graduate school sector of business and a restructuring of the business model of Thunderbird has led the school to close the doors for classes in the Fall.

The final decision about the future of Thunderbird in

Europe will come from a number of different parties. Of course, President Cabrera is involved, the Dean of Programs, the Dean of Faculty, the CFO, a management team, certain other executives, and last but not least, the Board of Trustees (who are better able to bring a bridge to objectiveness in the final decision) are among the list of decision makers.

Even though there seems to be no use for speculation because there has not been a decision made the topic seems to be one creating many rumors around campus. One thing that is certain is what ever decision is made, will be a decision in an attempt to bring about a more prosperous future for Thunderbird.

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KUDOS to TSG President and VP

By CABOT WOOLLEY
U.S.A., Fall '05

A lot goes on behind the

noticed or publicly recognized. In



CABOT WOOLLEY

a lot of ways, it's a thankless job—like serving on a home-owners association board; don't ever do that if you can avoid it. One such noteworthy

action occurred at the close of this past spring trimester. President Michael Teague and Vice-President Akhil Barasia pushed to resolve a TSG budget issue that over the years, for whatever reason, had never been addressed.

For the past, who-knows-how-many years, the campuses in Archamps and Guadalajara have only received a portion of their TSG funds with 20 percent of the budget remaining in Glendale. Since each student pays a fixed amount each

trimester to the TSG fund, it follows that they should expect to have the opportunity to directly reap the benefits of those funds.

investigated and were told that "this was just the way things have always been done." (Sounds like a "Competing through People" case?). In the midst of the busy exam week, Michael and Akhil brought the issue to the TSG committee as a matter of priority. A vote was made and reallocation of funds was implemented immediately.

Thanks to these efforts, all current and future students studying at the overseas campuses can enjoy the large majority of those funds at the campuses at which they study. It is efforts such as these and countless other untold stories that help make positive changes at Thunderbird. Congratulations and thank you to Michael, Akhil and the rest of the TSG team!

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Financial Excursion to London

By FRIEDRICH NITZSCHE
Germany, Summer '05



FRIEDRICH NITZSCHE

For the second time this year, the Finance and Investment Banking Club, along with Prof. John Dunn, took off for a trip to London. This global adventure started bright and early one morning at the Geneva airport where the group of 15 people flew from and arrived in London at three different airports.

After arriving we all rendezvous'd at the hotel, and shortly after left for our first meeting with Bank of America where we met the Managing Director and Thunderbird alum, Mark Oldcorn, as well as Graduate Recruiter, Amanda Wickham, who is the responsible for MBA hiring. Mark spoke with us about his experience and current position in the Investment Banking side of the company, and Amanda spoke about the hiring process.

After having lunch at BOA, we were off to our next adventure just across the street at Citigroup where we heard another very interesting conversation on prime brokerage with Sarah Cole and two of her colleagues at the bank. After this presentation, we were finished for the day and free to wreak havoc on the streets of London.

The next morning, our first meeting was at the Merrill Lynch Financial Center. Here we met with Thunderbird Alum Tom Hobson who scheduled us to meet with a number of other alumni in the company. First things first though - we got a tour of the expansive trading floor. After the tour, we settled into a conference room and listened to a presentation about different areas of Merrill's business, from trading to economics

to products, they covered it all...even tips on how to get your foot in the door in the highly competitive banking industry.

On the way to our next meeting, we were all very flabbergasted when another terrorism attempt occurred and shut down all the public transportation in London. Because of the excitement and hustle of the city, it took a while for us to find our way to the next meeting at the London branch of the First National Bank of Taiwan, where we had a very nice and original encounter with Vice President & General Manager, Alan Jin-Der

way to a meeting with Horseman Capital. Here we met with one of the partners and another person who gave us insight and explanations of the enormous hedge fund industry, as well as their funds and investment strategy.

After this meeting, we walked down and had lunch near Bond Street and made our way toward an afternoon meeting with Clayton, Dublier and Ross, the private equity firm. There, Huw Philips and Blair Jacobson, VP Private Equity & Mezzanine Partners from Citigroup, provided a very interesting and in depth



Soong, and Senior Assistant Vice President & Deputy General Manager, Y. T. Law.

After this meeting we headed down to Canary Warf to meet with some alum, enjoy a cocktail, and have dinner. Regardless of the earlier terrorist incident, the city was still very alive. Once we got to Canary Warf we met with Kevin Cowan, the chapter leader for London Alum who had scheduled the event. Unfortunately but understandably, the threat of terrorism weighed on the results of this meeting where only two alum and one intern arrived. Fortunately, the resilient students didn't let this slow them down and that night we again brought havoc to the streets of London.

The next day after sleeping in a little bit from the previous night's "havoc," we made our

view of Private Equity and the company's role as a well established Private Equity firm.

Generally speaking it was great being in London, one of the world's most important financial centres. The insights and network that we all gained will most certainly be useful in our future career searches.

A special "thank you" goes to Abdullah Alghanim who selflessly used his personal contacts to make this trip happen and Professor John Dunn who scheduled meetings as well as acted as our finance guru throughout the trip. Also, another special "thank you" goes out to all of the firms who took the time to meet with us.

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Mike McInnes and Claire Chien walk through the rain in Yvoire, France



Wine Club All - A group of wino's and spectators enjoyed the a wine tasting put on by the Archamps Wine Club.



Dinner with Alumnus - From the left Ashley Weng, Abdullah Alghanim, Anssi Pulkkinen, alum Elizabeth Osterberg, and Matther Goldberg enjoy dinner during a the Finance and Investment Banking club's trip to London.

Welcome to Ricardo's Apartment: Good Friends (And Eats)

By RICARDO FIORILLO
U.S.A., Fall '05

I dined at a popular local restaurant in Hermosillo at my first stop along the trail to Guadalajara. A little friend approached me looking for handouts. Taken aback by his forwardness — his kin in the US are more timid — we had a short visit and he was on his way. Later while moving into our summer Guadalajara apartment, we were warmly greeted by a number of his distant relatives. Their cultural differences were evident from the start. For example, we never saw our newfound friends during the day—they work nights — so normally we only enjoy late evening dinners with them right after they wake up.

As we got to know our neighbors, we asked about our little friends. While our neighbors have other friends that meow, bark, swim, crawl, and even spray smelly stuff, shockingly none had little friends like ours. How could we be the only ones so blessed? My belief is that our neighbors have sent their little friends to keep the güeros company as a housewarming gift.

And such good little friends they are. Some days upon arrival at school, I will

open my notebook and a couple of them will jump right out and land in my lap. Talk about a surprise! I guess with the prospect of missing me all day, my friends hide themselves in my backpack at night so they can be close while I am at school.

Unfortunately, weekend travel around Mexico limits our time with our little friends which is hard on Andrés, my three-year-old. In fact, when we tell him it is time to go home he excitedly says, "Go home, see cucarachas," that's right, cockroaches.

About once a month, our little friends invite just about everyone they know over for drinks. Coincidentally, this happens right after a man in a truck stops by and sprays. I have not fully understood the occasion, but no matter. We throw a big party, singing traditional Mexican songs:

La cucaracha, la cucaracha

Ya no puede caminar...

Fun to be had for all — my toddlers really get into it. I certainly find the lyrics apropos — many of their friends are sadly quite sick and unable to move around very much.

On one of our trips to Oaxaca, the locals recommended I try the chapulines (grasshoppers). The kids were rather angry and disgusted that I would even consider eating distant relatives of our little friends,

but I decided to try them anyway. Sérgio in particular disliked the smell. Cooked in a garlic oil sauce with chillies and onions, served with guacamole, and topped with a few squirts of lime — they were fabulous.

Upon closer inspection, the diminutive legs and antennae meant a large number of chapulines were on my plate. The waitress explained that it is next to impossible to catch them while they are jumping around. Instead, the perfect time is at daybreak when they are just hanging out on the corn plant's large leaves. A large bag, a quick hand, and a shake and you are ready-to-cook. Needless to say, when I returned home I failed to mention this aspect of our trip to our little friends.

This past weekend at the beach, we were all a bit sad because we missed our little friends back home. Surprisingly, we did not even run into any of their kin. A local explained that the cucarachas do not get along with the local scorpions. Excited, the Thunderbird in me saw a great opportunity to work on some cross-cultural issues. I looked for a diplomat (or even better, a full entourage) to take home and make amends. Alas, I found no candidates but I certainly hope such an opportunity will present itself, and soon.

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You are Cordially Invited...

Carne Asada: Good Friends, Laughs and Tears

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

I invite you to a barbeque (carne asada) — a carne asada is really more of an event than a typical barbeque. They occur spontaneously whenever five or more people find themselves at someone's house on a lazy afternoon, and they usually follow the following pattern:

The meat is sizzling on the grill, the men are gathered around, beers in-hand and the women are off to the side gossiping as they make salsa. More friends are on their way over. In the background, the radio is on: rock, pop, R&B, white noise at that point, really.

We've eaten our tquitos and have made a large dent in the ice chest which used to brim over with beers. Uh oh. Who brought the tequila? It's difficult to say no...so you don't. One shot, two shots, three shots. "Someone put on 'Soy como quiero ser' by Joan Sebastian!" A couple starts dancing closer than any other two people have ever danced...dips, jumps, there she goes over his shoulder.

When "Eres mi droga" and "Y todo para que" by los Intocable comes on everyone starts dancing because the music's great, because life's too short not to dance at this point, and because you just had more tequila. But wait...Los Intocable are right: why do we love so much that it makes us physically ill? Why can one person have such intoxicating power over another?

Your head spins a bit, and your heart beats a little faster, thinking of relationships that don't fulfill and recalling lost loves. You dance a little slower, lost in a hazy horizon of glittery memories as you listen to Banda El Recodo's "Y todo para que" and "Yo tengo una ilusión." The red sun has fallen behind the mountains, your shoes are powdered in the dust your kick up

while dancing, and remembering the one that got away makes you crave more tequila, so you sit down.

When "Pa'todo el año" by José Luis Rodríguez and Los Panchos comes on, the words go straight your soul. It is as though he was singing on your behalf and you think for a moment, "voy a morir de amor" (I am going to die from love). It could happen.

Everyone around you must be thinking the same because when "Como quien pierde una estrella" comes on, the entire inebriated crowd, along with Señor Fernandez, let out a loud, sorrowful "ayyyyyyyyyy, después de quererla tanto" (after loving her so much).

Up until this point, only the men had been sprinkling the dirt with tears as they shake their fists in the air, belting songs out from the very bottom of their souls. Now it's the women's' turn: "Esclavo y amo" by Javier Solís. The formality of using glasses has been foregone so you take a swig straight from the bottle and pass it on.

That's enough, say the men as "El Rey" by José Alfredo Jiménez comes on. They stand up and once again, fists in the air, proclaim themselves kings. (Read loose translation: with money or without money, I always do what I please, and my word is the law. I have not a throne nor a kingdom, nor anyone that understands me, but I'm still king.) Singing the songs that our fathers and grandfathers sang, it's clear that the sentiment that runs through our blood has remained unchanged with time.

We've gone from eating and drinking heartily amongst friends, to dancing blissfully, to profoundly lamenting matters of the heart (which we relive every time we have a carne asada). The ice chest is empty and the tequila bottle is now melted in the fire. Time to go home, with Pedro Fernández and "El último trago."

Cozy up to a bottle of tequila and check out these songs at <http://thunder-radio.com>

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Kevin Williams, Fernando Huanes, Clark Morris, and Matt Gregg

From Beans and Bullets to Mariachis and Motos: A Life Contrast and a Choice

By MARK LINEBERRY
U.S.A., Spring '06

This is not your typical Das Tor article. I am not writing to exalt Thunderbird's program here in Guadalajara, or to describe how wonderful the culture is in Mexico. Instead, I am writing to remind you to do one important thing every day possible — live.

My definition of "living:" visit a new place, talk to a new person, indulge in your favorite drink on a Tuesday night, my definition can go on and on. Friends, I urge you not to get overly caught up in finals, projects, papers, and all of the other stresses imposed by graduate school. Find a balance between work and fun (a.k.a. living).

I made two key decisions early on that have undoubtedly aided in my "living" experience. First, I decided to make the drive to Guadalajara and see the

Mexican countryside. Joining me in this four-day, see-the-beaches-and-bars-while-learning-the-culture tour was Dan Kryzanowski. Dan was an inspirational co-pilot who was up for anything on the way down and continued to stay up for anything once we were "living" in Guadalajara. My second decision, unquestionably the best I've made in awhile, was to trailer down my Harley Davidson motorcycle. I own a 2002 model known as a Fatboy, a cruiser-type motorcycle, green in color, with the ability to reach high speeds and dodge bullets.

Having my bike here in Guadalajara has certainly presented me with more opportunities than I would have had without it. From late night rides roaring down the empty streets of the city with a nice señorita on the back, to the scenic day trips to Chapala and other outlying towns, to my three-day ride south visiting beach towns along the coast; yes friends, I've been living.

The trademark rumble

of the pipes always draws attention as I slowly pass through small town after small town. Even though I was an American, I was still always welcomed enthusiastically.

Less than one year ago, I was in Iraq serving a 13-month tour. As an infantry Captain in the U.S. Army, my unit was situated five kilometers outside Fallujah this time last year. Not a day passed that I didn't think about the riding experiences I had lived, and the experiences I wanted in the future. Now, not a day passes that I am not thankful for being in good health and living the life I do. I also think about the men, or boys, that I knew who were lost and wonder what they would be doing today. I tip my cup to them and hope their sacrifice was not all in vain. I think the character Red said it best in the movie Shawshank Redemption, "Get busy living, or get busy dying."

Friends, know that I am busy living and I urge you all to do the same.

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MARK LINEBERRY



RICARDO FIORILLO

Thank You Friends

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

About 8 months ago I can recall standing next to S u d i o Sundarsam and Kedar Desai feeling scared to death while I stuttered and stammered trying to describe my vision for the Thunderbird Student Government. Luckily, not many of you could see my knees shaking behind the table.

In the beginning, we identified three campus needs for improvement: First, increase communication between the students, staff, and faculty. Second, improve the quality of food provided at the commons. Third, we wanted to support projects which increased the quality of life for



MICHAEL TEAGUE

all students. Akhil and I did our best to select projects which have driven this agenda. This TSG's biggest asset has been our great teammates.

On behalf of Thunderbird,

Thank you...

Danny Lung for being this TSG's "Most Valuable Player"; it was a pleasure to work alongside your enthusiasm everyday.

Brent Berger for taking the time to lead the audio video improvements to the Pub and Tower.

Jignesh Gardi for your patience while you taught us the Do's and Don'ts of allocating the student budget.

Jason Hannah for showing persistence to complete the Associations project.

Vishal Mehta for providing a student voice throughout the Aramark/Compass improvement project.

Rita Munchi for selecting the art and color scheme for the Tower remodel.

Thomas Alston for leading the new tradition of Thunderbird Cares Day.

Gbemi Disu for your work ethic and personal commitment in meeting the needs of the student clubs here on campus.

Alex Nepogodiev for providing a positive voice toward the changes which were necessary in Archamps.

Linne Freeman, Terrie Duong, and Christian Schaefer for personally owning our TSG goal to provide great spring regional nights.

Kedar Desai for alertly keeping your finger on the pulse of the students so that our team could provide for their needs.

Kanwal Jit Kaur for attending every TSG event bringing your positive attitude and willingness to help a fellow

teammate.

Adrian Corral for coming off the bench to reinvent the treasurer position, and always asking for more.

Erich Bentz for letting us kill your student government spirit while you took charge of the World Night, Grand Canyon and Zoo field trips during your dreaded second trimester. Rest In Peace friend.

Heather Kim for crossing our T's and dotting our I's. It is only through your watchful eye that we have had the opportunity to succeed.

Akhil Barasia for keeping the needs of the students front and center, and reminding me to study every once in a while.

We have made many changes to the next TSG's organizational structure. In the past, the most time consuming positions (except President and Vice President) were the Student

Activity Chair, Treasurer, and Audio Video assistant. We have restructured all three positions in an effort to alleviate the workload that organizing student activities can create.

This TSG team has been fortunate to have had the opportunity to complete many projects. Our mission has been driven by the idea of "Doing the right thing because it's the right thing to do". I look forward to returning in the fall of 2006 (after completing my 1 year internship with HILTI in Tulsa, Oklahoma), to witness the positive changes that Matt and Jade will create with their team.

I have enjoyed this opportunity to serve Thunderbird. Good luck friends.

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A New Look for a Time Honored Building

By RITA MUNSHI
U.S.A., Fall '05
TSG Institutional Chair

If you have been on campus lately, you've seen the interior of TSG/Tower building slowly being transformed. What you might not have known is that the transformation is a project which was initiated by your TSG team and it began two weeks after the spring trimester ended. Our goal was to have a new and improved building for the T-bird community to utilize and enjoy for years to come.

It all started with the selection of new wall colors for the lounge and the corridors. The colors selected were brighter and more modern in order to take advantage of the bright Arizona sunshine. Next, we tackled the old pictures on the walls and

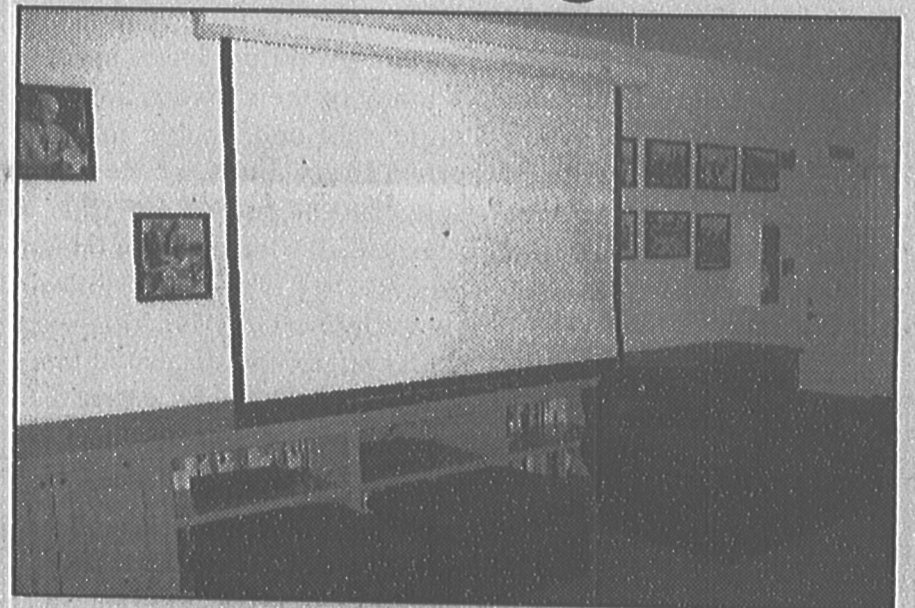
chose new ones which were more reflective of the Thunderbird mystique. With the assistance of Nelda Crowell, our resident historian, we selected wonderful pictures that captured the essence of student life on campus; both past and present. These pictures are truly global in spirit and scope. The walls of the lounge now tell the story of a school transformed from a military base to a world class international institution.

To honor our great leaders, one wall in the lounge is dedicated solely to all our Presidents, from General Yount to President Cabrera. Next, the task of upgrading the furniture in the lounge was undertaken. The couches were sent out to be repaired and new furniture was selected to make the room more comfortable for watching TV or for studying. The blinds were repaired and now open easily to get a panoramic view of the campus while studying or close shut

to accommodate viewing of Thundermovies or club presentations on the wide projection screen; yet another added feature of the Lounge. New carpeting replaced the old worn one and new cabinetry was added to hold books and movies for T-birds taking a break from the rigors of school life.

With only a few short weeks to go before the fall trimester, the final enhancements are in process and the lounge will be fully operational by September. With about 75% of the project complete, preliminary reviews regarding these improvements have been very favorable. Many users are excited to see the finished product and look forward to September when they will have full access to the upgraded facility. Please stop by and tell us what you think of these improvements.

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A Great Journey with TSG

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

I joined TSG last Fall as a First Tri Rep. Afterwards, I became the Executive & Speaker Chair for two trimesters. I consider my experience in TSG a great journey with fantastic people, not only TSG members but also those who



DANNY DING-SHIANG LUNG

helped me on the way.

Of course, the workload sometimes is quite heavy, especially during finals week or with projects going on. I still remember that I received and replied to over 100 emails early morning. There could be more than 10 cultural dinners during Fall or Spring. Each dinner requires up to 10 cultures. I enjoyed my position very much. Why? The experience I learned from organizing these events allowed me know more people and observe cultural diversity. Staff from the Executive Education Program are so friendly and helpful. The positive ener-

gy spread out through our communication. I was encouraged to take more responsibilities and to learn from the mistakes.

During our weekly TSG meetings, we not only share good news but also discuss different issues we are facing. School staff now attend our meeting to seek better communicate with the student body. As an observer (yes, I am not talkative in these meeting, which is abnormal from what I usually do) and a participant, I notice more aspects of cultural diversity and learning experience. Besides, several projects were initialized based on the demand of the student body or

issues we identified. Everyone can take part in them. These practices gave me many insights not only in my TSG position but also in class. I had opportunities to talk to different people on campus, and these interactions enhanced my MBA courses at Thunderbird.

Of course, a TSG member would have more responsibilities than other students. You may think that those tasks would take a lot of time. However, that's a shortcut to lead you a colorful and vivid student life. Plus, you would absolutely learn a lot of things from those jobs. Once an MBA student told me that "the

most important thing you learned in business school may not be from class but from anywhere outside the classroom." I do believe that and keep doing so. Thus, I encourage all of you seek for this great opportunity. You don't have to be involved in TSG. The same experiences could be from any clubs, TAs, or other positions allowing you reach more people on campus. Good luck, and all the best! Thanks again to those people who always tolerate my mistakes and patiently lead me through this great journey. Thank you.

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Directional View?

By VISHAL MEHTA
India, Fall '05

Food is the one magical ingredient in our lives that makes things happen and Compass has taken on the hitherto insurmountable task of catering to the unique palette of the Thunderbird "tongue."

Compass has already had its first meeting with a panel of students, where we put up our concerns and they brought their skills to the table. The Group has a significant presence in over 90 countries with 400,000 employees worldwide and works through highly specialized local teams, which are able to cater to different regions and cultural environments.

We have seen a significant amount of cosmetic changes and some improvement in their "home style" cooking selections but the Fall term is coming around in less than a month and with the swarm of new and old students coming in Compass will need to be ready for anything.

The important thing is that WE CAN AND MUST HELP THEM. With our diverse student body, we understand the intimate cultural differences that we face every day. Through a student food committee, we can pass on this sensitivity to them. The burden of this obligation lies on both sides of the coin and if we step up to the plate, we can make this work!

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VISHAL MEHTA

Thunderbird Associations - A Transition

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

With the Summer trimester almost a memory and the Fall trimester quickly approaching, I can say for sure one thing will continue to make an impression. What I'm speaking about is the transformation of the former Marketing Club, International Development Club and Finance Club into the Thunderbird Marketing Association, Thunderbird International Development Association and Thunderbird Finance Association,



JASON HANNAH

respectively. The role of the associations is to facilitate the means of communication between students, outside corporations, CMC, alumni, and faculty and staff. More specifically, the associations are a central hub for information gathering and sharing. This past summer the association presidents have put together an implementation plan spanning the upcoming two semesters.

What this means to the above-mentioned parties is that campus events will be more integrated. For example, because of the increased planning mechanism now in place, the Thunderbird Marketing Association and Thunderbird Corporate Relations can share

resources, such as money or corporate contacts, to provide more well-rounded events clearly communicated to all parties. In addition, this opens opportunities for the CMC to become involved from a job placement perspective. Not only will students and faculty know sooner (and in more detail) the nature of events and speakers, but the back-end planning is more structured making the preparation easier for anyone - namely other clubs on campus - to participate or prepare their own event.

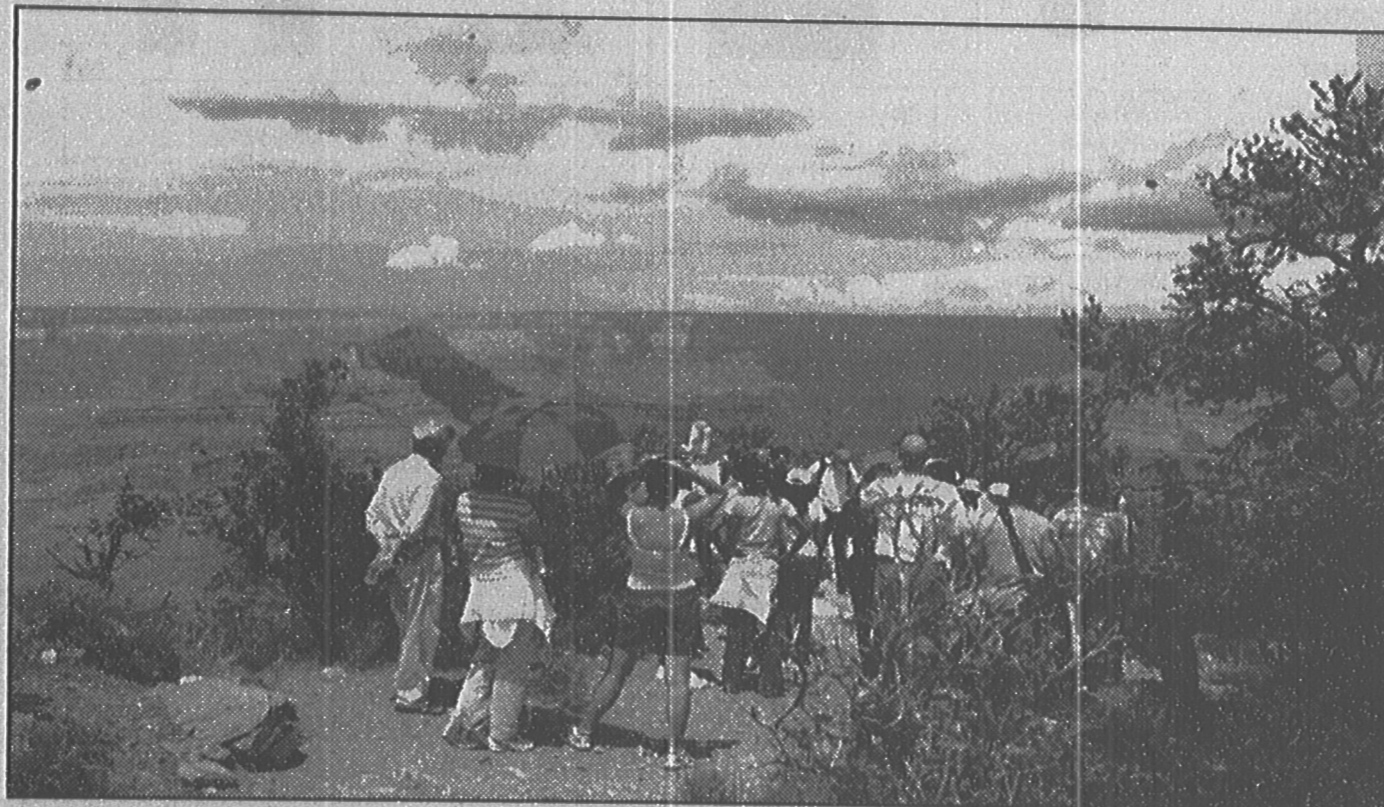
The associations operate from a constitution developed toward the end of the previous semester, and the offices are physically located on the northwest corner of the Tower Building,

adjacent to the Das Tor office. If you are a club needing assistance in contacting internal or external constituents, or plan on hosting an event, the associations is a great place to begin your research. Moreover, if you have questions about the nature of structure of the associations, please contact a representative within the association. Key personnel from finance, marketing and ID representing the CMC and faculty are also in place to answer question and disseminate information.

As always, please continue to become involved with you campus clubs and associations.

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T-Birds Work with National Park Service at Grand Canyon

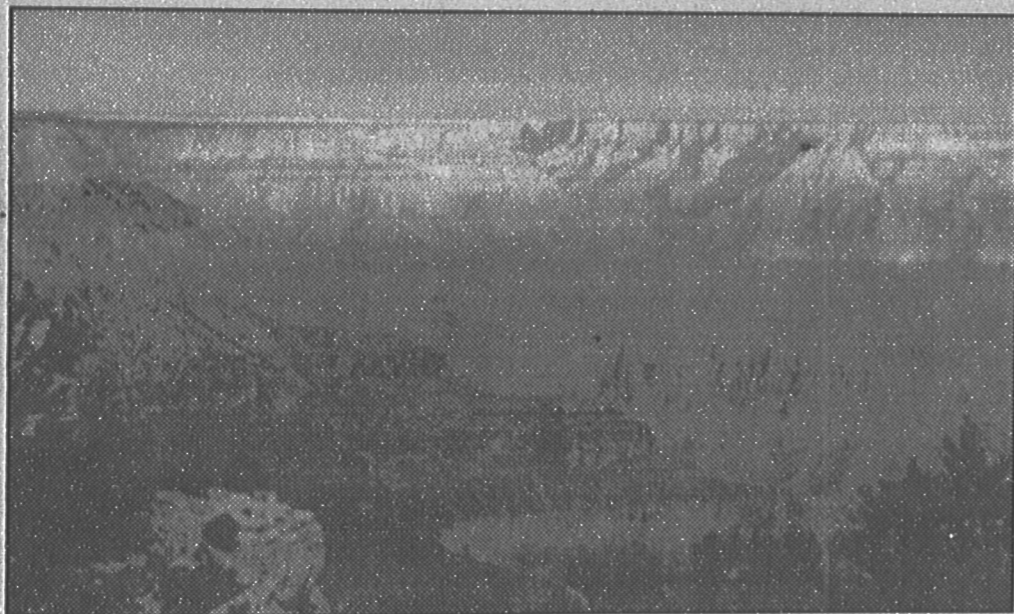


Presentation on park operations

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

On behalf of TSG, Erich Bentz and myself would like to thank everyone who participated in the Grand Canyon Secret Shopper Survey. I have been told that National Park Service was very impressed with the quality of the work that was done, as well as the personal skills and caliber of life experiences that the Thunderbird participants demonstrated. There is even talk of making this a yearly event.

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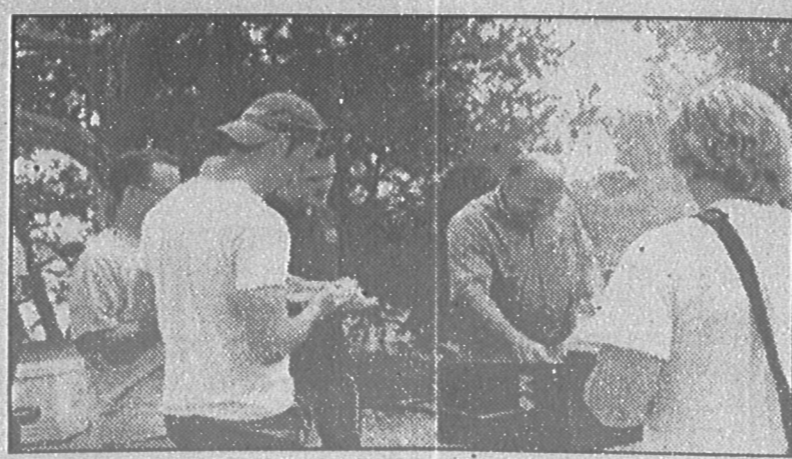
View from Shoshone



Rare 7 point bull elk



Soakin up the sights and good food



Veggie burgers all around!



Food with a view

Céad Míle Fáilte (One Hundred Thousand Welcomes)

By DEIRDRE DALY
Ireland, Spring '04

When planning a trip to Ireland the most important thing to remember is that Dublin is not Ireland. Dublin is certainly well worth a visit but if you really want to see what the land, culture and people are like you need to get out into the countryside a bit.



DEIRDRE DALY

The best way to get around is to hire a car; some of the most spectacular areas are not near public transport. However you can travel to all major towns and cities by train or bus (see <http://www.cie.ie/home/>) and

local companies often run bus tours to various beauty spots. If you do drive, www.viamichelin.com is a great site to help you plan your route.

Most people come to Ireland to see green fields and castles, to listen to music and to spend some time in the pubs. Ireland is also a great place for golfing, hiking, surfing, fishing, sailing, the arts, etc. July and August are the best times to visit as the sunshine makes a brief appearance and there are lots of festivals. The weather is usually alright until about mid-October but after that be prepared for chilly, damp weather until it lightens up a bit at the end of May.

Ireland can be expensive but for those on a student budget there are ways to cut your costs. Stay at B&Bs or hostels

rather than hotels (www.ireland.ie is a good booking site). Many pubs serve 'pub grub' such as fish dishes, Shepard's pie and toasted sandwiches, much cheaper than a restaurant and with more ambiance than McDonalds.

My own ideal tour of Ireland, perfected on my unsuspecting visitors, is a circuit of the country taking 10 to 14 days. Start off in Dublin for 3-4 days and hit the highlights - Book of Kells in Trinity College, tour the Guinness Brewery, have a picnic in St. Stephen's Green. Take the late night ghost tour bus which brings you to a lot of historic and creepy places around the city. Yes it is touristy, but it is great fun and good way to see the city. After Dublin drive-up to Belfast and spend a day there. From Belfast drive north for an hour

and see the Giant's Causeway. This is a spectacular area and the coast drive is fabulous. If you can manage to get there and out early then drive on to Letterkenny and there is more spectacular scenery on the route. From Letterkenny head to Galway city for a night or two. It's a bohemian city famous for its arts and music. It is also a great base to visit Doolin and the Aran Islands, where you can hear Irish spoken as the daily language. The area around Doolin, called the Burren, is bleakly beautiful, dotted with caves and home to arctic flora.

From Galway, Killarney beckons - drive the 'Ring of Kerry' before heading on to Dingle village to spend the night. Dingle is famous for its pubs, traditional music and its resident dolphin. Kinsale and

Blarney in Country Cork are also worth a visit. Blarney is quite touristy but a great place to stock up on souvenirs and sweaters. You can of course kiss the Blarney Stone in the castle but I wouldn't advise it. You really don't want to know what the local kids do that stone at night.

On your way back to Dublin visit Powerscourt House in the Wicklow Mountains (but only in late spring and summer for the gardens) before heading back for your flight home.

This trip hits all the highlights but still leaves lots to see on future trips and most people do return again and again. I can't promise you sunny weather but the warm welcome will more than make up for it.

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Language Toolbox @ the restaurant

By QUINTO ORETA
Philippines, Fall '05



QUINTO ORETA

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Language Toolbox @ the restaurant

Hello, I am Mr./Ms. _____, I have a reservation for tonight.

Excuse me, could I see your menu please?

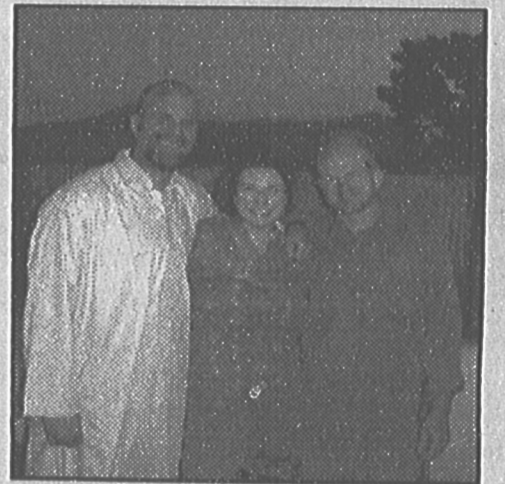
Waiter! Could you please follow-up my order, I am starving!

Bartender, can I have a cold beer please?

Check please.

Hi! how you doin? You from outta town? What's your number?

Konichiwa, watahiwa _____ de-su. Konban no yoyakuw o shital no desuga.	Nin hao, wo sh _____ xian sheg/ xiao jie, jin wan yi jing yu yue.	Oh la, soy say nyor/say nyor ah _____, tango oo na ray ser va see ohn para oy.	Bonjour, je sw ee muss-yeer _____ j'A une ray-zer-va-syone seh sw arr.
Sumimasen menu wo misete morae masuka?	Bu hao yi s, ma fan ni na cai dan lai?	Pear dohn, pw ay doe vair al me noo por fah vor	Excusez moi, pw ee-je vw arr lah cart s'eele vooch play?
Sumimasen! Tyuumon sitamono wo hayaku motte kitekudasai. Watahiwa onakaga suite imasu.	Fu wu sheng! Ma fan qing ni cui yi xia chu fang. Wo kuai es lei!	Ca ma rair oh / May ser oh! Poh dree as fee har day mee orden, may Eh stoy mor-ee-endo day ahm-bray.	Monsieur, s'eele vooch play, rapeed maw n, j'A ah fah may!
Sumimasen, biru wo onegal shimasu.	Jiu bao, ke yi ma fan ni gel wo yi bei bing pi jiu ma?	Cahn tee nair oh, sir-vah-may oo-nah ser-vay sah free ah por fah vor?	Monsieur, je vooch dray ew e-n bee-air fresh s'eele vooch play.
Okanjyo wo onegal shimasu.	Ma fan qing gel wo zhang dan.	Lah kwen-tah por.fah-vor.	L'add-ee-syone, s'eele vooch play.
Konichiwa, To o ukara irashi tano desu ka? O heyano bangou wa?	Ni hao ma? Ni da na er lai? Ni dian hua hao ma duo shao?	Oh lah, coe moe eh-stas? No eh-stas day ah-key? Kw al-es to noo-mair-oh Ma ma see ta?	Bonjour, cum-maw n ah-lay vooch? Ooh ah-bee-tay vooch? Kel son voh co-ord-ee-nay?



First Tuesday in Afghanistan - T-birds Cameron Wall, Kirsten Weiss and Dan Gies



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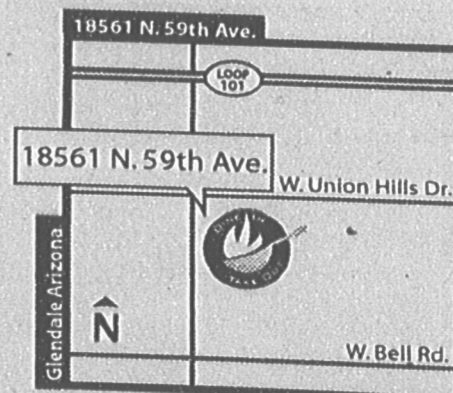
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An American in Southern India

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

My original plan to travel around India came through a late night study session - another T-bird said he was going home after graduation and would tour his country with me. However, his job search took longer than he had initially thought, and I ended up going to India alone.

I landed in Chennai due to the Monsoons in Mumbai. I was later told of people stuck on street corners awaiting rescue, a friend's cousin being stranded in his office for 3 days and closure of the entire city was for 5 days. I am heading up to Mumbai in a few weeks, and hopefully the worst of it will have passed.

Upon clearing customs in Chennai, the best word that comes to mind is "assault." The combination of heat and humidity was oppressive. The tout men inun-

buy whatever they are representing). After failing to get a 100 rupee auto rickshaw ride for anything less than 250, I took a hotel from one of the tout men. It turned out to be the most expensive and dirtiest hotel on my journey.

Chennai is a rough city for foreigners. (My friends from other parts of India told me not to take it personally- they are treated as tourists there as well). I quickly learned that despite my desire to be a visitor and experience the culture, I was treated as a tourist and bombarded with over-priced souvenirs. I could not walk more than a few feet down the street without an auto rickshaw driver stopping to offer a ride. When I did take one, to get to my new hotel, he took me shopping for 4 hours! I wanted to purchase a salwar kameez- the tunic/pants/scarf set that is commonly worn by women here. The places he took me were overpriced, with items ranging from 2 to 10 times more than what the just price was. I ended up not buying anything,

store they bring you to (whether you make a purchase or not) and the hotels. Of course their commission on the hotel comes from whatever you end up paying. I was later told that people try to cheat foreigners in Chennai, but I had already figured that out myself.

I saw much poverty in the city - people bathing in the streets in the early morning, and many beggars. The streets themselves were cleared of garbage though the sidewalks were full.

Before I became completely cynical about India, I left Chennai. On my way out, I stopped at AVM studios - where they make Tamil language

films. Unlike in the USA, this studio let visitors wander about unfettered. This whetted my appetite for going to the Indian cinema. I saw the Indian film "Anniyan" - a blend of "Me, Myself and Irene,"

"Mortal Kombat," and "The Crow," but with playful musical interludes among tulip fields. As I don't speak Tamil, I understood the 10 English words uttered during the film, and yet followed the story line completely. The movie going experience in India - sitting in a reserved balcony seat, the crowd cheering, an intermission was new to me, and really enjoyable. As I trav-

eled south, I stopped in a community outside of Pondicherry called "Auroville." Established in 1968, the website states that "Auroville wants to be a universal town where men and women of all

eco-friendly and innovative structures and materials of the building in Auroville.

I am experiencing first hand some of the communication issues presented in my class work at

Thunderbird. Asking direct and specific questions rather than yes or no questions gets you the best information. Then, there was this mysterious head nod movement from side to side. I was told that a fast means "no" and a slow movement means that a person is listening to what you are saying, but I am still having difficulties with that.

I am currently in the state of Kerala.

I took the wrong bus and ended up about 4 hours from my destination. My T-bird friends from India had told me that people are friendly and will help you - I found this to be true in Kochin. There, a gentleman helped me fig-



dated me with offers of hotels, taxis and shuttles (they make commissions luring tourists to

and went to the hotel...the wrong hotel. Turns out the auto rickshaw drivers get kickbacks for each

cony seat, the crowd cheering, an intermission was new to me, and really enjoyable. As I trav-

The feeling of Auroville was the polar opposite of Chennai, calming and friendly. The highlight of my stay was a visit with "Gopi" a little hobbit of a man who is a healer. I had a two-hour transformational massage in his hut among the trees. I also spoke in

ure out which bus to take and drove me to the bus station and waited with me. He would not let me pay for anything. Incidentally, he did not speak English. I hope to return this kindness next time I meet a stranger who needs help.

Right now, I am in the city of Kovalam, almost as south as you can go. Here, Subin, the brother of a T-bird, is acting as my tour guide. After spending some time in this country, it is nice to have someone to whom you can ask lots of questions.

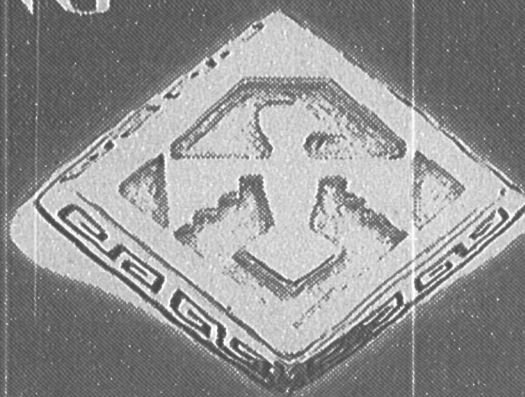
India has proven to be beautiful, diverse, and intriguing. Subin was surprised that I wasn't complaining about the potholes in the streets, the garbage, and the non-air conditioned accommodations. But I just want to experience the culture - I knew India would not afford me the comfort of the United States, but it has shown me a different perspective. I have had quite the adventure traveling alone, but I am excited for this guided phase of my journey.

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Tell me about yourself. What is one weakness you have? What are your salary expectations? Describe a time when you drove change through an organization. Your ability to confidently and concisely respond to these questions and more can be the difference between 'offer' and 'no offer.' Preparation is key!

According to the Graduate Management Admission Council (the GMAT test people) 2003-2004 survey of

1,300 corporate recruiters, 97% rated 'strong communication and interpersonal skills' very and extremely important' ahead of functional competencies.

In addition to the CMC Mock Interview Sessions scheduled for Fall 2005, the CMC has prepared interview preparation guides for students. Included in the preparation guides, students will find functional job descriptions along with some potential functional questions students

may be asked during a typical interview. Also included are sample traditional, behavioral and case interview questions along with a description on how to best frame responses to the different types of questions typically asked during interviews.

"While it is not intended to be a comprehensive list of all questions you may be asked, it is a starting point for students," according to Kip Harrell, Associate V.P. of Professional

Development and Career Management. "We encourage you to conduct additional research, network with others and utilize your CMC Advisor to help you more fully understand the art of interviewing. Preparation is only one key to success and we hope that these guides will bring our students a step closer to securing a great position."

Interview preparation guides have been developed to

coincide with the specializations of the Thunderbird curriculum- Global Marketing, Global Finance, International Development and Customized. Students will be given a guide upon signing up for mock interviews that corresponds with the functional job they are seeking. The guides will be posted on the CMC home page on MTB by September 1. Copies also will be available in the CMC Resource Center.

Career Week Schedule Update

Monday, October 24 -
Wednesday, October 26

- Opening Ceremony - Ferrazzi Greenlight - Networking Seminar
- Student/Corporate Liaison Meeting
- CMC/Career Fair Information Exchange
- Career Clinic: Résumé Tune-up On-Demand
- Speed Advising: CMC Drop-in Session
- Alumni Networking event
- Etiquette Dinner - Liz Freedman
- Dress for success Workshop presented by Nordstrom's

- Interview panels and practice Sessions
- Company Research Workshop

Wednesday, October 26 -
Company Presentations:

Company presentations- various campus locations- 3:00 PM - 9:00 PM.

Check the Career Management Center (CMC) home page on MyThunderbird (MTB) for updates to times and locations beginning October 3.

Thursday, October 27 - Career Fair Forum

Career Fair- TAC 10:00

AM- 4:00 PM

This is your chance to meet the company representatives on a one-to-one basis and share your 30 second commercial and résumé.

A list of the companies is located on our website and will be continually updated with the most recent registered company participants. As of this writing, we have the following registered companies for the Fall recruiting season: (Changes may occur at any time.)

American Axel & Manufacturing

- AC Nielsen BASES
- ALICO, Inc.
- AT Kearney
- Cisco Systems
- Citigroup
- Daimler Chrysler
- Deutsche Post World Net
- Drug Enforcement Administration
- Daymon Worldwide
- E. & J. Gallo International
- Eagle Global Logistics
- Echostar
- EDS
- FMC Technologies
- Johnson & Johnson International
- Kraft Foods

- L'Oreal
- Merrill Lynch & Co., Inc.
- Motorola, Inc.
- Novartis Pharmaceuticals Corp.
- Pfizer, Inc.
- Resort Condominiums International
- Russell Investment Group
- Target Corp.
- Wachovia Corp.

Friday, October 28 -
Interviews - various campus locations

*Events are subject to change

CMC Interview Preparation Guides

Global Marketing	Global Finance	International Development	Custom Studies
B2B Marketing	Corporate Financial Analyst	ID Focus Across Functionalities	Business Intelligence
Brand Management	Investment Banking		Import/Export Management
Marketing Research			Supply Chain Management
Business Development			Corporate Consulting
			General & Operations Management
			Global Management Development Program
			Human Resources Associate



Americans Lose Thunderbird Cup to Internationals on Home Turf

By QUINTO ORETA
Philippines, Fall '05



QUINTO ORETA

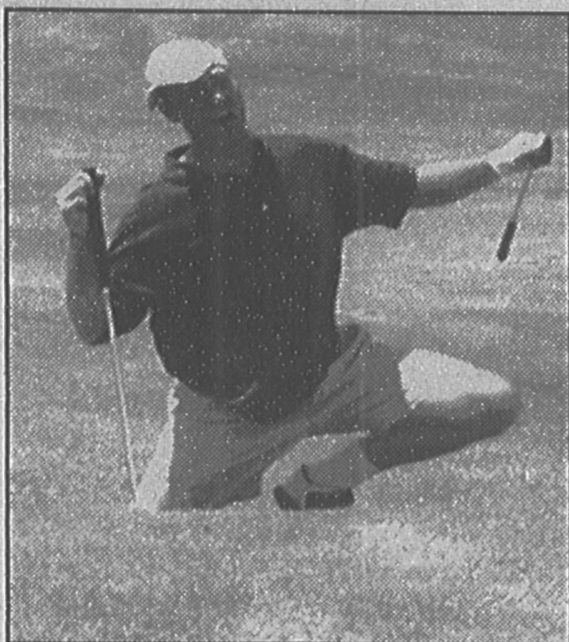
The Internationals, led by Ricardo Leon & Nicolas Lorenzo clinched the 4th Thunderbird Cup by a single point after fending off a formidable American charge in the opening matches. Thunderbird resident pro and Athletic Director Uli Heitz led the early American onslaught by winning both of his matches. Following suit, Mike Teague and Thomas Erichsen clinched early wins for the Americans. However, the turning point for the Internationals came when Das Tor Editor-in-Chief Scott Harrington missed a two foot putt for the win against feisty Chilean Alejandro Novoa. Rallying from Alejandro's come-from-behind half, Adrian Corral, Quinto Oreta, Brian Kim, Clemens Binder and Greg Whelan scored crucial wins for the Internationals coming into the final stretch of

the tournament. Congratulations to the International Team and thanks to the Americans for putting up a great fight and for being ever so gracious in defeat.

qaoreta@global.t-bird.edu



The winning international team



Lame ducks can't putt



Thunderbird World Cup Players

The Vice Geek Presents... Carbon Nanotubes and Us: The Curing Cancer Edition

By BRENDON
"Unfortunately" OUIMETTE
U.S.A., Summer '05



UNFORTUNATELY

Smokers are the last of the world's true optimists. While we engage in an activity that is immensely destructive to our bodies, we tacitly believe that by the time we get cancer there will be a cure. As the trimester rolls to an end and my smoke intake increases, I'm banking on it. So I was delighted to see in the news recently that my favorite unproven technology has made some breakthroughs in the "Save the Smokers" arena. At Stanford University, carbon nanotubes were recently used in a lab to destroy cancer cells, specifically melanoma (skin cancer), while leaving the normal cells around them unharmed. One of the reasons this comes as a breakthrough has to do with the nature of current

chemotherapy treatments. As it is practiced now, a patient is injected with what amounts to poison - poison that kills off cancer cells just a tiny bit faster than it kills the rest of you. While in that sense chemo is a successful treatment, it is one where the cure is sometimes worse than the disease. The goal of cancer scientists in recent years has been to find a way to deliver that poison to cancer cells without killing the rest of the patient, and there has been some progress made in the area.

The Stanford team took this goal and made it quite a bit more reachable. Melanoma cells are covered in the vitamin

individually were about the size of a few DNA molecules, entered the cancer cells because of the Folate coating but did not enter the normal cells. The scientists then used a laser to heat the nanotubes, exploding the cancer cells. Animal trials will begin soon, with human trials expected in 2008-2009.

One of the exciting possibilities this opens up, besides curing cancer, is the ability for nanotubes to enter any foreign or infected cell in the body. The nanotubes are so small that they might even be able to enter into viruses.

Indeed, the most important fact about viruses that anyone needs to know is that there are no cures for viral infections right now, something that this new technology has the potential to change.

This is not the only technology on the horizon for fighting cancer. While the Stanford team used carbon nanotubes as a direct weapon against cancer cells, other Trojan Horse strategies are being explored as well. One of the other potential treatments has had some success in

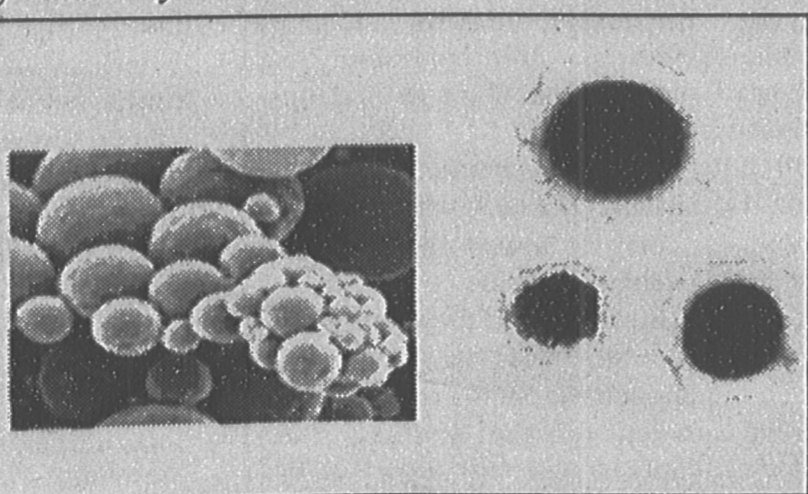
using tiny coated anticancer "nanocells" as delivery systems for current chemo drugs. The manufacturing technology involved essentially creates spheres about 200 nanometers (1/5,000,000th of a meter), coated on the outside and with the anticancer drug on the

mice live longer (65 days vs. 30 days), but the side effects were far less severe.

In all, nanotech has the promise, now being fulfilled somewhat, of allowing better and more precise drug delivery systems. Some of the procedures being developed involve carbon nanotubes, but most of them revolve around making sure that whatever is being built is perfectly formed on the molecular or even atomic level. Call it six sigma taken to a madman's extreme.

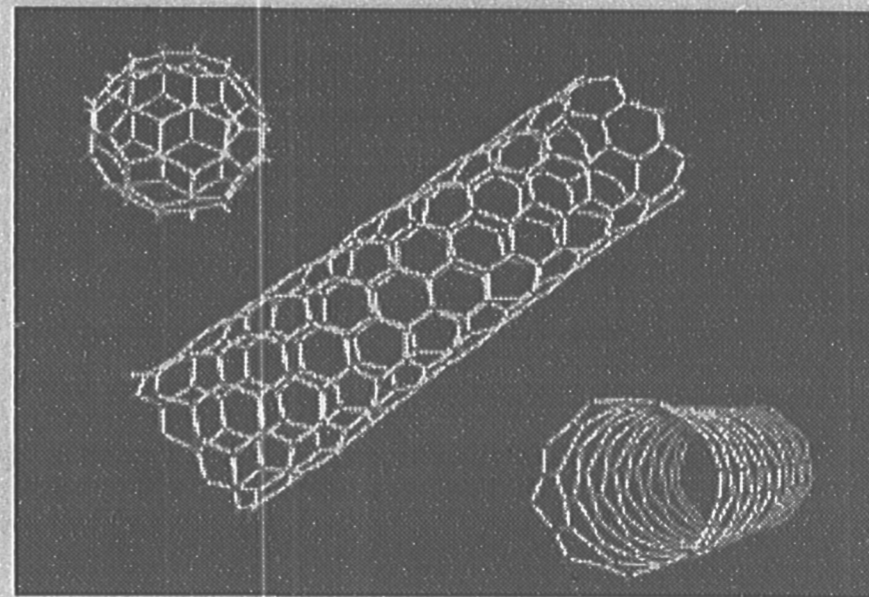
These experiments are some of the first true practical applications of the sciences of nanotech. It is also, as yet, unproven in humans, so don't light up a coffin nail with impunity quite yet. There are still problems to overcome (lasers, for example, don't penetrate the skin very far), but nanotubes do hold the promise of allowing a better life for all of us out there doing things that we should or shouldn't.

bouimette@global.t-bird.edu



Nanocells

Folate, while regular cells are not. What the team did is bind Folate to nanotubes, and then introduce the tubes into a solution with cancerous and normal cells. The nanotubes, which



Nanotubes

inside. Think of these things as the world's smallest Advil caplets. Their size is generally too large to fit into the pores of a normal cell, but cancerous cells have pores large enough for them to gain admittance. After entry, the coating dissolves, allowing the medicine to get to work, destroying the cell from the inside. Unlike the Stanford study, there have been animal trials using mice. The results showed that not only did the

Adventures in Wine, Part Deux

By JAIME L. SCHILLING
U.S.A., Spring '06

As the summer trimester draws to a close and we all prepare to celebrate the end of finals, graduation, and the two-week break before Fall classes, you may want to check out one or more of the following wine bars to start your celebration.



JAMIE SCHILLING

Enotria: Land of Wine: Jaime's Rating - 4 Stars
Enotria is located at the Loop 101 and Scottsdale Road, in the same plaza as the Harkins Cine Capri theater. Enotria is quaint,

yet trendy, with limited seating but a great selection of unique wines from smaller, lesser-known wineries. Included in this selection are a number of ports and dessert wines. Guests are sure to receive a warm welcome by Enotria's friendly staff, as well as helpful guidance in selecting a wine or flight of wines to taste. I selected a flight of reds, including a fantastic Pinot Noir and an equally tasty Australian Grenache. The walls of Enotria are decorated with paintings of Italian/Tuscan landscapes, and a book case stands in the corner, full of great resources for wine lovers to browse. Wine Club members, if you enjoyed our fourth and final tasting, which included a sensory demonstration and lesson on recognizing certain

aromas in the wines, you will definitely want to visit Enotria, as this is the bar managed by James, our host that evening. Another interesting note - Enotria's owner also owns the hair salon next door, Taglio, and provides a complimentary glass of wine for Taglio customers to enjoy while their hair is being cut and styled. So, wine lovers, remember Enotria the next time you're looking for a good wine bar with unique wines, and don't forget Taglio on the next time you decide to pamper yourself!

La Grocerié Bistro & Wine Bar: Jaime's Rating: 5 Stars
La Grocerié is an independent bistro and wine bar ever-so conveniently located at 59th Ave. and Bell Rd. In addition to an

extensive selection of domestic and imported wines and beers, La Grocerié offers full service lunch and dinner. The menu features tasty appetizers, including a cheese board, asparagus rolled in prosciutto and parmesan, and 7 different types of bruschetta. Also offered are salads, paninis, dinner entrees, pizzas, pasta, and desserts. The wine is served in large, elegant glasses, and the servers are more than willing to provide you with samples until you find the wine most pleasing to your palette. Monday night is \$5 Wine Night at La Grocerié, with a selection of 25 different wines for \$5 a glass. On Wednesday nights, wine flights are served from 6:00-9:00 P.M. If you are looking for a new place to go out on the weekends, La

Grocerié has live music on Friday and Saturday nights, making it a great place to spend your entire evening. La Grocerié is a large space, with a bar and lounge area occupying one room which also hosts the live music, and a dining room which is quieter and more intimate. La Grocerié has the feel of a European bistro, and on the warm red walls are hung beautiful paintings of Venetian canals and rolling Tuscan fields by local artist Ken Schilling (I'm a little partial to this artist, as he happens to be my father). So if atmosphere is what you're looking for, in addition to great wine, then La Grocerié is your place. Enjoy!!!

jschilling@global.t-bird.edu

Global Recipe I: Taiwanese Cucumber Salad

By DAN DING-SHIANG LUNG
Taiwan, Fall '05

TSG Executive Education & Speaker Chair

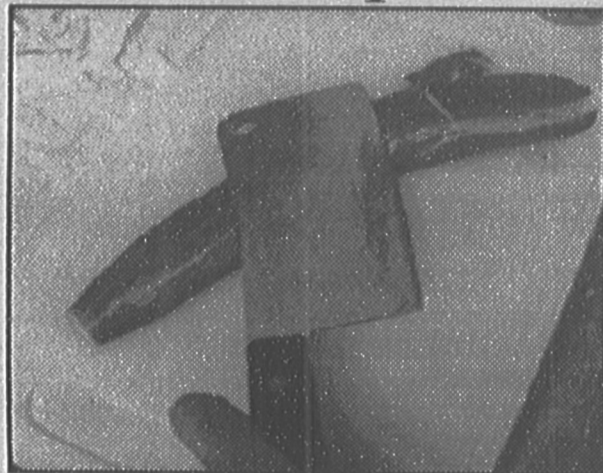
Want to try something refreshing in hot summer? Today let's have some Taiwanese cucumber salad!

Ingredients:

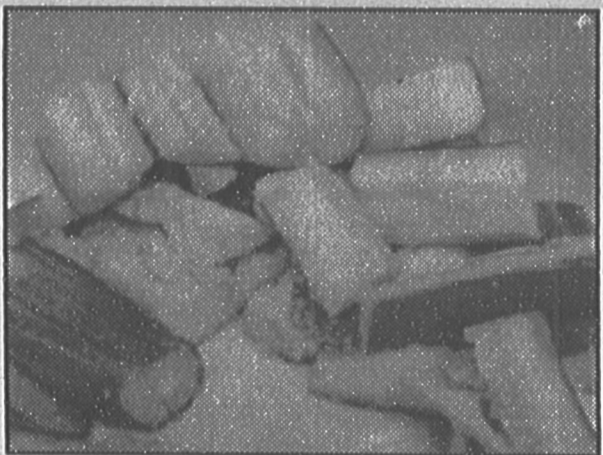
1. Cucumbers (I personally recommend English cucumbers. Taiwanese ones, you can find at Ranch 99, which is an even better option.)
2. Garlic
3. Sesame oil
4. Sugar
5. Salt
6. Chili (Thai is good)
7. Rice vinegar

Note: the proportion of different ingredients depends your own flavor. Some people may want it sweet, hot, or sour.

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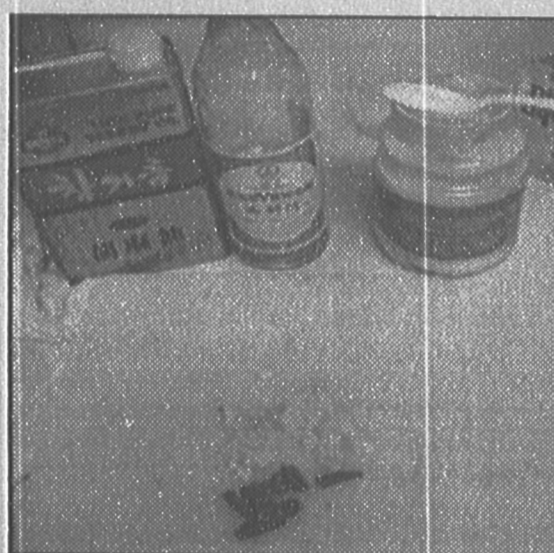


1. Squish cucumbers with a knife and then cut into small pieces.

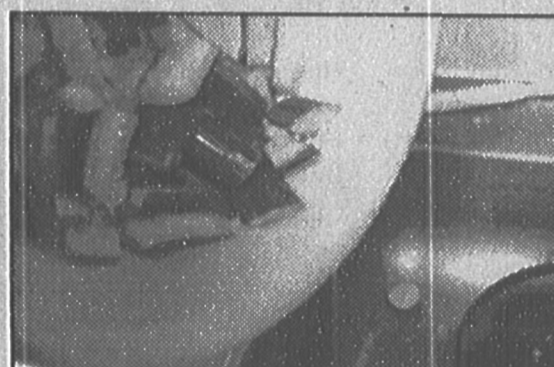


2. Put cucumbers into a bowl, and put salt (three teaspoons) on them.

3. Stir them well, and wait for 20 minutes



4. Cut garlic and chili into small pieces



5. Get rid of juice in the bowl, and add garlic, sesame oil, sugar, chili, and rice vinegar inside.



6. Wait for 30 minutes. You are ready to enjoy them!

I Love This Game!

By HITESH YADAV
India, Spring '06

For centuries, sports in one part of the world have attracted the attention and imagination of people in other parts, leading to the eventual development of global civilization and society. Having been brought up in a country that hasn't won a single Olympic medal in a long time despite being one of the most populous regions of the world, sports was never a part of my life.



HITESH YADAV

However, the drought of an active sports life that I had carried for 24 years finally ended with the introduction of the Phoenix Suns in my life. My first tryst with the Suns was a result of a series of fortunate events;

Kedar had a free ticket, and Sam and Liz had two empty spots in their car. As I had never been to a live NBA game before, I was extremely excited about the prospect of watching the local team play against the Grizzlies. Being from Thunderbird, I was cheering for our own Phoenix Suns and fulfilling my wishes, the Suns eventually won a closely fought game. Though I really enjoyed the game and the atmosphere in the court, I was not completely smitten by it.

For the next two weeks, I was busy with my second trimester final exams and didn't get a chance to watch Suns in action. During the vacation that followed the exams, I heard that Steve Nash, a Phoenix Suns player had won the Most Valuable Player award. The news about how a player, after being discarded by his former team, not only took his

new team to the highest number of wins during a season but also won the coveted award of MVP, really grabbed my attention and I decided to follow the next day's award ceremony. During the award distribution, the generosity and humility with which Nash thanked his teammates for making him a better player, left a huge impression on me and I decided to watch the game between the Suns and the Mavericks which was about to start. The attacking ideology and offensive mindset that the Suns displayed really impressed me and I vowed to myself to watch all their subsequent games. In about two weeks, from being naïve about basketball, I had become a knowledgeable die-hard fan of it. Though I was already in awe of the Phoenix Suns straightway, the pinnacle came when Nash scored a 3-

pointer in the sixth game to tie the score with less than 10 seconds to go. The Mavericks wasted the remaining seconds left and the game ended in a tie. In the tie-breaker, the Suns were simply awesome and completely outplayed their much touted opponents.

The Suns' next encounter was against the mighty Spurs and having followed the Suns with intent, emotions and loyalty, I was hoping that they will not disappoint their passionate fans. Though the Suns proved to be no match for the Spurs and lost badly, I was still proud of their performance and thankful for providing some unforgettable moments, moments that will be a part of my life forever.

I am leaving for India on August 17th and will probably never see the Suns in action again. Of all the wonderful expe-

riences that I have had in America, my accidental affiliation with the Suns is surely a part of this amazingly memorable journey. Philosophers and poets have discussed the great American dream for decades and how it tempts common men and women towards America. Of the millions and millions of people that have been enticed by the great America, I just wonder how many of them were actually allured by sports; I, for one, certainly was. I can now surely declare that sports is a good vehicle to understand and value cultures and societies. Thank You to the Phoenix Suns for helping me recognize and appreciate America.

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Top 10 Michael Teague Motivational Quotes

By Ayy Meen Cheef
U.S.A., Summer 2005
Archivist of the Spoken Word

1. Its An All Hands on Deck moment, and we need All Hands to Help Row the Boat
2. I'm a Buck Stops Here Kinda Guy, so get that guy Buck from Maintenance to please stop by here
3. We're moving the football down the field just a little bit farther, and the uprights seem like you could just reach out and touch them.
4. Let us hold the feet of the stakeholders to the fire, and see if they moan.
5. Very simply, let us make this very simple for everybody out there.
6. If I can have my one, two cents...this is what they would look like. Now give me a dollar.
7. To use a marine term, putting more people in the fox-hole with that guy in there, cuz it always helps that guy.
8. We're moving the rock,

dawg, and boy, is that rock moving.

9. Forget the steak, dawg, and sell me the sizzle.

10. Nice Dawg, Dawgy Dawg. Now that's a Dawg. What?? That's your baby??

* The above quotes, whether taken in or completely out of context do not reflect the views of Michael Teague, motivational TSG President and Fearless Leader of the Force for two trimesters.

The Das Tor Archivist, retiring very shortly after President Teague reads this list, and the Das Tor team, would like to commemorate this inspiring compilation and put it on a visual medium. We then expect one final quote, probably "I bust my butt for two whole trimesters and make this place dope, and all I got was this unfunny t-shirt from the idiots at Das Tor."

ayymeencheef@gmail.com

Thunderbird Police Blotter

By Chief Seesitall
San Quentin, 80 years or Life

July 23rd, 2005 - 12:47 PM

Caucasian Male, 5'9", Brown Hair, Brown Eyes, Strikingly Handsome, was being sought by the Glendale authorities for attack on visiting Latin American business manager. Said victim was characterized by a penchant for tipping paucity and for acting as a roadblock for nubile barmaids attempting to move to and fro, and cater to patrons. Repeated calls to the Administration were met with the standard response of "No Condiments". (Note: Reporter later discovered that Das Tor had mistaken the phone number of Administration with the Compass Group's Procurement Group.)

After it was discovered that the victim was number 327 in line for the throne of Spain, the alleged attacker was no longer seen on campus thereafter. Police are looking into rumors that the fiery fiend may have moved to a jurisdiction on the Eastern seaboard and may have-gained extremely gainful employment with a liquor manufacturer of substantial repute.

July 27th, 2005 - 6:14 PM

French Male, 6' 2", Sandy Hair,

Brown Eyes and Caucasian Male, 6' 3", Black Hair, Black Eyes, both unrepentantly irresistible, are being sought by Campus Security for a basketball game that turned unruly, leading to language that contributed to the delinquency of several ThunderKids and exchange students teetering on pubescence. The incident got ugly when Black Hair elbowed Sandy Hair several times, to escalating cries of "Putain" from the latter. By the time the Thunder parents realized that Sandy Hair was not reminiscing about Russia's president, it was too late and Black Hair received an "under the belt" knee.

When the banter turned trashy, witnesses reported that Black Hair engaged in a few rounds of "You wanna go? You wanna go? You want this?" pointing-to himself, which was mistakenly construed as a come-on by Sandy Hair, who alternately blushed and acted indignant. Finally, the entire game came to a halt and crickets could be heard in the background when Sandy Hair finally let out his own trash-talk by crying "You know...you are as Stupid as your face."

Security has reported that if found, Sandy Hair may also be charged with some of the lamest trash-talk ever heard on

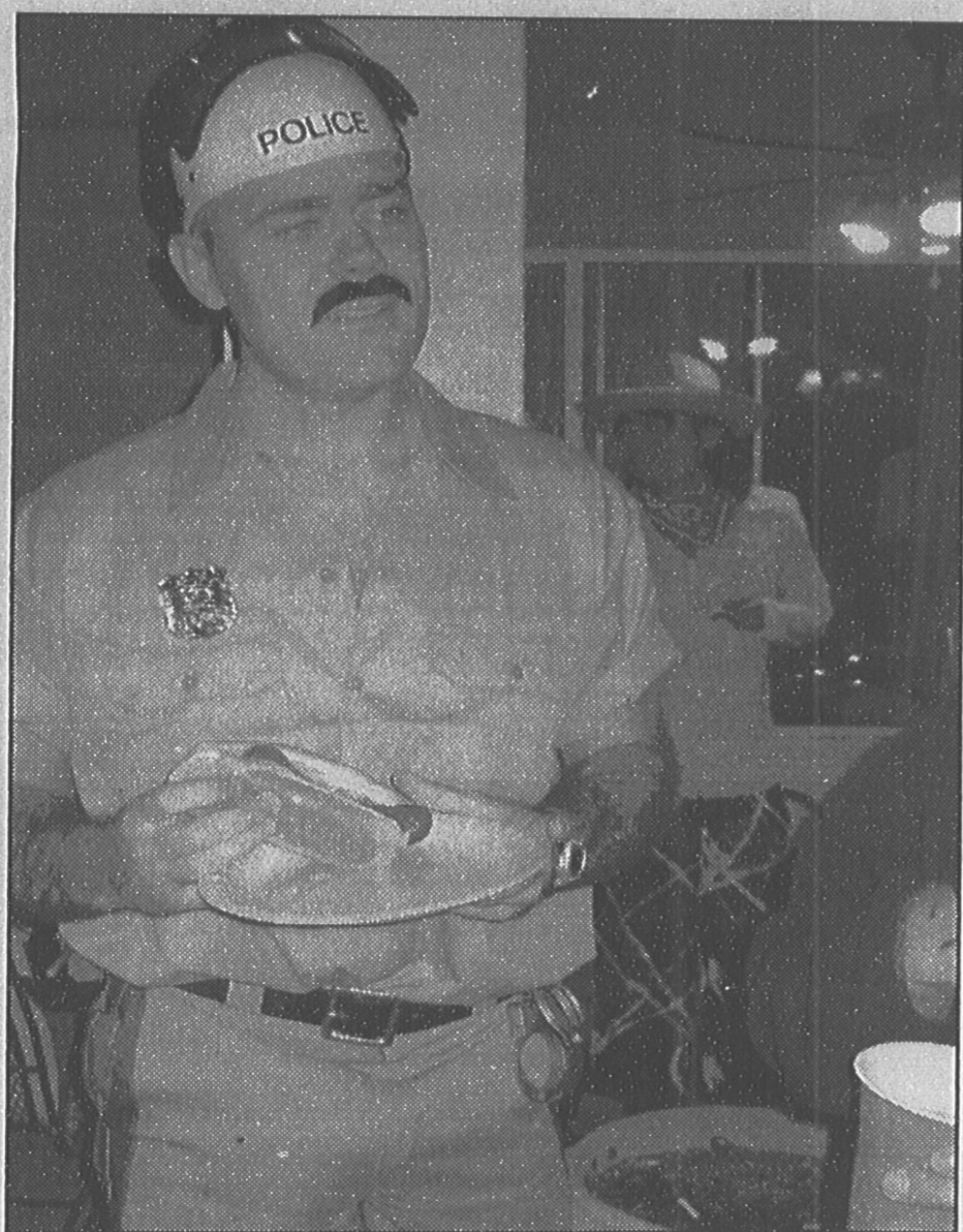
any school playground this side of second grade.

August 4th, 2005 - 3:15 PM

Male of unverified race, 5' 11", Black Hair, Brown Eyes, is being sought in the follow-up investigation of a missing steel box holding about \$180 in cash, which purportedly disappeared from the Computer Lab on campus, according to an anonymous caller. Worse was the fact that the money was the contribution of Thunderbird students toward a community outreach trip to a popular destination for tourists and nature-loving visitors. After a community-led scavenger hunt to find and thrash the depraved kleptomaniacs behind this daring, daylight robbery, gold was struck in the Women's restroom in the Computer Building, with the steel box and its context being found safely.

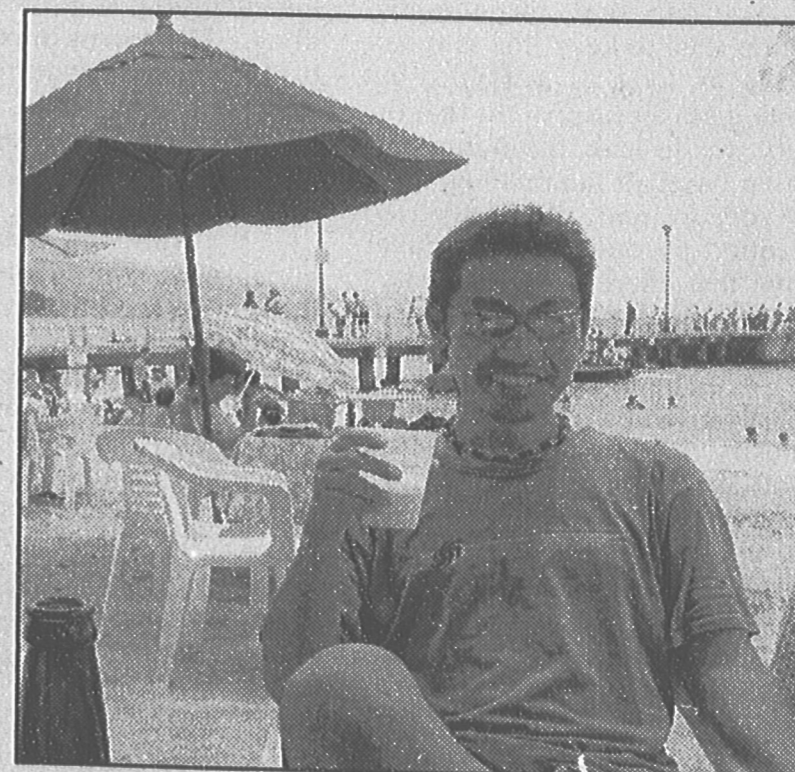
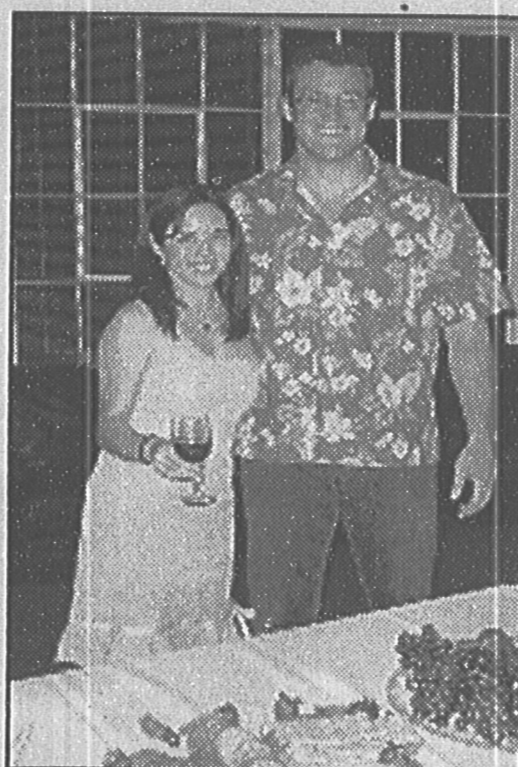
Security is still seeking the anonymous tipster who called to report the alleged robbery, who was characterized by nothing distinct other than a soft, lilting voice and frequent pregnant pauses.

The location of the recovered "pirate's booty" was of particular interest to investigators.



Mmmm sausage...back in the army I had some good sausage

The Random Picture Spot



The Mad Scientist Part II: After the Fried Egg, What Else?

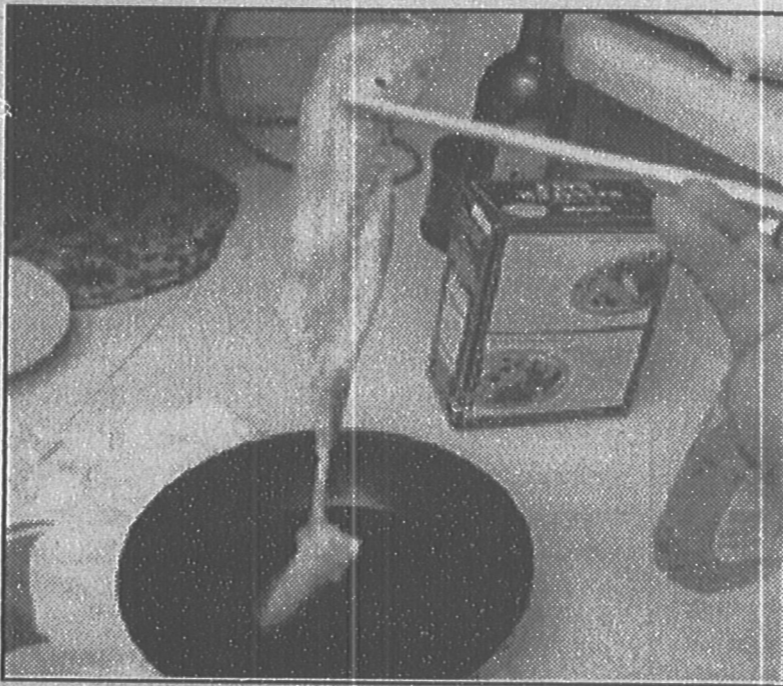
By DOCTOR FRANKENLUNG
Everywhere, Never



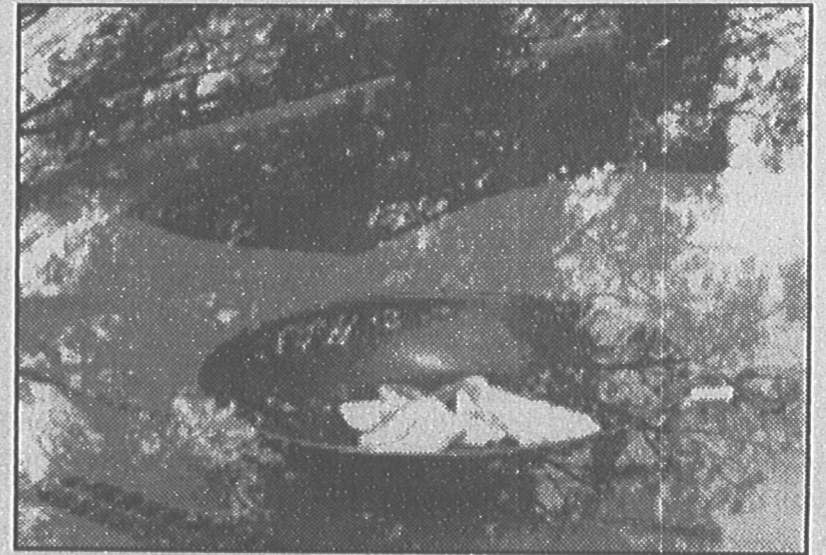
DR. FRANKLUNUNG

Here we go again! After THE last issue of Das Tor, I received a few emails from our respected readers. Some of them liked the little scientific experiment very much. Others didn't. Well...that happens. As the only scientist on campus, I know that people would expect me more things from me. That's why I have dedicated myself to the greatest trial ever at Thunderbird. This one requires from us a small piece of equipment to facilitate the process. Also, I decided to choose another location to do so. Last time, my neighbors were almost scared to death when they saw me wearing my uniform. By the way, for those people who suggested that they needed a whole breakfast, I am bringing you a total solution at one time!

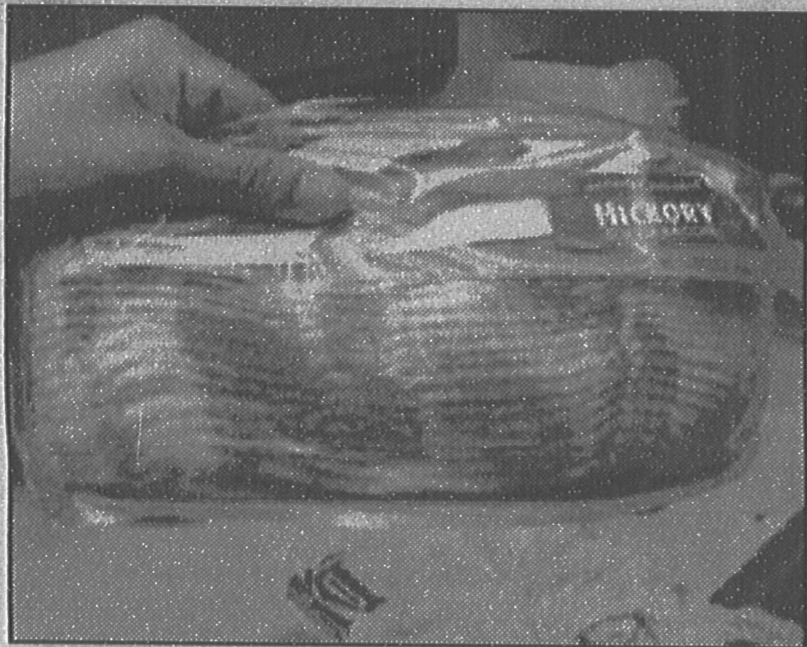
Note: If you like, you can prepare a fried egg, following the same steps I introduced to you last time. You can have bacon egg sandwich at the same time! Isn't that amazing??? See you next time! *bum=bun



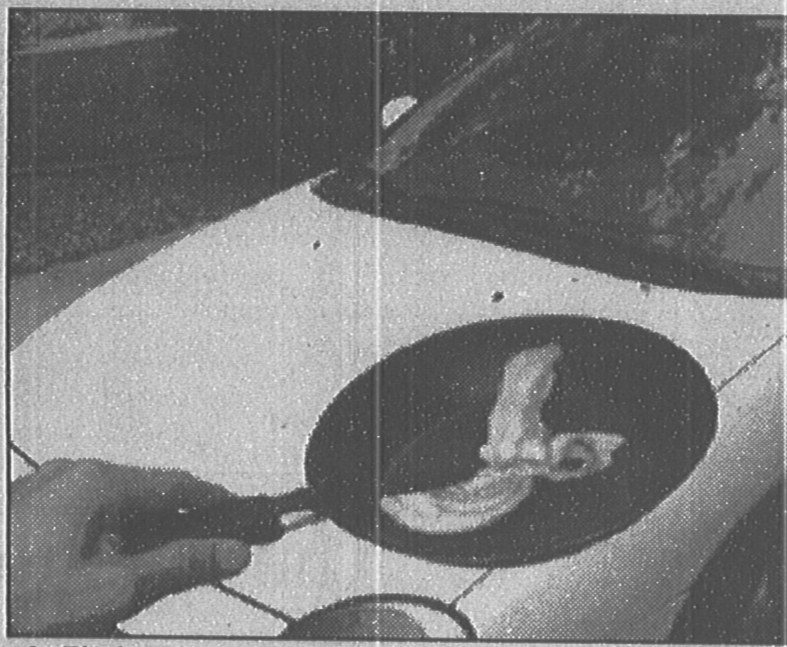
2. Place your bacon into the pan as usual.



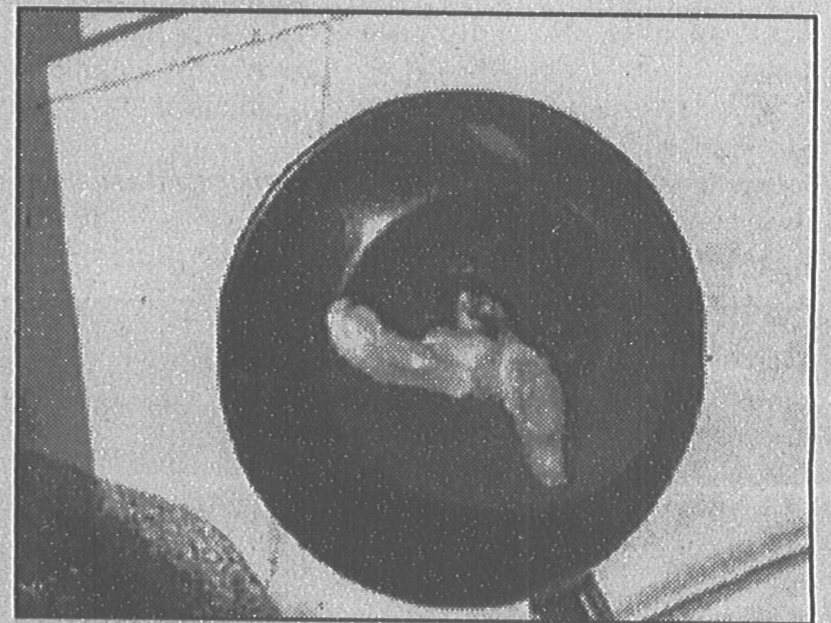
4. Leave the pan in front of the driver seat. (If you like the whole set for breakfast, bring your bum* on the plate. Leave them at the bottom of the car. Warning: don't let others see you are doing that. That could be very embarrassing. At least, I feel that way to leave my bum there.)



1. Take your bacon out of the refrigerator.



3. Find an innocent victim...oh...I mean a sedan (you may also try your pick-up).



5. Go to class or whatever you want to do.
6. Wait for couple hours (safely, lets say 5)
7. Your bacon sandwich is hot and ready!!

Tower to be Relocated to New Owners in Spain

By RASKOL VSEGDA
UN Protectorate, 11 Days

In a seemingly irrational attempt to seize a piece of architecture worth little in its own right, the Instituto de Empresa has surprised the world of international business and every lackadaisical global citizen with the outright purchase of Thunderbird's historic Tower building.

As usual, the administration tried to keep this to themselves as long as possible, but when it became apparent that the story was to leak, through a particular baseball fan in a high profile department, they diverted attention by developing a cover story that there was a cracked beam in the structure and that it was unsafe.

The move by Instituto has surprised the business school industry by showing that indeed all it takes to be truly global is a small peice of truly global history. Now being able to claim that they are the oldest educator of international business leaders in both Europe and USA, Instituto is primed to regain what it recently lost.

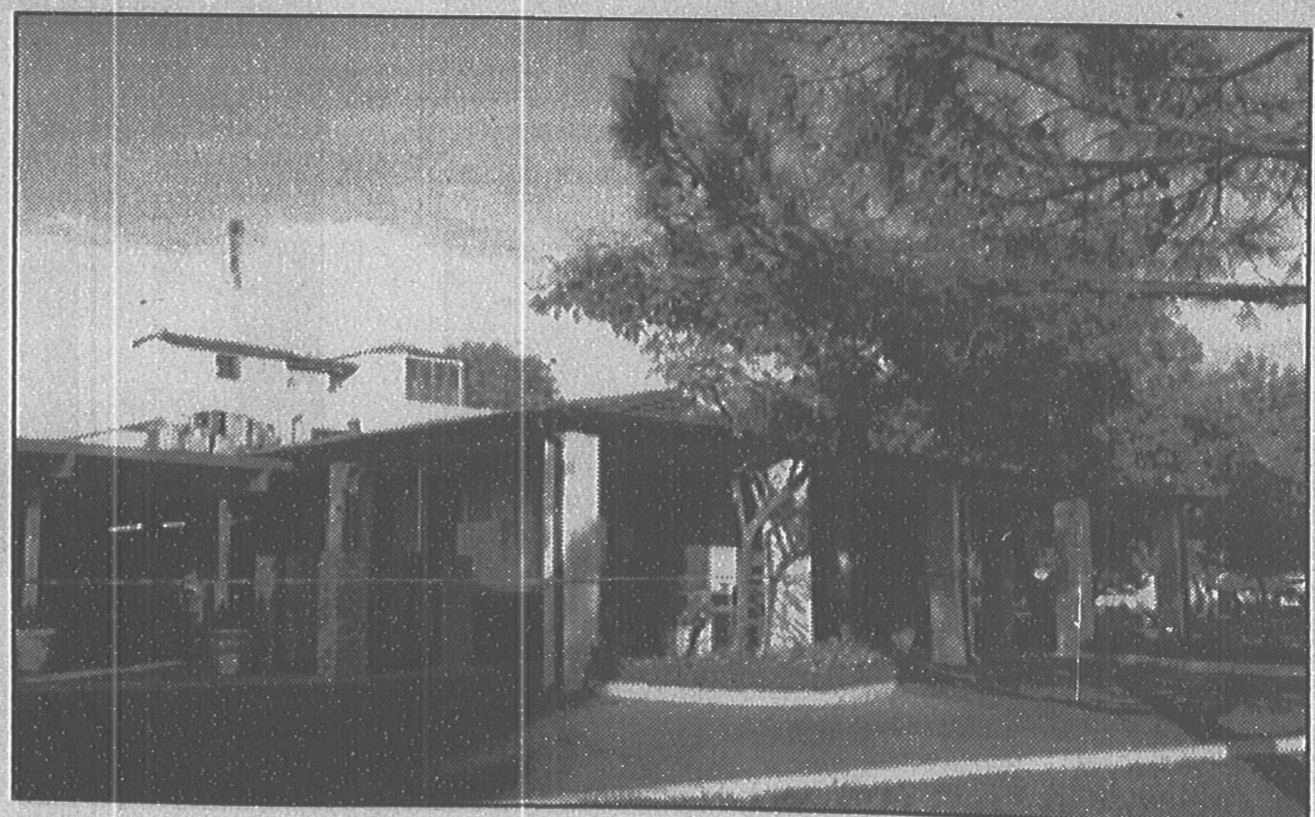
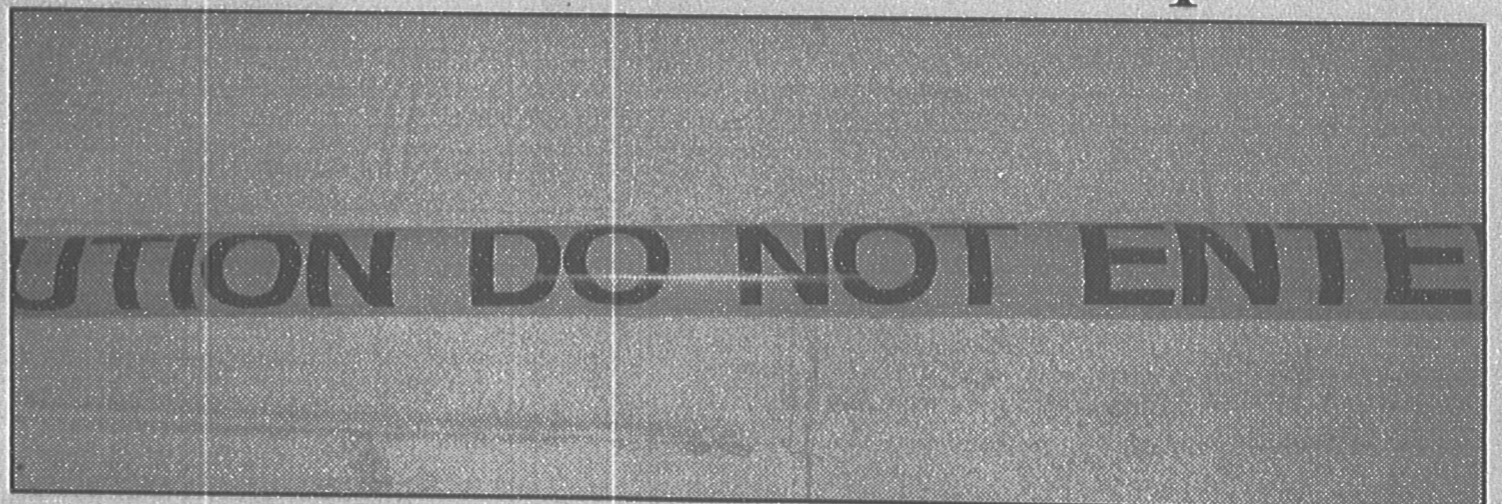
Unfortunately for Thunderbird, this means a full scale attack on all existing

assets, including the IBIC, the Pub, Kedar's car, a useless complex somewhere in France and Professor Sours.

One would hope that it would be impossible to put a price on such nostalgia and sentimentalism, but alas it seems anything can be bought for the right price. The Tower Building, according to a seduced source in Finance and Accounting has the building being sold for \$87K, not including shipping and handling. The recent improvements by TSG raised the original bid by \$2K, but considering they paid \$38K for the improvements, we may never reap the benefits of their hard work.

Although this may not bode well for Thunderbird's immediate present. Just because we perfected global business and citizenship, after Socrates of course, does not mean that we cannot buy our way back into prestige and reputation. Institutes in emerging markets like Russia or Argentina are ripe for the picking, replete with nobel laureates and easily transportable buildings.

**If you believed any of the above, please seek medical help.*





Dr. Love

the men are straight. Unless you decide to change your sexual orientation and encourage other male T-Birds to do so, you are likely to continue to strike out. Whenever a woman eventually does walk in the pub, you probably act like Billy Hayes in the Turkish prison in Midnight Express, and that's not attractive.

But that's beside the point, and I want to help you. I have received 100s of letters like yours from fellow male T-Birds, and have come to the conclusion that a more unconventional approach to dating may help. After brainstorming the issue with Dr. Wan, T-Bird strategy professor, it might be best to approach dating women at Thunderbird from a Porter's Five Forces perspective.

Due to the small population of T-Bird women, we can see from the model below (SEE FIVE FORCES MODEL) that barriers to entry are high, and the T-bird female has considerable buying power. Male supplier power is weak, and competition is considerable. Unsure if you have considerable supplier power? Ask yourself the following questions: Do you own a Porsche? Does your family own a university? Do you look like Patrick Hoffman? The answer is no.

Considering first mover advantage towards an attractive T-Bird? This is unlikely to be successful as Kedar has probably already has

already approached her, slept with her, or annoyed her to such a degree that any other T-Bird male stands little chance of success. Furthermore, as the trimester progresses, it is likely that the T-Bird female has become considerably more selective.

Overall, you need to start one two things. Start building some core competencies. Learn to build full sentences and ideas, In English. Talk to her face, not her chest. Learn how to dance salsa. Late night evidence suggests that many T-Bird females love to dance, and salsa dancing affords one the opportunity to demonstrate skill and sense of fun. Chances are those vodka tonics she had have started to kick in.

Lastly, the most important recommendation I can make is to shift markets. Go to Tailgaters on Bell. Go to Tempe. Even that lounge in the strip mall next to Dairy Queen. These markets are larger, and offer a good opportunity to practice and fail without anyone knowing you. Plus, if you have an accent, there's a good chance it might be considered cute. There's a whole other world out there, my friend!

Dear Dr. Love,

I'm about to start my last trimester at Thunderbird and I've yet to find someone that's husband material. Despite my valiant efforts of flirting recklessly at the pub, tanning in

my Brazilian tanga at the pool, participating in study groups and getting on a treadmill (as the ThunderLove survey instructed), I'm still single.

Because I only have a few more months before I graduate, and failing Finance III again is not an option, would it be unreasonable to hang out at the pub after graduation, waiting for Mr. Right? Has my entire graduate education been a waste of time?

- Mrs. Flunkie

Dear Mrs. Flunkie,

Granted, the world is now replete with Thunder Couples, but most of them, if I'm not mistaken, came to the school for the knowledge. That aside, I sympathize with your desperation and recommend that you 1) lower your standards; 2) enroll in classes beyond your MBA to extend studies; or preferably 3) get a great job and become uber-successful so that T-bird invites you back to give talks, at which time you could scope out the new batch of birdies.

Dear Dr. Love,

I didn't realize how good I had it in Glendale until I came to Archamps, where I'll be starting the next trimester. The

male/female ratio here is similar to Glendale but I only have one classroom of men to choose from. Also, no one told me that I'd be stuck in the Alps without even a rugby team to treat the eyes. Help!

- Population controlled

Dear Population Controlled,

In the future, check out a map before you get on a plane. In the meantime, you have three months in Archamps to concentrate unencumbered on your studies - use this time productively. But the winter will get cold and lonely, so buy an extra stack of blankets, and you're in luck because Swiss chocolate practically lines the streets in Archamps and surrounding areas. Buy it in bulk because chocolate produces serotonin and if you eat enough of it, maybe you'll arrive at a cocoa-delirium of love-like feelings - without the chin burn and drunk-calling.



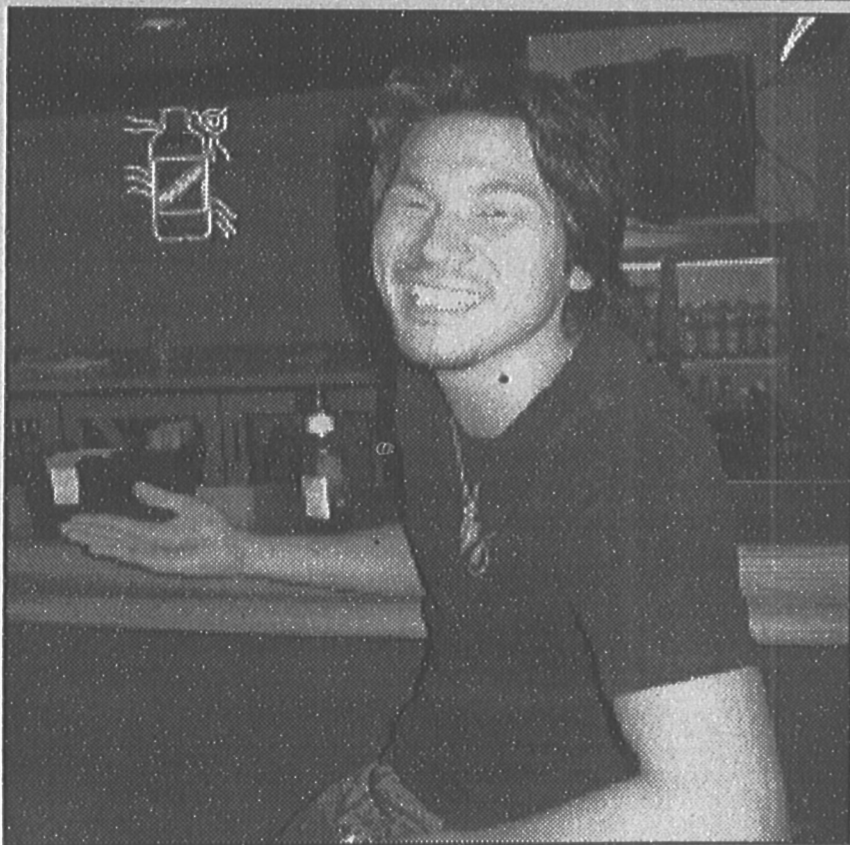
Dear Dr. Love,

I am a male student who has been trying everything I can to get a date with a female T-Bird. I have tried to meet women at the Pub, but usually leave with a name and a yahoo email that is promptly replied by a something wanting to chat and asking me to turn on my webcam. I am really not into weirdos on the nest and think I am pretty smart, and not that bad looking. How do I grab one of these wicked smart Tbird numbers?

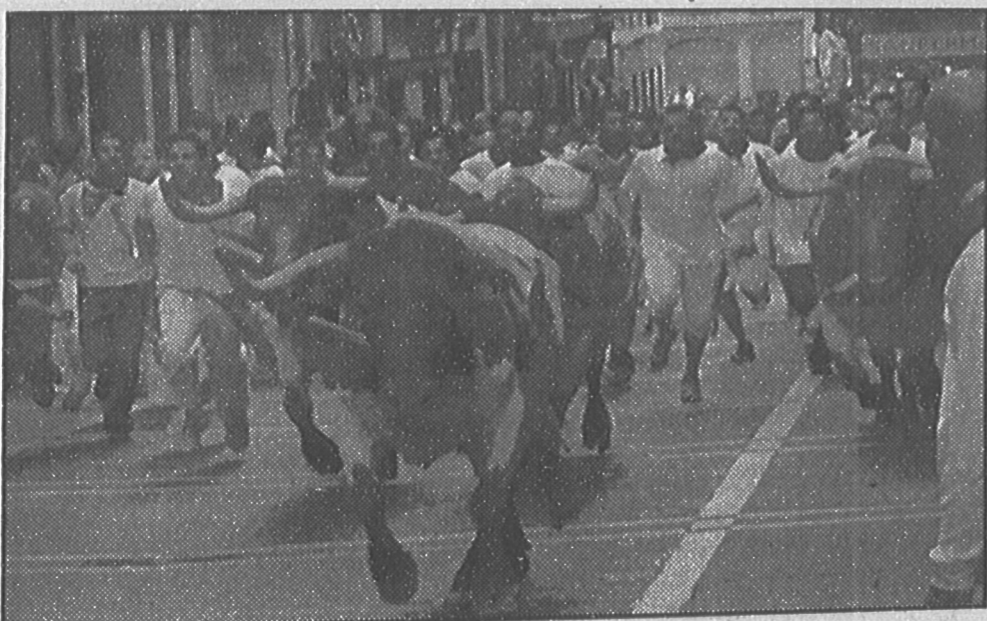
- Talonless

Dear Talonless,

I understand your frustration with meeting women at the pub, however 90% of the time, the pub is statistically a gay bar where 99% of



Yes my hair is real...would you like a drink?



Career Aspirations

Thunderbird Thursdays...

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* June, July & August

THUNDERBIRD
CAREER WEEK

FALL
2005



GLOBAL TALENT ON A GLOBAL SCALE

Frustrated with classes, exams and projects getting in the way of your job search? Students have spoken and the CMC has responded. Coming this Fall 2005, there will be a one week period between the first and second module - with no classes, exams or projects - to allow students to focus on their job search. In addition to the Fall Career Fair, October 26-28, the CMC will be hosting various speakers covering topics on effective presentation skills, the art of networking, career fair etiquette, and more. Mark your calendars and get ready for the Fall recruiting season.



THUNDERBIRD
THE GARVIN SCHOOL OF
INTERNATIONAL MANAGEMENT

SAVE THE DATE
October 24-28, 2005
Glendale, Arizona

FOR DETAILS, VISIT:
the CMC Career Fair page
at www.my.t-bird.edu