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Dalai Lama visit untold

International media coverage did not capture all

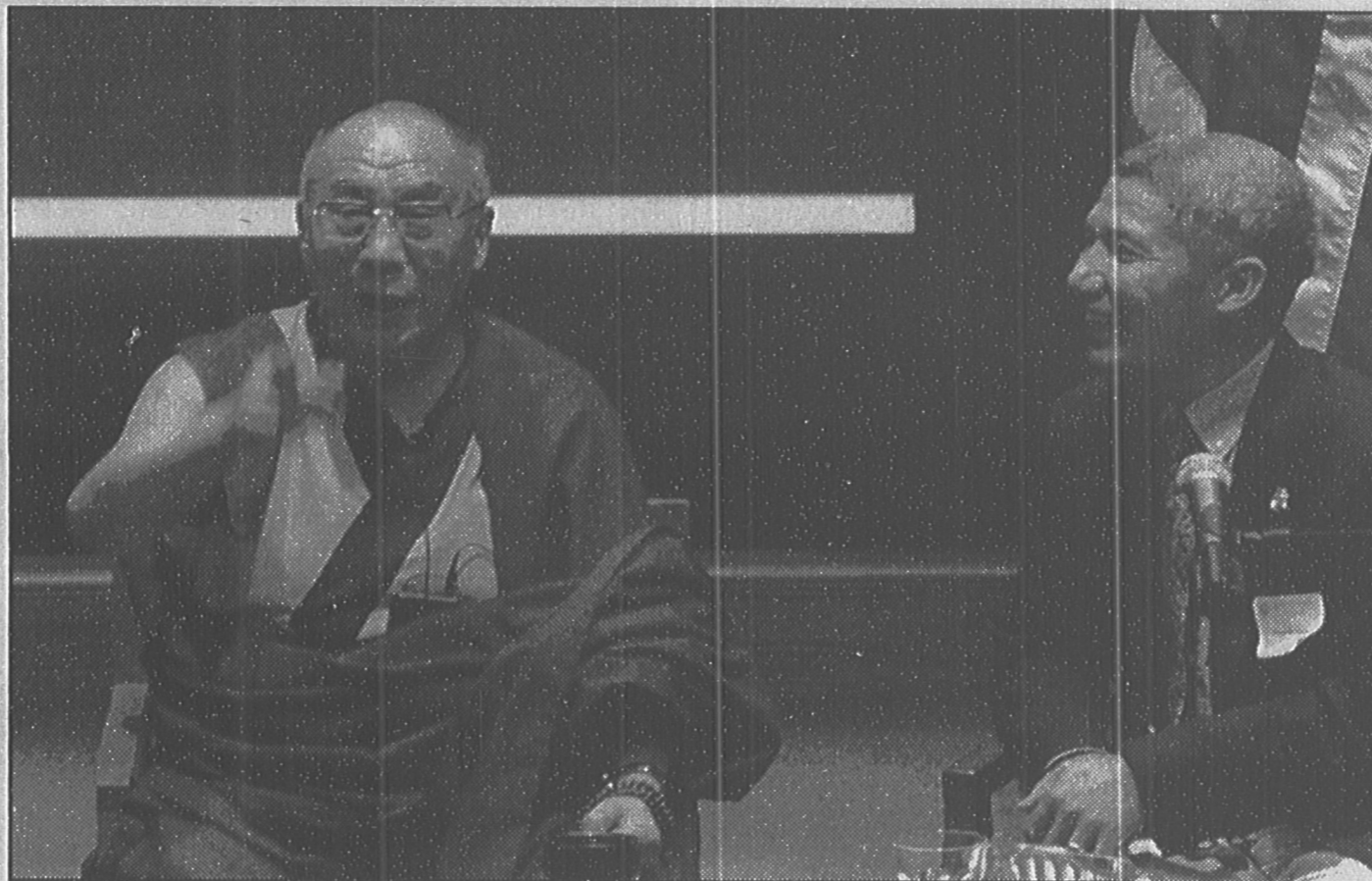
By GENEVIEVE GUTIÉRREZ
U.S.A., Fall '05
Editor-in-Chief

He has a very sincere handshake, warmer and more enveloping than any handshake you've ever felt – it's more of a hug really.



GENEVIEVE H. GUTIÉRREZ

On Sept. 15, Thunderbird was honored by a visit from His Holiness the Dalai Lama, and received news coverage by distinguished media outlets like the Financial Times and the Arizona Republic, and in countries including the Netherlands, Tibet and Germany. All eyes were on our campus, while students, staff and faculty crowded into the AT&T Auditorium, conference rooms, lecture halls and Commons to watch this world leader speak. Coverage was



wide, but there are things that national news did not say.

For example: among the various articles that the Dalai Lama blessed, was the school's business plan; the event was closed to the public because the Dalai Lama requested audience with the students; Dr. Cabrera

was just as excited as we were; and, many people do not know how the visit came to fruition.

As His Holiness entered Herberger and made his way to the top of the stairs, he shook hands with everyone in his path. In the reception area, guests swirled around him, as

Dr. Cabrera introduced them. He made eye contact with every single person in the room often holding a person's hand in both of his as he spoke to him.

An Arizona Republic reporter asked him what the tie was between business and spirituality. He said business

was one of many human acts. She scrolled frantically as he continued to look directly at her. He said the link between business and spirituality is ethics, to which she replied, "Ethics are so important these days." He held her gaze for a moment, then released a high-pitched chuckle and walked away.

Entering AT&T, he proceeded shaking hands and asking questions. He sat down in the chair on stage, opting not to use the podium, which made his talk feel more like a discussion than a lecture. As he spoke of materialism, happiness, religion, philosophy and non-violence, he continued making direct connections with audience members. He admitted that he gets angry, and that he doesn't know all the answers, and he left the building in much the same manner as he entered.

Efforts to bring His Holiness to campus began in 2001. Lesley Friedell of the International Campaign for

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After Hurricane Katrina

A federal and societal response

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

Hurricane Katrina took a slight easterly shift before it made landfall and although small, it spared New Orleans direct hit. Most media outlets stated New Orleans seemed to have avoided the worst. However, the media was confined to a small area and was unaware of what was happening throughout the rest of the



MATTHEW DEAS

city. By Monday evening as helicopters began to fly over the area, it was apparent that a nightmare scenario was developing: the city was underwater, 20 feet in some parts. As the sun went down, news reporters tearfully recounted their experience. They told of people trying to escape the floodwaters, trapped in their attics, and screaming for help amid the darkness. I spent the evening trying to contact friends whose whereabouts were unknown. By Tuesday, things had gone from bad to worse. Another levee had been breached, and the remaining operational flood pumps had failed. Areas that were previously dry were now flooding. Additionally, a hellish scenario was

transpiring in the superdome and throughout the area.

As New Orleans disintegrated into anarchy, I asked myself, "Where was the might of the federal, a body that so regularly responds to disasters outside its borders and quickly offers aid?" The dismal response by the federal government to Katrina compounded the suffering.

President George W. Bush said, "No one anticipated the breaching of the levees." Such a statement is absurd. Local emergency management officials have predicted that is exactly what would happen if a Category 4 or stronger hit struck the New Orleans

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Pres. Cabrera

One year later

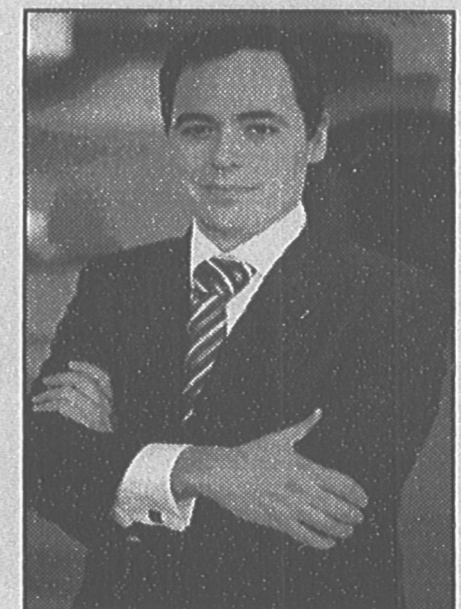
By ABRAHAM WALKER
U.S.A., Spring '06

Many continuing Thunderbird students or recent alumni would agree that President Angel Cabrera's first year with the school has been quite eventful. As with any organization under new leadership, there have been changes made to fit the vision and goals of the leader.



ABRAHAM WALKER

During a recent interview with Cabrera to discuss his first year at Thunderbird, he reiterated his desire to make Thunderbird more than just another business school. Cabrera wants Thunderbird and its students to truly "develop a global mindset," while maintaining the school's essence as an international business school. With an emphasis on



ethics, Cabrera plans to focus on "commerce as a source of doing good" for our global community. As part of this effort, he and Barbara Barrett, a Thunderbird trustee, were instrumental in securing His Holiness the Dalai Lama to speak at the school on social responsibility.

When questioned about his proudest achievement during his first year at Thunderbird, Cabrera

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From the Founder

"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

New staff, new look, new goals

By GENEVIEVE H. GUTIÉRREZ
U.S.A., Fall '05
Editor-in-Chief



GENEVIEVE H. GUTIÉRREZ

In July 2004 I made a promise to myself, which turns out to be a promise to you. Let me explain. During my undergraduate studies, I was involved in a couple clubs and organizations, but mostly, I spent a lot of time watching sit-coms on TV and going to indie punk concerts. This time around, because I figure I'll never again be able to afford being a full-time student, I vowed to make the most of it. Things at T-bird didn't initially pan out according to my schedule. First trimester I received a wake-up call, coming to the realization that to get an MBA I'd have to study (and study hard!). Second trimester classes got tougher. I realized I'm *not* a genius, despite what my mom told me my entire life, and once I recovered from the second tri finance psychological trauma, I was doing my third trimester in Guadalajara.

Fourth tri: it's now or never. Fate, and some hard work and dedication, has placed me at the helm of your campus newspaper, I'm VP of the Latin Business and Culture Club, I have exciting classes that I plan to excel in, and I'm out to be the best at everything. Watch out! I figure you can't go wrong if you set your standards high, right?

As part of my winning plan, I hope to continue in the footsteps of my esteemed editorial predecessors, and hopefully bring my skills and journalistic experience to make this paper one that you (students, staff, faculty, alumni and stakeholders) can't wait to read.

The first step? I've assembled an incredibly talented international staff. Though I'd like to avoid beating the phrase "truly global" to death, in the case of Das Tor staff this trimester, the term is strikingly accurate.

Mike Bindrup (layout/design), Matt Weinberg (sports editor), and me are all U.S.-natives (though I grew up with one foot in Mexico). Mike has made possible Das Tor's new look. Co-Editors Elena Imaretska (Bulgaria) and Jonathan Chang (Hong Kong)

polish editorial content – quite the monster of the task since they both have a full class-load. And lastly is Business Manager Sam Tam (Ghana), raised in Greece, who keeps Das Tor finances and staff in line.

The second step was bringing a new look & feel to the paper, to hopefully make it easier and more enjoyable to read.

The last step is up to you. Das Tor is your paper and should be representative of your voice. If we're missing something, I'd like to hear it; if you think there's something we've done particularly well, let us know; if you'd like to contribute, get involved – come to meetings or write me an email so we can talk about how you can participate.

Hopefully, next month, there will be a Letters to the Editor section below this column (depending on your rate of response). Newspapers, especially this one, should be a communication tool, so help us make this a paper you want to read.

Take the next step: how are we doing?

DasTor@global.t-bird.edu

FUTURE LOCATION OF LETTERS TO THE EDITOR

COMMISSION INVITES THIRD-PARTY COMMENT

The Federal regulations implementing the 1992 Higher Education Act Amendments require that accrediting agencies allow for public comment on the qualifications of those institutions under consideration for pre-accreditation or accreditation. The Commission invites interested parties to submit written, signed comments on those institutions listed below that are scheduled for team visits in November 2005. The list is accurate as of the date of this mailing.

Public Comment on Thunderbird, The Garvin School of International Management
Commission on Institutions of Higher Education North Central Association of Colleges and Schools
30 North LaSalle Street, Suite 2400
Chicago, IL 60602

Comments on these institutions are due in the Commission office no later than one month before the date the visit is scheduled to begin. The Commission cannot guarantee that comments received after the due date will be considered. Comments should include the name and address of the person(s) providing the comments. Only signed comments are forwarded to the institution.

Evaluations for Thunderbird's NCA accreditation review visit begins November 14, 2005 at Thunderbird, The Garvin School of International Management in Glendale, Arizona

Note: Individuals with a specific dispute or grievance with an institution should request the separate Policy on Complaints document from the Commission office. The Commission on Institutions of Higher Education cannot settle disputes between institutions and individuals, whether those individuals are faculty, students, or others. Complaints will not be considered third party comment.



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

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SPECIALS

Come in and ask us about our Thunderbird specials.

Cover Story: Dalai Lama visits Thunderbird

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International Campaign for Tibet and the Office of the Special Envoy for the Dalai Lama, said His Holiness' schedule is booked two years in advance. She added that he wanted to

and moved to the U.S. after high school. He graduated from Thunderbird and is now working at the German financial institution WestLB in New York City. Although Stevenson says that Namgyal played a crucial role, he assumed minimal credit,

"I appreciate Thunderbird... I feel I got a lot from the school and I thought it was a little way to give back to the school."

Tsewang Namgyal '02



saying he was not pushing for the visit for personal reasons.

(Similarly,

Stevenson, who began working with Barrett and Namgyal

come speak to the Thunderbird students, "because it's a special school."

Tsewang Namgyal '02 was part of the team that set the Dalai Lama's visit in motion in 2001, along with board of trustees member Barbara Barrett and Director of Volunteer Leadership Barbara Stevenson, in the president's office.

Namgyal, whose parents are Tibetan refugees, was raised in India

four years ago on behalf of the administration, is very humble as to her participation. When it came down to the wire, she organized one million meetings to make sure the day passed seamlessly and securely, and she did her job exceedingly well.)

Having seen the Dalai Lama speak and having read his books, Namgyal initially thought such a historic visit would inspire the students, and on a macro level, the



visit would have global impact, because many T-birds play important leadership roles in their respective countries. Namgyal said he hoped that "a good spark would spread all over."

He said that in 2001 he thought the Dalai Lama's visit would someday be possible because of the assistance of Barrett and the leadership role she assumed; because Thunderbird is internationally reputable; because of the logistics of his U.S. visit and plans to go to Tucson; and because "when the Dalai Lama goes places, he doesn't have an ulterior motive. He thinks about how he can impact the world at large. It's really not about how big the crowd is."

However, he said, "From hope to reality, there's quite a big step." This hope was realized four years later, and although Namgyal was unable to attend the event, he

said his gratification of His Holiness' visit was unwavering: "I appreciate Thunderbird... I feel I got a lot from the school, and I thought it was a little way to give back." He said he hopes students, after having recovered from the initial awe, will consider what His Holiness said and if it makes sense, try to implement the teachings in their personal lives.

Thunderbird President Dr. Ángel Cabrera confirmed this, saying this is possibly the best business lesson a T-bird could receive. He said that in business school you learn the hard skills, "but at the end of the day, business is about people...and the leadership of people." He said that the Dalai Lama's talk reminded students of this aspect of business.

"T-bird has always been about this, but a visit by someone of this stature reminds us of that," he said, adding emphatically, "It was very cool."

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Above left: His Holiness the Dalai Lama takes the time to greet students on his way into AT&T; above right: Dr. Cabrera introduces His Holiness; bottom left: Barbara Barrett and Dr. Cabrera listen attentively to the Dalai Lama's talk; bottom right: Dr. Cabrera waits with students early in the morning outside the Herberger Building. Photos courtesy of The Thunderbird Marketing & Communications Department: Kristen Jarchow, DJ Burrough and Theresa Benz.

The Yin and Yang of Thunderbird thought

By MATT HARKER
U.S.A., Fall '05
TSG President

Thunderbird recently underwent an intensive self-analysis of who we are, what we represent, and what makes us unique.



MATT HARKER
TSG President

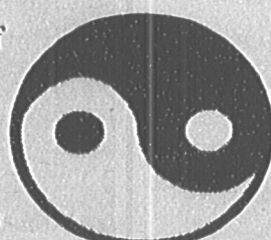
Several of Thunderbird's stakeholders came together to define what makes up the core values expressed in our brand. In a meeting facilitated by the then Vice President of Marketing Ken Lambert, T-birds were given a pile of photos to sift through in search of the one global leader that most represented

Thunderbird's mystique.

The group of advisors took their mission seriously and after quite some time they still couldn't come up with just one picture; they came up with two. The first was a photo of Richard Branson of Virgin who represented the hard business skills we learn at Thunderbird and the enterprising spirit each of us emanates. The second was His

Holiness the Dalai Lama, who represented the softer skills of culture and language.

The Dalai Lama is the heart and Richard Branson is the brain, and when you make a decision you have to use both.
- Tsewang Namgyal '02



These two leaders represent what has come to be known as the yin and yang of Thunderbird.

Although business skills are important, what makes us unique is our diversity and the deep understanding and appreciation for other cultures of the world. Out of this exercise also came Thunderbird's Five Pillars which

have formed the strategic foundation of Thunderbird's future: Enterprising Spirit, Borderless Communities, Cultural and Business Fusion, Global Citizenship and Global Thought Leadership. All were created, in part, from the principle-centered leadership example of the Dalai Lama.

Today, if you look at the logo of the school, you will see the yin and yang played out in the design. At the heart of the Thunderbird is a triangle, which represents our tripartite curriculum; three points representing business, language and culture. The two different colors of the triangle-heart represent the hard and soft skills that Thunderbird's possess: our Yin and Yang.

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After Hurricane Katrina

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area. New Orleans Mayor Ray Nagin and other local government leaders pleaded with state and federal government authorities for food, water, and military aid for days before significant relief arrived.

Nagin has been wrongly criticized for his Katrina response. Some foolishly argue that Nagin should have done more and evacuated the city's poor via public buses and that would have eliminated much suffering. There are several things wrong with such criticism.

First, the realization that Katrina would impact New Orleans was 36 hours before landfall. Since there are only a few roads out of New Orleans, transportation experts accurately forecast that a full evacuation of New Orleans would take 72 hours. When Katrina made landfall, 80 percent of the city had evacuated – an impressive accomplishment.

Second, public transportation was provided to evacuation shelters of last resort, including the Louisiana Superdome. However, despite repeated pleas to evacuate, many chose to stay at home. Third, there were not enough buses or drivers to evacuate those who were unable to leave. Also, if the argument were to evacuate those who do not have the means away from New Orleans, where would these people be brought?

Such an evacuation would require massive support from the federal government, which has continually cut New Orleans/Louisiana's funding for evacuation planning and hurricane protection. Although there are clearly flaws in New Orleans evacuation plan, highlighted by the chaos in the Superdome, Nagin managed the crises well given the initial lack of cooperation and support of the federal government.

The federal response to Katrina sharply contrasts its response to the September 11th attacks, which was immediate and supportive. The Katrina response revealed a complete breakdown of communication between the local, state, and

federal governments. Coupled with the disaster bureaucracy, egos, and utter incompetence, the current state of New Orleans is a city ruined and underwater.

Images of poor and suffering New Orleanians were repeated on TV for days. Some in the media, and some less than scrupulous politicians tried to turn the Katrina tragedy into an issue of race and class for their ratings and self-promotion.

While most of the victims of this tragedy seen on TV are poor and black, Katrina did not discriminate based on race or class. Hurricanes and floodwaters do not know the difference between rich and poor, black and white. In addition to the poorer areas of the city that were flooded (widely seen on TV) some of the wealthiest zones of New Orleans received severe flooding with floodwaters over 15 feet. I know people of every race and economic class that have lost everything. Some have insurance, others do not.

New Orleans is a unique place. People often joke that we are a third world country. In fact, there are t-shirts and stickers that proclaim, "New Orleans Third World and Proud of It." While this is a joke, there is some truth to it.

We have a unique history as the former seat of government for the French and Spanish in the new world. We are a diverse people of French, Spanish, Anglo-European, and Afro-Caribbean descent. The influences and traditions of each group are seen in our great food, music, festivals, and love of leisure.

While these are our positive traits there are many negatives. There is crime, corruption, poor infrastructure, sharp racial divide, and much poverty – revealed to the world in the aftermath of Katrina. People who visit New Orleans are often oblivious to these problems, as their visit is usually confined to eating/drinking in the French Quarter and admiring the stately mansions of the Garden and University districts.

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Academic and International Services Announcements and Deadlines

OPT DEADLINES

International students completing their degree requirements this first half of the fall trimester must apply for Optional Practical Training by Thursday, September 29th. The application period for students who will complete their requirements in Winterim 2006 is September 22, 2005 to January 6, 2006. Applications are available in the Student Services' reception area and on the International Student Information MTB page.

OCTOBER 3RD - 7TH:

WINTERIM REGISTRATION

All students taking a Glendale Winterim 2006 program should register for your Winterim course via Access Thunderbird. Approved students taking an off-campus Winterim 2006 program will be registered manually by the Registrar's Office this week.

FRIDAY, OCTOBER 14TH:

SPRING 2006 THUNDERBIRD EUROPE APPLICATION DEADLINE.

Applications for spring in Prague at THUNDERBIRD EUROPE are available in the Student Services reception area and on our Overseas Campuses MTB Page! To ensure your place in the program, please apply by the priority deadline: Friday, October 14th.

OCTOBER 31ST - NOVEMBER 4TH:

2ND HALF DROP/ADD WEEK

Academic advisors will be available on a walk-in basis during drop/add week for the second half of the fall trimester.

Phone: 978-7177 E-mail: ais@t-bird.edu

Thunderbird tops Wall Street Journal ranks

The Wall Street Journal ranks Thunderbird as the 'world's best' for international business

By TANIA TORRES
Thunderbird Director of PR

September 21, 2005 – For the fifth consecutive year, a poll of international corporate recruiters conducted by *The Wall Street Journal* has ranked Thunderbird, The Garvin School of International Management as the No. 1 school for International Business.

Corporate recruiters also included

Thunderbird among the top 10 in the "International" schools and "Regional" schools categories.

Thunderbird placed No. 4 in the regional rankings, up six places from 2004. Schools were considered for the regional ranking by virtue of attracting recruiters from their local regions. In the international ranking, covering schools that attracted recruiters from at least four different countries, Thunderbird moved up one spot to No. 7.

"We are excited to be named the world's number one school for international business for the fifth straight year," said Thunderbird president Angel Cabrera. "A true measure of a

great business school is its reputation among the recruiters who hire MBA graduates. By preparing individuals to meet the global management needs of some of the world's top firms, we are fulfilling our promise to offer a world-class educational experience that produces real-world results."

U.S. recruiters most often named Thunderbird as the MBA program that excels in International Business, with 649 nominations. INSEAD follows with 265 nominations and Harvard University with 196. The ranking for "Top International Schools" includes schools from Europe, North America, and Central America and is based on how recruiters rate each school on 20 different attributes, their future plans to recruit students from the school, and the

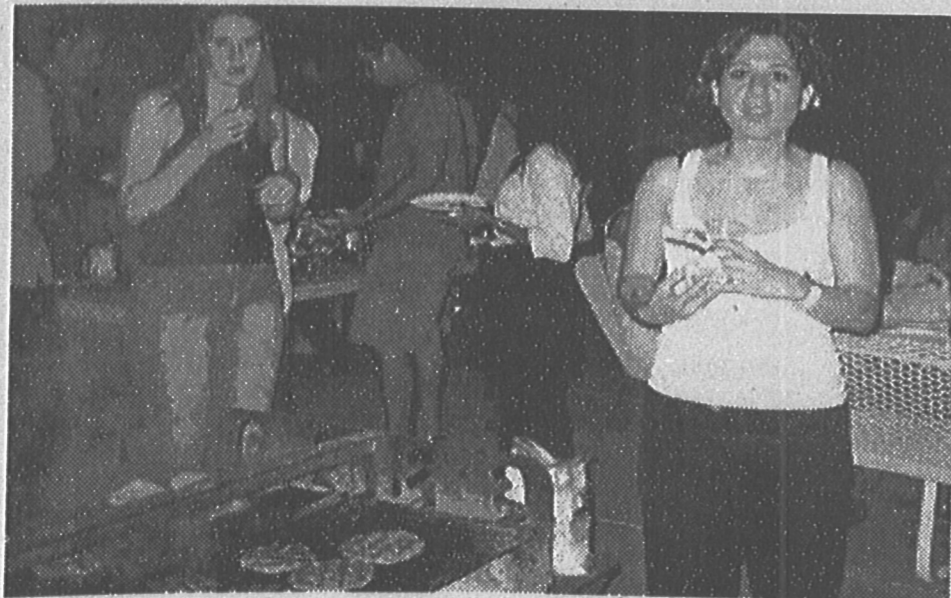
number of countries from which the school draws recruiters. Other US schools in this category include Carnegie Mellon University (No. 3), Massachusetts Institute of Technology (No. 8), Columbia University (No. 13), University of Chicago (No. 16), Harvard University (No. 17) and Stanford University (No. 18).

Thunderbird is the oldest graduate management school in the United States, ranked among the best in the world by *Financial Times*, *U.S. News & World Report*, *The Wall Street Journal* and *BusinessWeek*. More than 35,000 men and women in 138 different countries have graduated from Thunderbird since 1946.

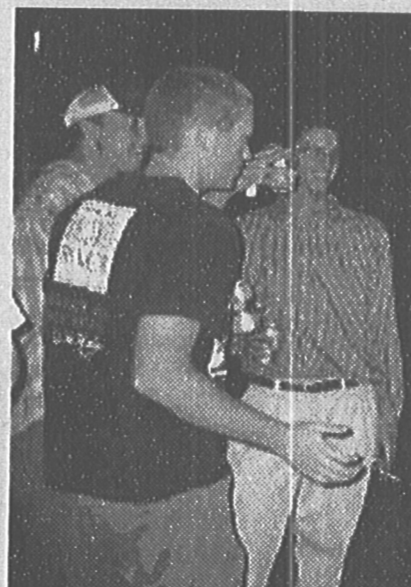
torrest@t-bird.edu



TANIA TORRES



West Dorm Residents take the time to get to know each other with a BBQ and cold beverages



President Cabrera one year later

continued from page 1

readily responded, "Understanding what is special and unique about Thunderbird." With so many stakeholders including students, faculty, administrative staff, trustees, alumni and the global council, this has also meant traveling the world to understand "the impressive size and scope" of the school. Barrett agrees that Cabrera has been a global champion of Thunderbird, representing the school at events such as the World Economic Forum.

Cabrera's office on the second floor of the Global Administration building is filled with mementos and photographs from his visits outside of Glendale and from his time spent with students in Glendale.

A comprehensive understanding of Thunderbird has enabled Cabrera to make changes that have been both popular and unpopular. According to Dean of Admissions Judy Johnson, he encourages analysis of "not *what* you do, but *how* you do what you do." Dr. Kay Keck, VP of student services and program support, explains his alterations as a push to "take our branding exercise beyond image and bring it to life by building it into our programs."

Online MBA

A prime example of his

philosophy was the introduction of the Global On-Demand MBA program that started this trimester. The online MBA, the second first-year achievement Cabrera mentioned, was met with little support from the student body when first announced in spring 2005.

He acknowledged that since the now infamous town hall meeting held in the spring, more and more students and alumni have embraced the value of an online MBA program. Current TSG President Matt Harker believes that Cabrera "was able to [handle] the full-time student criticisms...and educate a great number of stakeholders; making the launch all the more successful." The projected number of students for the inaugural class was 30, but Cabrera reported that actual enrollment has exceeded expectations in quantity and quality.

Cabrera is very proud that the school was able to launch the new program in just ten months after he conceived it. For him, the online program with its enhanced use of technology is just another way of how Thunderbird delivers its product to the market.

Frank Neville, Assistant VP of corporate communications, stated that Cabrera's changes are framed around a market-oriented approach. Neville noted that with diversifications such as the

online program, "we are now able to attract high-quality segments of the market that were previously out of our reach." Neville points to the learning centers for entrepreneurship and ethics, the recent hiring of world class professors, and the new curriculum launch as the "strengthening [of] our ability to provide a world-class learning experience...and deliver on our Truly Global brand promise."

Outward initiatives

Although Cabrera believes that the full-time MBA will continue to be the key delivery channel for Thunderbird, he envisions a lot of activities taking place outside of Glendale in the next five years. He is working with the trustees and the administration to further enhance the curriculum and ensure that Thunderbird maintains its status as the number one graduate business school for international management.

Barrett mentioned that the school will also become an innovator of business management activities that address the state of society. She indicated the visits of the former president of Ireland, Mary Robinson, that of the Dalai Lama, and Project Artemis as examples of this endeavor. She also noted that there will be increased training for non-governmental organizations and governments.

Internal participation

Cabrera has the trustees' support for his initiatives, but he is also seeking assistance from the current students and alumni. He asks the students to actively participate "in the life of the school [that] enriches your experience and that of fellow students." Cabrera encourages constructive criticism of his actions, and asks that students take proactive measures to make their thoughts known. Trustee Diane Wittenberg added that students should also become active recruiters.

Cabrera asks the alumni for three things that seem to echo his previous speeches: "think Thunderbird, talk Thunderbird, and build Thunderbird." He mentioned Luis Moreno, the recently appointed head of the Inter-American Bank, as an example of "talking Thunderbird." Alumni should build Thunderbird through philanthropy or provision of resources. Cabrera feels that active participation from all stakeholders will transform the school and bring continuous success for many years ahead.

Abraham Walker is currently conducting an independent research project in Senegal.

abrahamwalker@global.t-bird.edu

MBA Enterprise Corps in developing countries

By MANISH PUNJABI
India, Spring '05

This is how I define MBA Enterprise Corps (MBAEC) for those who haven't heard of it: MBAEC sends recently graduated MBAs to developing countries to provide technical assistance in a variety of business disciplines.



MANISH PUNJABI

MBAECs have been able to impact private market development by providing business advisory services to small and medium enterprises in these economies. Since the MBAEC's inception in 1990, over 760 members have assisted in all aspects of management and technology transfer to over 1000 enterprises, business support organizations, and associations in 20 countries on four continents.

MBAEC applicants come with three to five

years of professional experience from a community of top 52 U.S. business schools of which Thunderbird is an integral member. Apart from the international experience, all applicants share two common traits: they want to make a difference in the world and then want to live the adventure of a lifetime.

To understand the MBAEC program better read about the two T-birds who are on an adventure of their lifetime.

Meet Manish Punjabi, who graduated from Thunderbird with a focus on B-2-B marketing focus and chose to do the MBAEC program for the sake of the adventure and to collect visas from not-touristy parts of the world. He is working as a technical advisor for USAID's enterprise development project implemented by Pragma Corporation. His primary responsibility is managing six offices spread across Kazakhstan, 25 local consultants and over 400 projects for small and medium enterprises. Manish advises local consultants in different areas such as writing project proposals, imparting business knowledge, consultant hiring and evaluations.

To keep a tab on Manish's adventures at nightclubs, hospitals and airports, check out <http://siberiansurvivor.myblogger.com/blog>. If you have the heart for a three-week train ride across Russia, join Manish when he takes the Trans-Siberian Express from Moscow to China in August 2006.

Next, meet Norm Capistrano '04. After working for a year as a banking project manager, he decided to drop his desk job and head out on his adventure in Azerbaijan. In addition to learning Azeri and Russian, Norm will replace T-bird Brian Wozniak who spent the past year as an agribusiness development specialist with Pragma Corporation introducing marketing concepts. Once Norm takes over Brian's position, he will shift the focus to introducing accounting concepts to the agribusiness industry of this former Soviet republic.

Both T-birds shall continue the MBA case competition started in 2001 by fellow MBAECs. The competition is open to some of the top Azeri business schools that come together after studying case methodologies to compete in an Innovation-type

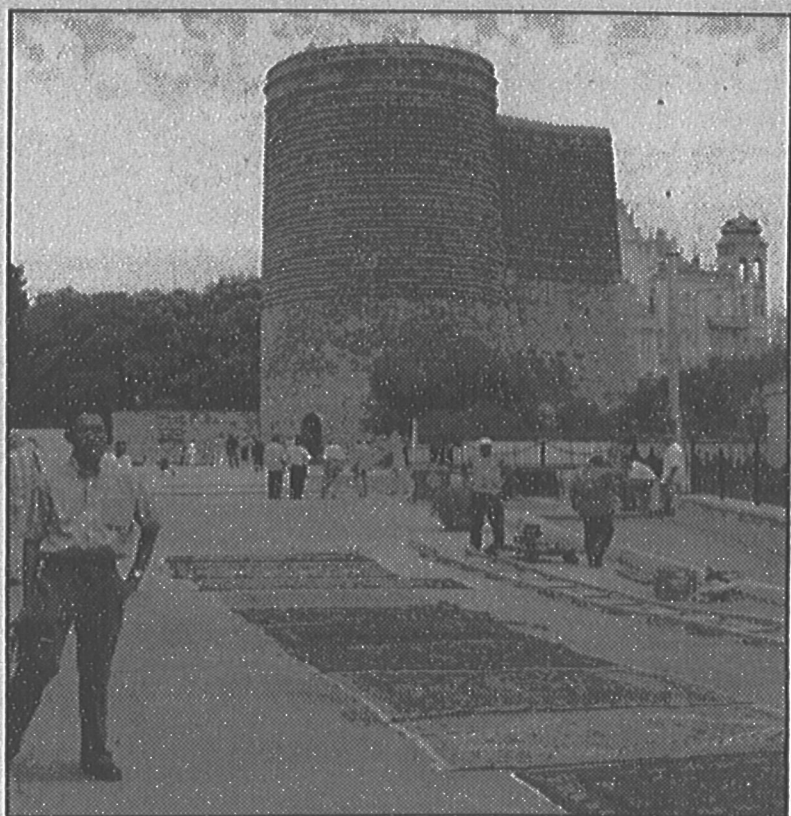
challenge. All business cases used for the competition last year were Thunderbird cases. Thunderbird will provide the case this year as well.

Other than the two T-birds, this year's assignment has nine volunteers from different schools spread across Bulgaria, Angola, Romania and Kyrgyzstan working in different domains – tourism, petroleum and enterprise development.

For more information on the MBA Enterprise Corps program, contact Professor Robert Grosse, who is the MBAEC school representative or Phyllis Tutora on ptutora@mbaec-cdo.org, who is the program director in Washington D.C. and will be visiting Thunderbird soon.

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[Editorial assistance from: Norm Capistrano, Brian Wozniak, Robert Grosse and Phyllis Tutora]



Lo lindo y lo contaminado: the world we inhabit

By THOMAS L. ROSENBERG
U.S.A., Fall '05
IDA Vice President

Eighty percent of Mexicans live within five watersheds that represent a continued and sustained threat to their health. Lack of enforcement and poor infrastructure compound the issue and reliable data of the exact contaminants is scarce.



THOMAS ROSENBERG

Guadalajara uses Lake Chapala, the terminus of the Santiago-Lerma watershed, for both its drinking water and waste receptacle. Currently the metro area's water mains leak 43 percent of the water that enters them. Instead of repairing them, the government is funding the construction of a \$670 million dam, the Arcediano, just below the confluence of the Santiago River with the Lerma River. This water, targeted for exceedingly thirsty industries in the valley, will be pumped up over 100 meters to flow downhill to the city. With Mexico already facing an energy crisis, what is going to power those pumps?

Water testing includes not only the 20 typical contaminants but also thirteen heavy metals and thirteen aromatic hydrocarbons and pesticides. The water commission is currently experimenting with a mini-pilot plant to see how to achieve potability, although they already claim the water meets minimum quality standards.

With water being removed upstream, Lake Chapala is shrinking rapidly. Climatologists fear that as the lake dries and dies, the region could lose its mild climate.

Contamination in Mexico

Mexico, the world's 11th most populous nation is responsible for two percent of global vehicle sales and mobile sources are a critical part of its air pollution. In Guadalajara, Mexico City and Puebla the ground level ozone is the biggest problem, whereas in Monterrey, Toluca, and Ciudad Juárez it is the particulate matter pollution.

Dr. Mario Molina, Mexico's only Nobel laureate, has presented a plan to clean up the nation's air. Although cars produced in Mexico meet the more stringent U.S. Tier two

standards, currently enforced Mexican standards resemble the older U.S. Tier one standard.

It would cost an estimated \$50-350 million to upgrade PEMEX's infrastructure to produce ultra low-sulfur gasoline and diesel by 2008. This would enable Mexico to implement Tier two standards nationally, facilitated by a "retrofit, retire, replace" plan which would be funded by an eco fuel-based tax of Mx\$0.45.

Nationally, the benefits of Molina's plan outweigh the costs ten to 20 times. For Mexico City, the benefits are 40 times the costs. Mexican trucks and buses average 15 years in age. Replacing all diesel vehicles with advanced models

"Guadalajara uses Lake Chapala, the terminus of the Santiago-Lerma watershed, for both its drinking water and waste receptacle."

would lower particulate pollution by 30 percent in Mexico City and reduce premature deaths by 4000 per year.

Nationally, the benefits realized would be greater since only 11 percent of Mexico's particulate pollution is found in Mexico City. Estimated net benefits of \$3.9-14 million would result from the replacement of every 1000 pre-'94 model heavy diesel with advanced versions. For those model year '94 and newer, benefits would be US\$1.9-4 million per 1000 vehicles replaced. Replacing the 70,000 VW Bug taxis in Mexico City would reduce NOx by 15 percent. Pay back for the additional cost would be two to three years with improved fuel efficiency. Pollutants' effects.

The health implications of polluted water and food are considerable. Toxins accumulate in the liver, impair its function and possibly increase cholesterol, triglycerides, and homocystine. The result is hypertension, cardiovascular diseases and arteriosclerosis.

Pesticides, plastics and other chemicals act as xeno-

estrogens, which mimic our natural hormones but in above-normal concentrations. Such high concentrations lead to numerous types of cancer, fertility problems, reproductive and endocrine impacts, and harmful physical and mental development, both pre- and post-natal.

Air pollution can cause acute and chronic respiratory ailments like asthma, colds, lower respiratory tract infections, and general malaise (chemical sensitivities, ENT irritations, odors, upper respiratory infections, allergies, autoimmune disorders from chronic fatigue to Lupus). Exposure to polluted air also causes cardiopulmonary disease and stress (heart attacks, congestive heart failure, ischemic heart disease), lung ailments (reduced pulmonary function to scarring of the lungs to cancer), and increased probability of cerebrovascular incidents.

For example, in southeast Guadalajara teenagers are dying of rare cancers in neighborhoods where industrial effluent passes through in open canals. In another part of the city, a neighborhood is suffering from an unusually high incidence of congenital deformities – mental retardation, malformed bones, fertility issues, spinal bifida and encephalitis. The residents get little attention from authorities. Government actions

The government program, ProAire México, estimates that by reducing ozone to meet the regulation standard would save \$717 million to \$1.129 billion in 2010. Reducing PM10 would provide \$3 billion to \$5.595 billion in benefits. This only underscores the inadequacy of current policy and the urgency to make permanent and long term reductions in pollution. Mexico loses billions of dollars every year from lost wages, lost productivity, and high medical costs.

Those who suffer most from the poor conditions fall into deeper poverty, raising the social questions of human rights and environmental racism. As Richard Kassel of the Natural Resources Defense Council states, "Clean air and public health should be a human right, not an economic privilege."

Walk lightly...

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Africa spotlight: Kenya

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

Each edition of Das Tor will spotlight an African country, as part of a new initiative by the Africa Club to increase the awareness and knowledge of this region at Thunderbird.

The country spotlight for this month is Kenya. There are presently two Kenyan students here on campus and about 15 alumni who can probably give a more in-depth view about the country. But for the case of this article I shall simply highlight some random facts about the country.



GBEMI DISU

Kenya is one of the most beautiful countries in east Africa. With a population of over 33 million people, it provides diverse entertainment for everyone. Of the three cities in Kenya, Nairobi is certainly the hot spot, there are a plethora of night life activities and safaris for an exciting day trips. The other two cities are Mombasa and Kisumu. Even though there are many more towns to visit, there are only three cities.

Another interesting fact related to the number three is that the current President Mwai Kibaki is the third president of Kenya. Kibaki, unlike his predecessors, intends to step down after the end of his first term as opposed to being in power for decades.

The official languages of Kenya are English and Swahili.

If you are spending U.S. dollars or pounds in Kenya you are in luck: there is quite a favorable exchange rate for both currencies, making your trip quite affordable.

Two main holidays in Kenya are Independence Day on the December 12th and Kenyatta day on Dec 20th.

The major ethnic division is Kikuyu that makes up about 20 percent of the population, and the major religion is Protestant which makes up about 38

percent of the population. The country borders Uganda, Ethiopia, Tanzania, Somalia and Sudan.

The weather varies from region to region, but it does get cold, so don't forget a sweater and an umbrella. As far as foreign nationals go, there are quite a few Indians that reside in Kenya, thus ensuring the presence of exquisite Indian cuisine second only to India itself. Besides that the local cuisine consists mainly of maize meals and meats.

According to locals, there are three things a tourist must absolutely do while in Kenya and they are visit a Safari, have dinner and go dancing at Carnival, and drop some serious Kenyan shillings at the Maasai market.

Carnival is a unique blend of local and foreign atmosphere where the food is great, but each night focuses on a different music genre from hip hop to rock nights. Some other clubs to visit for night life are Soho and Klubhouse also known as K1/K2.

The most exciting thing about the Game Drives/Safaris is the migration of the wildebeests in the summer from Tanzania to Kenya. Tickets to see the thousands of animals move are sold out up to a year in advance so you want to certainly make plans accordingly.

Another unique aspect to Kenya is that it is the only African country to have a UN headquarters – a testament to the amount of aid it receives and the development opportunities that reside there.

You can tease your appetite of Kenya by viewing the movie "The constant Gardner" with Ralph Fiennes or the older movie "The ghost and the darkness." It was also the holiday spot for Angelina Jolie and Brad Pitt's last getaway, just in case you wondered who you could rub shoulders with on your trip to Kenya.

Hope you enjoyed this brief intro to Kenya. Feel free to email me if you have any questions.

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PHOTO-OP: 80's PARTY



The new Thunderbird Europe in Celákovice

By GEOFF McNABB
U.S.A., Fall '06



GEOFF MCNABB

Imagine yourself poised at the top of a wall on the edge of a huge expanse called Opportunity. Like the Grand Canyon, you peer across and see a taller wall on the opposing side by the name of Success. As you look down, the path to the other side leads through the twists and turns of Experience and Challenge.

Got the visual? Great—we'll move fast then—just like our school looking at the future of all its students.

The governing board of the school has seized the opportunity of moving Thunderbird Europe as a chance to better realize the goal of taking Thunderbird, The Garvin School of International Management, to the next level in global management training.

As you may have seen on My Thunderbird, the European campus is relocating from Archamps, France near Geneva to Celákovice, Czech Republic near Prague. Briefly, I will explain what has prompted the move, the quality of the school and the plan for the future.

According to Dr. Ángel Cabrera, "We have to offer a world-class learning opportunity to our students in Europe. That's our mission." With that gold standard in mind, the leadership of the school has assessed how best to achieve this goal. In partnership with the CMC (The Czech Management Center—www.cmc.cz), a leading executive business school in the Czech Republic training executives to excel in the new international economy, Thunderbird will offer a one-semester program highlighting the dynamic growth in new markets to second-term students.

Housed at the CMC, students will have the opportunity to learn "in the middle of an emerging economy" from an excellent group of instructors comprised of Glendale professors as well as CMC faculty. Since so many students come to Glendale to prepare themselves for international development and entrepreneurial endeavors, Thunderbird Europe will be poised to meet the future from the New Europe where it should be.

A vital part of the impetus for moving from Archamps to Celákovice is to put Thunderbird near a global city that is a focal point in the New Europe. The other part is just plain good business savvy. As a school in Archamps, we were offering the full gamut of classes to all

students who would come over.

The drawbacks of this design can easily be seen in hindsight. It would have been fantastic if there had been enough student interest to support this model, however, the low numbers of enrollment in Archamps, instead, overextended the ability of the school to run cost-effectively. Therefore, a strategic change needed to be implemented to meet the goals of the school and contain costs in a reasonable manner.

Enter CMC. Opened in 1991 to promote business, this leading school has been teaching MBA and executive MBA programs ever since, winning the Center for Excellence award from USAID. Leveraging on the quality of this program, facilities and faculty, second trimester students will have their core classes and the Regional Business Environment Europe class with opportunities to hear from European lecturers and visit transnational companies forging ahead in the local economy.

Situated in a Soviet Era building that used to be employed as a center for political training, the school has an in-house full-service 117-room hotel, 20 classrooms, a computer lab, dining facilities, a fitness center and, just like Glendale, a pub. Students who come to Thunderbird Europe will experience something

unique, as Cabrera aptly pointed out, "Central and eastern Europe have the advantage of being an economy in transition."

Starting January 2006, Thunderbird Europe becomes an open door for both students and Thunderbird itself. A fantastic insider opportunity to learn about emerging economies of Europe awaits on the other side. According to Cabrera, if there is enough interest, this program can continue to grow and develop. If not, it will be reassessed. Surely hurdles and challenges of various kinds will accompany this new adventure—possibly failure.

In all likelihood it will not be as easy as planned, but the goal of being truly global is worth it. Is that not what Thunderbird is all about? Is that not why you and I came here, to learn about overcoming resistance and strategies for success in new cultures? We are witnessing a special time at Thunderbird as it goes through its own growth spurts in the quest to remain truly global. I challenge each first trimester student to consider the value of a trimester in Europe. Hopefully, I will see you in Celákovice.

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Swiss Miss; no more

By MICHELLE JO ARENCIVIA
U.S.A., Fall '06



MICHELLE JO ARENCIVIA

I have a dream—of frolicking in the French Alps with my braids swinging in the wind. What is this I read in Das Tor about bidding *adieu* to Archamps? No Toblerone for me. No Swatch watch for me. Not even a secret Swiss bank account! I cannot sustain neutrality on the permanent closure of the Geneva center campus.

Lost and adrift in the arid land of Glendale, I am living somewhere that I had no intention of stepping foot. You see, my dear friends, all of my application materials and acceptance letters clearly stated French Geneva Center - Archamps, France.

One of the key factors in choosing Thunderbird is our status as the premier institution for a global curriculum. What better way to experience all things international with a backdrop of a foreign land? The value of getting an education from an American institution coupled with a living abroad situation was uniquely ideal. That was exactly what I had longed for and planned for.

Long, long ago in a very far away place called San Francisco, I began to sell off all of my worldly possessions. Divesting myself of all but essential items in anticipation of moving overseas, as I hoped to remain outside of the U.S. following graduation. It was not until I heard inklings from recent alums did I begin to get concerned. The grapevine to Thunderbird outsiders had little information and it was conflicting, at that. "Changes are being made." "The campus is shutting down."

In voicing my concerns to the administration, I was met with firm assurance that the Geneva center would remain opened and all was on track for me

to begin my studies this fall. Right at the point where I was making final arrangements to sell my car and buy an airline ticket to Switzerland, I received a mysterious phone call from the admissions office.

In a panic, I returned the call, to be informed that incoming students would not be supported at the Geneva center. Again, my anxiety was pacified by the administration's vehement reassurances that I would be able to study at Archamps in the spring semester. I got this in writing from the dean of admissions and even reached out to the director at Archamp for confirmation.

Later, I read on MTB that the campus is shut down to all students, both incoming and continuing, for fall 2005. It became clear that facilities not being used were a death knell to the Geneva campus. It is incredibly frustrating to report that the administration further reiterated that this was not going to impede my ability to take second semester courses in Archamps.

Granted, I understand the school is adapting and becoming more competitive. All of these alternations will eventually bring more value to the completion of my degree. Though frankly, it is insulting to my intelligence that major and significant permanent changes are being undertaken and not effectively communicated to those students directly affected.

Managing ambiguity is of paramount importance in business, and in life. Changes and challenges, those anticipated and those startling, are a natural part of the graduate school experience. Major logistical factors, however, such as what continent to attend business school on, should not be issues to contend with.

If the administration chooses to sustain this approach of staged, controlled information roll-out, distrust and skepticism are certain to ensue.

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Guadalajara: Truly la perla Tapatía

By DANIEL KRZANOWSKI
U.S.A., Spring '06

Guadalajara – Truly the *Perla Tapatía*

This summer, 35 students attended the 32nd Annual Summer Program at the *Universidad de Aut6noma de Guadalajara* (UAG) in Guadalajara, Jalisco, Mexico.



This partnership is the oldest program linking a U.S. and a Mexican institution of higher education. This program was once again an overwhelming success and the highlight of both the students' and faculty's Thunderbird experience. This experience gave Thunderbird students the unique opportunity to better their foreign language skills and acquaint themselves with the Mexican culture and business environment.

Students and their *Thunderspouses* were invited to attend business forum speeches, factory plant visits, the Latin American Film Series, and multiple field trips. Business forum speakers were chosen from the cr6me-of-the-crop of the Guadalajara business community. They included Isabella Cascarano, the U.S. Commercial Consul, and Marianne Gouveia '02, the passionate and successful president of Mexico's first aerospace engineering firm.???

Our plant visits brought us to the Flexi Shoe Corporation in Guanajuato, Dulces La Rosa in Guadalajara and Jos6 Cuervo in Tequila. At Flexi we walked through the shoe production process and learned that many line workers perform the same monotonous task day after day through their career.

We fulfilled our sweet-tooth craving ten-times over at Dulces La Rosa. Needless to say, the Jos6 Cuervo visit was a very interactive experience. [Author's note: Not even a plethora of *chupitos* can help the *gringo's* dance skills. And, yes, we do have photos to prove this.]

Our movies ranged from historical *cuentas* to political satires, each with an underlying theme relevant to the modern history and culture that were worthy discussion pieces to begin the following day's RBE-Latin America class.

We expanded our cultural horizons by attending the very colourful and entertaining Ballet Folkl6rico, a series of dances representing six of the Mexican states. We drank orange juice out of a *porrones* and were sung tales of Guanajuato's storied past as we walked through the narrow streets of this wonderful colonial town.

Finally, we received a very candid talk about the current state of the Mexican business community during our visit to the American Chamber of Commerce in Mexico City.

These opportunities would have been impossible if we did not spend a full trimester in Guadalajara. One of

my colleagues, partially in response to the school's decision to offer two-week 'global experiences', eloquently validated the contrast between a full trimester and a quick trip south of the border: "With tuition getting jacked up even more next semester (Fall '05), who's going to want to take that much time off and spend a wad of cash for no credit. Five or 10 weeks isn't enough time to get over the initial bouts with diarrhea let alone actually picking up what you are being taught. That (two-week offering) just seems crazy."

As this summer's program sadly came to a close my colleagues and I completed a survey, which included two important questions:

Should Thunderbird continue to offer the UAG program in 2006 and thereafter?

The results were hardly surprising. The 28 respondents unanimously recommended that Thunderbird should offer the UAG program in 2006; and 96 percent stated that Thunderbird should offer the UAG program in 2007 and thereafter. Finally, 93 percent of those T-Birds living in Guadalajara this summer said that they would recommend this program to current, incoming and prospective students. This final response demonstrates the student body's desire and initiative to share this experience with others, especially considering that the school was actively promoting this program at the time of the survey publication (August 2005).

Secondly, would you have attended Thunderbird as your MBA program if you previously knew that Thunderbird would not offer the UAG program?

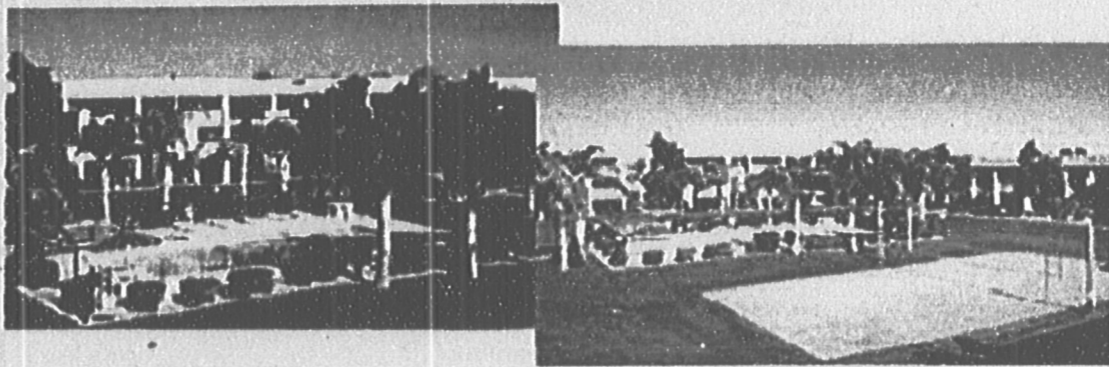
The latter's results were somewhat shocking. Over 55 percent of the students studying in Guadalajara this summer responded that they would not have chosen Thunderbird if they knew that the school was no longer offering the Guadalajara program.

On a kinder note, Thunderbird students stretched their US dollars a long way in Guadalajara. Average monthly expenses, including housing, travel, laundry, food, discos, etc were roughly \$1,200 per student.

Dr. Stephen Morris, academic director of the Guadalajara program, may have summed up the Guadalajara experience best: "I am certain that the program has impacted the lives of the students far beyond the normal academic experience. In so many ways, Thunderbird's Guadalajara program has embodied the truest spirit of the mission of international education and the loftiest values that have long made Thunderbird unique."

Let's hope that the current administration acts on this sentiment and follows up on their promise to offer this program for the 33rd time in the Summer of 2006.

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Study & Work Abroad

By FERNANDO HUANES
U.S.A., Spring '06

The author is currently doing an extended internship in Guadalajara

It is very sad for me to say that Thunderbird, the Garvin School of International Management, has strayed from its international focus by no longer offering full semester programs abroad. The Guadalajara program, hailed as the longest standing program linking two international institutions of higher education, is dead.

It is difficult for me to summarize the Guadalajara experience and how it has affected me, but let me explain it to you this way: being Peruvian-American, having lived in Brazil, and having traveled extensively throughout Latin America, I thought I knew exactly what I was getting into. I was completely wrong.

I can honestly say, and I heard many others agree, this summer was the best summer I ever had. If you didn't get an internship this summer, Guadalajara offered by far the best experience. Why would you stay in Glendale? Is it the beautiful Anglo countryfolk culture offered by Country Gables and The Hurricane Grill? Is it the great weather? I DON'T THINK SO.

What happened this summer? For me, I made great friends, learned about a beautiful country, advanced my studies, met the beautiful women here in Guadalajara, and most importantly, took steps that will advance my career like I never dreamed.

I also gained insight into a number of important life issues. What makes a good city? What is it like to work abroad? What is it like to live abroad? What is it like to work for a great American company in Latin America? What is it that I like about women? What makes a good company? These are all important issues that are very relevant to people our age, especially Thunderbirds.

How is it that I have been working in

Guadalajara? Through our weekly basketball games I met an expatriate product manager for Nike. He helped me obtain a position interning in the footwear department. Basically, I am helping manage the footwear line offered by Nike. I am helping position the product against Nike's competitors and helping support the sales department.

Honestly, interns don't get paid here, but I am getting academic credit, and it has been one of the best experiences of my life. I am learning more than I ever could in Glendale. The comparison is really a joke. Where better to learn marketing than at Nike? Experiences like this can only help your career, and after three months, I might have a position as a product manager for Nike.

To give you a small picture of what it is like to work for Nike in Mexico, I can tell you this – people are on the ball, and everyone speaks English (some functions are only allowed to be completed in English). My supervisor is my age and she is a genius and workaholic.

At Nike and throughout Mexico, Thunderbird has a great name. Most of the people at work knew of our school and said "wow" when I told them I am a T-bird. Nike and other large companies are more than willing to take interns (free labor), especially from Thunderbird. For example, my roommate received many offers, including from the American Chamber of Commerce, the Canadian Consul, and the U.S. Foreign Commercial Service.

Obviously, nothing that I have learned, whether relating to my career, studies, or even things about myself, would have been possible without the Guadalajara program. I feel that the administration has taken a valuable experience away from students and it is a shame. I wish others could come down and have an experience similar to mine.

Students, especially 1st trimester students, please stop by the Academic Programs office and voice a complaint, even if it is only on behalf of future students. Thunderbird is really doing a disservice to us, to future students, and to its position as an international school of business.

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Firefox vs. Explorer in the battle of the browsers

By GEOFF McNABB
U.S.A., Fall '06

When you think of classic underdog battles, you picture a duel between David and Goliath types, not your computer's web browser. In case you have not heard, you are in the middle of the Browser Wars.



GEOFF McNABB

Round one went to Netscape and its Navigator/Communicator browser, the first mass-marketed software program to help us view words and pictures saved on remote servers throughout the world. If that name sounds familiar, it should; Netscape dominated the beginning of the World Wide Web in the early nineties.

Soon Microsoft, with good business sense and foresight on its side,

could not help itself from throwing money and software engineers at the opportunity to take command and control of the market with the Internet Explorer product line. Round two: Microsoft. You probably figured that much.

What you may not know is that there is a quiet, behind-the-scenes battle under way; the ashes of Netscape are striking back. This time a fox is the leader. Firefox, a web browser from the same programming code base family as Netscape, is quickly making a name for itself among Netscape followers as well as non-conformist computer users and Linux lovers.

Spreading like wildfire, fans continue to frequent the mozilla.org website (home of the Firefox web browser and, coincidentally, the Thunderbird email client) to download the program as a replacement for the Windows-bundled Internet Explorer. With a market saturation of roughly 20% for Firefox, such a high number within a year

means that people are motivated to take the time and download it. Both Internet Explorer and Firefox are free, however Firefox requires an extra amount of effort to download and install because it does not yet come pre-loaded on your computer. Once installed, it behaves essentially the same; you surf the web, point and click.

Why are so many people switching to Firefox? Here are the major reasons (you can google the rest):

1. Security: Firefox is not bound to the Windows operating system, so it keeps your computer one big step farther away from malicious code and viruses, making it more secure.
2. Multi-application: Tabbed browsing means you can have four or fourteen websites open in one window and bounce between them with ease.
3. Time Saving: Customizable search allows you to query your favorite websites and get results without loading the web page first,

saving time and effort.

4. Open-source: you can build your own add-ins to the software and tailor the software to your whims (if you have the expertise).

What are the drawbacks?

1. A small number of websites are optimized for Internet Explorer and cannot easily be viewed by Firefox.
2. On occasion a double-click is required to follow a link.
3. Not as good as Safari for the Mac OS.

You be the judge. Go to mozilla.org and download Firefox to your laptop and try out the new web browser. If you do not enjoy it more than your current web browser, you can always uninstall it.

Round three: who will be the winner?

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RSS news feeds on MTB: the ins and outs

By VASANTH RAGHAVAN
India, Winterim '07

What in the world is RSS? Remember, I am a B-school student, tell me the costs.

RSS stands for Really Simple Syndication and it is free to use.



VASANTH RAGHAVAN

Is it relevant for a Thunderbird student? Of course. Imagine the time you can save, spending it among friends, at the pub, or catching up on some sleep.

Why RSS?

RSS provides an easy way to organize information from different sources like web sites and bulletins.

I can get the information I want even now on the Internet. So, what's the big deal?

Yes, you can still access the web sites and read the information, but with RSS you can eliminate the need to visit 10-15 of your favorite websites daily and skim through the web pages to read the article that you want. RSS helps you by listing the information that you choose based on parameters, such as website, topic, news item with summary or not etc.

How can I get the information before I think of organizing?

You would require a RSS reader, which connects and monitors the RSS feeds.

Not again. I already have enough software on my machine.

That's the hook. Now, I can sell you my idea. If you have access to "My Thunderbird", you don't need to install any software.

Who provides the feeds or information for me to retrieve? Some of the most popular web sites like PCWorld.com, Slashdot.com, BBC.com and CNN.com provide RSS feeds. When browsing your favorite site, look for the RSS icon.

How in the world can I do it? The meat, please.

Go to "My Thunderbird" home page (<http://my.t-bird.edu/welcome/default.asp>) and click on "RSS Feeds". Next, click on "Add RSS Feed" and enter the details as requested viz. Name the RSS feed that you want to identify with, the RSS feed URL, the max number of items to show and the option to show headers only, if desired. You also have the option to display the RSS feed on the MTB home page. Once the information has been entered, "Save" the settings.

Do I need to play with the settings frequently?

No. Once you have saved your settings, it will not change. But you can edit your settings anytime.

What happens to my RSS settings when I graduate?

As long as you have access to MTB, you can get the RSS feed.

Is there any other way of accessing RSS feeds?

Yes, as mentioned by installing one of the following popular RSS readers:

- ActiveRefresh (<http://www.activerefresh.com>)
- Pluck RSS Reader (<http://www.pluck.com>)
- NewsGator (<http://www.newsgator.com/home.aspx>)
- FeedDemon (<http://www.feedException.com>)
- FeedReader (<http://www.feedReader.com>)

Can you list some popular RSS enabled sites?

- BusinessWeek Online — Top News — <http://www.businessweek.com/rss/bwdaily.rss>
- Movies.com New Movie Reviews — <http://movies.go.com/xml/rss/reviews.xml>
- Reuters: Top News — <http://www.microsite.reuters.com/rss/topNews>

OP-ED

Staying married: some practical tips for couples

By DANIEL HEID
U.S.A., Winterim '07

The occupied ring finger means a lot more than "taken" to the average married MBA student. The wedding band wearer not only juggles the usual stresses and challenges that B-School has to offer, but also the delicate balance of maintaining a marriage.



DANIEL HEID

As a first trimester student, I certainly do not qualify as an expert on the subject (a fact my wife will gladly confirm!). I do, however, find comfort in the fact that many students before me have successfully graduated with their marriages and families intact.

As part of my research for this article, I asked a few married students to share their secrets of success. They responded with the following suggestions:

Involve your spouse in your Thunderbird experience. Look for opportunities to bring him/her to campus and be part of the community. The International Women's Club and ThunderKids are two great ways to start.

Plan at least one night a week where you put the books aside and focus on your partner. These "date nights" will do wonders to let him/her know that you appreciate the support.

Make sure your spouse has access to My Thunderbird. This will let him/her take part in the experience and know about upcoming activities.

Take time to talk to your better half about topics outside of school. Strive to know how his/her day has gone and the challenges they face.

Communicate openly. See that your spouse has your schedule and knows what major projects you are working on. Apologize in advance for the jerk you may become before and during finals.

Find a balance. There's no club as cool, as valuable or worth as much time as your spouse. Clubs will last a year or two, but your spouse will be with you far longer!

Leave campus behind. Get out of town at least once each trimester without any homework or other distractions. (Flashcards for the drive may be permissible with your spouse's consent!)

Continue your courtship. You can't expect to put your marriage on hold for a year or two and expect it to resume after school. Look for innovative ways to show your love and appreciation.

Ensure that your significant other finds activities and causes that are exciting and beneficial. He/she won't be happy if he/she is sitting at home awaiting your arrival.

I also asked Dr. Douglas Brinley, professor of family and marriage relations at Brigham Young University, for advice to married students perusing an MBA. He commented, "There must be an

understanding on the part of both spouses that although this commitment requires sacrifice on the part of the family, it is an investment they are both willing to make for the good of the family's financial and economic future. A marital relationship need not suffer; in fact, it ought to be strengthened as they work toward a mutual goal."

I know that I for one will keep the advice in this article in mind as I wade through the cases and projects that are in store for me this semester. Likewise, as I work to impress my professors, my future employers, and my fellow classmates, I guess I'd better try to impress my wife as well. And sweetie, if you're reading this, I promise not to refer to dinner as a deliverable any more.

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G.W. Bush: out of office, out of leadership

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

What is the deal with President Bush's yearly month-long vacation? Can someone explain this to me? Someone upstairs seems to be watching, because both of our country's darkest moments in recent history came during these periods of much-needed rest from blowing smoke at the American public about how much safer this administration has made our country; how much better prepared to avoid and contain disaster.



MATT LOZIER

First, if you have taken on the Presidency of the United States, engaged the country in two wars, incited international backlash regarding any number of culturally and economically insensitive foreign policy decisions, and generally turned up the heat in America's kitchen, you don't take a month-long break. You work your fingers to the bone to right the national ship.

Second, we have to assume that our President knew that hurricane season was upon us, and that it would be an unprecedented one based on scientific experts' predictions. Sometimes hurricanes strike our shores, often causing terrible damage, necessitating a concerted and well-coordinated effort on the part of the federal government to manage their devastation. The last thing we need is for a disaster to bear down on us with nobody at the helm of our government.

Hurricane Katrina caused unparalleled devastation, uprooting families and casting the fortunes of the people of the Gulf Coast to the wind, literally. The sheer scale of the horror is difficult to comprehend, but what is most difficult for me to understand is how many of our leaders could respond so poorly to the situation. President Bush was apparently worse informed than most regarding the enormity of the disaster, according to the commentary of unnamed White House aides¹. Maybe because he was on vacation?

This alone would be disturbing. Partnered with the immediate exposure of the man that Bush placed in charge of the Federal Emergency Management Agency (FEMA) as

an incompetent; hired for his personal connections to the President and his cronies, it is maddening. FEMA is one of the organizations that we would expect to have risen to levels of never-before-seen readiness and prominence in a post 9-11 world. This would certainly be the case considering that we are reminded, ad nauseum, by the Bush administration of the need to be prepared for unforeseen disaster.

However, the bumbling, disjointed, and ultimately unacceptable response of the federal government to Hurricane Katrina has laid bare something that has frustrated many of us for years. Mr. Bush's administration has lulled us into a false sense of confidence with its inflated and unfounded rhetoric regarding its tireless commitment to improving our country's ability to protect itself and respond to disaster. The Bush administration's commitment to nepotism and uncontested opinion have not only deteriorated America's international image, but have left Americans exposed and endangered in a void of competent leadership.

This is especially frustrating considering that Bush's major selling point during the 2004 election was that he represented "steady leadership" and a "making our country safer." I can only hope that those people who ignored all of the evidence of Bush's ineptitude and allowed themselves to be misled will now see what many of us have been contending since the run-up to the 2000 Presidential Election. George W. Bush is an incompetent leader and manager, he has broken his promises to all of us, and he has led us only towards instability.

As irritated as this situation makes me, as my wife reads and critiques my article as being too negative, I realize that I am losing track of the positive. There are positive lessons to be learned from this catastrophe. We are all certainly grateful that the spirit of compassion is not dead in the world, and that so many people from so many different places and walks of life have come forward in the aftermath of this tragedy to lend their efforts to healing the wounds it has opened. If only their efforts weren't needed.

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¹ Evan Thomas, "The Lost City", *Newsweek*, Sept. 12, 2005, pp. 30-52.

Thanks from Teague

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

About eight months ago I can recall standing next to Sudio 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.



MICHAEL TEAGUE

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 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 in completing 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 to meeting the needs of the student clubs on campus.

Alex Nepogodiev for providing a positive voice toward the changes, 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 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 restructured all three positions in an effort to alleviate the workload that organizing student activities can create.

This TSG team was fortunate to have the opportunity to complete many projects. Our mission was 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 enjoyed this opportunity to serve Thunderbird. Good luck friends.

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Katrina's impact on one Louisianan T-Bird

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

After spending an amazing summer in Guadalajara, Mexico, I returned to New Orleans the Thursday before hurricane Katrina struck, to visit my family and friends.



MATTHEW DEAS

Upon arriving, my mom jokingly asked if I was bringing a hurricane from Mexico, as I had to evacuate Cancun, Mexico because of hurricane Emily earlier in the summer.

She informed me that a weak hurricane was about to strike Miami and would enter the Gulf of Mexico the following day.

"Don't worry," she said, the forecast projected a landfall in the eastern Florida panhandle as a weak hurricane. Earlier that morning some friends invited me to their beach house in San Destin, Florida (three hours from New Orleans). With the hurricane forecasted to strike the Florida panhandle, we cancelled our beach trip and decided to stay in New Orleans and have dinner at a favorite restaurant.

Things began to change Friday. The hurricane did not make its projected northern turn and things began to look bad for New Orleans. Throughout the day the projected path of the hurricane continued to shift westward, putting New Orleans in its path. As this was Friday, the end of the working

week in New Orleans, and with our beloved New Orleans Saints playing that night, partying was on the mind of most New Orleanians, not the news.

I returned home after lunch late that afternoon to find my mom making hotel reservations for our family and friends in Jackson, Mississippi, three hours north and a favored refuge for New Orleans' hurricane evacuees. I was a little irritated by this, as I thought my mom was overreacting. It was not certain that the storm would strike New Orleans and it was still days away, but hotels in Jackson were nearly full.

I spoke to my parents that afternoon and we agreed a final decision whether to evacuate would be made later that evening. The storms projected path continued its westward track, making a New Orleans landfall more likely. I arrived home late that night (Saturday a.m.) and found a note from my father advising me that we needed to leave ASAP.

I turned on the weather forecast to find panicked meteorologists now tracking a strong Category 4 hurricane heading directly for New Orleans. They said an evacuation order for New Orleans would likely be issued later in the day. I began the arduous task of installing the storm shutters and removing items from the courtyard and garden.

We left that afternoon, and there was already a lot of traffic on the road. The trip to Jackson is normally two and a half hours, but it took us six hours and we left earlier than most people. We anxiously watched the news reports and

viewed the mass exodus from New Orleans. Hurricane Katrina was now a dreaded Category 5 storm and the dooms day scenario painted by local emergency management officials and meteorologists for years appeared to be a reality.

That Sunday night I flew from Mississippi to Arizona - the airport was going to close late Sunday and would not reopen until Wednesday - to begin my final trimester at Thunderbird.

The worry I have is that the people and things I love about my city will not return. All of my New Orleans friends and family are now dispersed throughout the United States, some as far as Los Angeles. Most are interviewing for jobs in the area where they evacuated. It is unclear when we can return to New Orleans and what is left to return to. Dispersed New Orleanians are doing what they need to do to support themselves, even if that means leaving the city they love.

My hope is that the recovery effort will be well managed and New Orleans and the surrounding region will seize this opportunity to rise from this disaster and become a better place. I hope that the things I love about my city will soon return, and we can soon, as we say in New Orleans, "Laissez Les Bon Temps Rouler!" (Let the good times role!)

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IWC welcomes new "Thunder-women" to club

By KAMILA KENNEDY

The International Women's Club is a very important tool to keep a healthy balance within the students' families at Thunderbird. We are a club that organizes events and classes mostly for student spouses. Activities are mainly on campus, though there are fieldtrips such as museum tours, etc.



KAMILA KENNEDY

Who are the women involved with IWC?

Students' spouses, students, administration staff, professors' wives, alumni, and members of GWIB are some of our treasured members and contributors.

How big is IWC?

There are over 100 active members this trimester.

What do we do as a club?

We meet almost weekly for things such as English classes, dance lessons, Heard Museum field trips, arts and crafts lessons, Indian dance, ballet lessons, book club, fundraising activities, international and national holiday celebrations, and of course, women's night out.

Do I have to pay any fees for these activities and classes?

No. With a few exceptions, most of the activities and classes are free. Many of our members volunteer their time and talent to instruct or lead our group in these fun events.

Do I have to be fluent in English to join?

No, in fact most of us aren't. We provide basic conversational English classes every trimester so you can have fun and improve

your English at the same time.

Is it only for non-Americans?

Absolutely not. All ladies are welcome and even though most of us come from outside the U.S., we highly value our American members as they share with us their culture and help us practice English.

If we have, or are expecting children, can we bring them to the club events?

Yes, a vast majority of our activities include the children and have entertainment planned for them. A sister club of ours, Thunderkids, is made especially for the little ones, with daytime weekly activities.

Can I join the club even after the term has begun?

Yes, new members are always welcome. In fact, most of the new spouses come to the country later than their husbands do. Just contact us with you basic information at tbirdiwc@yahoo.com

I live very close to campus so I don't own a car. How can I get to events?

Whenever we plan an outing that isn't within walking distance from school, we organize carpooling with the club members.

How does all this planning get done?

This is achieved with much thanks to an incredible volunteer named Mary Wilken, who has graciously organized the IWC for many years. Also, our club is successful because of the hard work of our committee members who are student spouses from all over the globe.

Are the men ever included in the events?

Yes, every time we have a party/dinner at the tower lounge, partners are welcome to stop by and enjoy international food. At

the end of each term, the IWC puts a great party together for all families and students on campus.



Middle East club invites all interested T-birds

By NIZAR MAHMOUD

Lebanon, Winterim '06
President, Middle East Club



NIZAR MAHMOUD

Club Day this year was another success due to the great effort of the TSG members and every student that was eager to be part of our global community. All clubs represented had great missions, objectives and members. Some require attendance, others actions, and some drinking. As for the new ones,

they needed support with signatures to start up.

The Middle East Club has been active for a long time, with more than 150 members, mostly alumni and a few from the Middle East. This year the club had a face lift operation: first, an expansion of the area it covers. The access to information for its members will include not only Arabian Gulf countries (Iraq, Kuwait, Saudi Arabia, Bahrain, Qatar, United Arab Emirates, Oman, and Yemen), Egypt, Palestine, Israel, Lebanon, Syria, Jordan, Tunisia, Morocco, Algeria and Libya but also, Turkey, Iran, and the Caspian Sea countries (Armenia, Azerbaijan, Turkmenistan, Uzbekistan, Kazakhstan, Kurdistan).

These countries are very rich in culture, history and archeology. Additionally, their energy industries are a major part of the recent global economy and having access to information about them is crucial to the success of any global business person.

Each member of our club has access to a vast network of contacts and information through the club's web page. Members from all over the world have signed in to help each other expand their knowledge of these regions' cultures and business opportunities. We received great feedback, especially from graduates that had interest in the oil and gas industry and will continue to help and

support anyone who is interested in learning about the region.

Entrepreneurs, travelers, and food lovers should join this extensive network to gain access to a rich culture and great people around the world that are dedicated to the support of their community and Thunderbird. The new leadership includes me, Nizar Mahmoud from Lebanon, and Amir Sami-Kermani from Iran. We will be looking forward to inviting more officers.

Please feel free to contact me via email on nizam@global.t-bird.edu if you need any information or to gain access to the club page and network.

HR Club offers great benefits

By REBECCA SACHER
U.S.A., Winterim '06
VP Human Resources Club



REBECCA SACHER

Now is an exciting time to be involved in the Thunderbird Human Resources Club!

We have many resources for students and new initiatives for the fall. We are an official chapter of SHRM (the Society for Human Resource Management—www.shrm.org) and there is a discounted student membership rate. Being a member offers benefits such as receiving the HR magazine, attending national conferences at a lower price and becoming certified in the HR profession.

As a group we also attend local chapter meetings with HR professionals. The SHRM web site provides invaluable information such as white papers, contacts in the various chapters, webcasts on current issues and a career center with a job bank. If you are searching for an internship in HR, the club page has some helpful links. You can also find an

internship bank on the Arizona SHRM website (<http://www.azshrm.org>).

This summer, as president of the HR club, I contacted alumni who stated they had a background in HR. The purpose was to put together a contact list so current students could network and learn more about the function from them. Within one week I heard back from over 50 alumni in all parts of the world! As a member of the club, you have access to this list and can talk with people from places like Japan, Brazil, India, Bolivia, Poland, Yemen, Colombia, Thailand, Peru and from all over the U.S.

Last spring several members of the club went on a trek to Chicago for the SHRM Global Forum. We attended workshops for three days, listened to renowned speakers like Henry Kissinger, and had many opportunities to network with fellow attendees and those working in the Exhibit Hall.

The topics included "Current Immigration Issues Facing the HR Professional," "Cross-Border Outsourcing Strategy," "Dynamics of Doing Business in China: How Effective HR Strategies can Significantly



Impact Profitability," and "Creating Value Through Mergers & Acquisitions." We made many contacts and learned a lot about the current issues in the workplace.

We have many exciting plans for this trimester. Keep your eye out for a tour of "The Phoenician," a luxury resort in Scottsdale, opportunities to practice your interviewing skills in languages other than English, and knowledgeable speakers who will explain such things as visa issues and healthcare benefits.

We hope to see your name on the HR Club list!

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B.I. hands-on

By DAN DING-SHIANG LUNG
Taiwan, Fall '05

I was told that there are several "must-take" classes for T-birds before graduating. Business Intelligence is certainly one of them. I took it in summer '05 with Prof. Paul Kinsinger, and



DANNY LUNG

because of his vast experience and knowledge in the field, the class provided insightful lessons and practical business applications. A word of warning – the project you end up choosing (required for the class) is going to require a lot of work.

Kinsinger, whom many students call PK, is a rigorous, demanding professor, but do not worry, he has a sense humor and class can be fun. There is also support provided to the students; while we tracked our respective projects weekly, PK was more than willing to jump in and help steer students back on track.

My project was about the two-way radio market in Asia. Learning the market required a substantial understanding of technical terminology and intimate knowledge of the market. Networking with both the client and

alumni is essential. There were often times when my team needed to call Asia, and due to the time difference, we experienced a lot of hang-ups at midnight!

Days before the final presentation, we stayed at either the IBIC or Commons and pulled all-nighters, while PK went over our slides with us (even during the evenings). Throughout the entire process he would continue to challenge our data and numbers.

In the end, our hard work paid off, as the client liked our presentation very much.

I learned a tremendous amount, not only from the class, but also from the teamwork and camaraderie. As I've learned, business intelligence can be applied to any job function. By working on a real project, you learn the ins and outs of conducting a business proposal, doing marketing research, and collaborating in a team.

Thanks to Captain Heitz and David Owen. You guys did a fantastic job. Also thanks to the rest of my teammates. It's a pleasure working with you. Of course, thanks to PK for making this class very successful. For those who haven't taken BI yet, trust me – you won't regret it.

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Organic, philanthropic coffee with a conscience

Can we embrace it on campus?

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



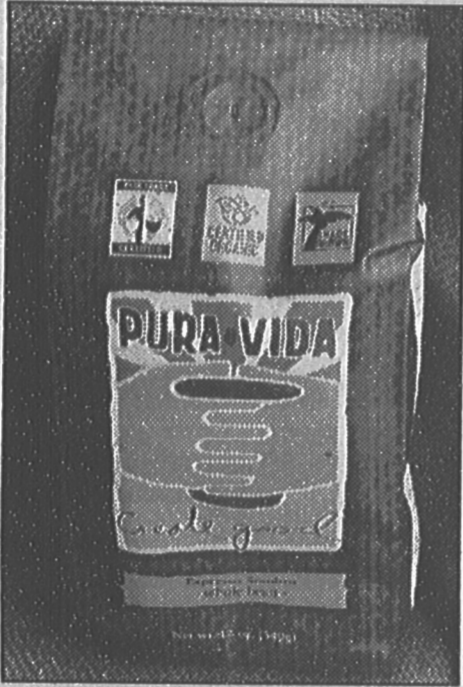
There's a new business model brewing in Seattle, and it doesn't involve the company that you're probably thinking of. This summer, I had an internship at Pura Vida Coffee, a small specialty coffee company located, literally, across the street from the headquarters of that "more well known" Seattle coffee company.

During the few months I was there, I learned not only about launching and marketing a product into a new channel, but also about a growing segment of consumers in the U.S. who are cause driven, and how some innovative companies are catering to them by using capitalism to help those in need.

Pura Vida is actually made up of two companies: a not-for-profit called Pura Vida Partners that funds and runs charitable programs in coffee growing countries, and a for-profit called Pura Vida Coffee that sells premium organic, shade-grown, fair trade coffee. By merging the two together through a unique business structure, the starters of

the company hope to perpetuate a new form of capitalism – one that uses a for-profit company to generate constant cash flow for a non-profit entity.

The seeds for Pura Vida were planted in 1987 at Harvard Business School when John Sage and Chris Dearnley met and became friends. While John went to work at Microsoft and Chris went to start a charitable ministry in Costa Rica, their friendship and belief that capitalism could be used to help the not-for-profit sector eventually led to the forming of Pura Vida.



In 1996, they came together and created a business structure which allows for a for-

profit to give 100% of its profits to its parent non-profit. In this structure, all of the "discipline and tough mindedness" of the for-profit world are combined with the "compassion and tender-heartedness" of the non-profit world (puravidacoffee.com). Through this model, the for-profit becomes a constant cash flow generator for the non-profit, providing a source of dependable funding for better long-term planning.

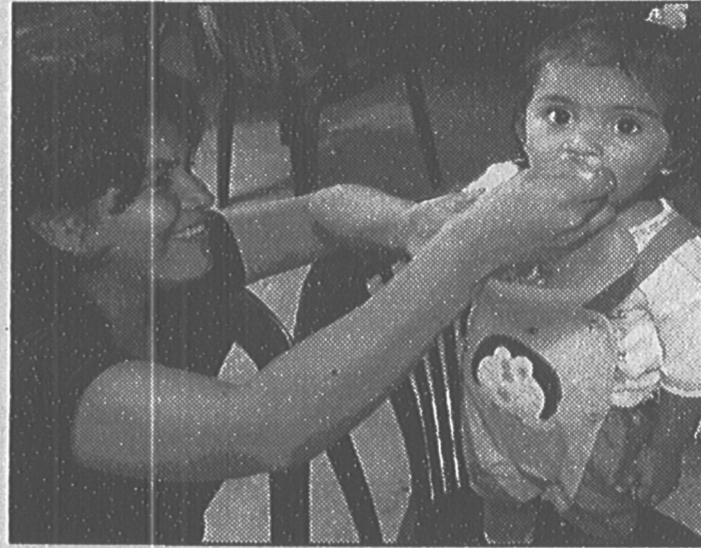
The mission of Pura Vida is to create good by using capitalism to empower producers, motivate consumers, inspire business leaders, and ultimately serve the poor. The Harvard Business Review thought that this was such an intriguing idea that they wrote a case about Pura Vida and are currently writing a follow up "B" case.

Cause-driven marketing has been around for a while now, and is catching on. Companies are increasingly using this strategy to help the specific causes they support: a well known example is the Newman's Own brand, which donates all after-tax profits to educational and charitable organizations. Athena Bottled Water gives 100% of net profits to finding a cure for women's cancer.

Pura Vida Coffee gives 100% of its profits to at-risk children in coffee growing countries. These companies exist

not to make profits for their shareholders, but rather to support a certain social cause. The beauty of it? They are using capitalism to do it.

Pura Vida is also cause-driven because it is dedicated to offering only organic, shade-grown, and fair trade coffee.



Organic coffee not only assures consumers that the coffee is chemical free, but it also spares the farmers from using dangerous pesticides in its cultivation. Shade-grown coffee offers more biodiversity in coffee producing countries. Finally, fair trade coffee takes out many of the "middle men" in the coffee commodity market and assures the coffee farmers a more stable and equitable pricing system. This allows for stronger coops, more diversified crop rotation, and ultimately healthier communities in coffee

growing countries.

By selling 100% organic, shade grown, fair trade coffee that gives 100% of its profits to at-risk children, Pura Vida is a natural hit to college age consumers. Currently, it is sold on over 75 college and university campuses in the U.S.

When I started at Pura Vida this summer, I was disappointed to learn that Thunderbird was not included on this list. With the new food service company here on campus, I hope this will change. As a leader in global business education with

students from all over the world, I think Thunderbird would be a perfect place for an innovative coffee company that has a global cause.

So the next time you are in the Commons looking for your morning pick-me-up, tell them you would like Pura Vida, and help Thunderbird join a list of socially conscious programs looking to better the system.

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T-bird excels in ethical leadership

By GREG GIAUQUE
U.S.A., Fall '06
Honor Council Chair

I had the opportunity to meet with the new students during Foundations week and to view one way in which Thunderbird discusses the vital topic of ethical decision-making. I'd like to share some observations from that meeting that I hope you all find interesting.



Neil Currie from Johnson and Johnson prepared a two-part presentation about the J&J Credo and how it is a reference for managers facing potentially sticky situations. Currie showed how this document, created decades ago, remains today as a powerful tool for helping the company deal with difficult issues and keeping their priorities straight. He admitted that he had used the Credo, and a systematic decision-making process, just the day before looking at an issue.

The second part of his presentation was a case exercise built around a hypothetical business decision. After giving the details, he then asked the students to formulate a decision of their own.

After debating the case in small groups, students opened up the floor for discussions. The buzz and passion displayed in the room was marvelous to watch. I was encouraged to know that Thunderbird recruits students that take

ethical decision-making seriously. It was clear that though this was only a hypothetical situation, the new students were truly interested in vigorously discussing, defending and learning about important positions and ideas.

I've thought about this exercise several times since and boiled the experience down to several key takeaways. Some are simple. Some are a little profound. I think all are important.

Just because something is right in one culture, time or place, doesn't mean it's OK in another. Think about driving in England versus driving in the U.S. If you take the attitude that "It's OK in my country," you'll get in a lot of trouble. In fact, if there's anything you learn at Thunderbird, I think this should be it!

To exist, communities develop rules about what is acceptable and what is not. When communities are made up of a diverse set of individuals, it's even more critical that the rule of law be respected. Just because you can get away with something, it doesn't make it OK.

People from very different cultural and philosophical backgrounds can have meaningful discussions about difficult business decisions and often do come to a consensus about the right thing to do.

Jeffrey E. Garten, former dean of the Yale School of Management, in the Sept. 5, 2005 issue of *Business Week*, presented his thoughts on how well the subject of ethics is being addressed by B-schools. He stated, and I agree, that B-schools are not going to turn dishonest

people virtuous, nor will they have the ability to give someone a "moral backbone" when they encounter a particularly difficult situation. He argued, however, that we can learn to apply value judgments in situations that aren't black and white. In fact, that may be the most important thing we can learn while gaining an MBA. I'm happy to know that Thunderbirds take this seriously.

What does this mean for us, going forward? If I had the opportunity to talk to each student individually and re-commit ourselves in a one-to-one setting regarding ethical thought and practice, I would emphasize three things:

We come from an exciting variety of backgrounds, but it's a myth to believe that we can't come to a consensus about what is acceptable when working within our community.

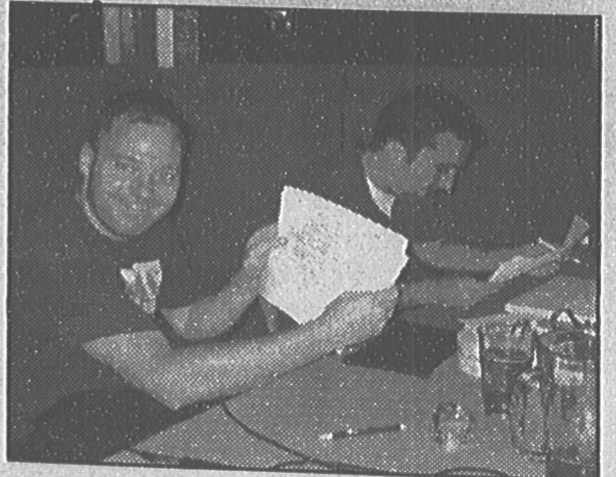
Each person needs to develop a decision-making framework or reference to turn to when decisions are difficult.

We won't make the right decisions later if we fail to invest enough time and mental energy to decide on the small issues now.

Let's help each other live the Honor Code. Let's continue to make Ethics a topic of discussion. In doing so, I believe we will be doing our part to make a difference, one person at a time, and continue to make Thunderbird a leader not just in global business, but in ethical global business practice.

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Photo op: TRIVIA NIGHT AT THE PUB



Innovation shminnovation! What it means...

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

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). What do executives and business leaders mean by innovation? Do they really mean 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"?



KENTON WILLIAMS

As a quick introduction, Idea Crossing was founded by T-bird alum, Anil Rathi '02 and 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.



JAIRAJ MASHRU

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.

On a June 30 conference call with Mehmood Khan, global leader of innovation at Unilever UK, we found the answers to some of our innovation process questions.

"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. Khan 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 also got a chance to speak with leading consultants in the innovation space, Troy Alexander at

The Brave New Workshop (BNW) and Frans Johansson, author of "The Medici Effect." Alexander 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 idea during the first phase of improvisational idea generation. Using passion for the idea first, and

the world. Johansson will be visiting our campus this November as a final round judge for the 2005 Innovation Challenge and will present his ideas at the awards dinner.

I was convinced that innovation is made to be created by an extraordinary group of ordinary people coming together with open minds and imagination. That is exactly what the Thunderbird Innovator's Circle (THINC) stands for. 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 workout. The Thunderbird Calendar, currently available in the bookstore and online, was also an innovative marketing concept that stemmed out of the first ideation session.

The 2005 Innovation Challenge is another great example of how Thunderbird is involved with industry leaders such as Hilton Hotels, 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 2

members per team of 5 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 the 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! So, it's not too late to jump on the bandwagon. We hope to succeed in our attempt to give Thunderbird a unique opportunity to harness innovation in business.

*All volunteers are invited to weekly meetings (actually parties... Shhh!) Thursday evenings at the THINC office in C-29 near the fish all through the fall trimester.

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jmashru@global.t-bird.edu

Event Timeline:	
Regular enrollment:	September 24 – October 7.
First round (online):	October 8 – October 16
First round Results:	October 28
Final Round:	November 17 – November 19

leaving feasibility for a later session, they allow safe environments for creation and ideation. After coming up with over 600 ideas, they set about narrowing the field to 25 of the most promising ideas for their clients.

Johansson, an MBA from Harvard, shared some interesting thoughts 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

Recycling and the greening of Thunderbird

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

Do you know that Thunderbird has a recycling program? If you do know this and try to recycle, are you actually recycling correctly?



PATRICK KENNEDY

According to a survey of Thunderbird students conducted last spring, the majority of the student body's answer to the first question was a resounding NO. The majority of those who knew about the program and participated did not recycle correctly.

Many students new to

Thunderbird are surprised and dismayed at the lack of recycling in the greater Phoenix area. If you have lived in a city with a well developed recycling program, it becomes a way of life and something you do almost religiously. Through education and repetition, recycling becomes as natural and unconscious as air conditioning during the long Arizona summer. Coming to Glendale can be a shock and every time you throw away another plastic bottle in the garbage can feel like a mini moral dilemma.

For those who don't know, Thunderbird does have a recycling program, and yes, it does need improvement. Recycling is a business and it therefore needs to be cost effective. Right now

expanding the recycling program would not be cost effective because of the poor rate of student participation. Of those who currently try to recycle, most are unsure as to what exactly should be recycled. This results in the recycling bins being contaminated with non-recyclable material and thus essentially becoming "garbage."

In order for our current program to be successful and hopefully expand, we – the students – need to prove that we can and want to support it. One of the simplest ways to do this is through stronger student participation of the current program, and recycling correctly. To achieve this, we need to be better educated about the program and the benefits of recycling.

Since the recycling program is so basic right now, it is actually very easy to recycle. Here are a few tips:

There are only three things to remember – blue, clean paper, and cans. Blue is the color of the recycling bins, so you should only put recyclable materials in them and NOT garbage. As of now, the only thing that is being recycled is clean, virgin paper (including cardboard) and aluminum cans. According to the facilities department, it is o.k. to mix them. This means no plastic bottles, no glass, no plastic or

paper bags full of half eaten lunches, etc.

By showing that we can support and participate in the current program, an argument can then be made that the program should expand to include plastics and glass.

A group of students working under the auspices of Net Impact will be working on a marketing campaign to better reach and educate the student body this trimester and trimesters to come on the issue of recycling. If you are interested in helping or have ideas on more ways to improve the recycling program here at Thunderbird, please contact me or Michelle Gansle of Net Impact (mgansle@global.t-bird.edu).

We pride ourselves here at Thunderbird as being future global business leaders who are on the leading edge of innovative international management practices. Yet leadership also means looking within ourselves and at our immediate community and making sure we practice what we preach.

As companies learn the economic and social importance of more sustainable ways of doing business, what better way to practice this than to be local leaders and innovators here in Glendale? By supporting and eventually expanding a successful

recycling program on the Thunderbird campus, we will not only be practicing sustainability, but also paving the way with our leadership.

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Fun Facts About Recycling

Each ton of recycled paper can save 17 trees, 380 gallons of oil, three cubic yards of landfill space, 4,000 kilowatts of energy and 7,000 gallons of water!

Americans use more than 67 million tons of paper per year, or about 580 pounds per person.

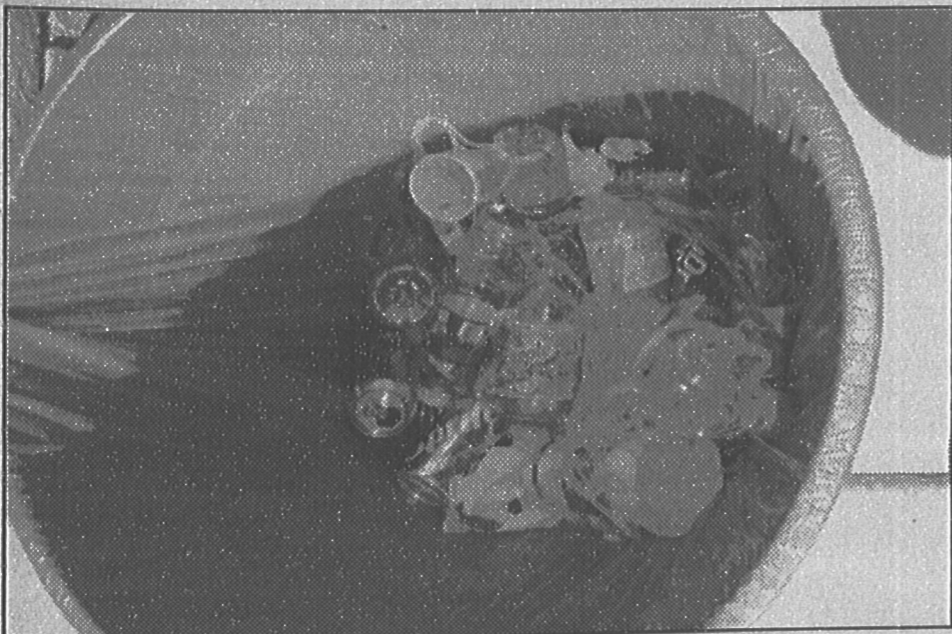
Paper products make up the largest part (approximately 40 percent) of our trash.

Making recycled paper instead of new paper uses 64 percent less energy and uses 58 percent less water.

Every day American businesses generate enough paper to circle the earth 20 times!

These and other fun facts can be found at

www.resourcefulschools.org/html/facts.html



T-bird initiation

By GBEMI DISU
Nigeria, Spring '06
TSG Activities Chair

Excited... Confused... Exhausted... What comes to mind when I say those three words? Foundations Week, of course!



GBEMI DISU

This one week graduate school boot camp commenced on August 27 and ended on September 2. The first day began with check-in and then a dinner in the evening. Some of the students seemed relieved at how quick and easy the process was and even asked us (the Foundations leaders) if that was all. I laughed and said, "For today, that's it, get some rest for Monday though!"

Certainly, no one paid attention to those words of wisdom and you could see bloodshot eyes and lead-heavy bodies strolling unhappily into the TAC bright and early on Monday morning.

The week proceeded as always with people getting lost, losing things, forgetting name tags and so on, till the best part of Foundations arrived on Friday: Campus Crawl.

With over 250 new students around, the campus came to life once more from its hibernation over the summer and there was so much energy exuded from the students as they made it through one event to another.

As a Foundations leader I had to say they were quite a great group and seem for the most part to represent what Thunderbird stands for. My group happened to be the Cougars and although they didn't come out as the winners of the Campus Crawl, they certainly came a long way from being 26 strangers at the beginning of that week - they became friends.

About two weeks later and several data analysis assignments turned in, I am sure that that week seems a distant memory, but I hope the pictures bring back all the fun times that were had and entice you on the many exciting adventures Thunderbird has to offer in your next three, four, five (hopefully not more) semesters left here!

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Foundations unified Wolves

By ALIX CHACE
U.S.A., Winterim '07

"Who let the wolves out?!" Well, we have all come a long way from the first day of



ALIX CHACE

introductions, from the one dimensional space of names and geographical boundaries out there in the global system beyond our Thunderbird. To cross that line we had to play games, laugh together, and compete with one another to learn that our true competitive edge might come from sharing perspectives and supporting each other to maximize that comparative advantage. (That econ boot camp lingo is still coming out...)

We started to draw the connections eventually, beginning, of course, with the alpha vs. beta dichotomy when linguistic and cultural differences were taken to the max courtesy of the charming Professor Walch. But those of us with acting skills (Ben, you truly represented the mercurial souls of the earliest entrepreneurs of this world!) were greatly helped in

articulating some of the key value differences between cultures: international development, here we come!

I was lucky enough to have the coolest partner for negotiating the Dr. Roland vs. Dr. Jones biochemical warfare - none other than Biren re-enacting "collaborate and listen." Of course, there were still those stubborn souls that were hardcore "winner-takes-all" types: Bhavesh and Ryan left with all the "Ugli" oranges in tow.

The Wolves loved that the whole week of adventures and games culminated with a Campus Crawl where everyone got onto the playing field and threw in their two cents - well, of course, Jonathan threw in a high five. But everyone gave great ideas, Jen and Laura helped us cheer, and everyone learned to howl.

As our comrades say, we really gave it up with "One, we are the wolves!" and everyone became a wolf, that is to say, fully part of the group. We took advantage of talents we never knew we had, because they certainly weren't on our resumes: Harry's artistic talent with flaming orange spray paint, Russ' DJ mixing skills, Alix and

Laura's choreography, and best of all the amazing voices of our leading trio Jon, Jen and Ryan.

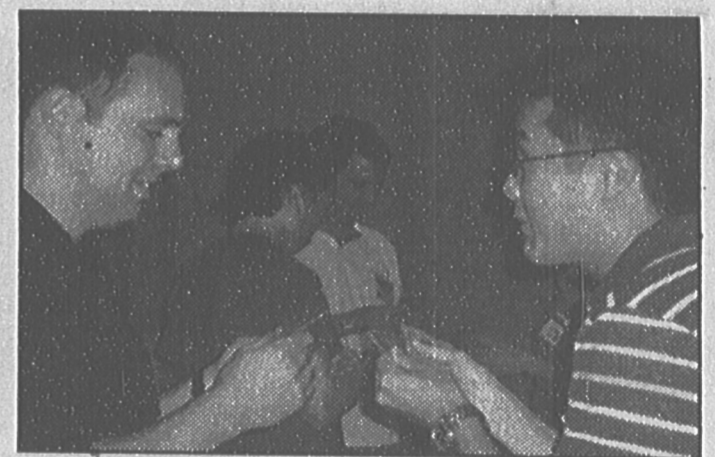
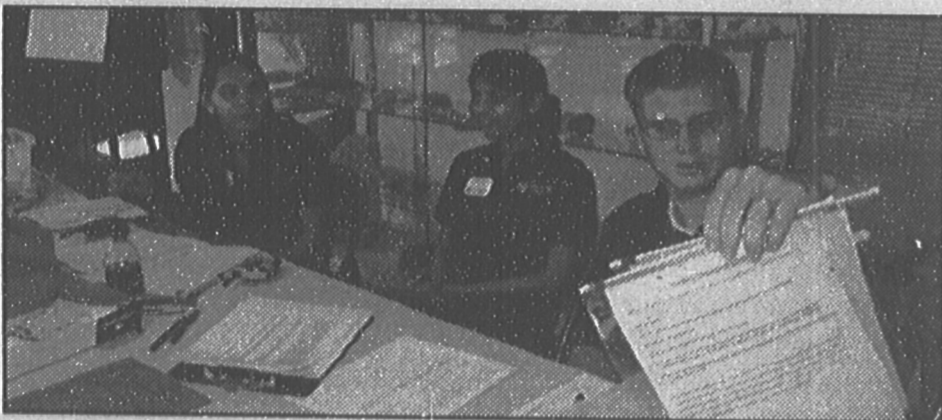
People put themselves on the line: Pei Hsin was totally down with the wolf dance and Alejandro truly lead the fearless charge to battle.

Nobody said this was going to be easy and I think we can truly say that the wolf experience taught us that we'll be there for each other through the struggle, just like our loudest cheers were for those that were really challenged. The team was there for us.

Those roadrunner girls really gave us a run for our money in the tug of war and we regretted not bringing more water balloons to the field (of course, between Alicia and Biren, we did triple our arms while the rest of the pack practiced their pick-up lines). Focus was our strong point - "We want it more, right!" And if we want it more, we'll try the key C's, collaboration and compromise, to do it together.

Thunderbird has released the wolves so watch out! Thanks wolf pack, this is just the beginning.

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Meet your first tri TSG reps

Fullbright fellow

By MAURICIO JANAUSKAS
Uruguay, Winterim '07
TSG First Tri Rep

Hi everybody!!!! My name is Mauricio Janauskas and I came from a beautiful tiny country in South America: Uruguay.



MAURICIO JANAUSKAS

I completed my B.A. in accounting finance and then I worked for a multinational company that produces steel pipes for the oil industry. I am planning to move into consulting or investment banking once I finish my studies here at Thunderbird.

I have built strong relationships with people from different cultures, and I am sure that the richness of those experiences have truly made me a better person in terms of my abilities to relate to and understand others. It is my hope to bring these attributes to a community that appreciates and celebrates global

diversity.

Last year I received a Fulbright fellowship to complete my MBA studies, and I decided to come to this great school. Since my arrival I knew that I wanted to be involved in different activities and now I am excited to be a part of the TSG.

The campaign was a great opportunity to talk to and get to know many people, and there is a clear consensus: we all want to have a great Thunderbird experience! Now I am ready to start working and I will try to do my best.

I will work with Jane, the academic affairs chair, so please don't hesitate to come by or drop an email anytime you need something. The main input of the TSG work is the feedback of the students!

What else can I tell about me? Well, I have a beautiful girlfriend that lives in Oakland and like every Latin American student I love soccer (unfortunately I don't play as well as I would like to).

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Enthusiastic rep

By SUZANNE HENRICKSEN
U.S.A., Winterim '07
TSG First Tri Representative

I am a first trimester student with experience in the specialty finance industry. My experience is mostly based on relationship management and operational analysis. I have three years of post-college work experience, as well as one internship and study abroad (San Sebastian, Spain) experiences.

I felt that the campaign process was run very well, although it ended up being a bit more of a popularity contest than anything else. We couldn't really prepare any intelligent campaign materials due to the fact that we had no idea what chair we would be assigned to.

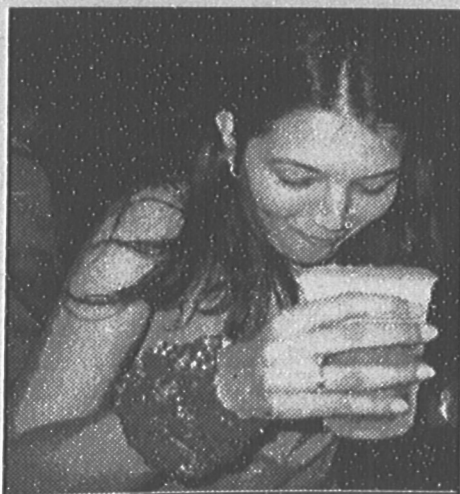
and have the support of the student body and I hope to make an impact in whatever area I am assigned. I am thrilled that the student body has decided to put their faith in me as one of their first-tri representatives and I am committed to not letting them down in any way while I am in office.

Although it is impossible to say where I will actually make a difference until I am assigned to a chair, I am especially interested in Hurricane Katrina relief, Thunderbird's commitment to corporate social responsibility, and increasing the lines of communication since there are so many curriculum changes on the horizon.

Of course, my primary responsibility is to ensure that the voices of the general student body are heard and that we address their needs.

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I was very happy to win



Carrying on the unifying Foundations tradition

By COLIN DRYSDALE
Singapore, Fall '05

While Foundations was all about helping 250 new students bond and easing the transition for over 140 international students, recognizing how Foundations was made possible and how a core group of people behind the scenes made it happen, is equally important, especially if we desire to carry on our very own Thunderbird tradition.

Bringing back the sunshine: Sunny came back all the way from Washington D.C. and helped us through Foundations once again. For many of us on the team, it was our first time working with Sunny and she definitely made the whole experience fun and enjoyable!

A 15-person team had to make it happen: Not often could we single-handedly manage all the events, especially the Campus Crawl, where we

had to depend on TSG, rugby club, THINC and for most of us, our friends, without which the show would not have gone on.

A bonding experience for those 'behind the scenes': The Thunderbird community is huge with over 800 students on campus and sometimes not all of us get the opportunity to work together, and interact with faculty and staff.

Preparation started as early as May, almost five months prior, with the formation of online discussion groups. During that process, we saw people come and go, but the biggest challenge was getting over 25 strangers to interact in a virtual domain. Many new students

were not exposed to discussion groups and little did most know how important logging onto MTB would eventually turn out to be.

As students started trickling into campus for pre-MBA and boot camps, many turned to their Foundations team leaders for advice. Some of us received the oddest of questions and/or requests: ".....I hear that Arizona is a hot desert....What clothes should I bring?" Or "...My flight arrives at 1 p.m. tomorrow. Can you come and pick me up? By the way, I have four pieces of luggage so make sure your car has enough space..."

Some of the key Foundations events included the flag ceremony and luau. But what remains most memorable

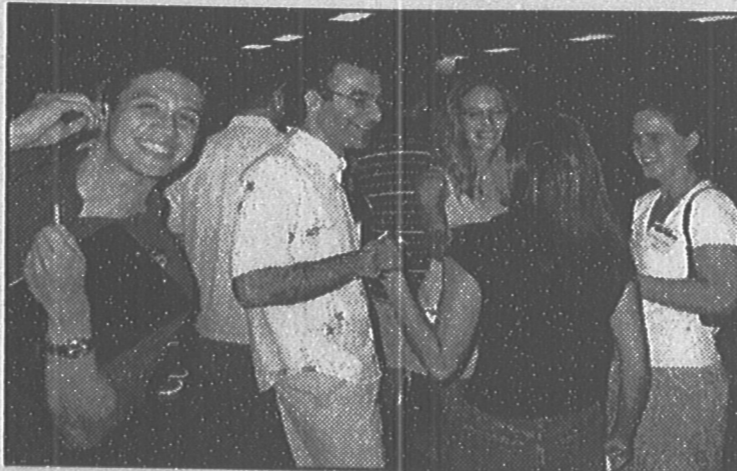
to many of us would be the Campus Crawl, because not only did it involve the participation of all the new students, it was the perfect way to culminate Foundations with a big celebration.

What was fantastic about Foundations is that it gave all of us an opportunity to meet and interact with lots of people in the shortest time possible. Foundations was especially enjoyable in helping groups bond through games, activities and country presentations. For me, Foundations reminds me that I am no longer a "junior" and clearly brings me one step closer to graduation - fulfilling another part of my "Thunderbird experience." More importantly, I believe that each of us on the Foundations team received something very rewarding (although Julian would have preferred the Book of Kama Sutra); that is, the privilege to carry on the Thunderbird tradition.

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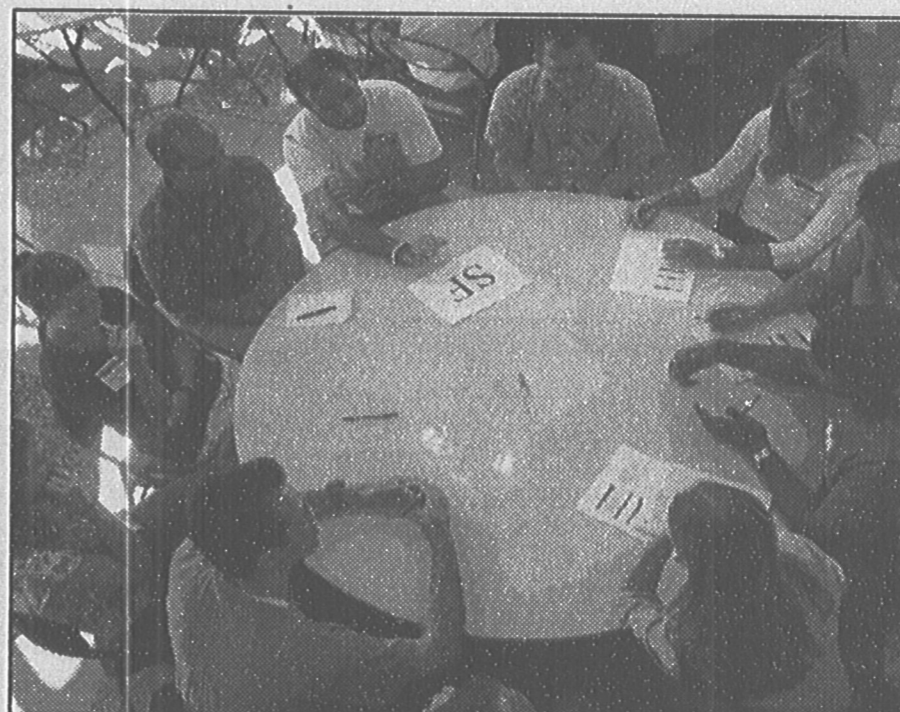
COLIN DRYSDALE



Tarantuals celebrate their victory at the pub after Campus Crawl



Campus Crawl



First tris take part in a Foundations personality type workshop.

An average T-bird

By JESSICA BELLOWS
Brazil, U.S.A., Winterim '07
TSG First Tri Rep

To all of the students, first and foremost, thank you for your votes. This is going to be an exciting semester working with the Thunderbird Student Government and particularly the incredible multi-tasker; Gbemi. My goal with TSG is to work with the Student Activities Chair, helping organize activities such as the cultural nights and student clubs.

I made a promise to myself before arriving in Glendale that I would get as involved as I could with Thunderbird. I am so excited that TSG offers positions to first tri students who want to take part in the activities that make Thunderbird unique.

I am the average Thunderbird student; I have lived in eight cities in four countries, Brazil, United Kingdom, Philippines and the U.S. and can't imagine it being any different. The majority of my years were spent in Brazil, the birthplace

of my mother, brother and sister, and where I have citizenship. It is the place that I call "home."

I completed my undergraduate at Ohio Wesleyan University with a double major in art history and sociology, neither of which have offered me any assistance since starting at Thunderbird. Ohio didn't suit me so I spun a finger over a map and thankfully ended up in the beautiful mountains of Colorado. Five years went by, I improved my downhill skiing, learned how to cross country ski, learned how to mountain bike and got a dog.

In between playing I had a terrific job as the marketing manager for the leading real estate company in Summit County. I have spent my entire career in marketing but hope to pursue a focus in international development or corporate social responsibility. This is going to be an incredible learning experience, peppered with conversations with shockingly interesting people and lovely nights at the pub.

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JESSICA BELLOWS

Listening, understanding

By JAMES SAYNO
U.S.A., Winterim '07
TSG First Tri Rep

I am a philosopher, economist, libertarian, black belt, social butterfly, servant and leader all mixed together in one body. I look everywhere for wisdom and inspiration. I challenge my mind to find efficient solutions to problems. I believe in a system of personal liberty and responsibility.

I have trained in martial arts continuously for 11 years and pass my knowledge on to anyone willing to listen. I love to be around groups of people and will spend many hours talking and really getting to know people on an individual level. I also believe that to lead, you must be willing to serve and because of that am able to do both at all times.

And above all - what you see is what you get. I hold honesty and sincerity to be key virtues.



JAMES SAYNO

Consequently, I do not put up a front, lie, or talk about other people.

The campaign process for me was a simple one - get my message out and get to know people. People who saw me in action will notice I was not going around saying, "please vote for me." Instead, I counseled people to vote for whoever would do the best job. That doesn't mean that I thought I was not the best, or did not have a strong message, but I really have a deep affection for Thunderbird and for the students here. I will serve this institution in many ways. A first tri rep is just one avenue to take.

This trimester with your help, I hope to solidify our student body and make sure that everyone's strengths are used to the fullest extent. I want to fully immerse myself in our unique and exciting campus culture. If anyone has concerns, I am willing to be the voice for them and work hard to not only generate ideas, but to get them implemented in a timely fashion.

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Tips for free money

By JANE AYADURAY
New Zealand, Fall '05
TSG Academic Affairs Chair

Is it just me, or does the idea of free money make everyone happy? Being the poor B-school students that we are, I figured it would be handy for all of us to know a bit more about the process of how to get our hands on the cash. Applications have closed for Continuing Student Grants (CSG) but with many announced scholarships still on offer for this tri, Catherine King-Todd from financial aid was willing to tell all.

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

Applications generally comprise of a cover letter, resume, and statement of interest or essay. Catherine said, "All facets of the application are considered in the overall review. While the essay carries more weight in the review process, the cover letter, resume and other requested material are also taken into account."

She went on to say "The cover letter serves as an applicant's expression of interest in being considered for a scholarship as well as to address specific items requested that may be designated in the instructions." An Applicant Packet is available which contains a sample cover letter.

It is part of my role as Academic Affairs Chair to assemble the scholarship committee. It currently comprises of 21 students, as well as faculty and staff. We sought committee members who represented the diversity of the school in terms of culture, gender, age and trimester. The primary purpose of the committee is to select scholarship winners (no surprise), using the following process:

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

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

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

There is some room for bias in the process, but as each application is reviewed by a number of people combined with the very diversity of the committee, any favoritism (or lack thereof) is quickly eliminated.

The aim is to advise applicants as soon as possible whether they have been successful or not, but with some applications requiring external review, delays can occur. It is possible to apply for (and be awarded) more than one scholarship, and applying for another scholarship will not prejudice the

outcome of an earlier application. However with the time and effort it takes to put an application together, Catherine recommends that we carefully consider how well we meet the criteria, and the relative strength of our case, before applying.

So now there's only one thing left to do, and that's to start getting your applications together - remembering to follow the instructions in the Applicant Packet. These hints (or in some cases reality checks) might come in handy.

Top Tips for Getting Free Money

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

Read the instructions carefully. Applications are assessed in part on whether the applicants follow the required format or not, as well as on their content. All applications must have the required cover sheet completed and attached.

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

Address the topic. Some scholarships have specific instructions for details to be included in the essay/statement or cover letter. This can range from work authorizations to career objectives to campus involvement. Reviewers are looking for this information. If you don't provide it, they can't give you credit for it.

Be specific. If a scholarship asks for times you have shown leadership, writing about what leadership means to you, or what is good leadership won't help you. It goes back to the reviewers seeking specific information, and not being able to find it.

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

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

You are not applying for a job...well, probably not. Your scholarship application should be the same quality as a job application, but not necessarily the same format. Use your cover letter to summarize key points in your essay, stress how you meet the criteria and answer any questions detailed in the instructions. Some donor companies may consider offering an internship to the recipient of their scholarship, or be on the look out for someone who meets their current needs, so be enthusiastic, professional, concise and check your spelling!

JaneAyaduray@global.t-bird.edu

What's for dinner?

By JENIFER CHILD
U.S.A., Spring '06

How about Hasenpfeffer (German Rabbit Stew)? Or Austrian Goulasch made of calves' heads? How does Vienna Peach Torte, Codfish a la Lyonnaise, or Bavarian Wine Soup sound? If you're hungry for an authentic foreign dish, then it's time you took advantage of Thunderbird's free Executive Education Culture Dinners.



JENI CHILD

One of the greatest opportunities as a T-bird is to rub shoulders with people from around the world and to share your unique experiences with them. As a student or alumni, you have the opportunity to help executives learn about cultural and business practices by participating in dinners at authentic restaurants.

This is all part of Thunderbird's Executive Education Culture Dinners program. Executives come to this program from a wide range of industries including Dow Chemical, EDS, Fluor Corporation, GM Powertrain Group, Honeywell, SK Group, State Farm Insurance and McDonalds.

These dinners are scattered throughout the semester and represent Indian, European, African cultures, among others. The only requirement is that you have at least two years of work, living, or travel experience in one of these regions.

If you're interested, please e-mail me (jenichild@global.t-bird.edu) to be added to the Executive Education Campus Ambassadors discussion board. Hope to see you there!

Calendar full of events

Get ready for this tri's regional nights

By GBEMI DISU
Nigeria, Spring '06
TSG Activities Chair



GBEMI DISU

Need a study break? Well, TSG's got just the thing for you this trimester. As part of our dedication and commitment to academics, career issues and involvement, together with our clubs, we are bringing many events to you this semester.

All clubs are encouraged to post their events up on the calendar on MTB and so to get the 411 on what is happening each month please check that source frequently. We also provide hot sheets (pink sheets in your mailboxes) that highlight some events weekly. My favorite part of the semester, as well as many other students, is the regional nights. These nights truly exhibit what Thunderbird is all about and give you a legitimate reason to kick back and enjoy the great entertainment, free food and booze.

This trimester the dates for the 4 regional nights are as follows:

- European Night on October 8
- Asia Night on November 12
- Africa, India, Mid East on November 19
- Americas on the December 3

As an extra bonus this semester: there is also going to be the Thunderbird Halloween Ball held on the 29th of October and the best ever Homecoming Alumni Weekend from November 4-6th which will feature a World Night Event this year. If you are interested in getting involved in the planning of one or more of these up coming events then please get in touch with the following people, as they will need all the help they can get.

Look out for many other great events put on by the clubs. This semester promises to be packed full with tournaments, BBQs, case competitions and great speakers. The Katrina Relief efforts are certainly a major part of this semester and I encourage everyone to contact David Heap <dave.heap@mindspring.com> to find out how to help out with this. Your TSG is also bringing to you this semester major improvements to the gym and the pool area. These are just a few of the great ways to get involved and become an active part of the Thunderbird Community. If you have any further questions about these events please contact me.

gdisu@global.t-bird.edu

Regional nights contacts:

For European: Pauline Courtiau; PaulineCourtiau@global.t-bird.edu

For Asia Night: Tracey Nguyen; tnguyen@global.t-bird.edu

For Africa, Middle East and India: Gbemi Disu; gdisu@global.t-bird.edu

For The Americas: Linne Freeman; LinneFreeman@global.t-bird.edu

For Halloween: Robert Fennel; rfennell3@global.t-bird.edu

Class evaluations: do they really count

By JANE AYADURAY
New Zealand, Fall '05
TSG Academic Affairs Chair

At the end of each course, professors hand out evaluation forms seeking feedback. Why do they do this? Do they have a burning desire to know what we, as students, think of their class and their teaching? Do they pay attention to what we say? Well, in one word, "yes."



JANE AYADURAY

Two forms are handed out by each professor at the end of their course. The white form could be classified as the quantitative of the two – ratings of one to five for twelve questions, which are tracked over a period of

time. John Mathis, dean of faculty, looks at the trends in this data for a three-year period. When a faculty member's ratings drop, Mathis also considers their most current year's ratings. Factors such as the time of the class, the make up of the class and what other professors are doing in their classes can all impact on the evaluation given to a faculty member.

Evaluations affect faculty members' salary increases and promotion prospects, so they have a strong incentive to improve their performance. The school also has a program to actively manage faculty performance issues.

The second of the two forms, the yellow one, is the qualitative of the two, where students can have a direct impact on

how classes are conducted. These forms go directly to the professor, and are your opportunity to give thoughtful feedback to your professor about how the class went. Mathis urges students to provide feedback focusing on the learning outcomes, and positive reinforcement: "Faculty will share information about what went well in their classes, which others can learn from." So share the love!

But does what we say really count? Awareness of faculty performance issues comes primarily from student evaluations and has resulted in several changes over the last few years, such as the type of professor required for a particular course, as well as having multiple faculty members teach a course.

recently been revised to better collect information which will help improve the quality of the data captured. Some professors, to ensure that they are providing their students with exactly what they need, go as far as to do evaluations part-way through their courses, and make adjustments to create a better fit with their class.

If you have concerns about a class, don't wait until it's over before doing anything about it. Are you paying squillions of dollars in tuition fees to make the class who follows after you happy? No! Your opinion counts. Don't let the opportunity pass you by to provide feedback to your professor. Have your say – respectfully, thoughtfully and with courage.

The quantitative form has also

JaneAyaduray@hotmail.com

Club Day success

By GBEMI DISU
Nigeria, Spring '06
TSG Activities Chair

Ready, Set, Go! Beginning at 5 p.m. on September 9, over 400 students flooded the TAC in an effort to find something exciting in terms of activities for the semester.

They certainly were not left wanting as over 60 clubs offered something for everyone present. Even some of the new incoming students had taken the initiative to start new clubs and so this semester sees not only past favorites like Rugby, Thinc and Wine Club getting long lines of people excited to sign up, but new favorites like Spanglish, ThunderDance and Asian Business Club.

The TAC was slightly transformed as clubs went all out to decorate their tables, not only to attract students to sign up but also to win one of the three \$100 prizes for the TSG Club Day Incentive competition. Although so many

clubs did a great job, the winning clubs were Basketball Club, Thai Smile and the International Women's Club.

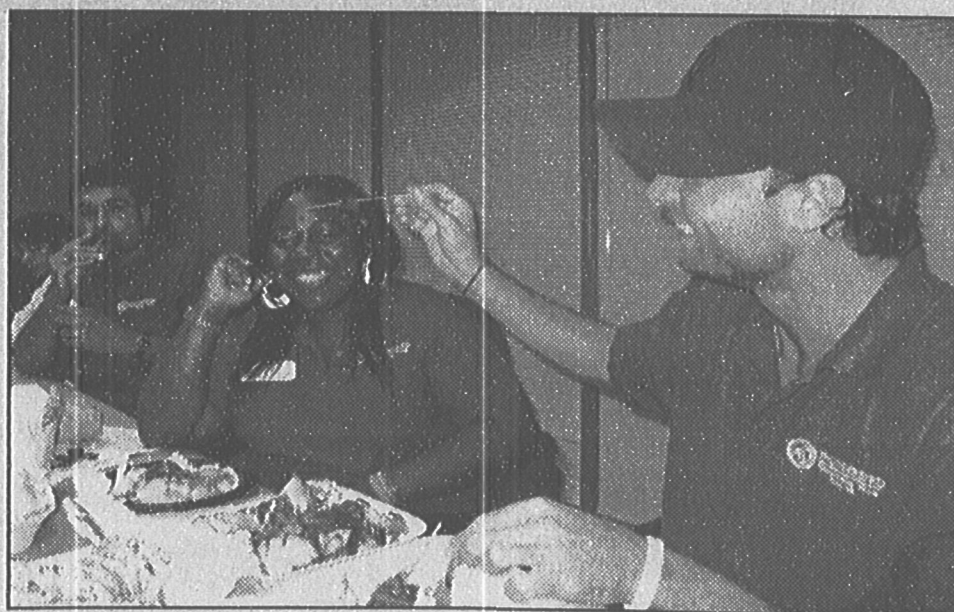
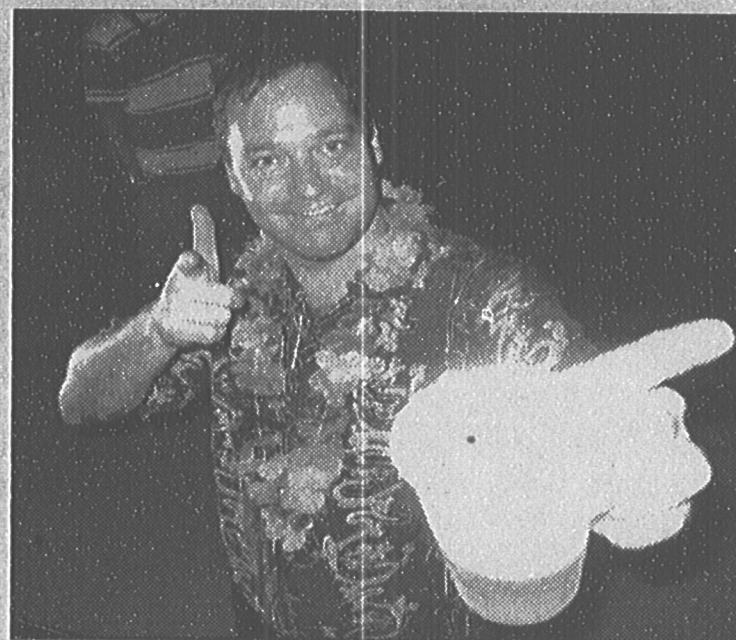
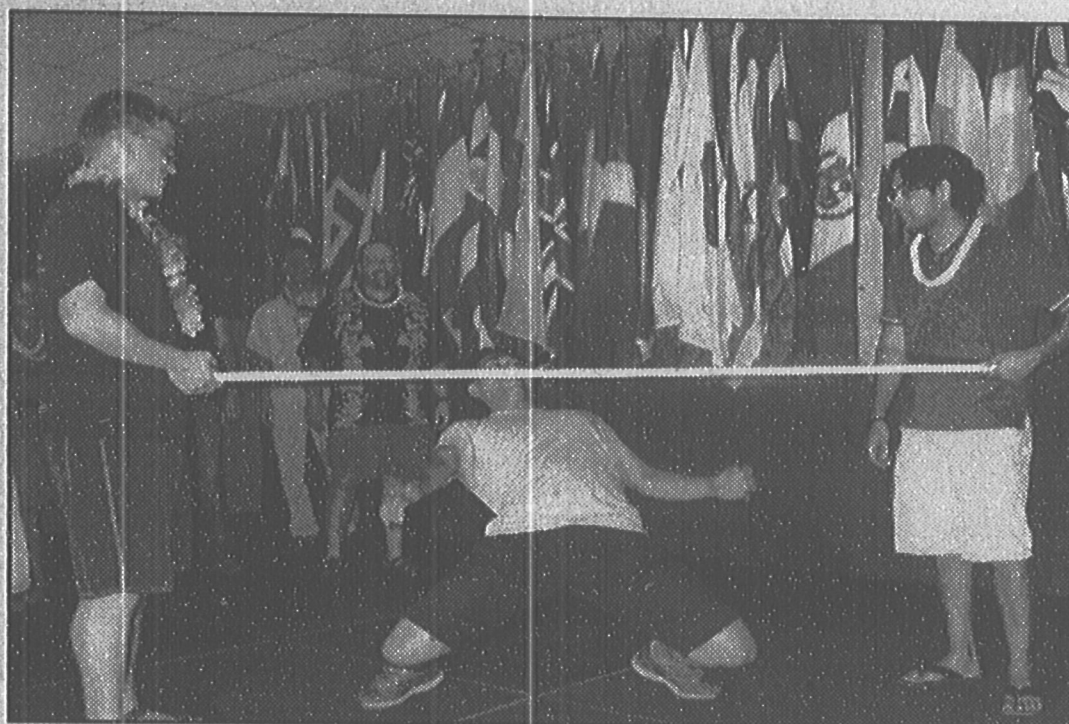
The event ran for about two hours with students running around to sign up and clubs rushing to complete their budget request. Thus by 7 p.m. everyone seemed exhausted and ready to just kick back and relax.

Next stop: PUB!!! The crowd poured out of the TAC and moved over to the Pub where members of TSG had hot brats, burgers and, yes, vegetarian options ready to refuel and get everyone ready to party the rest of the night.

The Brazil club spiced things up a bit more at the Pub by announcing the winners of their famous "might I add, extremely comfy and fashionable" Brazilian sandals which they give out in a raffle each trimester. I must say I was quite happy this year that I won one (finally) but amid much heckling from those that didn't win, I felt it wise to keep my joy to myself. Overall I believe it was a great event planned by TSG and next trimester's can only get better!

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Photo op:
LUAU & FOUNDATIONS LEADERS



America's pastime takes the whole continent

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

In the title, I am referring to the *United States of...* as opposed to the more internationally and politically correct version of America, which includes North, South, Central, and all of the Caribbean. However, when one sees the players in the modern game, it would probably be more appropriate to call baseball a pastime of the Americas.



MATT WEINBERG

The concept that baseball is strictly a piece of Americana, on par with apple pie and *The Star Spangled Banner*, is in this day and age laughable.

And that's why I am so excited about next year's World Baseball Classic, a World Cup style baseball tournament that will take place next

spring. Sixteen countries will field teams, with the games to be played in the U.S., Japan, and Puerto Rico. This will be an incredibly competitive event, and although it might be easy to pick some early losers, you'd be hard-pressed to pick a winner. Venezuela, the Dominican Republic, and the U.S. all look to be contenders.

With baseball and softball being dropped from the Olympics, this is the type of event that baseball desperately needs. Major League Baseball calls its championship the "World Series", yet it features teams from all of 29 U.S. cities and Toronto. Doesn't exactly represent the whole world, or even all of the countries which embrace baseball as a national sport.

According to www.baseball-almanac.com, 47 countries (in addition to the U.S.) have sired Major League Baseball players. The Dominican Republic, Venezuela, Panama, Cuba, Puerto Rico, and Japan are among the countries which consistently produce not just

players, but all-stars.

Just look at this past year's All-Star Game were born outside the United States - more than half of the best players in Major League Baseball. However, rarely do they have the opportunity to play as a representative for their home country. Instead, they are paid to represent cities, mascots, slogans, and brand names. For example, the majority of baseball fans will associate this year's home run leader Andruw Jones with the Atlanta Braves, as opposed to with his native nation of Curacao.

It is my hope that the World Baseball Classic will give foreign-born players the chance to proudly represent their home countries, many of which are poor Caribbean island-nations, in an era where big market, big money teams such as the Yankees and Red Sox usually dominate the sporting headlines.

As a preview to what the World

Baseball Classic may bring, this year's Home Run Derby format pitted eight long-ball hitters from different countries against each other in an international slug-a-thon.

Bobby Abreu represented Venezuela by not only beating the rest of the competition, but by absolutely slaughtering the ball and belting an unprecedented 41 home runs. His first round alone featured 24 shots over the wall, including one record-breaking 517-ft. blast that later showed up as a curious projectile on some NASA surveillance photos. The derby was exciting to watch because the players had a little extra incentive to perform their best because they knew that many individuals in their home countries were following the event closely.

Hopefully, the World Baseball Classic will have a similar effect.

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Support rugby club Rugby shows talent in opener

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

The fall trimester is upon us, and with it come the traditional cheers and chants from the rugby pitch as the new season begins.



MATT WEINBERG

Thunderbird Rugby Invitational Tournament (TRI), which we will host in November.

This year we have a strong combination of rugby veterans and enthusiastic newcomers who will be representing Thunderbird every week on the pitch. As strong leadership is essential, we are excited to welcome back Scott Harper as our venerable president, Sean Kerrigan as the VP, Uli Heitz as treasurer, and Toshi Suemune as quartermaster. We are also proud to have Sean acting as Backs captain and Mike Bruneau as Forwards captain.

Our biggest event this year will

be the TRI Tournament, which will take place over the weekend of November 5-6. Thunderbird expects to host approximately eight to ten teams from business schools around the world including Kellogg, Wharton, Berkeley, and University of Texas.

Last year Thunderbird placed third after falling to Texas in the semi-finals. This year we will be a stronger, better-prepared team and plan on taking 1st place. So make sure to mark that weekend on your calendars - especially if you want to see some T-birds beat up on some whiny Wharton boys.

We would like to welcome all students (from incoming first tris to 6th tri veterans like myself) to join us at the pitch on match days for a raucous afternoon of bone-crunching tackles, kicks splitting the uprights, and Zulus run by unsuspecting newcomers. As usual, beers, brats, and Julian's kick-ass hot wings will be provided for the fans. Jules is proud to show off his cooking skills while captaining his new grill which happens to be about the size of a NIMITZ Class aircraft carrier.

Come out and cheer for us on match day!

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

The Thunderbird Rugby Club opened the fall 2005 season Saturday, 17 September with an afternoon match versus Camelback, a local men's club comprised of players from around the Phoenix area. Though the team found itself on the losing-end of a 34-19 score, the pre-game goals set by the team's leadership were definitely achieved.



MARK LINEBERRY

Prior to Saturday's game, the team's co-captains, Mike Bruneau and Sean Kerrigan, decided to split the lineups for the three period match between experienced players and our newer, less experienced charges. The goal was for newer players, the majority with only four practices and an inter-squad scrimmage under their belts, to gain a better understanding of how rugby is played.

Normal rugby matches consist of two 40-minute halves, but Saturday's match consisted of three 30-minute periods and included a greater number of substitutions than a normal match.

Thunderbird came out strong in the opening period with exceptional veteran play, complimented by the impressive efforts of three new players; lock Bret Collins, prop Oscar Quiñónez, and scrumhalf Christian Zouein. After fielding a Camelback kick deep into Thunderbird territory, fullback Kentaro Mitsui dodged ensuing tacklers while making a spectacular run, finally being stopped less than ten meters from Camelback's tri zone. Flanker Mark Lineberry was in position to scoop up the loose ball once Mitsui was tackled and scampered into the tri zone for the Thunderbird's first score. Flyhalf Kristopher Stewart added the extra points with an accurate kick and Thunderbird led 7-5 with 20 minutes remaining in the first period.

Pack Captain and eight-man Mike Bruneau was able to capitalize on a busted scrum, picking the ball up and bolting from midfield toward Camelback's tri zone. He was finally stopped just 15 meters short of the line, but strong support by his teammates allowed

Thunderbird to retain possession. Lineberry again was in position to receive the ball and darted in for his second tri of the day. Stewart added the extra points with an excellent kick and Thunderbird led 14-5 with 15 minutes left in the first period.

Thunderbird's third tri came courtesy of an electrifying and Sports Center-esque run by scrumhalf Christian Zouein. Dodging numerous tacklers before kicking the ball downfield, Zouein chased the ball and was able to field his own kick, break two tackles, and then dive into the corner of Camelback's tri zone. Stewart missed his third conversion kick, and the score by end of the first period had Thunderbird ahead 19-10.

After significant player substitutions Thunderbird fielded a new lineup for the second period. New players Mike Bolante (hooker), Andrew Wagemaker (lock), John Caprine (flanker), Kenley Clark (center), and Ken Beiber (wing) all received action and gained a higher education in the fundamentals of rugby. Unfortunately, Thunderbird was unable to score in the second period as the heat of the day and inexperience started to wear on the toughest club on campus.

Camelback was able to dig deep and rely heavily on their experiences playing together, adding three tries with two conversions to their previous ten points and giving them the lead 29-19 at the end of the second period.

Thunderbird would fare slightly better in the third period, holding Camelback to one additional tri, but could not mount a significant comeback to overtake the gritty men's club. Substituting an additional player, Atif Khan (hooker), all 25 players on Thunderbird's roster were able to gain invaluable experience in the team's first outing. With the final score 34-19 in favor of Camelback, Thunderbird's leadership realized what areas the team needed to focus on to improve performance.

The team travels to Flagstaff for Northern Arizona University's 10's tournament the weekend of September 24-25. Thanks to our fans for coming out and supporting the club and additional special thanks to our ever-faithful resident grill-man Julian Tate. Nice apron.

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Softball club opens season

By BENJAMIN PECK
U.S.A., Fall '05

We always welcome new members, members' families and friends, or people who simply want to get away from the books for a while. It doesn't matter if you've never played before!



BENJAMIN PECK

Here are a few rules we play by: No strikeouts; no balls; if a ball rolls across the homerun line (orange cones), it's an automatic double; if an airborne ball crosses the homerun line, it's a home run (even if it

caught); no leading off or stealing bases

Our games are laid back and non-competitive. We try to arrange at least one game a trimester, when the weather is nice, to have a "Slip n' Slide" between 3rd Base and home.

The Thunderbacks meet every Saturday on the baseball field behind the TAC for slow-pitch softball games from 4:30 p.m. until dark. The top of the 8th inning begins when it looks like it might get dark by the bottom of the 9th. Come on out! If you have questions, contact Ben Peck at peckb@global.t-bird.edu, Ben Andrews at benandrews@global.t-bird.edu, or Dennis Nisbet at dennisnisbet@global.t-bird.edu.



Summer '05 T-backs. The team endured 115 degree heat out on the field.

Hiking & biking

By PAULINE COURTAU
France, Spring '06

The goal of the Hiking and Mountain Biking Club is to meet T-Birds, friends, and family outside of campus while enjoying the local sights. Every trimester we do our best to



PAULINE COURTAU

organize a few hikes and biking trips around Arizona so that people get to know the region better. As a matter of fact, Arizona is a great place to explore for its diverse flora and fauna. This is a sportive

club open to any level of hiker. We all wait and help each other to make it a pleasant experience for whoever decides to come. It is a great opportunity to get to know each other better in a relaxed and healthy way. This trimester we already went to Sedona for a hike and we have planned at least three more events within the Phoenix area. We will do Saturday morning hikes and biking trips so check out our MTB page. Everybody is welcome to join. The more people coming along, the better time we will have.

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Global ballers

By CHRIS CAMPBELL
U.S.A., Spring '06

(Disclaimer: This article is written with extreme prejudice and bias. The author firmly believes that basketball is the best sport in the world—hands down.)

When I was first approached about doing an article on the basketball club, the first thing that came to my mind was the Harlem Globetrotters. For the uninitiated, the Harlem Globetrotters are a comic basketball team that combines athleticism and comedy to create one of the best-known sports franchises in the world. Over the years they have toured more than 100 countries putting on exhibition games for various audiences and causes.



CHRIS CAMPBELL

Come out to the courts every Monday and Wednesday night and,

while you might not see the Harlem Globetrotters, you will see some of the finest globe trotting ballers that Thunderbird has to offer.

On some nights, there might be a little more comedy than athleticism, but there is never a shortage of global representation. Just the other day, a point guard from the Philippines dribbled around a pick from a New Yorker, then threw a swing pass to a forward from Japan, who in turn dribbled, dropped-stepped, and dished to the post man from Spain. Now that is some truly global balling. I love this game!

For anyone who read the disclaimer and the article and still does not believe that basketball is the greatest sport in the world, at least acknowledge that it is a lot of fun to watch. But if you want to experience it first hand or maybe just a get a good laugh, I invite you to join the basketball club on any Monday or Wednesday night at 7 p.m.

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SMAC attack

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

With 35 new members (in addition to our original member base), this season of SMAC (The Street Martial Arts Club) promises to be the most outstanding in club history.

For those who are not familiar, SMAC is an informal club based around the ideals of "Mixed Martial Arts" and "reality fighting methods". Meetings (which are part instructional, part fitness, and part fighting) occur twice weekly and revolve around using the best techniques from a variety of martial arts from around the globe.



JESSE MACKKEY

Our goal is to educate our members with the most practical and efficient means of self defense. The techniques we teach are down-to-earth, proven methods for defending oneself from an attacker, or controlling a physically hostile situation.

Practitioners, both new and experienced, will learn to dominate their opponents through the techniques of Boxing (United States), Brazilian Jiu-Jitsu (Brazil), Muay Thai (Thailand), Krav Maga (Israel), Wrestling (Greece), Judo (Japan), Kempo (United States), Kung Fu (China), and more.

Members will get an unbeatable workout at the same time. But, best of all, its just plain kick-ass fun!

JesseMackey@global.t-bird.edu

T-birds hits the green

By JULIE LUTZ
U.S.A., Winterim '07

Golf is a fantastic game that traces its history back to beautiful Scotland. It is a sport enjoyed by many old and new players, and once again, the Thunderbird Golf Club (formally known as Tee Birdies) is launching yet another great season of golf clinics, golf outings, and exciting tournaments!



JULIE LUTZ

out!

Important information is included to guide your interest in taking a break from your studies and hitting the links. Our favorite place

and newly formed partnership is with

The Legend at Arrowhead Golf Club. Directions: go north on 67th just past the 101, course will be on the right hand side.

There are two tournaments coming up:

October 22 (Fall Classic) 4 man scramble

November 12 (Thunderbird World Cup) Ryder cup format. 2 days

Very Important!!! Mention Thunderbird Golf Club when making the reservations and show your id when checking in! All golf outings, lessons, and tournament information will be posted on MTB or contact our leadership team: Co-Presidents: Quinto Oreta and Chris Sadlier, Director of Tournaments: Uli Heitz, Director of Instruction: Julie Lutz. See you at The Legend!

Driving range: Any student or faculty member from the Thunderbird International Management School can present their id card and receive a range card valued at \$20 for \$10. This is about 222 range balls, or three large buckets. Great deal!

Thunderbird Triathlon Club

By GEOFF MCNABB
U.S.A., Fall '06



GEOFF MCNABB

in the excitement of the moment.

The first time I ran a steeplechase, I could not believe how exhilarating running, hurdling and jumping through water could feel. My first experience in a diverse event was a refreshing reminder, beckoning me back to my childhood days when I danced around and jumped in water rain puddles, caught up

The Thunderbird Triathlon Club's mission is the same: bringing the veterans and the curious together, so we can train with new friends, reduce stress and try our best to complete a triathlon or one leg of a relay team.

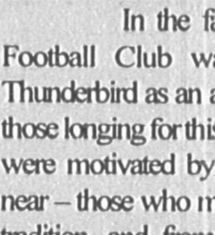
Experience is not necessary, and some will simply want to practice their favorite discipline or learn more about another one (swimming, cycling or running). All scheduled training times will have a challenging or relaxed route. Check the homepage for all the details and scheduled workout times. Come join us for a workout!

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Don't like pain? Me either.

By MIKE REIDY
U.S.A., Fall '05

There comes a time once a year where the air begins to cool, the leaves begin to turn, and the sound of kids playing football can be heard echoing off in the distance. While the first two do not happen here in Glendale, Arizona, the third does...and does it ever!



MIKE REIDY

In the fall of 2004 the Flag Football Club was created here at Thunderbird as an answer to the cries of those longing for this great sport. The cries were motivated by those coming from near—those who missed their American tradition, and from far—internationals wanting to experience this obsession in order to better understand American culture.

The cries were heard. They are now replaced with cheers.

Every Saturday at 5 p.m. on

the far end of the soccer field, a truly global group of students engage in a simulation of the great American sport of football.

The first lesson: the explanation of the name and the lack of contact between your foot and the ball. Depending on the audience, this first lesson usually takes a while, offering great debate and a chance for international students to practice their "bad words" part of their English vocabulary. The second lesson: the explanation of the simulation.

Flag football mimics the sport you now see on TV in every way: running, passing, catching, and defending. However it does not mimic the "contact" part. Simply put, there is no tackling.

I don't know about you, but I personally try to avoid getting hit at all costs. Let's face it, the days of falling off our bike and bouncing back up are, well, let's just say I need help from two friends to get back to my room after something that tragic happens. "Sell the bike on Ebay."

But Flag Football gives us the opportunity to either re-live (or live for the first time) this American tradition of

football. And with weekly games, coupled with a future 5-on-5 tournament in the works (including drinks and prizes), this looks to be another great year for the Club!

Another perk is that the club is privately funded, therefore not being subjected to the dictates and secret agenda of the TSG. Yeah that's right, we're our own bosses!

So I extend out an invitation to all races, all sexes, all creeds and all ages—come one, come all, and join in what we believe to be a crucial part of having a truly global experience here at Thunderbird.

To inquire more, email me at mreidy@global.t-bird.edu, and we'll add you to our discussion group. We also have a thread on All-Students called "Flag Football" that you can make a post to. At the very least, just come on by and watch us every Saturday at 5 p.m. As an extra enhancement to learning, immediately following games is a "how to network" session given at the Pub.

End the violence! Peace.

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Anyone for tennis?

By JONATHAN CHANG
Hong Kong, Spring '06

For those of us fortunate enough to watched the stirring U.S. Open Tennis finals earlier this month, we were given an opportunity to see a unique sporting event that may perhaps never be relived. Andre Agassi, the 35 year-old former rebel, current ambassador, and forever legend of the game of tennis, pit against Roger Federer, the 23 year-old world No. 1 phenom and awe-inspiring tennis juggernaut. This match-up represented several themes: old-school vs. new-school, young vs. old, legend vs. the best (ever?). It was indeed a dream match-up. Agassi, in the twilight of his career, did not disappoint his fans. Though he eventually lost in 4 sets to his awesome opponent, he stirred a nation with his courage and



JONATHAN CHANG

determination.

Which leads me to the point in this article: if you were one of the stirred, then take that extra step and come out and join the Thunderbird Tennis Club. Whether you've played all your life or never picked up a racket, this club is for you. The club represents students who range from having played on the ATP Tour and NCAA Division I programs, to complete beginners. All are welcome. For you beginners, we have coaches who will teach you all the basics of the sport.

The club meets every Sunday morning at the courts—9:00 a.m. for advanced/high intermediates, and 10:30 a.m. for beginners/low intermediates. The club will also be hosting a double's tournament later in the semester.

If interested, please contact Jonathan Chang at jonathanchang@global.t-bird.edu, or check out our tennis homepage on MTB. Serve on!

Chinese Moon festival brings loved ones together

Mid Autumn Festival: Gathering under the full moon

By DAN DING-SHIANG LUNG
Taiwan, Fall '05

"...May we all be blessed with longevity though far apart, we are still able to share the beauty of the moon together..."



DANNY LUNG

"Thinking of You"
- Su Dong-Po, poet.
It's difficult for me to draw a good picture through words in a foreign language. The moon in Arizona is no different

from that back home, but I know something is missing. Every August 15, in the farmer's calendar September 18 this year, I always think of *pomelos*, moon cakes, and BBQ with the breeze, the moon, and other romantic

fantasies about Mid Autumn Festival, also known as Moon Festival.

Mid Autumn Festival to Chinese is like Christmas to Westerners. Full moon is the symbol of gathering. This day belongs to families.

"Ritual of Chou" ("Chou 'Li") described that in the old days Chinese emperors worshiped the sun god and the lunar god during spring and fall respectively. Some people believe that's the origin of the Mid Autumn Festival.

Moon cakes came from the legend of Zhu Yuan-Zhang fighting against the Yuan Empire. He hid a message in the cakes and passed them to everyone in town. The date then was August 15. Composing the people and his army, he successfully led the revolution and later became the new emperor of the Ming dynasty. People started having moon cakes on August 15th to commemorate the success.

There are many more stories about this festival, from Wu Gang who continues chopping the ever-growing *cinnamomum*

cassia to the jade hare making heavenly medicines.

Everyone can tell you a different story. However, I particularly like the legend of Chang Er flying to the moon. After shooting nine suns, the hero Hou Yi became the emperor. However, the new emperor turned himself into a tyrant and tortured people when he got the taste of power. Time is fair to everyone, no matter if they are nobles or common people. As Hou Yi became older, he was afraid of death and started to look for panacea to end death. His kind and beautiful wife, Chang Er, stole the panacea from preventing people suffering from his tyranny. Then she took the pill. That was August 15. She was floating and flew to Guang Han Palace (direct translated from Chinese: huge and cold palace) on the Moon. Ever since, she protected her people as a lunar goddess.

When I was a kid, my family would sit in the front yard and enjoy the night and the moon on Mid Autumn Festival. I often questioned how big the Guang Han Palace was and how cold it was. Would Chang Er

regret what had happened, since she lived alone there for such a long time? My parents asked us not to point at the moon. Otherwise, the Moon Maiden would cut off your ears when you were asleep. Was the Moon Maiden Chang Er? Why did such a tender and kind person do this? A lot of questions weren't answered.

As I grew up, I realized that a fairy tale was just a fairy tale. Somehow, I miss the naivety and fantasies of my childhood after the mysteries were revealed.

Nowadays, besides enjoying the full moon and eating moon cakes and *pomelos*, everything is still the same. I miss my family and friends. Although I am on the other side of the Pacific Ocean, "We are still able to share the beauty of the moon together." May you have a joyful Mid Autumn Festival, no matter if you believe these beautiful tales or not.

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Welcome to Cafe Diverso!

By DAN DING-SHIANG LUNG
Taiwan, Fall '05

There are many stories on the internet. You may or may not find them through your daily surfing. A website called Café Diverso brings together a collection of great ones, with a lot of storytellers sharing their life experiences to you.



DANNY LUNG

The special thing about this "café" is its mission: "To inspire people to explore cultures through stories and connections, so as to bridge cultural divides across the world."

Killian McDermott, founder of Café Diverso, dedicated his website to his best friend Seamus who died a few years ago. McDermott decided to create a forum for people to share their stories from around the world. People from different countries tell stories in about 10 languages. They live all over the world and share their lives on-line without borders. One can read a tale from Argentina or imagine a scene in Africa.

Though I cannot find the exact words to describe the site, somehow I recognize myself in many of the stories. Am I the guy in Africa? Has all this happened to me before?

Through these writers' eyes, I have discovered something no newspaper, magazine, or book could cover: these scenes are all around us. These are the reflections of our daily lives.

As a T-bird, some of these articles are a great reference for my future career as a global manager, as many of the authors live in foreign countries. Some things are not recognizable as native, but explained well and interestingly by others in their own words.

Visit the site, take your time, read some of the stories. Some are happy, some are sad, some will make you laugh, and others will bring tears. You may even want to share your own stories.

"Everyone has a good story". How about yours?

Café Diverso:
<http://www.cafediverso.com/eng/index.asp?area=home>

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AZ operas, ballet

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

Fall in Phoenix not only marks the beginning of the season for the Arizona Cardinals and ASU Sun Devils football teams (Go Devils!), but also the opening of the 2005-06 season of the Arizona Opera and Ballet Arizona!



JAIME SCHILLING

What better way to balance long days at the Pub cheering for your favorite sports teams, than with an evening out on the town, enjoying the beautiful music of Georges Bizet's "Carmen," or watching Shakespeare's "Romeo and Juliet" beautifully dramatized in an elegant ballet?

Those who mourn that Phoenix is a city without any culture are sure to be silenced when they find out what's on the schedule for the opera and ballet this season. First, up for the opera is "Carmen," the story of a gypsy girl in 19th Century Seville, Spain, who dares to live in the present with no regard to her future. Next is "The Threepenny Opera," a tale about London's villainous street life, and includes the renowned hit "The Ballad of Mack the Knife". Handel's "Semele" will captivate the audience with its gods and mortals interacting in a sexy, contemporary world filled with wit and glamour. "Italian Girl in Algiers" is a beautiful story, rich with visions of Moroccan palaces, pirates, and harems. The last opera of the season, "The Flying Dutchman," is based on a 15th Century legend of a sea captain condemned by the devil to roam the seas. Tickets are available through Ticketmaster, and start at around \$30.

The ballet has its own exciting schedule, beginning with "Romeo and Juliet" playing November 3rd -6th. Next is "The Nutcracker," the story of a little girl's Christmas Eve fantasy of beauty, magic, and sugar plums, performed to Tchaikovsky's timeless score. "Mosaik," a fantastical ensemble piece based on the universal themes of love and attraction and the mortal themes of body, movement, and human spirit will be performed in February. "Raymonda and Other Works," a varied program featuring excerpts from "Raymonda," is the universal love story about a woman torn between two lovers, and will play in March. "Balanchine Festival," a compilation of works performed to music by Stravinsky, Mozart, Tchaikovsky, and Vittorio Rieti, will end this exciting season.

Tickets may once again be purchased through Ticketmaster, and start at around \$19 for matinee shows. All opera and ballet shows are performed at the Symphony Hall or the Orpheum Theatre in downtown Phoenix.



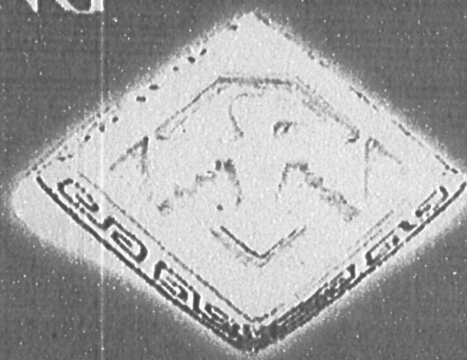
For more information, go to www.azopera.com, or www.balletaz.org. Enjoy!

jschilling@global.t-bird.edu

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How important are YOU?

By JOY NAKFOOR
U.S.A., Spring '06



JOY NAKFOOR

Rumors have been floating around the T-bird campus that the amount of "status" one is given is based on the amount of paper towel one receives from the electronic paper-towel dispensers in the bathrooms. Das Tor was intrigued at the concept so decided to do some

investigative reporting to determine the truth.

With a measuring tape, a Sharpie, and camera in hand I headed to the various bathrooms of campus. The results were not that surprising.

The restrooms investigated include: IBIC, the Commons, SNEL, LECT, and the Administration Bldg.

As we all know, the Administration building is, in fact, the most important on campus. Therefore, it was no surprise when the official measurement of paper towels in the bathroom came to 12". The IBIC came in a close with a second-place showing of 11", which makes sense since "learning" is the primary reason we are all here (yes, unfortunately it is not the PUB).

There was a slight jump in size for the final three buildings. While it

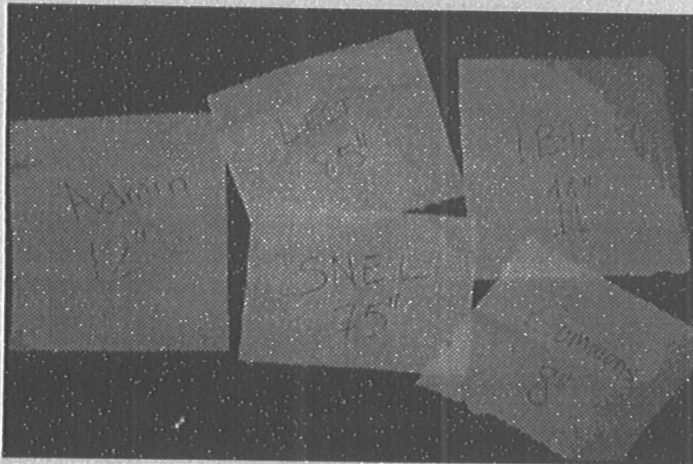
would make sense that the classrooms should provide us with a sufficient supply of paper towel so that we can take all the notes needed to pass our classes, I was surprised to see that the LECT and the Commons dispensers both beat out SNEL paper towels in importance. In fact, the final three finished within 1" of each other in the following order: LECT - 8.5", Commons - 8", and SNEL - 7.5".

So the next time you wash your hands in the bathroom and wave your hands over that red blinking light, think carefully about where you stand, and how much paper towel you're given. It could determine your status and importance.



Disclaimer: All measurements were taken in the women's bathrooms. There may be slight variances in the men's bathrooms.

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No, Johnston with a 't'

By MICHAEL GRIFKA and
AL HORENSTEIN
U.S.A., Spring '06



MICHAEL GRIFKA

What do you do when your neighbor Winston, a self-proclaimed amateur sleuth, proposes a mission into your romantic past? You pack a bag...which is exactly what Don Johnston (Bill Murray) does



AL HORENSTEIN

after receiving an anonymous pink letter born from a relationship decades old. The letter, drafted on an old typewriter, warns of a nineteen year old boy in search of a previously unclaimed father. Johnston, seeking truth and a son's mother, sets out to visit the women he knew some twenty years ago.

"Broken flowers" is the most recent product from Jim Jarmusch, the independent director best known for "Stranger than paradise", "Night on Earth", and the "Coffee and Cigarettes" series. Coupled with Bill Murray's understated performance, Jarmusch

bends elements of cinéma vérité to create a new soft-boiled detective film more existential than nihilistic. The film often betrays its Dashiell Hammett roots; Johnston is a tech entrepreneur who never throws a punch. Nevertheless, he is on the trail, and will get his man. Call it "Jarmusch Noir" and give both artists credit for redefining the genre.

It seems from the outset that we are in for a portrait in despair. Johnston is a lonely, listless single man. However, as the story unfolds, we learn that in the company of women he is charming and witty, vulnerable and genuine...and very successful. Murray quietly portrays a man lost without love who has sadly chosen freedom over family. Johnston is a stable man unmoved for decades. Suddenly though, the *Don Juan* has reason to feel again: he may have a son, and he may want to meet him.

The film evolves into a 'road movie' - a series of encounters with various ex's who haven't seen or heard from Johnston in many a sunset. Some reunions are refreshing, others painful, while all are baffling. Fortunately, it seems that wherever Johnston visits, everyone has great taste in music. From early ska to Ethiopian jazz, there is an eclectic collection of hip music that



Jarmusch uses to establish light moods and pacing in this visually quiet and elegant movie.

"Broken flowers" works. The sum of Johnston's relationships brings him no closer to happiness or self-understanding, but he does come to one conclusion: "Well, the past is behind me, the future hasn't happened yet, so what there is...is right in front of me." Does Johnston really have a son, and if so, do they ever meet? Just go see the movie. And appreciate the excellent female supporting cast (Julie Delpy, Sharon Stone, Chloe Sevigny, Jessica Lange) that brings out the restrained charisma of the storyline's unaware hero. The four actresses portray excellent but disparate relationships with Johnston that, in the end, add up to little more than where and when he once was.

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Global recipe II: Chinese stewed pork

By DAN DING-SHIANG LUNG
Taiwan, Fall '05

Aha! This recipe is one of my favors. I remember how hungry I got every time my dad prepared this dish. It's not very difficult, and you can easily make it at home!

Ingredients:

Pork for stew (it is pig's lap, and you may find it, labeled as pork for stew) in some Chinese supermarkets. Ask them to cut the meat as big as one third of your fist)

Garlic
Ginger root
Sugar
Soy sauce
Chili (Thai is good)
Rice wine

Directions:

Cut garlic and chili in small pieces, and slice ginger roots after paring.

Heat the pot (on high) until it's hot. Tien add oil.

When the oil smokes, put chili, garlic, and ginger root into the pot. (Be careful! The oil will splash.)

As soon as the garlic browns, throw the pork in.

Stir until the surface of the pork turns brown.

Add rice wine until one third of the pork is covered.

Add an equal amount of soy sauce.

Pour water inside the pot until the pork is totally under the broth.

Add some sugar, and wait until it boils.

When it boils, turn the heat from High to Medium-Low.

Allow to it simmer for about two hours, and our yummy stewed pork is ready!

Enjoy it!

lungd@global.t-bird.edu

Cutting book review

by Aron Ralston
Atria, September 2004

By MATTHEW WEINBERG
U.S.A., Fall '05
Das Tor Sports Editor

Leatherman Multi-Tool...\$39.99
3 Chocolate muffins...\$.99 apiece
Hiker's guide to Utah's canyon country...\$13

Having the emotional gumption required to saw off one's own arm...Priceless

For those of you who haven't heard the story of Aron Ralston, it is an amazing tale of true survival. While backpacking solo through Utah's Blue John Canyon, Ralston managed to

dislodge a boulder, causing it to fall on top of him and securely pin his right arm to the canyon wall.

What follows is a recounting of his life's story as a climber. The chapters shift between tales from his many years of backcountry (mis)adventures and his current mission to remove the chalkstone that has become his captor.

The most interesting sections of the book are those in which Ralston is forced to use his ingenuity and the few tools he has available in order to solve a dilemma.

There is the ongoing dilemma of freeing his wrist from the boulder's grip. Ralston attacks this problem through every technique imaginable, from rigging up a pulley device with his climbing gear to chipping away at the stone surrounding his hand with a dull file.

Then there are the ongoing

dilemmas of staying warm, keeping comfortable enough to sleep, fending off the mosquitoes, and getting his estate in order in case he perishes. Each new problem forces Ralston to come up with a solution which helps him to stay mentally sharp and keep his sanity in check.

For a first-time writer, Ralston does a surprisingly good job of describing the emotional aspect of his entrapment. In the space of a few days, he experiences entire ranges of feelings: from despair to hope, anger to apathy, misery to euphoria. The book is not simply a factual story of Ralston's experiences, but it is also an exploration of the human emotions that one experiences in difficult situations which appear to have no escape. This is not ground-breaking stuff, but it serves to give legitimacy to Ralston's initial work.

So why should you read this book? Because you like pretty mountains. Because you went hiking one time and enjoyed it. Because you want to learn the proper procedure for CUTTING OFF YOUR OWN ARM IN ORDER TO SAVE YOURSELF FROM CERTAIN DEATH.

I'm not writing this review as a literary critic, but rather as an avid reader who knows a good story when I see it. Although the writing may be choppy in some sections, and the detailed descriptions of climbing equipment and procedures can be monotonous, this is still a fantastic tale of survival that should be read by everyone with an interest in the outdoors.

Between a rock and a hard place is also a beautiful story that serves to give hope to individuals stuck in desperate situations where no escape is evident.

mweinberg@global.t-bird.edu

A list of new school year's reading resolutions

Start the academic year with ten information goals

By CAROL HAMMOND
Associate VP for Information Services

Why wait until January? Beginning an MBA degree is a new start; you can and should make some resolutions right now for what you will accomplish in the next year. IBIC offers these suggestions to help you do well while you are here, and astound your co-workers with your information skills and savvy when you move on to a great job as a newly graduated MBA-IM.



CAROL HAMMOND

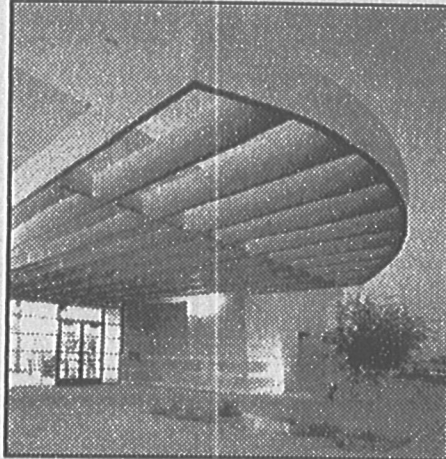
Read a book that is not required reading at least once a month. Check the New Book Shelf in the IBIC lobby for business best sellers and other new books, or just browse through the shelves in the IBIC.

Learn something about using the Bloomberg Database. Even if you aren't going to focus on finance, this is a premier business tool that has many uses. It has a specially-designed keyboard and is a unique system for finding business information. IBIC has two terminals available in the Bloomberg lab at the east end of the IBIC, and some of the finance classes offer instruction in how to use Bloomberg.

Browse the periodicals room and select something to read regularly from the international collection of journals available to you. These cover an array of different industries, and different aspects of business; they come from many different countries, and titles are available in English and many other languages.

Attend the IBIC classes on company research, researching an industry, and build some skills you will need for your job search.

You can never start too soon; it's not a bad idea to sit in on these one-hour classes more than once. They are FREE, and require no advance registration – just watch the sign in the IBIC lobby for the schedule and see our email announcements in your mailbox!



Ask the librarians when you need help finding information. See them at the Reference Desk in the lobby during posted hours or use AskIBIC on MTB. They are experts in finding business information and are glad to share their expertise with you!

Be a good campus citizen when you are in the IBIC. Do not disturb your fellow students with an obnoxious ringing cell phone or a conversation at a study table. Take your conversations outside or to the Commons so others can have the quiet they need. Use an approved permanent cup for bringing drinks into the building (no cans, no glass bottles, no

paper cups!)

Explore the many databases IBIC has available for you, and learn how to use them to find an amazing array of information. Many corporate libraries have these same resources; master some basic search techniques and know where to find what you need before you are on the job.

Be information literate when you graduate. Ask often: "Will gathering more information help me solve this problem?" and look for information to help make better decisions, answer questions, and broaden what you know.

Use the IBIC resources for your job search. Impress potential employers with what you know about their company and industry. Always be prepared for interviews by doing research before you sit down to talk to a recruiter.

Take a break from your textbooks and check out some of our international fiction books. IBIC has literature from many countries in different languages and in translations.

hammond@c@-bird.edu

New DVDs available for rental from the IBIC

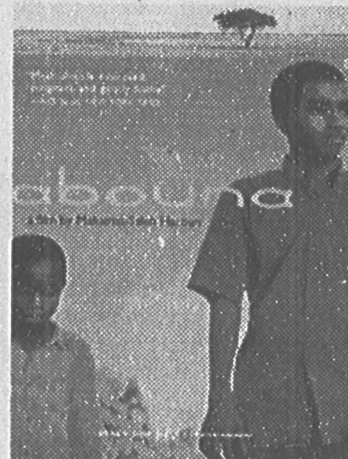
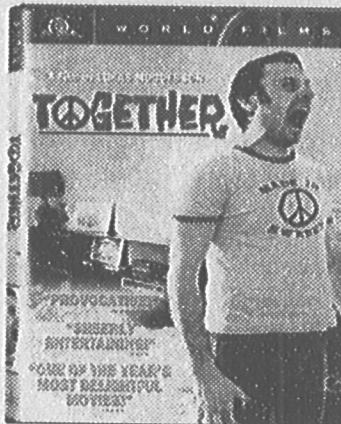
IBIC has an outstanding collection of American and foreign DVDs and videos of feature length motion pictures. All are selected because they show an important aspect of the culture or history of different countries or of living in another country, or they relate to business. IBIC has films in many different languages. All circulate for three days.

Some of the most recent additions to the DVD collection:



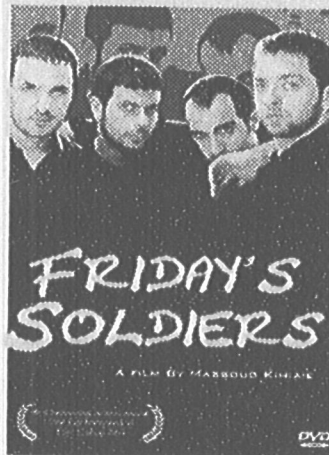
Rare Birds Roger Ebert describes this as "a sweetheart of a film, whimsical and touching!" Starring William Hurt as a man whose marriage and business both fall apart, it tells about a scheme to make money by claiming a rare bird has been sighted in the area. Birdwatchers flock to see it, and then the scheme begins to unravel. A comedy in English with Spanish subtitles.

Together A Swedish film that looks at what happens when a young suburban mother and her children join a commune, and discover Marxists, nudists, and others with value systems different from their own. Swedish with English and Spanish subtitles.



Abouna Set in the Republic of Chad and magnificently photographed, this tells the story of two brothers who set out to find their father. Described as "rich in culture" and "reflecting the rhythms of Africa." In Chard Arabic with English subtitles.

Downfall A movie set in Hitler's underground bunker in Munich at the end of the war and seen through the eyes of his secretary Traudl Junge. Some critics describe it as one of the best war movies ever made. In German with English subtitles.

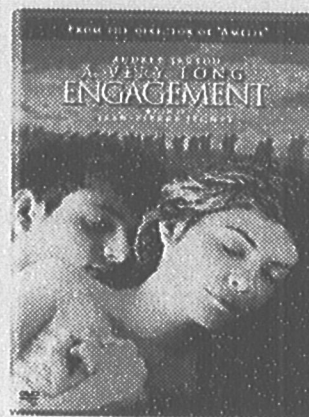


Friday's Soldiers. A film by Massoud Kimiaie, one of the best known contemporary film directors from Iran. Four soldiers come to Tehran on military leave, and they all have life-changing experiences. In Farsi with English subtitles.

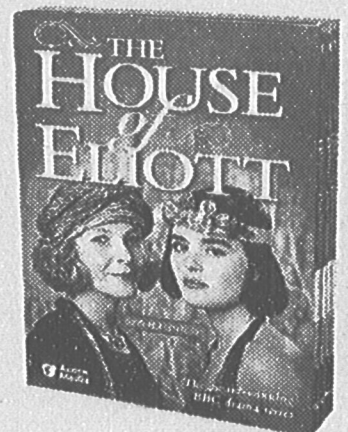
Ray Donated to the IBIC by the Thundermovies Club. The critically-acclaimed biography of Ray Charles, an American music legend, starring Jamie Foxx.



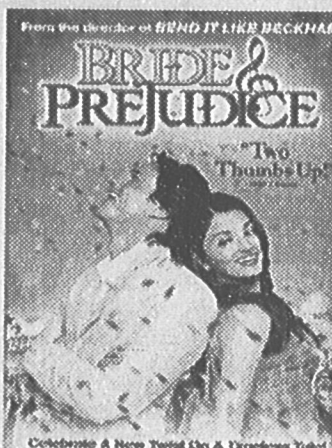
A Very Long Engagement From the Director of "Amelie." Nineteen-year-old Mathilde is engaged to Manech when he leaves for the war in 1919. She is notified that he has been killed, but she refuses to accept it. In French with French, English or Spanish subtitles.



The House of Eliott. A BBC series about a family who discovers their recently deceased father had a mistress and huge debts, both of which were unknown to the family, but they must live with the consequences nonetheless. British drama.



Pauline and Paulette About two sisters who end up living together after they are adults. Features performances from legendary Belgian actresses Dora van der Groen and Ann Peterson. In Flemish with English subtitles.



Bride and Prejudice From the Director of Bend It Like Beckham and similarly about a clash of cultures, when a local Indian beauty and a visiting American fall in love. Stars Aishwarya Rai, Martin Henderson, Naveen Andrews and Ashanti.





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

the real question is what you want out of the relationship once your inevitable evening with the Asian sensation is over. I highly doubt he's going to be the sensitive and romantic I'll-leave-my-pregant-wife-for-a-chance-at-true-happiness-with-you kind of guy (but that's just me). Be prepared for the consequences.

Besides, there are a lot of hot single Asian guys with copious amounts of wit and humor on this campus who would be more than happy to show you the way of the east.

Dr. Love

doesn't buy-in, opt out. Which brings me to the two pieces of advice. She may be the prettiest, but there are a few other acceptably pretty females on campus that may have other redeeming qualities you've previously been blinded to. Look for someone that you think is funny or charming, rather than hot. You may have a chance with this mademoiselle, but have a plan B.

Dr. Love



to the ink.

Dr. Love

Dear Dr. Love,

I am truly mesmerized by the mystery of the black board in the ladies room in the Pub. The complexity and sophistication of the lists created by our girls is simply mind-boggling. And you know what... I even made on one of them although out of sheer modesty I will not share on which one. But... I doubt the efficiency of the information dissemination since I have not seen an increase in the nights I get lucky even though I DID MAKE IT ON THE LIST. Do you think I should sneak in and write my number on there?

Proud Rugger

Dear Rugger,

Stick to handling your rugby balls, because brother, when it comes to ladies, you've got no game. If you've made it to the list, the damsels check you out while in uniform, and you still haven't scored, you've got to change you plays. Never a number has there been on the blackboard, so I wouldn't go that route. Focus in on someone that likes you, show her your moves, and when she's satisfied with your performance, let her be your brand champion promoting your cause. Go get 'em tiger!

Dr. Love

Dear Dr. Love,

I am sure that you have been asked this question before, but I am a new student and would like to revisit this issue. As we all know there are many more dudes on campus than chicks. How do I get me some of that wonderful T-bird action?

Regards,
High and Dry

Dear High and Dry,

Let me start off by saying that you are a douche-bag. Stop whining and buy some magazines like every other guy. That said, the truth is you have no chance on campus. However, there is hope. Start by forgetting about the women on campus. They are so intoxicated by the thin air from the monumental pedestals on which they are placed due to the school's men/women ratio, that they are not worth the effort. They'll only want, want, want. "Call me; stop drinking; remember my birthday; rub my feet; stay away from hookers!" Who needs it! Leave them, to the rich South American guys with the spiffy German cars and aerodynamic hair slicking. But don't cry yet, I'll let you in on a secret. You are within a stone's throw of a veritable cornucopia of available, desperate women. That's right, Barwinkles. A worldly, intelligent man such as yourself will sparkle with James Bond charm and Mark Twain wit compared to the yokels they usually meet. A quick guideline: ((mullet length * (missing teeth + tattoos)^Harley Davidson/hair band T-shirt) * beer ingested) is directly proportional to how much your world will be rocked! Enjoy. BTW, forget the hot bartender, you don't stand a chance.

Dr. Love

Dear Dr. Love,

I have recently driven by a middle school and have noticed that kids are growing up so much faster these days. They are acting and looking so much more mature than we were as kids and doing behaviors that we did not even consider until many years later. Can you explain this phenomenon? Is it the internet and mass globalization? Higher maturity due to a more technologically advanced world growing up? Is it the media instilling false values and aspirations?

Sincerely,
Concerned Future Father

Dear Concerned Future Father,

It's hormones in the milk. And stay away from middles schools... pervert.

Dr. Love

Dr. Love,

I've grown quite smitten with an Asian male first tri student. I'm typically not into Asian guys but this one is cute, witty and very funny, the problem is that he's married with a pregnant wife at home. But judging by how he flirts and grinds up against different girls at the pub he sure doesn't act like any married men I knew. Could he be MARRIED BUT AVAILABLE? I get the feeling is he available...should I just go for it?

Confused

Dear Confused,

As for your moral dilemma regarding his availability, you're going to have to make a judgment call. Unquestionably, categorically, most assuredly, if you let him, he will sleep with you, irrespective of his marital status. That's the way 97% of guys are. That being said,

Dear Dr. Love,

Our campus has been blessed with the arrival of a lovely French girl who is also the most attractive girl on campus. But how do I get her attention? Every time I see her on campus or at the pub she is surrounded by suitors, even married men are pursuing her. What do I need to do to get noticed?

French Lover

Dear French Lover,

I have two pieces of advice for you: lower your standards and reconsider your datable criterion. First, please note that while you're pining for this beautiful student from the land of lovers, so are 100 other slobbering male pub-goers. She can choose among many. I suppose you could try and say something witty to her in passing then act aloof (it usually works with the coveted female), but if she

Dear Dr. Love,

I have fallen madly in love with one of my beautifully tattooed and pierced neighbors over at Sagewood. What do I do to attract his attention? I am afraid he might think I am just another snobby T-bird woman but I swear I am very down-to-earth and ready to embrace his way of life.

Head in the Clouds

Dear In the Clouds,

First of all, check to see that he has a job - unless you want to end up supporting him financially. Secondly, come to terms with the fact that all T-bird women are, in fact, snobby. Last, and I urge you to give this thoughtful consideration, get a tattoo of his name. I feel head over-heels when Mrs. Dr. Love took

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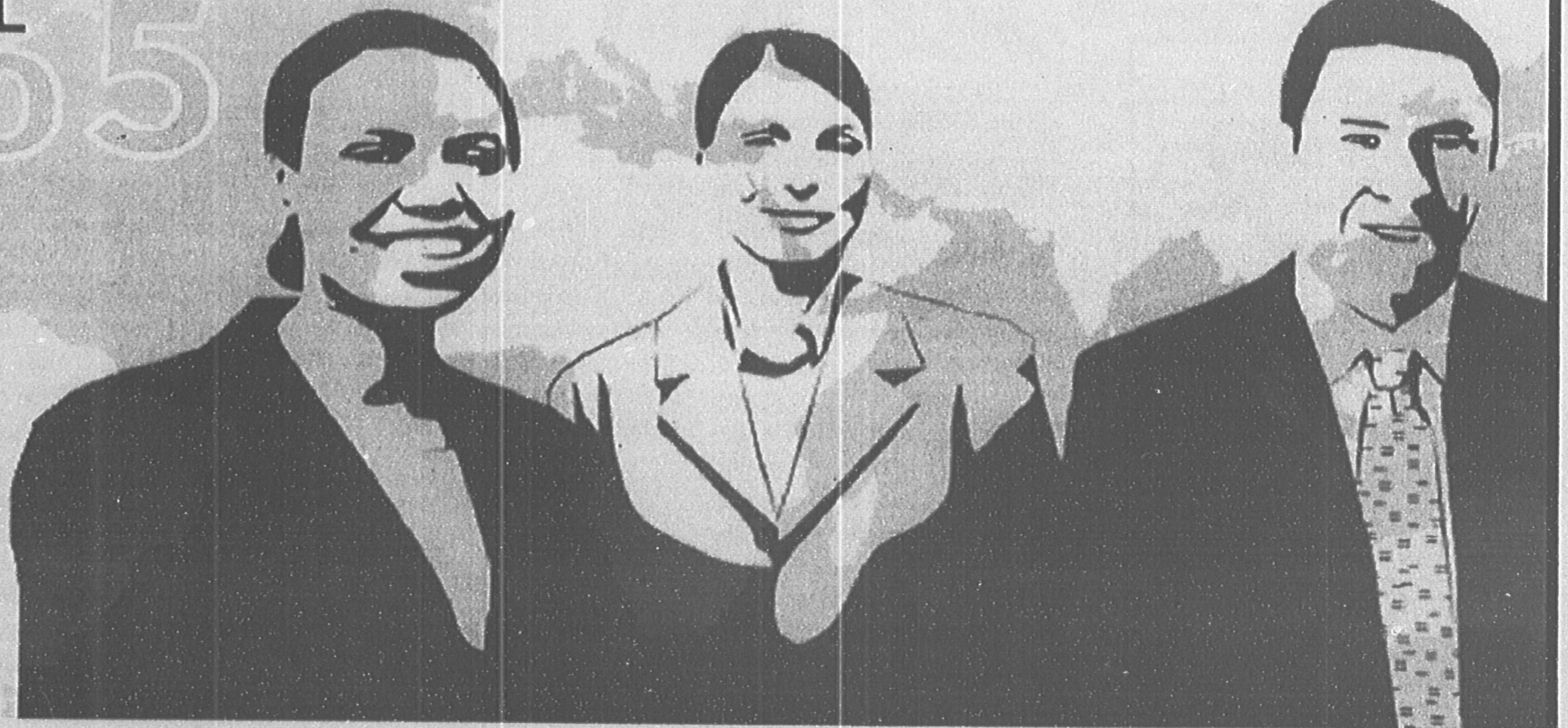
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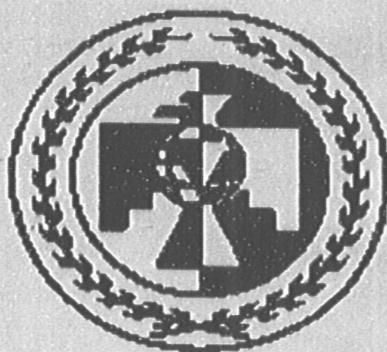
THUNDERBIRD
CAREER WEEK
FALL

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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.



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