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William Schurz



DASTOR

Volume 40 Issue 8

www.dastoronline.com

November 3, 2005

New curriculum

New program structure provides opportunities to Thunderbird and students

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

In realigning Thunderbird with its core competency of international business, a number of program and curriculum changes will be implemented during the course of the next year. While this may leave new students unsure of course offerings and requirements, they will be provided with more diverse study abroad and class options, and better access to recruiters.

The new curriculum focuses on providing an education that develops the skills of global explorers such as cross-cultural skills; quantitative skills; problem-solving and planning, and analytical thought; leadership and effective communication in at least two languages.

As reported by Das Tor on Aug. 12, 2005, Senior Vice President of Academic Programs Robert Widing said, "The new curriculum is uniquely Thunderbird as it builds upon the core values (pillars) that serve to define us. It should help us attract the global explorers we seek as future T-birds, while also helping to enhance the global mindset of our graduates."

Dr. Kay Keck, Thunderbird's vice president of student services and program support, said, "The original curriculum design committee included a large number of faculty, some staff, and a few students who met over a period of several months. Dr. Widing and Dr. Babarinde then took that committee's work into account when finalizing the proposed curriculum." The curriculum has yet to be formalized by the Faculty Senate, but will be in full-effect by Summer 2006.

Program structure

Structural changes include the implementation of an Accelerated 45-Hour Program and requirement of a second-language. The Accelerated Program will be offered to students that have a Bachelor's degree in business or a closely-related area, and will last 11 months.

Those with undergraduate degrees in other fields will be enrolled in the Traditional 60-Hour Program, for 20 months, which includes a summer internship option. Both programs have the option of focusing on a specific area of study, such as marketing or finance.

Keck said, "The new program will offer a limited set of courses in the summer for students who are really intent on finishing in less time, but the design...will put students in the best possible position for the MBA hiring cycle of major corporations. The accelerated track for students with an undergraduate

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T-Bird Halloween Madness



Sam Tam and Christian Zavala a.k.a Teen Wolf take a break from their old school b-ball stylings at the rugby fundraiser/Halloween party to pose for the Das Tor photographers. See more spooky, scary, freaky Halloween pictures on pgs. 8 & 12.

Cabrera's vision



GENEVIEVE H. GUTIÉRREZ

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

Dr. Ángel Cabrera has been president of Thunderbird for more than a year, and now familiar with the school, its people, its processes and its faults, he is ready to make the necessary changes, which will not be easy.

Cabrera said that after accepting the position at Thunderbird, he needed to understand internal processes and inefficiencies, as well as understanding Thunderbird's stakeholders. After familiarizing himself with the school's position, he is at the helm of implementing a slew of changes. Curriculum, program and staff changes are all a part of this plan, and not all decisions are popular ones.

"It's hard because at the end of the day, I live here, I work here, and these are my colleagues, and

it hurts," Cabrera said. "Those things affect you, but it's very important that you keep your eyes on the horizon.

Cabrera says he is here to fix operational inefficiencies and take the school to the next level, likening himself and administration to "stewards of the institution" who are there to manage and protect the school.

He said one year from now, he hopes to have corrected these operational inefficiencies, making sure the budget is healthier; he wants to piggyback on the school's 60th anniversary to announce Thunderbird's strategic plan; and he hopes to launch a campaign to financially support the vision.

At a town hall meeting approximately one year ago, Cabrera spoke of improving the school.

For example, one factor that goes into the school's score is salaries earned by graduates. He said that a large proportion of students come from

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Oct. town hall

Thunderbird town hall opens direct lines of communication

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

Thunderbird is not being sold. Dr. Cabrera is not skipping town. The school is not partnering with University of Phoenix. Sam Garvin did not take back his money.

Dr. Ángel Cabrera, Thunderbird president, said at the October 13 town hall meeting in the AT&T auditorium that he was intrigued by all the rumors and he squelched many of them.

He opened by painting the graduate education landscape and Thunderbird's part in it, explaining that B-school applications were down, and many foreigners were no longer applying to U.S. schools. In order to maintain a good ratio of foreign students at Thunderbird, an international institution, the size of

the program was reduced.

He was also tasked with refocusing the school so that it ran more like a business. He said that in order to do this, he had to become familiar with the programs, the "Thunderbird mystique," and stakeholders. Now the school is in its first phase of clean-up — probably "the worst place in the cycle."

"We need to shake up the structure of the school...and then we need to design our plans for the future," Cabrera said.

He confirmed that 17 staff members had been released based on position, not person. Additionally, he said that there is more faculty in Glendale than the school will need, due to having smaller programs locally, and more faculty were given the option of a relocation package to transfer to another campus, and the school awaits acceptance. When asked if the school, in reducing faculty, considered asking the low-

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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

A little bird told me: the rumor mill

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

"Words should be used as tools of communication and not as a substitute for action."
- Anonymous



GENEVIEVE H. GUTIÉRREZ

Being editor-in-chief of Das Tor, I've had the opportunity to work with many of the Thunderbird administrators, and I was surprised to learn that none of them have pointy teeth and red pupils. In fact, they're actually quite friendly and receptive to concerns and suggestions.

So why is it that so many of us begin to believe the rumors? Like a game of telephone: the school needs to run more efficiently...the school is going bankrupt...INSEAD is going to buy us out...we'll all be taking classes at the University of Phoenix. Whether it is in regards to romantic relations or the Thunderbird's financial stability, information somehow gets fabricated and distorted. Perhaps this happens whenever 600 young adults spend two years of their lives in an educational Petri dish - we get creative.

While the capacity to be imaginative is often useful, in certain instances it can be destructive, especially in terms of student and faculty morale.

Recently, while putting articles

together for Das Tor, I spoke with key administrators about this apparent communication breakdown, and possible causes of Thunderbird's active rumor mill. I have felt some frustration, hearing time after time, "I would like to help you with the article, but I need to get some details worked out first," or, "I'll get the information to you as soon as it gets final approval," or, "I can't help you with that yet, but I'll have it for your last issue."

The problem is that when there is doubt or concern, whether the plans have been formalized or not, these concerns need to be addressed. Otherwise, we (the student body) will invent and hypothesize. An informed student is a happy one. We realize that transition is not always comfortable, but we would be more confident without the political blinders.

I voiced this opinion to administration (specifically to Dr. Cabrera) and was met with concern and responsiveness. I cannot say that there will be an apparent change as a result of our conversation, but thus far, staff has spent the last year resolutely working to open the lines of communication. If you have a concern shared by other students about policy or programming and ask the right people - the people that have the answers - you'll receive a response, and shortly after you'll probably see it addressed in one of Dr. Keck's student body emails.

Administration has gone half way, and continues to actively listen. Are you willing to meet them at that halfway point?

Onus falls on both staff and on students. Before sensational rumors make their way to our discussion boards, investigate the veracity of the information. Instead of just talking - perpetuating misinformation - act!

There are a couple of ways you can do this. You can ask administration directly; you can read www.t-bird.edu which often contains valuable information not found or hidden in MTB; and by all means, attend the town hall meetings. These were initiated a year ago so that students could get the latest, greatest information directly from the man in charge. Dr. Cabrera encourages dialogue, and is forthright in answering students' questions. The meetings are enlightening, and quite frankly, entertaining.

However, my preferred medium of communication is Das Tor. I cannot emphasize enough that this is your newspaper. If there are concerns, send off an email to dastor@t-bird.edu and, whether it's me in the editor's chair or the person after me, someone can investigate the issue or tell you who to go to.

For this November issue of Das Tor, I tried to answer some lingering questions held by me and other students by interviewing Doctors Cabrera and Keck, in addition to covering the town hall meeting for those that were unable to attend.

As a Thunderbird student and business leader, it is your right and obligation to be informed.

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Random ramblings, around campus

By JONATHAN CHANG
Hong Kong, Spring '06



JONATHAN CHANG

Sewage pockets: Anybody notice the random wafts of sewage stench floating around certain areas of school? There's a walkway between the two A Dorm wings (heading towards the Das Tor office), and I don't know what the deal is, but every time I walk by, I'm hit with a foul concentration of sewage-cloud. There are a few of these dung-pits around campus. Anybody else know what I'm talking about? Is somebody doing something about these unholy filth pockets?

Gym Tech: I find it unfortunate that the best maintained, highest-tech piece of equipment in our school gym is the automatic paper towel dispenser. I mean, I like those things - they make drying my hands that much easier. But it makes the rest of our equipment look even that much sadder. At the least, let's move it to another wall, because right now it's next to our 400 year-old rowing machine, and that contrast makes our entire gym look plain silly. Am I wrong?

Trash cans: What's up with the amount of trash cans in our dorm rooms? I don't know about you other guys, but my 6' x 4' bathroom does not need four of them. Seriously, what's the deal? Do we generate that much crap? Does T-bird have some wholesale deal on garbage cans? Somebody explain this to me.

Classroom thermostats: Ok, somebody please tell me how to work these things. I've seen two kinds, and they both confuse me. One of them has a little circle that rotates endlessly, so you never know what you're trying to set it to. The other one is encased in a cover with ZERO moving parts. I feel like an idiot playing around with them, and maybe I am.

Zavala's thermos: Possibly the best part of my day is seeing Christian stroll around campus with his 8 pound Paraguayan tea thermos. I'm stealing that thing before I graduate.

Open town-hall meeting: So I attended Dr. Cabrera's open town-hall meeting recently. First of all, let me say that this display of open-communication by the school is pretty amazing, and I'm guessing somewhat unique in the MBA world. It's not everyday that a student can stand up, basically tell the school president "You suck"

right to his face, and not find your a** forcibly transferred to the U of Phoenix. Kudos to the administration.

Having said this, was I the only one who left the town-hall feeling unsatisfied? I did an unofficial count of how many times Dr. Cabrera used the phrase "Thunderbird Mystique" to answer hard-hitting questions students posed. I counted 3,246 times. Ok I exaggerate.

Don't get me wrong - I love the school, and I applaud the administration for its hard work through these turbulent times. But if you're going to open yourself up to an open town hall, at least give it to us straight.

Ask IBIC: On a positive note, how about some love for the Ask IBIC crew?

Beer marketing: Ok, Bud and Miller ad campaigns: pretty funny, no? Two heavyweights kicking each other in the teeth, using NFL refs and talking Clydesdales horses, and generally having a fun time. All in all, very creative and original.

So what's up with Coors commercials? Have you actually seen their ads? They are, in a word, terrible. They don't zing anybody, they don't use cool props like giant horses and burping frogs. Basically their ad campaigns consist of a giant silver train tootin' its way through a football field surrounded by floozy cheerleaders waving pompoms. Seriously, a team of monkeys could come up with their campaigns. In MBA metaphor, the design team for Coors marketing are guys, who got rejected from T-Bird and settled for Harvard.

Quotes of the week: Goes to Luis Birbuet, on the 14th hole of Legends Golf Club, after three straight whiffs with a 7-iron: "Oh man, that swing was awkward all over...it felt like getting slapped." Playing partner Adrian Corral's response: "Dude, are you drunk?"

Hall of fame name: Business Week had a great article on the growing role of media strategists in marketing. Best part of the article: the name of the guru that they profiled is...wait for it...Tobaccowala. Seriously, I'm not making this up, that's his name, and I love it.

Next issue of ramblin': Mad props for Mormons.

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NOVEMBER 3, 2005

The battle for New Orleans

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

In a normal war, the military leads the way into the battle zone, but in the *New Battle of New Orleans*, it was the SBC.

An unknown champion to many, the Southern Baptist Convention was the first on the scene with semi-trailers full of food, cooking away and waiting for the Red Cross to move into position and efficiently distribute the meals to the masses. Populating the SBC are many modern-day heroes who have sacrificed their time, energy and everyday comfort to serve others who had been put out by the after-effects of Hurricane Katrina.

After viewing the tragic and desperate situation in New Orleans, my sister, Anne Montgomery – a fantastic mother of two young girls – did exactly what most of us wanted to do: she traveled to New Orleans to help out with the relief efforts. Leaving her duties as a mom and wife, she took her show on the road for a week as part of the SBC relief effort contingent from Arkansas.

Staying in the Kenner, Louisiana police department jail facility, she, along with



GEOFF McNABB

a team of 38 members from the SBC, cooked 78,200 meals for residents and visitors trapped within a non-functional New Orleans. Imagine sketchy showers and hot days working outside without shade, much less air-conditioning, and you start to get an idea of what it was like. The life of an aid worker:

She recounted, "We have just finished preparing for dinner – almost five hours in the hot sun. My ears are sunburned and so is the back of my neck. It is grueling in the heat. ... I will be getting my three-minute shower pretty soon, then some dinner, and down time before bed. The toilets in the jail are working now – no more going outside in the middle of the night to use the restroom."

The life of an SBC relief worker is tough, but worthwhile. Typically, you

rise between 4:30-5:00 a.m. and begin preparing lunch for the hungry masses. When the actual cooking begins, there comes a little downtime. That means devotional time and then breakfast. Following that comes the finishing touches on the cooking, with the individual portions being served into single-meal, portable containers that a citizen can carry back to his or her house.

Near mid-morning comes the first break of the day, however the best you can ask for is shade; the air conditioners are still out. A box lunch comes around 11 a.m. and preparation for dinner en masse begins directly. The group prepares meals for another 5,000 hungry mouths. After supper is prepared and passed off to the Red Cross, the team has to clean the equipment and ready the supplies for the next day. Then, after a box dinner, the group settles in to recover from the long day's work. In this impromptu fashion, the SBC cooks over 90 percent of the meals that the Red Cross is delivering in New

Orleans – and all to current health and safety standards.

Food delivery and how it works: The SBC prepares the food and each meal is immediately loaded into super-insulated food containers called Cambros®, and trucked out to the city. Those who pick up the food are the strong. Many are not only getting a meal for themselves, but they are picking up food for their loved ones and neighbors who cannot make the haul to the delivery point.

Most people walk away with more than one meal for this reason, but also

because they may only see the truck once daily. As the Red Cross delivers the meals, they are greeted with extreme gratefulness, commonly with tears in the eyes on the cheeks of the recipients. Many have nothing to offer in return except, "Thank you so much, and God bless you." And so, the volunteer who

has come to serve has been blessed by the people she came to help. Strangely, the giver and recipient both love and abhor the situation.

It is not all pretty, however. When the SBC volunteers ride along through the city to hand out meal packs, they become first-hand witnesses the destruction and desolation within the city limits as well as their general psyche.

The Southern Baptist Convention and the Red Cross partner to revitalize areas other than New Orleans. This is just one venue where we see them bringing hope and life to a community. Volunteers Montgomery are the everyday heroes that really make it happen. Should a crisis come to our area, I hope we have a organizations and citizens like these to help us survive.

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The food was prepared in the sunny, muggy southern heat of Louisiana.

"Today when we were all finished, a van load went down to the Superdome and went to see a levee breach. It was very eerie in New Orleans with no traffic. The place is a mess. It was bad enough what the hurricane did ... what the people did is unbelievable. The trash everywhere is horrendous. In the neighborhoods, there are lots of houses with piles of furniture out front – and appliances. It is sad to see someone's lifetime of stuff on the curb."

–Anne Montgomery
Sep 16, 2005

Cabrera

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developing nations, and many will go back to make a difference. He said lower salaries (due largely to lower cost of living in developing countries) negatively affect Thunderbird's ratings, but "you can't let that guide you," he said. Cabrera said that to Thunderbird, in many cases success is building and running an NGO, not the number of zeros on a pay stub.

In other cases, factors that go into rankings are in line with the school's long-term goals, such as offering strong career services – something that Thunderbird finds is valuable to work toward. In the meantime, efforts have been redirected to developing the "global mind."

When asked what he thought of being labeled as a transformational leader, Cabrera said, "I tend to find myself in that position because it matches my personality. I have the capacity to create a vision and if it's a vision I care about, I put my passion into it."

Publicly, much of the responsibility and liability – and credit – falls on him, but Cabrera says he is the face on these projects, "but there are a lot of people behind it – a lot of work behind the scenes."

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NSHMBA/NBMBAA both hits

 By GBEMI DISU
Nigeria, Spring '06

"This isn't my bag," stated my roommate as she opened up a bag that was overflowing with random toys, notepads, pens and even a pink and white polka dot stuffed puppy!

"Actually it is," I said. "That stuff all belongs to me!"

There are many variations of this story across the board as many Thunderbird students logged their free-stuff-laden bags across their hotel rooms to leave Anaheim and head back to Phoenix. Let me give you an idea of what NSHMBA was like. At over 200 companies, 6000 MBA students and what appeared to be an infinite amount of jobs, this has to be by far one of the most successful recruiting events I have ever seen. There were over 100 Thunderbird students there and based on the results reported back to the CMC, there were just as many interviews.



GBEMI DISU

Recruiters and other MBAs were flabbergasted at the droves of people speaking multiple languages

and saying hi to everyone. Yep, you guessed right, the Thunderbird posse had arrived. In the history of the school, this appeared to have been the largest turnout for the conference, which could have been a result of close proximity, support from CMC and TSG in getting people there and creating awareness about the opportunity. It was a great feeling of camaraderie of the local support system to keep your morale up when the stress of giving millions of people your 30-second spill gets to you and you are exhausted.

The NBMBAA conference was only two weeks after the NSHMBA conference, thus there were not as many students that attended from Thunderbird. In total, there were probably ten students that attended the event, which was in San Diego on the 13th and 14th of October. The set up was similar to that of NSHMBA, with many companies and a diverse group of students all dressed up, eager to get as many interviews as they could. The results were very positive, once again, as most of the students that attended were very successful in getting great contacts and interviews.

The one thing that was indeed common among both conferences was

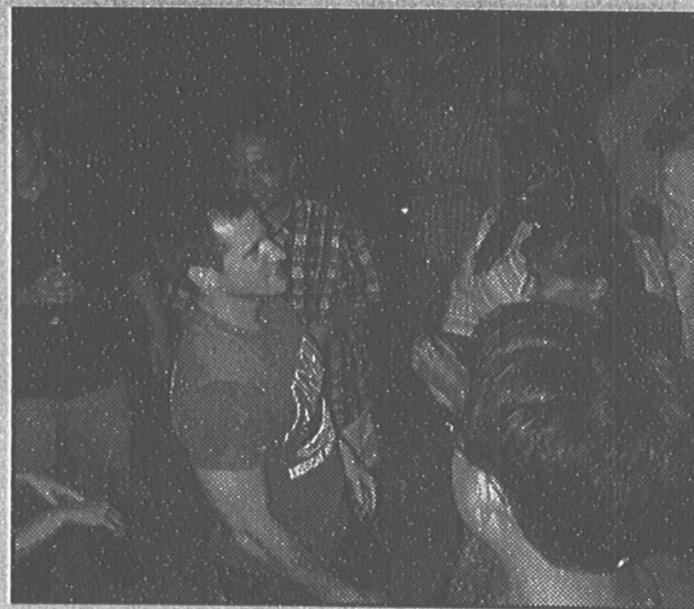
the fact that the companies threw some amazing parties later on in the evening. Target appears to be one of the biggest hits both nights with their red theme room, bling' bling' rings, appearances by Spot the Dog, ice sculptures, shrimp cocktails, a DJ and lots of dancing amongst recruiters and recruits alike. It was fun exemplified!

Coming in close second was Diageo, Harrah's and ChevronTexaco, which all had open bars all night as well as awesome giveaways like an all-expense paid trip to Vegas or Atlantic City, plus a free stay at their hotel and \$50 gas cards. Unfortunately, the most exciting thing I won was a thumb drive. so I will have to keep my Vegas plans at bay till another conference comes around. Those that did win (and there were a few T-bird winners) were very happy with their gifts.

Some people question whether or not these events are worth it, but I feel the data this time speaks for itself. It was not only a very useful resource for students to get jobs and make contacts, but also a great way to get away for a while and have a good time. Definitely fits the Thunderbird student motto of work hard, play hard!

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Photo op:



Africa spotlight: Nigerian beaches & cuisine

By GBEMI DISU
Nigeria, Spring '06



GBEMI DISU

Although popularly known for being the place of origin for email scams and endless corruption, there is a lot more to Nigeria than most people ever get the chance to learn.

Located on the west coast of Africa, the country is bordered by Cameroon, Benin, Niger and Chad. With a population of over 154,491,100 people and blessed with significant natural resources, it is favorably known as the "Giant of Africa."

Its official language is English but there are a plethora of languages spoken, the most popular being Yoruba, Ibo, Hausa and Fulani. The currency used is called the Naira and Kobo. There are two major religions evenly distributed in the country: namely Christianity and Islam. The capital of the country is Abuja yet the commercial capital remains as Lagos, which is where over eight million people reside.

A unique place to visit, Nigeria doesn't have some of the attractions commonly found in the eastern/southern regions of Africa such as the game reserves. It does, however,

afford a very eclectic experience as the country is a fusion culture with a strong western influence, especially in the major cities. The capital, Abuja, most recently being developed is surrounded by beautiful mountains and hills. The weather is cooler there, and the set-up appears to be modeled after the UK with several street names dedicated to important British Leaders.

For travelers looking for a fun time while in Nigeria, it should be noted that going out too late at night could be somewhat dangerous. Thus, you either stay out with friends 'till the morning or get back home before its too late to drive back home. Some western comforts are also available as there are several four- and five-stars hotels available. There are also cinemas that show the latest western movies, as well as malls where mostly European fashions can be procured.

Worried about what to eat while you are there? There isn't a need to. Lagos affords several culinary options including Indian, Japanese, Chinese, Italian, American, and so on. Some of the best restaurants, namely Bonzai, Bombay Café, Pearl Garden, etc., are located on Victoria Island. Shopping is relatively expensive in Nigeria, thus be sure to have quite a bit of cash as it is not as yet a credit economy.

There are also several museums and galleries open on the island that enable one to better appreciate the culture.

Several musical artists occasionally perform in Nigeria, and you may be able to attend a 50 cent, Wyclef, Sean Paul or Usher concert while in Lagos or Abuja. There are also many local stars that perform at different venues.

Going out to eat, watching movies, shopping and dancing are favorite pastimes of young professionals, but make sure you have your caffeine boost as clubs in Nigeria really don't get going 'till after midnight and stay open until 6 or 7 a.m. so you will need stamina.

Nigeria is also the leader in the movie industry of Africa and has launched its own industry called "Nollywood." Some of these movies are internationally acclaimed and bring a new, more positive fame to the country. Sport fans are also probably familiar with names like Kano Nwankwo, Taribo West, J.J. Okacha, as are the locals. Soccer is a very prevalent sport in Nigeria and you may want to make sure there are no important games going on, as people actually close down their businesses to watch the games.

With its lovely beaches, friendly people and a diverse array of entertainment, Nigeria is definitely a great place to visit!

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Curriculum changes

continued from page 1

degree in business is also aligned with the recruiting cycle which generally expects students to graduate in spring."

She added, "Accelerated programs are the norm in Europe, so we felt it was important to have an option that could be completed in a year to compete with other programs our students might be considering. By completing the program in a year, and still in sync with the MBA recruiting cycle, students also minimize their time out of the workforce." Keck emphasized that the accelerated program is for career enhancers, whereas career changers often need the internship experience to transition into a new field.

Another change will be a move from trimesters to semesters, sandwiched by winterim and summerim programs. Keck said that "the design of two semesters-internship-two semesters will put students in the best possible position for the MBA hiring cycle of major corporations. The accelerated track for students with an undergraduate degree in business is also aligned with the recruiting cycle which generally expects students to graduate in spring."

The inclusion of a required second language means the current Track Two program will be eliminated. All students will need to proficiently speak a second language as a graduation requirement. They may test out of a second language prior to

the first semester of classes, study language on a non-credit basis while at Thunderbird, take 4000-level elective language courses, or take business courses in a foreign language for credit. Thunderbird will offer intensive language courses of two to ten weeks in Chinese and Spanish, and possible other languages with sufficient demand.

Curriculum

Curriculum changes include the addition of eight new courses - three of them in global business and the remaining five in leadership development. The global business courses are Global Enterprise (entrepreneurship and innovation), Global Business Plan and Thunderbird Global Experience (TGE, delivered initially in Europe and Mexico, and possibly in China at a later date).

Students will be required to take a "set" of capstone courses in their semester, two of which will be under the direction of Dr. Robert Hisrich, the head of the new Center for Global Entrepreneurship. Keck said, "We feel that more emphasis in the area of entrepreneurship supports the strategic pillar of 'enterprising spirit.'"

The leadership courses are verbal and written communication, multicultural teamwork and leadership, career management, and etiquette in global business settings.

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Town hall meeting

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performing professors to leave, he said this was very complicated because of tenure.

He said that Thunderbird is getting out of Guadalajara (the school previously had a program at the Universidad Autónoma de Guadalajara, in Jalisco, Mexico), but not getting out of Mexico. The new program will be at ITESM in Monterrey, where the school has had a long-standing exchange for Latin American managers. He said ITESM will offer a stronger program and makes more sense financially. Likewise, he said the Archamps campus did not offer students "the best overseas experience," primarily due to the location of the campus.

He said Thunderbird is not partnering with the University of Phoenix, because the two are very different institutions, but will

strategically partner with Indiana University's Kelley School of Business for a distance learning program.

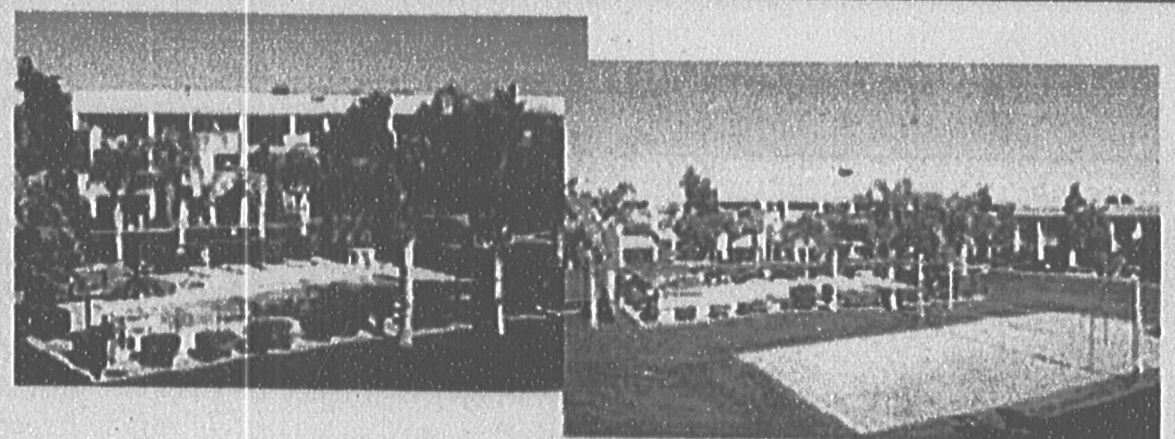
The school is a 501(c)3, a non-profit organization, and will not and cannot be sold. The money donated by Sam Garvin '88 and all other generous contributions are reinvested, but are not always enough to cover all the costs the school incurs. Cabrera said, "Unfortunately, we still have to deal with the business - those things don't go away with gifts."

He closed by telling the first trimester students, "You will have your program the way you need your program."

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Photo op:

Weekend T-bird jam session



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Laundry lessons learned in Guadalajara

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



DANIEL KRYZANOWSKI

In an attempt to save a few pesos my roommate and I decided to drop off our dirty clothes at a new *lavandería* (laundry mat). We figured that "washing clothes" was simply "washing clothes" and it was up to us to look good in them and appropriately dress-for-success in Guadalajara. We never imagined that this chore would cause so much uncertainty and concern in our otherwise perfect lives in Mexico (and, yes, according to many students who studied at UAG this past summer, life is perfect in Guadalajara...)

I mean "laundry" is just "laundry," isn't it? Earlier in the summer, we never had an issue with our laundry. The flashy, more premium *lavandería* advertised to wash-and-fold for 16 pesos per kilo with the promise of returning our clothes the following day. And if there was to be a delay, we were advised of this before dropping off our clothes and paying for their services. Not exactly rocket science, but surely the proper way to treat

your clients.

Unfortunately, our latter experience at the new *lavandería* was the perfect example of how NOT to treat your clients. We dropped off our clothes on a Friday in anticipation of looking spiffy on Saturday evening. Sadly though, we were forced to leave the *lavandería* empty handed as they were closing on Saturday afternoon. And when we asked why our clothes were not ready, all we got back was a deer-in-the-headlights look and a gibberish response. They did not realize that the peso or two they saved on detergent or labour hardly compares to the lost revenue of multiple washes. We would be forced to attend an important business affair in our not-so finest "gringo-ware."

Instead of beaming with confidence and networking to the fullest, we spent the night questioning ourselves: can my roommate not speak his native-language (Spanish) anymore? Should I have drawn up a notarised contract to ensure that I would get all of my socks back? Our self-doubt did not stop on Monday, as this *lavandería* managed to "misplace" my laundry bag, two of my roommate's shirts and also attempted to charge us another 50 pesos. Needless to say, I

would be concerned and very demanding if I was forced to deal with this *lavandería* again.

The scariest part of this ordeal, though, was how analogous it originally seemed to Thunderbird's recent decision to suspend the Guadalajara summer program.

It is safe to assume that some first tri's chose Thunderbird over Harvard, USC or INSEAD to lower the cost of their MBA experience. They assumed to receive a top-notch education and, as of August 2005, the opportunity to study in Archamps or Guadalajara. Surely, with a full set of "clean clothes," our first tri's could compete with the students from the "flashy premium" schools. Without the Archamps and Guadalajara programs, however, some entering students may have felt forced to carry their dirty clothes (sleepless nights of second guessing, \$80K in school loans, etc.) around without a laundry bag (a full-trimester abroad program to complete their Thunderbird experience).

Fortunately though, the outcome at Thunderbird is looking to be much brighter than our final trip to Lavendería II. Thunderbird's godfathers have worked diligently to offer more prestigious experiences in Mexico and Europe. This should ultimately raise the value of a

Thunderbird degree and our competitive advantage in the workplace.

A special thanks goes out to Professor Guthery and Dr. Widing for their meticulous research and meetings within the Mexican business and educational communities, and an even bigger thank you to Kay Keck for addressing students' multiple concerns and serving as an essential link between the students and the administration during the recent transitions.

I close with a very simple message to the first tri's - ¡Ten Cuidado! (Be Careful!) The business world is very tricky on both sides of the border and once your cards (or money) are on the table you are at the mercy of the dealer. And while bluffing may get you all of your socks back in Mexico, it can get you into a lot of trouble in the States.

Ambiguity, and at times dishonesty, is all too common in today's business world. Hence, take the extra time to ask direct questions and even clarify the obvious. This will lower your overall level of uncertainty and allow you to maximise your Thunderbird experience. ¡Buena Suerte!

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Clutter, confusion warrants an MTB overhaul

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



JOY NAKFOOR

I'm going to say it right from the start...I'M BIASED! I am coming from the perspective of a student who has already studied two years at another MBA program and is used to that system. But I know that I'm not alone in my sentiments. I have heard many similar complaints from my fellow tri-mates and older/wiser tri-s. I think that MTB needs a massive change, and soon.

First of all, when you get to your homepage, there is so much information that it is almost impossible to decipher what's going on. The clutter could potentially be dangerous to someone's health, for instance, make them blind. Yes, I agree; there are the nicely colored buttons that tell me what's new and what's not. But there are so many of them that I feel as if I'm running through a traffic light and about to get into a car accident. The message is so confusing: "Oh, look at me!!! I'm important!" But they're all over the page.

Secondly, we have a lot of good information right in the center of our homepage. We know what's new with academic-administrative, alumni, campus events, career management, faculty, financial-scholarships, general, student-TSG-

clubs, technology, and campus positions. However, if you want to find out anything else about those groups, other than what's listed, you have to go to the search tab, scroll to the appropriate listing, see if it's available, click on the link to that page, and then search through that page for information. For instance, if you see information on which companies are coming to campus this week, you click on the link and are directed there. However, if you are trying to find the "wetfeet" guide that we are always directed to for company information, you first need to go to the CMC homepage (through search if you don't have it on your "Site map"), click on "Research the Market," click on "Additional Info," then use the sitemap on the right hand side. If things are so important, they shouldn't need so many clicks to get to.

Then there's a little more on the job search portion. First off, finding a job is very cumbersome. Once you're in the job search section there are good options, such as searching by company name, job function, industry, etc. However, once you get to the desired listings they are all jumbled on one side of the page. It is impossible to tell what is new and what is old, other than the job number. It is extremely frustrating to see a company or location that you like, only to find out that they are not interviewing on campus and you have to apply directly to the hiring contact. How come I can't see an indication of jobs that are coming to campus

somehow differentiated from all other listings?

Why do things need to be so buried here? How come I have to make so many clicks to get to information that should be easily accessible without all the clutter? In my IMC class we learned that one of the main marketing issues for companies is too much clutter. When there are too many messages sent at one time the consumer can't determine what is important or have the desire to want to look for the pertinent information.

Now you're saying, do I have anything positive to say? Yes, I do. The "Thunderstalking" option is great. It is a very easy way to find people, keep in touch with people/alumni, and learn more about T-birds on/off campus. Having access to your current classes and assignments is another positive. It is very easy to download presentations, find reading assignments, and discuss issues pertinent to a class topic. Also, making your own personalized page is great. You can put as much, or as little, information about yourself on there and everyone can find out about you.

So I've bitched enough, now what? How about some suggestions for improvement? That's always helpful. First, make a list of all the important points and put those into expandable lists. Under these headings can be all the applicable sub-headings that we students need. For instance,

currently under the "Academic-administrative" section there are listings for: fall commencement ceremony, graduates' cocktail reception, Fall 2005 graduation information, Prague information is now Available, and fall '05 grads: OPT application dates. If that's important to a graduating student, we first tri-s don't have to see it unless we want to. Plus, this would leave space for full articles about more interesting things, such as the Dalai Lama coming to campus and the video to watch it.

Secondly, make things as few clicks as possible. If something is really important, put it where we'll find it without having to dig around for it. We are reading all of our class assignments, studying for exams, writing papers, and trying to get in at least an hour or so at the pub. Searching for simple information is not a beneficial use of our time.

Finally, make the colors prettier. The drab color is not all that inviting. I know we are in a desert, but aren't there cacti that bloom here whose colors could be used?

With a few simple changes (yes I'm naïve and don't really know how to make a webpage), the MTB site could be easily improved and less of an eyesore for all.

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Photo op:
The Oct. 27
Caribbean
party
hosted by
the Africa,
Latin, and
Brazil
Clubs, and
THINC



T-bird mailing services scores low on service

By KAMILA KENNEDY
IWC President



KAMILA KENNEDY

Thunderbird prides itself for being a global community, one of the top schools ranked on welcoming families. The school apparently has been working hard to keep its high scores academically through many changes and a community that (in its nature) needs to be in touch with the world. Those international connections can be easily made by T-birds via Internet. Yet when the time comes for traditional mail, the service on

campus is poor and frustrating.

Thunderbird has been very successful in helping the new students adapt to their new lives (as MBA student, in America, in Arizona and etc.). After the culture shock eases off for most of us, we make time for friendship. Wonderful connections are made between students and in some cases between student families. Graduation comes and at least for a while we try to keep those friendships alive. And that is when the *mailing services* at school should come in handy. Unfortunately they do not meet expectations.

T-birds learn about customer service and work efficiency, but they don't seem to be the rule at their own school. The

campus post office is a service of one person that does not provide insurance for packages and envelopes for sale. Not to mention the check or cash "payment type" restriction.

Some of my personal experiences include, "You can not send that box. It is too big!" when in reality it was a little longer than a t-shirt box. On another occasion, after waiting for fifteen minutes and cracking a happy "good morning" greeting without response, I was told that the box (quite small this time) could not be sent because of the wrapping paper around it. One more time I left frustrated, mistreated and headed straight to the USPS branch on 59th Avenue, where a very sweet lady suggested tape around the wrapping paper and sent it, finally.

As a student spouse, I had the schedule flexibility to, in both occasions, drive to the closest post office and stand in a very long line with baby in arm. A very busy T-bird would have probably given up right on the first attempt, and the wedding gift he wanted to send to Uruguay or the baby gift to Oregon would not reach dear Thunderbirds long since graduated.

Talking to others around campus I realized that I was far from being the only one feeling this way. I had to speak up, with the only purpose being that maybe Thunderbird mailing services will be on the list of reforms to be made.

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Germany & Turkey: can they live together?

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



GEOFF McNABB

Europe in order to make a decent paycheck.

This parallels past or present situations in other countries like France or the United States taking in other nationals. Such a policy can keep markets competitive, but if unemployment increases, locals get upset.

Such is the case now in good old Germany. The Turkish guest workers are roughly four percent of the workforce, the unemployment is over ten percent and Turkey wants to enter the European Union – likely to therefore open the German employment market for Turkish nationals even more. On top of that, Germany, one of the strongest leaders in the EU, represents the post-Christian society in which the Old Europe lives.

Turkey, some 70 million people strong and growing, represents a link to the Muslim world. If Turkey were part of the EU today, it would be the second largest country by population. With the negative population growth in Germany and the very strong growth rate in Turkey, in two or three

decades Turkey will be the largest and, in some ways, most influential country in the economic bloc. That must be apparent to other member nations of the EU.

Conversely, size does not equal power. If it did, China and India, with over 40 percent of the world's population, would run the IMF, The World Bank and United Nations. However, the population of a country can mean potential power in the future. Soon, these countries will be more powerful in many ways. The same goes for Turkey. If Turkey enters the EU, it will only be a matter of time before Ankara has much weight to throw around.

For a brief moment, here is what happens when a small country enters the EU: the former eastern bloc country, for example, receives monies from the EU to begin rebuilding the infrastructure and economy. Direct foreign investment goes up because the local economy is now considered "safe" and liberal, employment increases and the situation is generally good. When the economy is strong, the country can then repay its debts and dues to the EU, and the investment pays off. However, as you may know, that investment has costs in areas of the EU with high unemployment – like Germany. Extrapolating that idea to bring a nation the size of Turkey into the EU becomes problematic because of the enormous amount of investment required from the current member countries.

Despite the fact that Turkey is a predominately Muslim nation, I do not believe that will cause any insurmountable problems since this is an economic bloc, not a new country. Turkey wants to become part of the New Europe; it will acquiesce to outlawing discrimination based on religion, race

or creed. In the course of discussing its candidacy for member status, Ankara will make promises that it will separate religion and rule of law. Holding most of the cards, I doubt the current member nations will allow any less for an approval to enter.

The hard part for Turkey will be the fiscal requirements that Brussels demands of a country in order to (1.) Enter the EU and (2.) Remain in the EU. When Turkey gives up its New Turkish Lira, it is a no-going-back option. Turkey's best interests are then fundamentally tied to the interests of the other member states.

How does this all aid Germany? I see a Germany that needs to bring Turkey into the EU, but it in deliberate, incremental manner to full member status. The goal is risk distribution through more productive nations. With all the smaller countries in the EU, another healthy, steady economy reduces the burden of other member countries. Ankara has to convince the rest of the members that it can be a steady performer. Building this trust takes time. It will take a couple of decades before Turkey can be a pillar instead of an anchor in the EU economy.

Berlin needs to be very cautious about its time frame for allowing Turkey to enter. In the long run, Turkey will relieve some of the responsibility of being the biggest country in the EU. In the short run however, it could delay much needed economic recovery in the land of BMW, beer and brats. Out of necessity, Germany must take central role in seeing that Turkey slowly, but surely moves into the EU and bears its share of the economic burden.

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Deutschland und die Türkei

Können sie zusammen leben?

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



GEOFF McNABB

Die richtige Frage wäre vielleicht: „Können sie ohne einander weiterkommen?“ Jahrelang nahm Deutschland die Türken als Gastarbeiter an, denn es war für beide nützlich. Deutschland brauchte Arbeitskräfte, die bereit waren die weniger attraktive Arbeit zu machen. Diese Türken waren nicht in der Lage, passende Arbeit in ihrer Heimat zu finden. Sie überquerten die Grenze und beteiligten sich an einer der mächtigsten Marktwirtschaften Europas, um Geld zu verdienen. Dies ist der amerikanischen und französischen Lage in letzter Zeit sehr ähnlich. Solch eine Politik erhöht die Konkurrenzfähigkeit eines Marktes, aber wenn dann die Arbeitslosenquote steigt, sieht das ganz anders aus.

Genau so ist nun der Fall in "Good old Germany". Die türkischen Gastarbeiter stellen ungefähr 4% der Berufstätigen dar, die Arbeitslosigkeit stellt über 10% dar und die Türkei möchte der Europäischen Union (EU) beitreten – was wohl den deutschen Arbeitsmarkt den Türken noch mehr aufschließen würden. Dazu vertritt

Deutschland, eines der führenden Länder der EU, die nach-christliche Weltanschauung und Werte Europas. Auf der anderen Seite bietet die Türkei eine Verbindung zur muslimischen Welt. Wenn die Türkei, mit etwa 70 Millionen Einwohnern, bereits Mitglied der EU wäre, dann hätte sie der Zahl der Einwohner nach die zweit-größten Nation Europas. Wegen der negativen Wachstumsrate Deutschlands und der stark positiven Wachstumsrate der Türkei wird sie innerhalb von zwei Jahrzehnten das bevölkerungsreichste und möglicherweise das einflussreichste Land des ökonomischen Blockes sein. Sicherlich sind sich die anderen Regierungen dessen bewusst, obwohl Größe nicht unbedingt mit Macht gleich zu setzen ist. Wenn das stimmte, führten China und Indien, mit 40% der Einwohner der Welt, den Internationalen Währungsfonds, die Weltbank und die Vereinten Nationen. Zugegebenerweise kann die Einwohnerzahl eines Landes aber auf potenzielle Macht hinweisen. Bald werden diese zwei asiatischen Länder einflussreicher. Das Gleiche gilt für die Türkei; wenn sie der EU beitrifft, ist es nur eine Frage der Zeit, bis Ankara "den starken Mann" spielen kann.

Hier möchte ich kurz erklären, was passiert, wenn ein kleines Land der EU beitrifft: Das entsprechende Land bekommt von der EU zum Aufbau der Infrastruktur und der Marktwirtschaft Gelder, weil der Markt für „stabil“ gehalten wird. Auslandsinvestitionen steigen, der Arbeitsmarkt wächst und die Situation im Allgemeinen verbessert sich. Mit einer

starken Marktwirtschaft kann die Regierung ihre Kredite und Verpflichtungen der EU gegenüber zahlen, und die Investitionen fangen an auszuzahlen. Jedoch können diese Investitionen dazu führen, dass die Arbeitslosigkeit in anderen Ländern, z.B. Deutschland, steigt. Die entsprechenden Kosten des Beitritts einer Nation von der Größe der Türkei auszurechnen, wird schnell problematisch aufgrund der hohen Summe, die investiert werden müsste.

Obwohl die Mehrheit in der Türkei Muslime sind, sehe ich da keine unüberbrückbaren Probleme, da die EU auf Basis eine marktwirtschaftliche Vereinbarung entstanden ist. Die Türkei möchte zu dem Neuen Europa gehören. So muss sie die Anliegen der anderen Nationen dulden und darf Diskriminierung aufgrund der Religion nicht tolerieren. Im Rahmen von Mitgliedschaftsdiskussionen wird Ankara versprechen, Religion und Recht auseinander zu halten. Da die jetzigen Mitglieder alle Karten in der Hand halten, vermute ich, dass sie nicht weniger für ihre Zustimmung verlangen.

Die Probleme bestehen darin, die finanzielle Bedingungen für einen Beitritt zur EU zu erfüllen. Wenn die Türkei ihre Währung aufgibt, dann gibt es keinen Weg zurück: Die Interessen der Türkei werden fundamental mit den Interessen der anderen EU-Nationen verbunden.

Doch wie wird Deutschland dadurch geholfen? Es zahlt sich für Deutschland nicht die anderen Länder zu unterstützen. Meiner Meinung nach muss

aber Deutschland die Türkei schrittweise und bewusst der EU als Vollmitglied beitreten lassen, dadurch Deutschlands Risiko und Last erleichtert werden können. Risikoreduzierung und Streuung durch eine Erweiterung der EU ist damit das Ziel. Noch eine große, produktive Wirtschaft reduziert die Last, die Deutschland trägt. Ankara muss die anderen Regierungen überzeugen, dass die Türkei dauerhaft Leistung erbringen kann. Dieses Vertrauen aufzubauen benötigt Zeit. Ich spreche von ein paar Jahrzehnten, bevor die Türkei bereit ist, ein EU-Brückenpfeiler zu werden, statt ein Anker zu sein. Wenn der Übergang schief geht, ist Deutschland als größtes Land der EU finanziell am meisten betroffen. Deswegen ist die Türkei-Diskussion den Deutschen so wichtig.

Fazit: Berlin muss sehr genau auf den Zeitrahmen des vollen Beitritts der Türkei aufpassen. Im Endeffekt kann die Türkei sicherlich die Leistung einer starken Marktwirtschaft erreichen. Doch wenn diese Entwicklung zu schnell vollgezogen wird, könnte der Beitritt der Türkei die Erholung der deutschen Marktwirtschaft wesentlich beeinträchtigen. Es ist notwendig, dass Deutschland eine zentrale Rolle dabei spielt. Deshalb muss Deutschland einerseits den Beitritt der Türkei zur EU aktiv fördern und andererseits nicht vergessen, die eigenen Interessen zu vertreten.

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Congratulations. You got the job...now what?

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



JANE AYADURAY

In the excitement of receiving a job offer, it is easy to focus your efforts on negotiating a salary which will help fund the lifestyle which you wish to become accustomed to, as well as pay back your student loans. Many people don't realize that they can also negotiate (to a certain extent at least) their relocation package. Most companies which

recruit outside of their home location – either in the U.S. or internationally – will offer some kind of relocation assistance. How much, and what type, might well be up to you.

Typically, the purpose behind relocation assistance is to get you, your family and your belongings to where you need to be to do your job. At its most basic it can be made up of the following elements: transportation, accommodation, removals, and settling in assistance.

Transportation. Companies generally offer flights for you and your family who are moving with you to your new location. Transportation can also be provided for any pets (often for domestic relocations only due to quarantine requirements). Some companies will also pay you a mileage allowance if you decide to drive rather than fly. For a long trip, they might also cover meals and accommodation along the way.

Accommodation. There are three types of accommodation that companies provide. Pre-departure accommodation might be offered to you for up to two weeks before you move to your new location. This is to enable the removalists to come and pack up all your furniture. Two days is a fairly standard amount of time for domestic moves. Arrival accommodation might be provided for up to two months to give your furniture time to arrive, and to give you time to find a place to live, if

this has not already been arranged. Two weeks is more common for a domestic move. The third type of accommodation is long term accommodation. In places where company housing is provided, or if accommodation is part of your compensation package you might not have a choice of where you live, but companies generally try to give relocates the choice of where they live.

Removals. Another standard part of a relocation package is the packing and transportation of your household belongings and personal effects. Companies will either have a contract with a removals company, or will work on a quote process. In a quote process, either you or your HR contact will arrange for three or more removal companies to survey your belongings, estimate the volume, and provide a quote for moving it. Some companies will leave the choice of which removalist to use up to you, while others will require that the least expensive one does the job.

Settling In Assistance. The degree of formality of this assistance varies widely between companies, and locations. It can range from your new manager providing you with a map and a list of the local restaurants to a relocations specialist spending a week with you showing you around town, helping you find and secure accommodation, and helping you select appropriate schools for your children. More assistance is typically provided for international moves than for domestic ones.

Before accepting any relocation package, it is important to consider the tax implications of any assistance that you receive. You should consider how any of the following scenarios would affect you from a taxation point of view:

Buying or selling a house. Companies might provide assistance with the fees involved or provide a guaranteed price for the sale, in addition to helping with the process that you need to go through

Receiving a lump relocation allowance to help you with the costs of settling in, or a regular payment (such as a cost of living allowance) over and above your salary to take into account the additional expense of living in a certain location. Paying your children's school fees.

Paying the rent on a property that you decide to lease.

Providing you with a lump sum to cover all your relocation expenses.

Requiring you to pay for elements of your relocation upfront, and reimbursing you through your salary once you start working with the company.

If your relocation is abroad, you can request language lessons for yourself and any accompanying family members. It is also fair to request an orientation visit to your new location to give you the opportunity to check out accommodation and schooling options (if you have children). If the company is unable to provide this for you, consider contacting the alumni network in the area for the inside scoop on living and working in the location.

Perhaps the most important thing about negotiating your relocation package is to make sure that it suits your needs and is appropriate for your new position. For example if you are moving with your spouse, and especially if your spouse has to give up work in order to move, it is completely justifiable to ask for some assistance in finding them a job - many companies have it available, but do not make it widely known. Companies have relocation policies which they try hard to work within, however, one size does not fit all. Remember that the whole point of having a relocation policy is to get people where they need to be, ready for work, within timeframes which meet the business requirements. Ask for what you need to make it happen.

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Wine club: old wine, new faces, stinky cheese

By GBEMI DISU
Nigeria, Spring '06



GBEMI DISU

With a large number of dedicated paid wine club members, you would assume that the wine club would be happy to run things as they have always done. Not this crowd! This fall, the wine club is taking a new, innovative approach to combining learning with fun. Club leaders Isabel

Agosti, Greg Whelan and Dilip Sarangan are all very excited about this change and feel that it will capture the attention of not just those who love to have a nice relaxing evening with their friends at wine club events, but also those students who are curious about what to do in formal business settings where they don't want to appear gauche.

They were right; the turnout for the first wine tasting was huge with over 60 people in attendance. Partnering up with professional wine consultant James Monaci those present got the opportunity to sample 12 wines from six regions, namely Chile, Australia, Italy, California, France and Spain. The session was an interactive blind tasting where the students had to guess the country, region and type of grapes based on several criteria and hints. Soon people were moving from table to table eager to try the next set of wines. The elegantly decorated tables and delicious appetizers were a great complement to the night's events.



The wine club also utilized six wine pourers that played a role in facilitating the session and keeping everyone happy and entertained at each station. The official pourers were Carnley Panayiotou, Louise Olivares, Suzanne Matson, Matt Weinberg and I.

I personally had a great time. I was also amazed that even after ten different samples people were still focused on getting the answers right and figuring out the clues. Give or take a few spilled wine glasses and slurring, everyone was in great shape and high spirits all through the night!

If you are interested in attending one of these sessions, they are available as a package deal or you can pay \$20 per event. You can also contact Dilip Sarangan, club treasurer, for more information.

The latest wine club event occurred on the 21st of October and was an informative session involving food & wine pairings from 5 different regions. The future two tastings are on November 11th and December 2nd. The events occur in the Atrium.

So if you are a wine lover or just mildly curious, these events may just be for you! Come join the wine club and let your palates decide!

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A taste of Europe and a big gulp of *bier*

By Pauline Courtiau
France, Spring '06

What comes to a T-bird's mind when someone says Bavarian singer, Russian dance, Sangria, crêpes, and dance music? It is definitely European Night!



PAULINE COURTAU

This fall, the ambiance of European Night reflected the famous German Oktoberfest. A team of T-bird women dressed as Bavarian waitresses served beer all throughout the night to the guests in a festive atmosphere. "It makes it

so much nicer and alive when you actually dress the real way," commented many T-birds.

The unique thing about this European Night was that people actually cooked some of the food! Thanks to all of you who cooked those great crêpes (wish I had a chance to eat one) and the Italian pasta.

The least we can say is that the night provided a unique variety of music. First, Anssi Pulkkinen (Fall '05) interpreted some famous piano pieces; then, some adorable children enlightened the night with a cheerful Russian dance. Next, a professional accordionist drew us back into the German atmosphere with traditional Bavarian music.

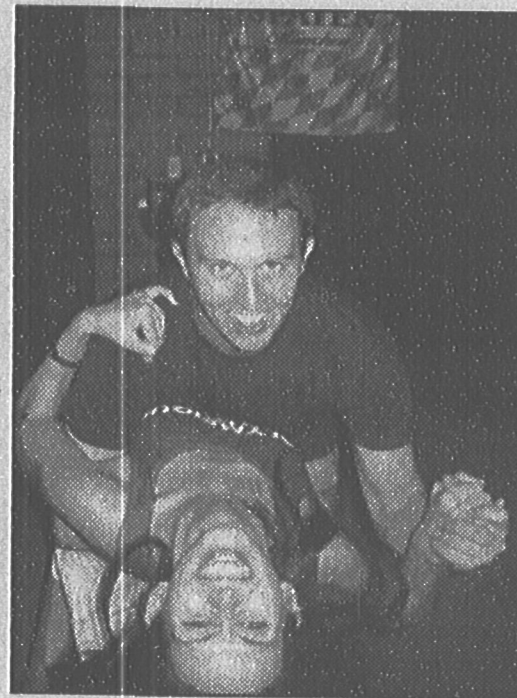
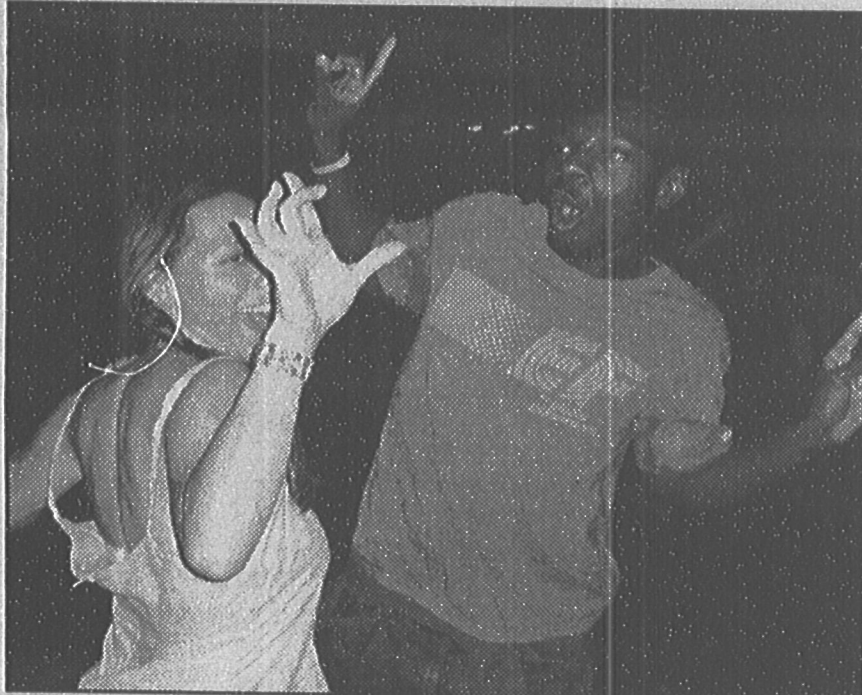
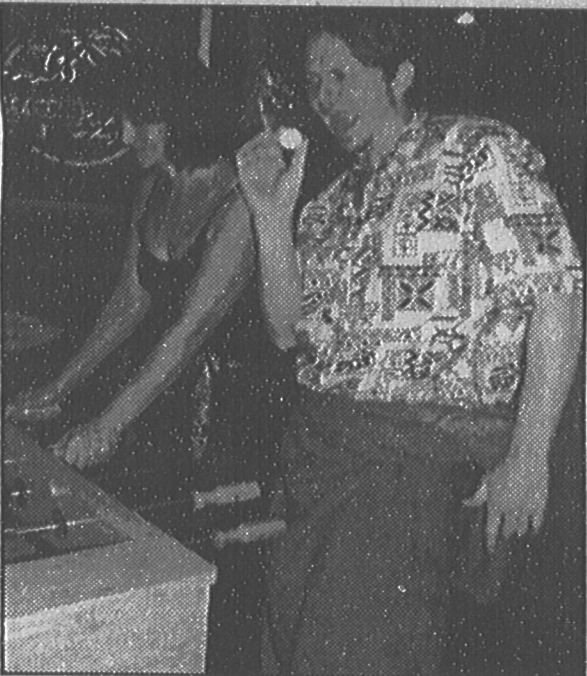
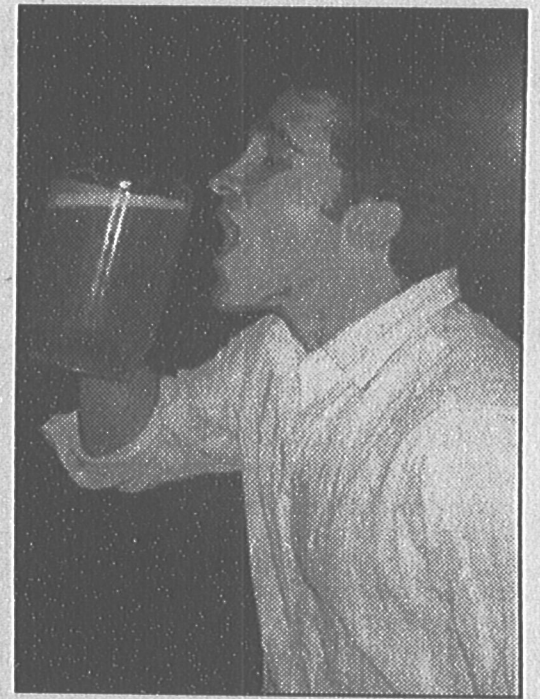
I'm sure you even saw some T-birds (if you were

not one of them) improvising Bavarian dances (What about getting the dance club to teach that?). Antoine, the D.J. for the night, did a great job in getting people to improvise cool moves on the dance floor until late into the evening.

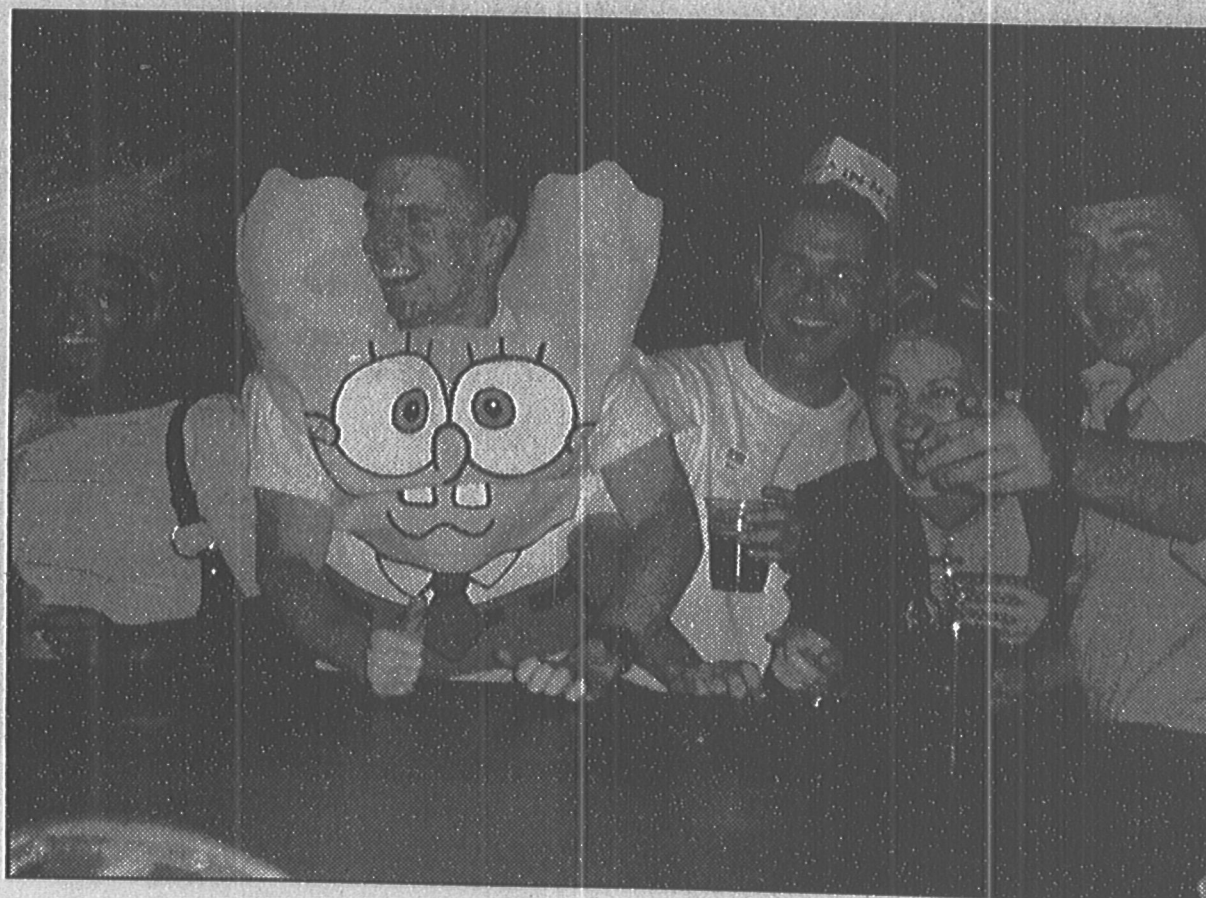
Next time we'll definitely try to get a wider variety of folkloric dances, and hopefully even some Flamenco in honor of Dr. Cabrera!

Many thanks to the German Club, the Russian Club, the French Club, and all the other volunteers who helped to make this night a super experience for everyone. We set a high standard!

PaulineCourtiau@global.t-bird.edu



*Photo op:
Halloween Party*



NOVEMBER 3, 2005

The 411 on international econ Prof. Grosse

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



GBEMI DISU

T-bird professors: we see them in class, we hide from them when we didn't do the reading, squirm when they call on us, etc., but few of us really know what they are all about outside the classroom.

Meet Prof. Robert Grosse, international economics professor, who has been with Thunderbird for 12 years, and has published 18 books. His areas of expertise are international business in Latin America, international business and government relations, theory of the multinational firm and global financial services. Grosse also worked with the United Nations in Latin America on their Annual World Investment Report, focusing on research and development activities in Latin America.

I had a few typical and atypical questions that I thought would help the students get to know him better.

Gbemi: Why Thunderbird?

Prof. G: I was in the area of international business for 20 years prior to coming to Thunderbird, in Miami. I wanted a change and so when Thunderbird asked me to come on board, I did, knowing its reputation as the home of international business.

Gbemi: What is your favorite vacation spot and pastime?

Prof. G: Paddling in Miami – there are great beaches there – as well as snowboarding and Olympic canoeing in Aspen.

Gbemi: What is your favorite ice cream flavor?

Prof. G: When I do have ice cream my favorite is coffee.

Gbemi: What are your hobbies?

Prof. G: Traveling, canoeing and generally any sporting activity.

Gbemi: What is the craziest thing that you have ever done (I waited for him to say agreeing to do this interview! – Whew! He didn't!)

Prof. G: I was on an exchange program in Luxembourg and some friends and I wanted to head down to the French Alps. Everyone decided to take the train down but I thought it would be great to just run there, even though it was snowing!

Well 20 minutes later, I realized I was lost and I couldn't read the directions in the foreign language. So I made a guess at the route and finally an hour later I made it to the town where I was to meet my friends.

Gbemi: Do you have a family?

Prof. G: Yes, my wife and two kids. My wife teaches English here at Thunderbird, my son is at the Coast Guard Academy and my daughter is at Vanderbilt University.

Gbemi: What are you most proud of?

Prof. G: I am most proud of advancing the knowledge of international business as a professor.

Gbemi: What is your favorite and least favorite aspect of the student body? (Here's my favorite question.)

Prof. G: My favorite part of the student body is the fact that everyone is excited about international business and [they] do not need much convincing of its importance. My least favorite part is that they do not study hard enough for my exam.

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Entrepreneurship Club offers many activities

By SUZANNE MATSON
U.S.A., Fall, '06



SUZANNE MATSON

This fall the Thunderbird Entrepreneurship Club (TEC) got off to a running start with an inspiring guest speaker event on campus. The club hosted Srinivasan Vasani '95, managing director of eMove Inc (www.eMove.com) and president of Tie-Arizona (www.TIE.org), on September 28.

Vasani shared his experiences – failures and successes – and gave insight into the somewhat unstable but fascinating career track that led him to found eMove. The TEC was appreciative of his support and of the knowledge he shared on opening night.

Moving forward; the TEC has many other exciting

opportunities for the entrepreneurial minded on campus. Next on the guest speaker line-up is Shawn D. Nelson, especially for those of you who are nostalgic for the old days of dorms and bean-bag chairs. You'll hear how Nelson has turned his "not a bean-bag chair" idea into a million dollar success story. Mark your calendars for what will be a great evening with this "rebel CEO" on November 10, 6-7:30 p.m.

Later this fall we have tentatively planned a visit from Rizwan Virk, author of "Zen Entrepreneur." Stay tuned for more information regarding the enlightening speaker and an evening of non-traditional business discussion.

Finally, the leadership team is working hard on campus on a number of fronts, including fundraising for the Hurricane Katrina Relief Efforts, collaborating with the new Global Center for Entrepreneurship, and coordinating Entre Projects.

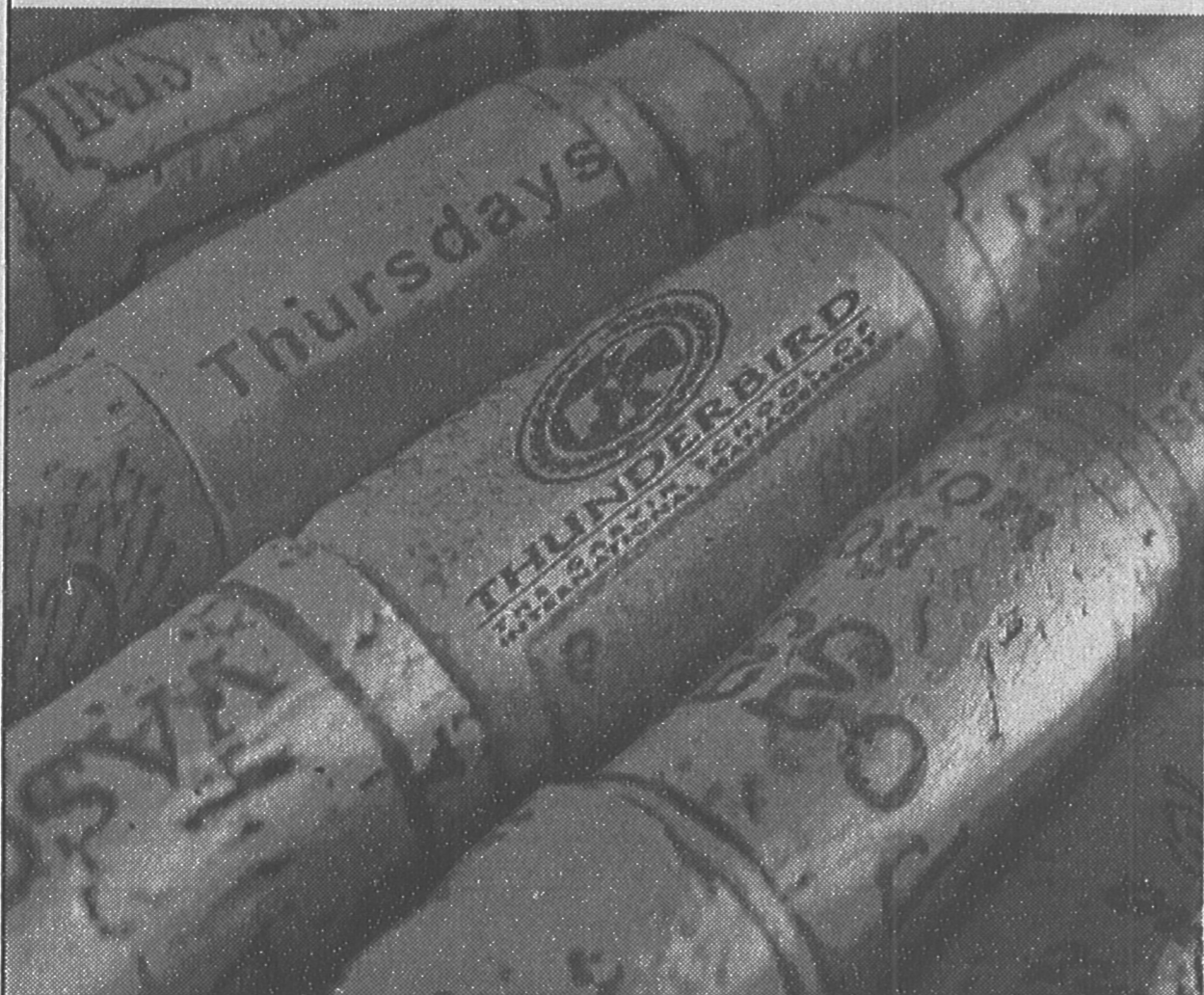
The TEC is currently looking for people interested

in working on small teams for various Entre Projects: mini-consulting jobs in a wide variety of industries. Typically such projects will require a team of three to four people to produce either a marketing or financial plan for a small company. This is an excellent opportunity for anyone looking for "real world" experience and the potential to earn as much as \$3,000 - \$5,000 per project. Check the TEC webpage frequently and look for emails with updates on new projects available to teams.

If you have the next great idea, or just want to learn more about how to come up with that next million dollar business plan, do not hesitate to contact the Thunderbird Entrepreneurship Club.

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Advice for first tris

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



JOY NAKFOOR

Coming in as a first tri student, you aren't really privy to inside information. We don't know any of the ins-and-outs of campus: What is the best way to learn this information? Ask our

elders. Some of it is academic, some social, and some general. Here is smattering of information that as newbies we can take to heart, follow, and pass on to the next class of incoming students, or simply ignore. The choice is yours.

Get good grades and participate in activities. Continuing student grants are available for those that do.

Start the job search NOW, because only about 40% of us are graduating with jobs, and much of that is on our own.

Don't become a "Thunderlover," at least until you're experienced.

It'll get worse second trimester.

A recent T-bird alum told me to "Take the finance track if you want a job that pays well." He did marketing and didn't get offers worth taking; while his friends who did the finance track all had better paying offers.

Don't take yourself too seriously.

Always make sure you have the right paper going to the right printer.

Study a foreign language somewhere else; it's too expensive here.

Don't take a language. Save \$15,000 and go to the country to learn it.

Don't get stressed out.

Prioritize. Work on things that are REALLY important and don't spend time on the less important things.

Sleep is important.

Don't stay up until 3a.m. If you haven't learned it by then, you won't know it for the 8:00 a.m. exam.

Treasure the T-bird mystique as much as possible.

Don't get involved in everything. Your career and grades will fall into place. Get to know everyone while you're here on campus. Your time here will fly.

And finally, specifically for the ladies... Stay away from guys listed on the Board!

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Drinks all around: T-bird alums in high spirits

By MICHELLE JO-ARENCEVIA
U.S.A., Fall, '06



MICHELLE JO-ARENCEVIA

A peculiar phenomenon seems to be at hand: a significant contingent of recent T-bird alumni have entered the adult beverage industry. Presently, six recent alumni have joined the ranks of alcohol

companies. The list is quite impressive with Simone Bott and Cara Coffee at Miller Beer, Amanda Hawk and Brian Shaifer part of the Bacardi Spirits team, James Montero at Jose Cuervo Tequila, and Gabriela Monblatt working for Heineken Beer.

Might there be a connection between Thunderbird, the high-end school, and Thunderbird, the low-end wine? It's no great secret that T-birds do enjoy a nip and a sip from time to time. Imbibing a cocktail or two is an ingrained part of the school's pub culture. For those of us with an interest in the greater wine, beer and spirits world...this is what our T-birds had to say.

Simone Bott '05, shares that the "large assortment of beers at the Pub was good exposure and experimentation for her before Miller. She states "I was definitely a Pub regular and this gave me insight on why we drink, and when we drink. Customer insight and understanding is the first step to good marketing. On the flip side you could also say that beer is targeted to men, and being a female at the Pub in Glendale and being immersed among males helped me to further understand the beer drinking culture."

As a Marketing Project Manager, Bott garnered a better understanding of beer-centric bars and applying that knowledge in delineating the market. She stresses that the T-bird Pub was a learning laboratory. "A big part is the networking, exposure and connections that are at a different level from classes. Fully understanding different kinds of people makes you a better manager and allows you to build better problems solving skills," advises Bott.

Pub networking paid off for Bott when fellow T-bird Cara Coffee '04 submitted Bott's resume to Miller Brewing. Cara is the international marketing manager for Latin

America and Asia and had some amazing insights: "(I)t was vital to have the social aspect to your career. It makes a huge difference to have the bonding experience during business travels."

Coffee recently returned from three weeks of traveling through Mexico with colleagues from the Miller Trading company in Monterrey and noted that after hours socializing builds team cohesion. She urges to not underestimate the unique international cultural exchange we Thunderbirds are fortunate to have. "In my business travels to Asahi Beer, Japanese people were so impressed that I knew how to say 'compai' (cheers) in Japanese."

"Compai" is not the only multilingual toast that Brian Shaifer '05 can boast. From his days as senior bartender at our very own pub, Shaifer can quote a hearty 'cheers' in at least twelve languages! Shaifer cited a few key areas on how the drinking culture at Thunderbird uniquely prepared him for life at Bacardi. "Group meetings at the Pub surrounded by a Korean, Japanese, Indian, and an Argentine while working on a Professor Ferris' project gave way to a

discussion about drinking customs." As a brand manager for Bacardi, Shaifer noted that the learning curve is significant in the adult beverage industry, and Thunderbird gave him a solid foundation. "You find it hard to believe while you are in class, but GRP (gross rating points) and S.W.O.T. analyses are concepts applied all the time in the real world."

Brian went on to say that the liquor industry is not just focused on a quick push for sales. Long term image boosting strategies are vital, and negative associations with the over indulgence of a product do hurt sales. In the same vein, Shaifer noted that responsible consumption is an issue Bacardi is very concerned with. The firm maintains strict codes on avoiding advertising that could target the under 21 set. Honor codes and ethics instilled at Thunderbird serve a significant role in the alcohol industry.

So those hours chugging beer and doing potential liver damage serve a practical purpose after all. Bartender, I'll have a double!

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IDA: socially responsible

By MELISSA SIA
U.S.A., Winterim '07



MELISSA SIA

International development, fondly known as ID here at Thunderbird, has many parts. It strives to bring together poverty reduction, governance, healthcare, education, economic policy and crisis prevention and recovery. In contrast with humanitarian aid, international development is long term, with a goal of creating a sustainable system within a developing nation.

On campus, the International Development Association, under the leadership of Alexandra Lepionka, aims to highlight opportunities available to

those students focusing in international development, as well as create a platform for all interested in the field.

During the month of October, the IDA highlighted two important ID organizations: the International Rescue Committee (IRC) and the International Institute of Education's Emerging Markets Development Adviser Program (IIE - EMDAP). Jennifer Doran, the economic development manager of the IRC's Phoenix regional office, spoke about domestic microenterprise efforts. Helen Rubiez from the IIE, along with Thunderbird students Jeremy Terr and Jill Zabloski, held an information session about EMDAP. Terr and Zabloski both recently returned from the ten-month program.

The IDA has many other programs

in mind for the coming months, including a recruiting visit from the U.S. Agency for International Development, an ID networking panel, and a Global Issues Forum/Industry term speaker.

If you aren't already a member of the IDA, and would like to be, contact any member of the Executive Committee:

- Alexandra Lepionka - President
- Thomas Rosenberg - VP, Corporate & Alumni Communications
- Kenton Williams - VP, CMC Liaison
- Jennifer Knippen - VP, Academic Liaison
- Melissa Sia - VP, Internal Communications
- Huma Idrees - Treasurer

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CEO's & Japan

By KOKICHI MORI
Japan, Fall '05



KOKICHI MORI

Many leaders of large and famous Japanese companies (Mazda, Nissan, Mitsubishi Motors, and Sony) are foreigners. In recent years, Japanese companies have increasingly been turning to foreigners for their expertise in transforming their day to day business operations.

For example, Sony picked a Welsh-American former CBS executive Howard Stringer to be its new CEO this year, whilst Nissan-Renault chose a Frenchman Carlos Ghosn to lead its transformation process. Japan is becoming more acceptable to foreign management styles, outside investment, and western influence. I think having a non-Japanese CEO in a Japanese company will become a natural trend in an increasingly global economy.

Now, let us take a look at the Japan club at Thunderbird. We have approximately 200 club members, but only 20 Japanese students - 90 percent of the members are non-Japanese. This is very similar to Sony, where 50 percent of its shareholders are made up of foreigners. The Japan club is clearly global.

I foresee that opportunities for foreign students wanting to work in Japan will increase in the coming year and I want to help any non-Japanese student who has the desire to work in Japan.

The Japan club is beginning to change its main purpose from offering cultural support to offering practical job hunting support. Alumni in Japan have also become very active and supportive in helping non-Japanese students look for internships and full-time jobs.

I am also certain that the Japan club will need a non-Japanese student as its president in the near future, so stay tuned for updates.

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Homecoming 2005

The Art of Being Global

On November 4-6, over 300

Thunderbird alumni will converge on campus to celebrate Homecoming. This is a great opportunity for students to meet and mingle with alumni from a wide range of industries,

regions and graduation years. Students can get involved in this weekend as participants or volunteers: Event Participants

To celebrate "The Art of Being Global," the weekend includes a mosaic of artistic pursuits, from a wine tasting and piano seminar to an afternoon of "Arts in the

Park," complete with music, sports, exhibits and an art scavenger hunt. Saturday evening's World Night will showcase cuisine, art and music from around the globe.

Students are welcome to attend all events, and to bring their families to the family-friendly activities. See the full list of events and online registration at www.homecoming.edu/homecoming.

Volunteers

Students can also volunteer to help prepare for or staff events. We need volunteers for everything from blowing up balloons to leading campus tours to manning registration desks. Interested? Contact Alumni Relations at jensenl@t-bird.edu or ext. 7404 to volunteer your time.

Plan to join the fun during Homecoming 2005, when we honor "The Art of Being Truly Global."

Thunderbird
HOMECOMING
2005

The Sports Business Club is back in action

By Jonathan Chang,
Hong Kong, Spring '06



JONATHAN CHANG

Pop quiz: Who is the current CEO of Nike? Who has completed well over one billion dollars in sports financing? Who has over 50 accomplished and successful alumni thriving in the sports industry?

If you answered William Perez, Sal Galatioto, and our fantastically awesome school, Thunderbird... then I'll be impressed. Cause you'd be entirely correct. Oh yes, Thunderbird is a veritable hotbed for sports business activity.

And who better to cultivate this than the Thunderbird Sports Business Club, which after a semester's respite, has been revived and ready to get the proverbial "ball" rolling.

Never heard of our club? Briefly, the Thunderbird Sports Business Club is devoted to establishing relationships with organizations affiliated with athletics. By utilizing connections and networking abilities, the club aims to provide its members with new and exciting opportunities, experiences, and challenges in the area of sports business. This club is open to all, especially those who love athletics and are interested in taking their passion to the next level. We have a full schedule of events for this fall semester. These will include headquarter visits to Penn Tennis (the only

domestic tennis ball manufacturer left), venerated speakers (such as Jason O'Brien, former T-bird faculty and CEO of Mercury Communications Group), and hopefully plans to visit the Phoenix Suns operations team (Samuel Garvin, baby!).

The SBC will be holding bi-weekly meetings starting in the second module, where members will brainstorm, network, and come up with fantastic ideas for the direction of the club.

Please email me for further details or visit our club website on MTB.

jonathanchang@global.t-bird.edu

There's no place like home: displaced but united

By ADRIENNE E. WOOLLEY
U.S.A.



ADRIENNE E. WOOLLEY

"There's no place like home, there's no place like home, there's no place like home," plead Dorothy in *The Wizard of Oz* in an effort to return after a tornado had swept her away from the place she felt peace and safety. This past year horrific tsunamis, hurricanes and earthquakes around the world have left millions without a home.

I wish, as I'm sure they do, that a simple click of the heels would return them home.

In the midst of Katrina, Harvey Jackson's desperate cry on national television brought the reality of these disasters to our living rooms: "The house just split in half. We got up on the roof and the water came and just opened up and divided

the house. My wife, I can't find her body, she's gone. I held her hand tight as I could and she told me 'you can't hold me'. She said, 'take care of the kids and the grandkids'. We have nowhere to go. I'm lost, that's all I had, that's all I had. I don't know what I'm going to do." Considering the recent disasters and people like Harvey, each night as I put my baby boy to bed in a soft crib with clean pajamas and a full belly, I am more appreciative of my home and family. Although his crib has been trucked all over Europe while attending the Archamps campus, he has always had a home. Home... a safe place to retreat from the cares of the world, a place where you live with or welcome those you love.

As truly global spouses and/or students of Thunderbird we have been displaced, willingly or unwillingly, from our native homelands. However I, like many of you, have found a way to make these foreign living circumstances home. The minimalist apartments in France made my

husband and I realize what little we really needed to survive. Sure the lemon juicer doubled as a paper towel holder and the cheese grater doubled as a pasta strainer—but we had safety and love inside apt. #101.

Maybe the 100-degree weather of the desert is not our ideal. Some of us have no couch to sit on, live in smaller than usual apartments or even share a bathroom with a stranger from a country we've never visited. Yet, we have a home.

As the news of the tragedy in Pakistan grows each day, the number dead and those left with no food, clothing or shelter, may we all remember what we have. More importantly may we as students and later as global ambassadors do all we can to make sure more people in this world have a home.

Adrienne Woolley is the spouse of Cabot Woolley (Fall '05)

Lost in translation with EMBA's

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

In the last two weeks of September, there was an executive seminar for China Telecom and UTStarcom on campus. In order to ensure the quality of the program, the department needed some students to translate the lecture in class. I never thought that this job would be so stressful and exhausting.

Before starting my job, I thought the consecutive interpretation would be a piece of cake. Although the alumni and the program manager told us that it's not an easy task, I didn't really pay attention. What I have in class everyday is actually the same process. I listen and interpret in my mind simultaneously. As a native Mandarin Chinese speaker, I should have no problem. After reviewing all the slides, I went to the sessions with full confidence.

The seminar provides a series of strategic and marketing views for those executives. They are from different provinces in China. The titles are from the general managers to the directors. Those top executives were very proactive and eager to learn from the classes. Our role is not only an interpreter but also a bridge between them and professors.

The first session was Prof. Teagarden's BaFaBaFa. The whole class was divided into two groups, about twenty participants each. I only needed to handle one group, given that we all played this game during the foundation week. I was quite relieved.

The second class I worked for was Professor Ettenson's Brand Management class. His lecture was too interactive for me to catch up. Although I understood every single sentence he said, it took me a while to get the corresponding message off the ground. As

you know, there was no room for any hesitation or pause in class. Sixty people stared at me and waited for me to say something. Their eyes were like fully loaded lasers shooting straight at me. I noticed that my hands and voice were shaking. I sweated like a water tap. That was ugly, I can assure you.

Karin Zhang, Spring '05, and Richard Yuan, Summer '02, stepped in and helped me out. After four hours of translation, all I wanted was to sit in the commons and to do nothing. Interpreting can be very exhausting. Now I totally understand why Karin and Richard explained and told us: don't be too hard to yourself. There were so many times that my brain was blank.

Additionally, a lot of words in English have no direct translation in Chinese. Furthermore, the difference of the terminologies between Taiwan and mainland Chinese confused some executives. They sometimes challenged and corrected me. For example, marketing can be directly translated as "market operation and sales" in China, but as "marketing" in Taiwan. I had no idea where or how I could start to prepare for the next session.

Short-term memory is essential and critical to get this job done. Since many professors forgot that the lectures needed to be translated, I sometimes had to stop them from going further but high power distance in Asia wouldn't allow me to do so. I had to force myself to stop them against my will. If they spoke too long, I had already forgotten what they said at the beginning. I could only translate the last two sentences.

Because of my hand writing, there was a very interesting discussion about the Simplified and Traditional Chinese. Some executives said that traditional Chinese is very beautiful and more understandable than simplified. Others told me that the simplified Chinese is easier and faster.

The executives were brave in challenging professors, and brought up many

issues and examples in class. Professor Ram's and Professor Michel's sessions were smoother for me since I got used to the consecutive interpretation. I also learned a lot from not only every professor but also the executives.

Each session started at 8 o'clock every morning. Normally, I began at 8 and didn't finish until noon. After lunch, another was on its way. Most likely, I would end up working three to eight hours a day. Meanwhile, I still had my classes, assignments, and team meetings during the break or in the evening. When I managed to lie down, it was already midnight. Some classmates thought that I was sick because I always looked so tired. A lot of my brain cells were killed.

Of course, the experience was very valuable to me. I reviewed many professors' slides and translated their lectures. I got paid to learn everything again with different examples and insights. Those executives' enthusiasm for new theories and management knowledge was very impressive. I admire their ambition and dedication. It was very interesting to see the integration between Chinese and Western styles of the management. The dialogues between different mindsets and cultures were enlightening. After several sessions, they started to implement what they learned earlier. It was amazing to see their progress every day.

After two weeks, I realized that this experience was very unique and special. I had the opportunity to work with different professors and to interact with top executives from China Telecom and UTStarcom. The process was painful, but as the saying goes, "No pain, no gain." There may be another seminar coming in November. Are you interested? Don't get lost in translation.

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Wallstreet Winterim

Dr. John Mathis will be hosting the Winterim on Wallstreet, from January 2 to the 13th in New York City.

The course is intended to provide a broad and insightful overview of the myriad of issues facing financial executives (corporate, commercial, and investment banking) in today's global marketplace. The program will include guest speakers, panel presentations, on-site visits, and many informal discussions.

A recruiter panel and an alumni panel will be arranged with recent graduates from several companies. The principal areas should cover investment banking, commercial banking, and management consulting. Resume books will be sent to interested NYC alumni and potential employers. Alumni will have the opportunity to meet students at an alumni reception.

Presentations will be made by Citi Private Bank, HSBC, Goldman Sachs, J.P. Morgan & Chase and Merrill Lynch, among others. Visits will be made to the Federal Reserve Bank of New York, New York Mercantile Exchange, and New York Stock Exchange.

The program prerequisites are GM4203 and a 3.6 g.p.a. or relevant experience, for finance and custom students. Preference given to internship-qualified students. Tuition is \$3000 for the 3 credit hour course, plus a \$300 off campus fee.

For more information contact Dr. John Mathis, E-mail: mathisj@t-bird.edu, Phone: 602-978-7168, Office: Global Business No. 35.

Lufthansa brings global outlook to Thunderbird

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

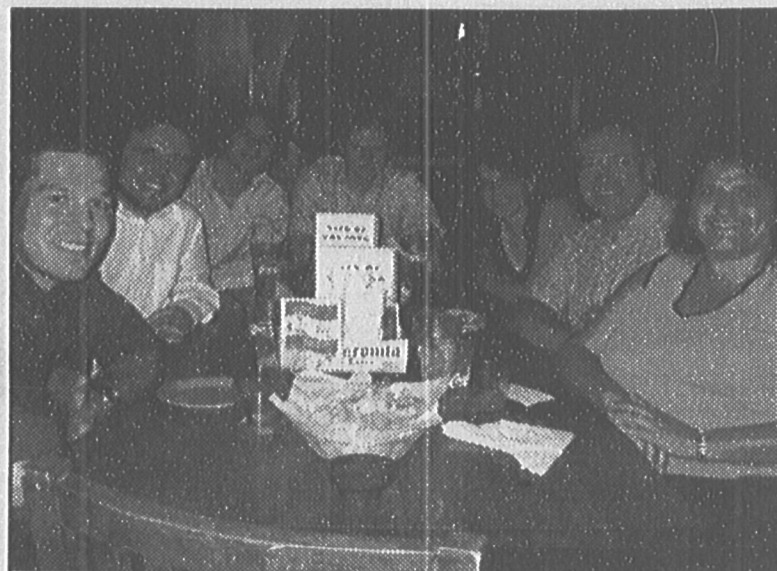


JOY NAKFOOR

Friday October 14, continued the T-bird tradition of bringing excellent speakers on campus. Stefan Lauer, executive board member in charge of group division of aviation services and human resources for Deutsche Lufthansa AG, was an informative speaker who captivated the audience for over one hour. Lauer's presentation on mergers and acquisitions in the airline industry looked at how the industry has changed over the years, both in the United States and internationally. As a member of the Lufthansa team since 1990, Mr. Lauer has held various positions, including legal, strategy, and logistic related jobs. Not only was his presentation interesting, but all in attendance felt it also encompassed the Thunderbird motto of "Truly Global."

Many of the topics Lauer discussed are pertinent to us as future business leaders, as well as customers of the airline industry. One of the topics was how it is more economical and companies receive better economies of scale on long-haul (international, cross-continent) flights versus short-haul (domestic) flights. Lauer also brought up how the Middle East, specifically the United Arab Emirates, is becoming the newest hub for the international airline industry. Not only have these countries built superior names for their airlines (such as Emirates), but with the increase in technology and fuel efficiency, it is now possible to fly from Abu Dhabi or Dubai

to any destination in the world without having to refuel. A third topic discussed was the new Airbus 380, the double-decker of airplanes. This new design will allow anywhere from 400 - 800 passenger configurations, depending on country and



airline. The amenities of convenience that we find in hotels are now brought to the air, and the biggest airlines are purchasing the new planes at an alarming rate.

Lauer additionally proved that, all in all, the airline industry is flourishing. One sign is the increasing number of cheap, "no-frills" airlines that are popping up all over the world. Not only do Thunderbird and all other MBA students read the infamous Southwest case, but so do other airline

executives. In fact, Lauer read the case on his flight from Germany and many times referenced Southwest and their corporate structure. The hottest trend in the airline industry is to start a Southwest type model and hope it works. In Europe alone the number of such carriers has increased from one, ten years ago to over 20 today. China has also started flying similar programs. Lufthansa is experimenting with their own low-cost version, German Wings, although it is a separate entity from the Lufthansa group.

After the presentation there was a luncheon with Lauer and multiple distinguished guest including: Goetz Grueder, retired Lufthansa executive; Max Haechler, Swiss consul of Arizona, Bernard Otremba-Blanc, German consul of Arizona, Markus Roos, Jr. Executive with Deutsche Lufthansa, Martin Stoll, Executive with Deutsche Lufthansa in San Francisco, and Sandra Barrera, Phoenix sales manager for Deutsche Lufthansa. Thunderbirds attending the luncheon were Rob Widing, Senior VP for Academic Programs, Anne Stringfellow, marketing professor, Janice Kleinwort, CMC, and students Matt Harker, Oliver Sanders, and Joy Nakfoor. Mr. Lauer also entertained a small number of German club members with a dinner in Scottsdale Friday night before having to fly back on Saturday.

Lauer's taking time to socialize with the students and getting to know the campus is an indication that Lufthansa is willing to bring in top recruits and has interest in our student body. We thank Lauer and Roos for coming all the way from Germany and hope to see them on campus in the future.

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Got a dollar?

By DANNY LUNG
Taiwan, Fall '05



DANNY LUNG

When you think about one dollar, what does it mean to you? You may spend it on a vending machine or in the Commons. Now, there's a better alternative to spend it. Some of you may have noticed the raffle table at the European Night. People, particularly me, were yelling or murmuring about the raffle. What was that about?

This raffle is a fundraising for the Graduation Gala. The Graduation Gala committee finds students to volunteer different services on campus, such as babysitting, massages (Oh! Yes!), carwashes, tennis or golf lessons, and diversified home cooking dinners from Brazil, Nigeria, Thailand, and Taiwan.

You only need to spend one dollar to buy a ticket for one service. One dollar may mean nothing to you but can help us organize a better Graduation Gala. We will introduce various raffles every period. As long as you see us on campus, please don't hesitate to ask us about it or to buy a ticket.

Although we still have a long way to go, our first introduction at the European Night was a huge success thanks to those who bought tickets. Congratulations to those who won the raffle. See you next time!

WINNERS of the Graduation Gala Raffle

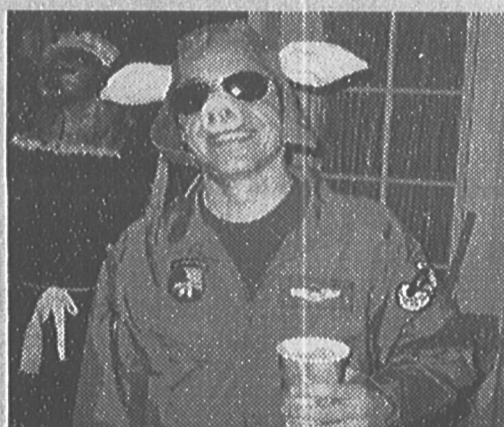
- 1) Maria Fiorillo - Nigerian Dinner
- 2) Angela Zou - Brazillian Dinner
- 3) Linda Jensen - Chinese Dinner
- 4) Virren Malhotra - Thai Dinner
- 5) Casey Welch - Car Wash
- 6) Jack Yang - Massage

We will email you to make arrangements for the dinner, car wash or massage.

Thank you all for your support, and look for us every week to raffle off something new and exciting. Coming your way... "The Traveler's Guide to Global Insults."

lungd@global.t-bird.edu

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Halloween
madness



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An interesting thing from my small country

By AU (SUPANG) SRICHAOVARAT
Thailand, Fall '05
Thai Smile Club President



AU (SUPANG) SRICHAOVARAT

When foreigners think about my country, they normally perceive Thailand as being the land of smiles; the smile that means more than thousands words. Thai food is very popular all over the world. Most people say Thai food is delicious with its variety of tastes, and some of you might think that Thai food is so spicy that you cannot close your mouth when you are

eating it.

Thailand has beautiful places for you to explore such as tropical jungles in the north and white sand beaches in the south. Millions tourists visit Thailand every year not only because of those reasons but also because of our culture. A performance that I will write about here presents one part of our delicate culture that I want to share with you.

The dance called "Lao Krathop Mai" is a folk pastime of the young people of the northeastern region on both sides of the river Khong. The participants both sing and dance to the rhythm of the clashing bamboo poles. The song for this dance

became very popular and spread to the central part of Thailand where it underwent some minor changes, but the original tempo and intonation are retained.

At first it was called "Tent Sark." Thailand has been an agricultural country for a long, long time. The main product is



rice, which we are growing and exporting. The normal life of upcountry Thais is mostly spent in the rice fields. Their lives are fun so after work – they beat pestles together to make the beat of a song*.

Lao Krathop Mai has been improved by type of dance but the style remains unchanged. We can see Lao Krathop Mai in other Asian countries such as the Philippines and Malaysia. The different is the step and style of dance for each country. Besides bamboo, we have added Thai traditional musical instruments such as Pee Part, Klueng Hah, and Klueng Koo in order to make the song sweeter.

Seven other Thai students and I performed this dance in the spring. We enjoyed dancing together and were proud to present some parts of our culture. Thai Smile Club will perform "Lao Krathop Mai" on Asian night in November and we would like to invite all of you to watch this show and enjoy varieties of Asian cultures both from Thailand and other Asian countries. Do not miss it!

* Pestle: a usually club-shaped implement for pounding or grinding substances in a mortar; any of various devices for pounding, stamping, or pressing.

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United Nations Club enjoys a busy trimester

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



JAIME SCHILLING

If you haven't yet heard, the United Nations Club is having an exciting trimester! We have many things currently on our agenda, including preparations for the Spring 2006 National Model United Nations conference in New York City – and we are looking for delegates!

For those who may not be familiar with the National Model United Nations (NMUN) conference, allow me to take a moment to explain. Each spring, over 3,000 students, from over 200 different schools, meet in New York to act as delegates at a week-long simulation of the United Nations. Each school's team is assigned a country or NGO whose interests they represent on one or more UN committees. Throughout the week, a topic chosen by the committee is debated, and coalitions are formed among various countries with shared interests to draft resolutions to be reviewed and voted on by the entire

committee. At the end of the week, there are awards for the schools and delegates that showed the most diplomacy and represented their countries most accurately. One exciting feature of the conference is that the opening and closing ceremonies are held at the United Nations headquarters in the General Assembly Chambers.

The NMUN conference is the type of "Truly Global" experience that Thunderbird seeks to give its students: almost half of the delegates at the conference are international students, from international schools. It is also an excellent exercise in diplomacy and practicing the global mindset. The delegates spend an entire week representing the interests of a country they may have known very little about prior to this exercise, and must faithfully represent those interests while collaborating to find a mutually beneficial solution with other countries. And did I mention it is fun?

Another of our club's goals is to prepare Thunderbird to host a model United Nations conference on campus that will draw graduate students from the best schools around the world! I was among a group of T-Birds that attended the World Model United Nations (WMUN)

conference (similar to the NMUN, hosted by a different organization) in Edinburgh, Scotland last year. There we found out that though the NMUN and WMUN conferences cater to both undergraduate and graduate institutions, there is currently no conference of this type exclusively for graduate students. Who better to organize such an initiative, and host a graduate-level conference, than the #1-ranked school in international business? It is therefore my goal to see the Thunderbird United Nations Club well on its way to readying the school to host its own UN simulation by summer 2006, in part by establishing a solid reputation for our school as an award-winning team at NMUN this spring.

Do you want to be a part of the excitement? Serve as a delegate to the 2006 NMUN conference? Be part of a club that will make a lasting contribution to Thunderbird? Then join the Thunderbird United Nations Club! Meetings are held every Tuesday evening at 7:00 PM in Snell 22. Contact Jaime Schilling for more information.

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The Mid Autumn Festival brings students close

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



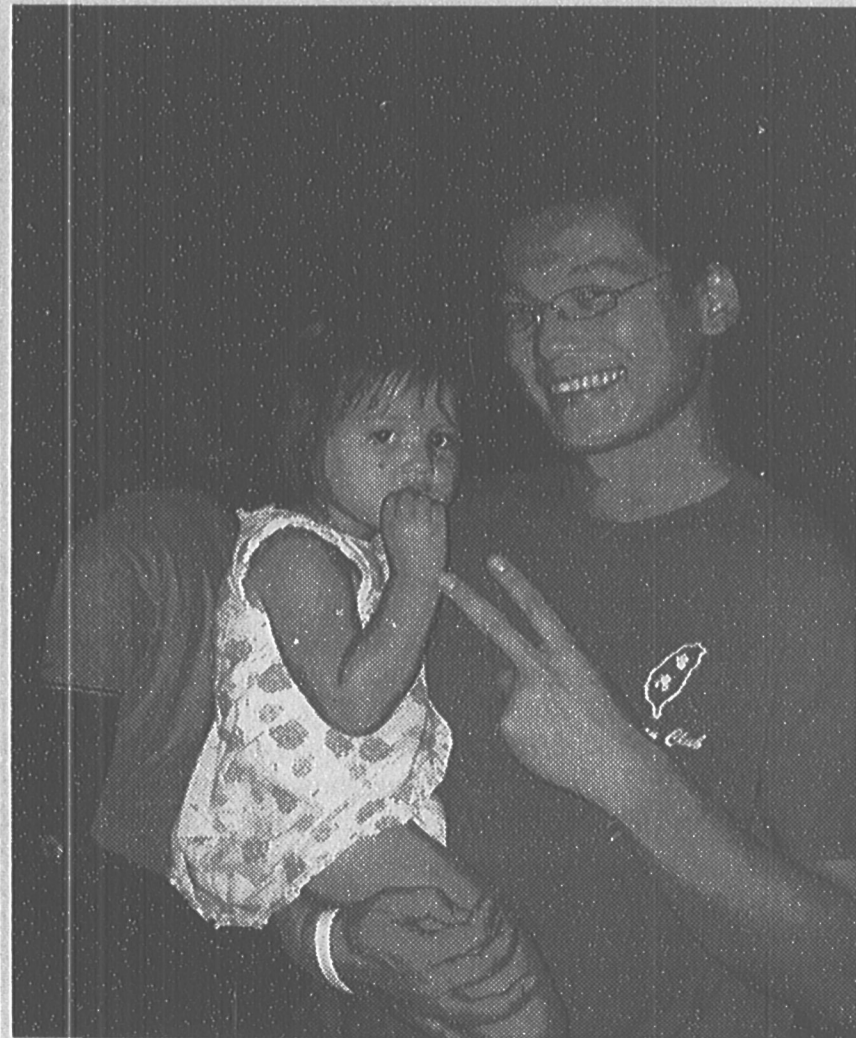
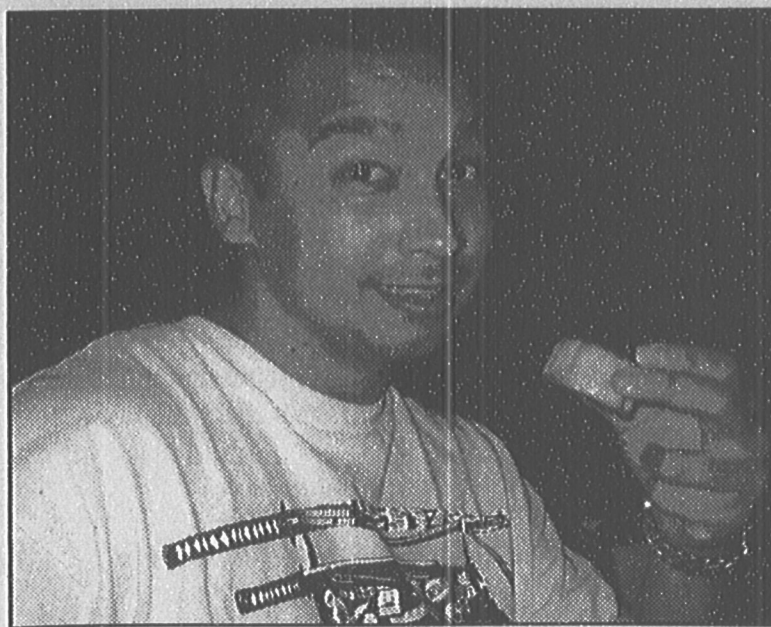
DANNY LUNG

Although the moon was a little shy and didn't show up very brightly, we still enjoyed a great party at the Fish on September 19. The Greater China Club, Mandarin Club, and Taiwan Club co-hosted this party for all T-birds to celebrate our Mid Autumn Festival. The breeze sent us the message from home. The weather was perfect to share the beauty of the night.

Renee Zhang and I were the MCs of the party. I am sorry that I wore sloppy clothing while Renee dressed up with her qipao, a Mandarin dress. Well...in a way that showed off how pretty she was at the party. The moon cakes were something you definitely couldn't miss at the Mid Autumn Festival. When you cut them, you would find egg yolks inside. Don't you think that they look like the moon in the sky? We shared the cakes with joy and blessings.

As a tradition, the new students were introduced to the crowd. John Yao not only presented himself but also recited "Thinking of You" to everyone. The moon came out from behind the clouds eventually. I didn't know whether the poetry painted the scene or whether the scene recalled the poetry.

The karaoke, of course, was one of the most popular parts of the program. People lined up to perform their songs. Executives from China Telecom also joined us and sang together. No matter if you were Chinese or foreign, professional or a beginner, all sang together. The music simply decorated the night. We swayed to the melody. Quite a night! Thank you all. Special thanks to DJ Mike Bolante.



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The Chinese Wall obstructs foreign students

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

Finally, my last trimester is almost done. When I look back, this experience is very unique and definitely valuable. Of course, these trimesters are not always as smooth as we think, especially to a non-native English speaker. I talked to some first trimester student and realized that my two cents may help them enjoy their T-bird lives more.

My first trimester here was a total disaster and full of chaos. Some seniors told me that they thought that the first and second trimesters were the most demanding. There were some courses that I even lost the track in class. That wasn't a joyful experience at all. As a native Mandarin Chinese speaker, the way or the logic I think and speak is totally different from the Westerners'. The burden and the barrier were significant. Sleeping and partying became sumptuous to me. The more I studied, the less I understood. There seemed an invisible wall in front of me. Like Sisyphus rolling the rock, I spent my time on something that never ended and kept wondering why I came here.

My professor in college told me if I only want to get a master's degree, there is no difference where I would get it. It's even cheaper in Taiwan with the same courses. The key point is my learning experience. My professors and classmates from other countries are why I went overseas. If I only have limited time, what should be my first priority?

Since then, I started to get involved in as many extracurricular activities as I could and to practice my English more. From the case competitions and school projects to the cultural nights and the parties after the Pub, the most valuable payback was that not only did my English improve, but also my understanding of other cultures was enhanced.

After getting back to the textbooks, many things seemed easier to me. Professors' slang in class was also understandable. Although my time management is still bad, I am not like an alien in class anymore. I dare to challenge others' opinions and participate in class discussions. In Asia, speaking in class is rare, and we were not encouraged to do so ever since elementary schools. When you understand this, you may know why your Asian students seldom speak in class. It takes time for us to adjust.

I also urge you all to patiently listen to your fellows. Most of the time you will learn something very different, which is the key reason why we are here: benefiting from the T-bird experience.

I always joke with myself: the more I drink, the better my English becomes. Of course, I am not asking you to become an alcoholic, but to hang out at the Pub. You will find out that you are willing to try harder when you are involved in the atmosphere. In class we all talk about the serious stuff, but hey, in the Pub, we need to talk about something fun. The more relaxed you are, the easier it is to speak.

Reading is always difficult for me. Sometimes, I found that my brain became blank when I read in Chinese, not to mention English. Besides the textbooks or the cases, we have

weekly Business Week magazines coming up. I felt guilty and wasteful that I didn't finish reading them all. Panic and depression jumped to my mind everyday.

One day another senior advised me that there were few people who read everything and finished all their studying on campus. It's not an excuse though but simply a relief to me. I am like everyone else.

Studying hard is a good thing, but we need to balance our lives. I am not telling you to forget your school work. When I took Prof. Kenman's English class, I wrote a 50-page individual report as the final project! My point is that we have many things to see around this world. Reading the books and interacting with people are both helpful. Humans have limitations in studying. When the limits are reached, unlike a machine, we have to take a break. Sporting, clubbing, chatting or whatever you feel comfortable is definitely necessary.

Now I only skim through those materials and magazines. Set some time aside to study every day but anything beyond that is your choice. After all, MBA may be our last time as students before starting our careers again. How come we don't enjoy this journey? Ten years later, what will you remember about the MBA? The terminologies we learned or the cultural events we attended? What matters to you? It's your choice.

At least, I am sure that I won't regret any moment here when I look back at my trimesters. Wish you the best of luck!

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"Do Good": giving by learning

By KELLIE KREISER
U.S.A., '04



KELLIE KREISER

In May, Dr. Cabrera announced a wonderful new initiative at the school, Thunderbird for Good. And he placed me, Kellie Kreiser, in the position of directing it. But what was T4G? He announced it as: "Thunderbird for Good Programs will invest a combination of volunteer time from faculty, staff, alumni and students as well as funds from external organizations and private donors to provide learning experiences to non-traditional students who can utilize business and management skills to fight poverty, secure peace and improve living conditions in their communities."

But what does *that* mean?

At the time, the program was just an idea... a promise that this school cared enough about global citizenship that it would put resources behind it. My first job as T4G director was to figure out just exactly how to convert this promise into action.

I was given several pieces of information by Dr. Cabrera that I use as daily touchstones to determine the right path. Number one, "do good." Two, stick to our core expertise: global business education. Three, the school won't be funding these programs so find the money elsewhere. And four, support the pillar of Global Citizenship. It's a big and broad goal with limited resources. After a few moments of panic, I started thinking of what assets we do have, instead of dwelling on what we don't.

Thunderbird has knowledge capital to share: no one is as good at teaching global business as we are. And our students represent a huge asset to the program. Talented, experienced, and hungry for hands-on learning, the students have a vast potential to get things done. Lastly, our alumni network is powerful. Globally connected and seeded throughout all different industries, organizations, and countries, our alumni network could be leveraged to accomplish great good.

When I thought about what 'supporting the pillar of Global Citizenship' was, I had an epiphany. We shouldn't be doing things that make the school look like a good global citizen; we should be giving T-birds the opportunity to become good global citizens. It is a subtle shift, but an important one. In the business world, the emphasis on corporate social responsibility is often focused on showing the company in a good light. This engenders appreciation in communities, with lawmakers, with employees, and with customers (and potential customers!). For Thunderbird, yes, PR is always beneficial, but our "product" isn't toothpaste; it is creating strong global business leaders. If we do that well, the accolades, rankings, and new students will come.

This all leads to the doorstep of "service learning."

which is teaching a skill by having the student engage in a real-world activity. In T4G's case, this activity is helping to fulfill the goal of "doing good." This fall, we've begun to use service learning in three different classes. In "Strategies in International Development," "Business Intelligence," and "Brand Management," there are all T4G projects being worked on by students. The exciting thing is that this exercise in global citizenship isn't limited to ID. Just like in the real world, even hard-core marketers, managers, and financiers can incorporate "doing good" into their for-profit livelihoods. So what are these 13 T4G guinea pigs doing?

In Business Intelligence there is a group that is helping to define best practices for T4G by looking at what other models and examples already exist. This will let us incorporate good ideas and avoid other people's potholes.

In Strategies for ID, the students are exploring potential future T4G projects. They have more ID experience than I do and I am delighted to leverage their knowledge and insights to discover new ways to help people. It is like having a class full of free consultants!

What is going on in Brand Management is perhaps the most intriguing of the bunch. I think that it is the model for what we can accomplish in the future. This group is creating an international branding and merchandising strategy for a non-profit organization that doesn't have the ability to do it on its own. Having six MBAs working on their issues - for free! - is a dream come true. This will allow the organization to serve more people, to do more "good." At the same time, the students get a real world experience to learn from... and to put on their resumes. Everyone wins.

I must stop here to give major kudos to the three faculty members who were brave enough to give this a try. Linda Wetzel, Paul Kinsinger, and Rich Ettenson all took a leap of faith to allow T4G to integrate into their curriculum. I hope karma circles their way; they deserve it.

This is just the beginning of what we can accomplish with service learning. I'm working with Dr. Greg Unruh, the new head of the Lincoln Center for Ethics, to build a global citizenship internship program under his department. And I can envision a time when we can offer service learning opportunities to our alumni, utilizing time that they might have during vacations, sabbaticals or retirement.

In the end, service learning represents a powerful way to help people. It leverages the talents of our stakeholders, takes comparatively little capital, benefits those doing the learning, and really allows Thunderbird to "do good."

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If you want to learning more about Thunderbird for Good or service learning, contact Kellie Kreiser at kreiserk@t-bird.edu.

McKinsey visit

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



GEOFF MCNABB

The company visit from McKinsey and Co, the company whose former managing director started the fantastically successful Indian School of Business (a partner school of Thunderbird's), was a tremendous success. With 83 offices in 45 countries throughout the world, McKinsey is one of the premier consulting firms in the business and is an ideal place for the young professional MBA-IM, Dual-MBA or MIM graduate who has a passion for thinking fast, building effective solutions and wants to get a taste of many Fortune 500 companies as a consultant.

As you may know the company is highly selective and pays its people well, ergo it is not a piece of cake to get hired there.

Organized by Mike Lowe from the Career Management Center, Matthias Daub, a previous Thunderbird exchange student and current McKinsey consultant, presented his company to a group of roughly 25 individuals on Tuesday, October 4th in the IBIC Media Room. Though he represents all of McKinsey throughout the world, Daub is from the German office and therefore presented everything in German. Even the Q&A session ended up being in German.

He included an overview of the company, how the German office fits into the big picture, and how he, Daub, goes about his day-to-day life as a consultant. His goals were two-fold: he wanted to paint an enticing picture of McKinsey to build interest in the company, and he wanted to see whether recruiting Thunderbirds would be of use to the company.

During his talk, Daub also explained how the company goes about hiring new employees and gave specific advice and dates for meet-and-greets as well as interview marathons that McKinsey organizes. Based on the number of questions, it seems that Daub accomplished his task of getting students interested and making a name, as well as a recruiting spot, for McKinsey on the T-bird campus.

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Professor Sukumar enhances our program

By MAHA ALATTAR
U.S.A., Summer '06



MAHA ALATTAR

Imagine the intense feeling of a 26-year-old professor walking in to teach a class of 50 experienced business professionals. How did he arrive at this interesting career juncture? This is the story brought to you by the Thunderbird Marketing Association (TMA), privileged to host an interview with Professor Sukumar, a name synonymous with Analysis for Strategic Marketing (ASM).

Despite his immersion into teaching at an early age, he has only recently admitted to a mid-life crisis. Typical of his nonchalant humor, we learn more about our motorcycle-riding professor as he sheds light on what drew him to T-bird, the launch of his career in marketing research, direct management and strategic consulting, and advice for Thunderbird students who aspire to become successful marketing professionals.

The road less traveled: from the discipline of mechanical engineering to marketing

Trained in mechanical engineering, Professor Sukumar graduated with a Ph.D. in marketing sciences from the University of

Pittsburgh at the age of 25. Groomed in academia, yet looking no older than 26, he first taught at the C. T. Bauer College of Business at the University of Houston in Texas to undergraduates and executive MBAs courses in marketing management and marketing research.

There, he juggled teaching and marketing research and assisted University of Houston Ph.D. candidates with dissertation research. Ever since joining Thunderbird in 2000, Sukumar has been jet-setting weekly away from home and family. He has taught seven different courses at Thunderbird. Outside of academics, he has been the associate dean for MBA programs at the Indian School of Business at Hyderabad, India. Sukumar currently holds a consulting position in marketing sciences with IPSOS, the second largest market research company in the world.

Despite his business and family obligations, Sukumar's love of teaching draws him to and from Glendale every week. In his words, "I love teaching T-birds - it is fun molding such young and energetic people towards a better career."

You may catch him arriving in a suit from work to airport simply to teach his MBA T-birds or executives. Overlook the



stain on his jacket from spilled ketchup on a plane ride, and realize the vivacity and commitment he brings to his students waiting for him to arrive to ASM. Sitting in on his class of nearly 100 students reminds us of the legacy he has created from the ASM class origins of five students five years ago.

ASM: designed for both number geniuses and sassy strategists

ASM uses the computer game Markstrat to simulate a strategic marketing situation requiring players to apply a pool of analytical skills. Into its 25th year, "the objective of this game is to look at the world and meet it with vigor. The game gives us the ability to look through a telescope and know when to pull the trigger," says Sukumar. So, basically, if you are up for a challenge whatever your career path might be, do take ASM.

Words of inspiration from our legend

Sukumar advises students to concentrate on doing three things. First, focus on your coursework essentials like International Marketing Research. Whether you are in marketing and/or finance, be sure you do well in all your coursework because in the end, they are all needed to contribute to your future professional success.

Next, he suggests becoming a voracious reader and to read on your own, outside of schoolwork. Finally, he recommends that you network like crazy. "Work hard with the CMC and the companies they bring in and keep in touch with them while also joining and participating in professional associations like American Marketing Association (AMA) and PDMA (Product Development and Management Association)," advises Sukumar.

How to bank on the soft skills T-Bird focuses on? In and outside your work the common denominator in the arena of life is people and communication. Always work hard to learn, listen, cooperate and understand others. These soft skills will take you far in any profession. Realize that being over-opinionated is not good. "Do also realize that we all make mistakes. So while at T-bird make your mistakes here because the real world isn't as forgiving," says Sukumar. Sukumar concludes, "My wish in life is to see good things happening for Thunderbird and to be sure to continuously enjoy and bring happiness to those around me."

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[Editor's note: Interviewers for this article were Moumita Sen, Deepak Vyavahare, Stephen Chih-Chieh Tseng, Maha Alattar]

The Navajo Nation

By TOM ALSTON
U.S.A., Fall, '05



THOMAS ALSTON

Recently, a group of T-birds, mostly of the IDA persuasion, witnessed a presentation by the chief economic advisor to the president of the Navajo Nation, George Cordova. The title of the talk was "International development on the Navajo Nation," and it caused more than a little consternation. Before the event I was asked several times, "don't you just mean, development on the Navajo Nation? I know it is called a nation but isn't really just part of the U.S.?"

As I learned from Cordova the truth, as is often the case, is somewhere in the middle. While there are many actions of state that the Navajo Nation could not implement, like say raising an army, in many respects it remains a sovereign power. The Navajo Nation has its own police force, courts, and property rights systems. It has the right to extradite individuals who are not wanted on the reservation, and it even has official

observer status in the UN.

Cordova explained that the Navajo Nation, being by far the biggest tribe with over 300,000 members, is one of the few tribes that have the sheer numbers needed to set up a functioning system of self-government. Also, unlike many reservations, the Navajo Nation was formed by a treaty with the U.S. government and not by an executive order. Over the years this legal standing has allowed the Nation to claim a certain amount of sovereignty.

Cordova also spoke powerfully about the challenges facing development efforts on the reservation. Just as in other countries, issues such as profound cultural differences - language barriers, foreign property rights laws, and a need to balance cultural integrity with development - all must be dealt with before any sort of project can go forward.

Overall, the talk was highly informative and has led to ongoing efforts by T-birds to form new links between the school and the country to the north of us.

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What is \$1 to you?

By DANNY LUNG
Taiwan, Fall '05



DANNY LUNG

When you think about one dollar, what does it mean to you? You may spend it on a vending machine or in the Commons. Now, there's a better alternative to spend it. Some of you may have noticed the raffle table at the European Night.

People, particularly me, were yelling or murmuring about the raffle. What was that about?

This raffle is a fundraising for the Graduation Gala. The Graduation Gala committee finds students to volunteer different services on campus, such as babysitting, massages (Oh! Yes!), carwashes, tennis or golf lessons, and diversified home cooking dinners from Brazil, Nigeria, Thailand, and Taiwan.

You only need to spend one dollar to buy a ticket for one service. One dollar may mean nothing to you but can help us organize a better Graduation Gala. We will

introduce various raffles every period. As long as you see us on campus, please don't hesitate to ask us about it or to buy a ticket.

Although we still have a long way to go, our first introduction at the European Night was a huge success thanks to those who bought tickets. Congratulations to those who won the raffle. See you next time!

WINNERS of the Graduation Gala Raffle

- 1) Maria Fiorillo - Nigerian Dinner
- 2) Angela Zou - Brazilian Dinner
- 3) Linda Jensen - Chinese Dinner
- 4) Virren Malhotra - Thai Dinner
- 5) Casey Welch - Car Wash
- 6) Jack Yang - Massage

We will email you to make arrangements for the dinner, car wash or massage.

Thank you all for your support, and look for us every week to raffle off something new and exciting. Coming your way. . . "The Traveler's Guide to Global Insults."

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Winterim Program

GF4436: Valuation for Venture Capital, Private Equity and Emerging Markets (January 3- 20, 2006)

The primary goals of this Winterim course are to introduce and expand private firm evaluation and valuation skills related to high risk investments into the venture capital (VC), private equity (PE) and emerging markets (foreign firms or FF) of the world. Although the fundamental underpinnings of "business valuation" are similar across the spectrum of different "business interests", the valuation environment associated with VC, PE and foreign-based entities differs in material ways including (but not limited to) the following:

- 1) Firms with minimal or negative earnings/cash flows
- 2) Startup or young companies with no/minimal operating/financial history
- 3) Unique companies with minimal or no "comparable firms"
- 4) Lack of or different information resources

A series of case studies and guest speakers will be used to introduce the material in the most practical manner possible. Guest speakers include the founder of the Institute of Business Appraisers (pioneer of widely-used market approach applications used for closely-held companies) and the Managing Partner of one of the largest VC funds in Arizona.

Above all else, the typical VC or PE or FF transaction represents a "high risk" investment as compared to the benchmark public firm investment or even the "typical" privately-held domestic

business interest and requires diligent, situation-specific consideration and analysis. In such environments, it is ultimately the degree of risk, type of risk and the methods used to evaluate, measure and incorporate this different risk profile into valuation applications which requires methodologies which differ from the typical domestic valuation engagement.

General valuation applications will be extended into situation-specific applications involving VC, PE and FF environments. Examples of unique methodologies/perspectives that will be addressed during the course include the following:

- 1) The "Venture Capital" and "First Chicago" valuation methods
- 2) Multi-Stage Discounted Cash Flow Analysis
- 3) International Asset Pricing Model (ICAPM) and other foreign firm cost of capital estimation techniques
- 4) Valuation of Preferred Stock
- 5) Guideline Public Company and Merger and Acquisition Method
- 6) Use of "Pre-IPO" and "Restricted Stock" and "Control Premium" Studies for purposes of valuing minority (non-controlling) stakes

Contact Scott Gabehart at 602-692-0887 or sgabe57806@aol.com for more information (office # 110 in Voris Building - A Wing)

TSG has WIGs?

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



MATT HARKER

What are WIGs? WIGs are Wildly Important Goals. They are like BHAGs (Big Hairy Audacious Goals), just hairier. These goals are more important than just the merely important goals that we create for ourselves every year, trimester, or month. TSG believes that these goals will make the biggest impact to the greatest number of students this year!

Before the fall trimester started the fall TSG leadership met to define our WIGs. We started by identifying our theme for the year – "Thunderbird Changed My Life." We wanted to find out what we could do over the next two trimesters that would make the greatest impact to the most number of students on campus and have many of us say, after the spring trimester is over, "Thunderbird changed my life." (In a good way, of course.)

We started the process by brainstorming different objectives we could undertake that would elicit the desired response. Early in the process it was pointed out that these objectives could be lumped into three key areas of a T-birds experience: academics, career search, and student life. So we decided to narrow all of our ideas down in order to focus on one objective in each of those areas. After the process the group came up with three WIGs.

Under academics we would focus on the professor/curriculum evaluation process. We felt that there was much we could do to better understand how the administration uses our evaluations and then we would communicate those findings back to the students. Additionally, we could use our influence to improve the evaluations to ask the questions that get to the heart of the matter; continuous improvement of curriculum and faculty.

To improve our career search we decided that facilitating the building of a mentor program between students and leading alumni could help tie the two entities together and give T-birds a better shot at

getting jobs upon graduation. The Thunderbird Marketing Association began the trimester with similar vision and it is our goal to institutionalize the mentor program in the other associations and within clubs that share the vision.

Finalizing our WIGs and continuing the legacy of enhancing student life, it is our goal to improve assets on campus; specifically the pool and gym areas. We feel that with these asset improvements students will use the facilities more and find more fulfillment in their complete experience on campus.

After deciding on the WIGs, school started and we were all caught up in an amazing disaster – Hurricane Katrina. Hurricane Katrina was not the last disaster to affect our global community. Since then we have seen Pakistan shaken with an earthquake and Guatemala hammered with rain and mudslides. These natural disasters are causing specific human pain to many of our own loved ones and countrymen. As global citizens TSG thought it would also be important to incur another initiative: facilitating an opportunity for the most number of students to become involved in the disaster relief effort. Asmita Singh and Suzanne Thornton are heading these efforts.

Besides accomplishing our WIGs, we still have a lot to do. It is important for us to maintain the TSG budget and offer excellent regional night experiences. We still want to assist student clubs in accomplishing their goals. We want to continue the executive dinners and maintain the Honor Council. There are AV requests and posters and flyers to be printed and approved.

It is also our desire to effectively represent students in front of the Thunderbird Global Council, President Cabrera, and the Board of Trustees. And despite this work load all 18 members of the Thunderbird Student Government want to succeed in the classroom.

With your help and support we can accomplish our WIGs and we are looking forward to continued success this fall and next spring. So, when things get hairy around the TSG offices, don't be afraid to pitch in some of your time and energy.

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Look at these rumors

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



JAMES SAYNO

Did you hear Thunderbird is up for sale? Did you hear President Cabrera is leaving the school? Did you hear the Sangria was tainted with botulism at European Night?

To borrow a line from the famous Cameo song, "Look at all these rumors, surrounding me everyday." Is it just me or have we become a regular gaggle of retirees around a bridge table lately?

What is interesting is not that rumors exist at a time of transition at our school. Every organization with more than two people has a rumor mill. They are manifestations of people's insecurities and anxiety about the future. They are the creations of overactive minds, or the effect of sheer boredom.

What we should be asking is - why do normal, intelligent people get swept up in generating and perpetuating rumors? Furthermore, what can be done to stop the spread of these things before they end up doing real harm to the reputation of the school, the current student body, or our vast alumni network out there?

So if you want to be able to proudly display your diploma on the wall of your expansive corner office after graduating, instead of sheepishly whitening-out the university name in your cubicle, please pay attention to the following edicts:

Trust no one. OK, OK, that sounds a bit paranoid. How about this:

1.) No matter how credible the source seems, check the facts.

In an Article in Business Week Magazine from December 24, 1990 (did they have rumors way back then?) called "Killing a rumor before it kills a company," the authors Larry Light and Mark Landler assert, "Facts, fully disclosed, will drive out the distortions of rumor. Rumors take root because they are plausible." Current rumors are plausible because they are coming from an otherwise credible source such as a faculty or staff member. They seem plausible because a guy you knew saw the Powerpoint

slides for the Board of Trustees from the faculty. Whatever the case, please make sure to check the facts.

2.) Get the facts from people that have the facts.

Instead of trying to worry about finding a credible source in the sea of rumor-mongers, why not go straight to the people that are around to give you the real deal? For example, your TSG representatives are available at all times to hear your concerns. We are here to serve you. You have a concern? We want to hear it. Something making you nervous? Please let us help get the information you need to feel better and more secure. We do not know everything, however we know where to get the straight answers to your questions. So even if we don't know or haven't heard, it is our job to find out.

3.) Think before you speak, or hit the Publish button on MTB

This one is a bit harder. Talking about the school closing and making bets about the President leaving is much more exhilarating than talking about the Accounting final. It is almost ingrained into our nature that we are compelled to a) know something that someone else doesn't, b) spread that thing around and then c) if we end up being right say "I told you so – look how smart and insightful I was, please come back again"

Not all knowledge is power. However, "insider knowledge" is definitely power. In an institution like this, to set oneself up as an "insider" has many fringe benefits. All it takes is to be right once. The problem is trying to gain that power through spreading rumors has the exact characteristics of an economic negative externality. The actions of the rumor producer do not come back just to affect the producer, they come back and affect the community at large.

So there it is people, a fairly easy prescription really. Get the facts, get the facts from the people that know, and by all means, think before you speak. I'll bet a \$1 if you follow these things you'll have real power, the power of being secure in an otherwise anxious world.

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Defending the Thunderbird: prepare for tough Qs

By BRIAN DEFEE
U.S.A., Fall '05
TSG CMC Chair



BRIAN DEFEE

Many of us are vaguely familiar with comedian Rob Becker's one-man stand-up act entitled "Defending the Caveman." Basically, Becker humorously explores the differences between men and women and how those differences make us misunderstand each other. My laptop found itself on www.cavemania.com while my FORAD team members discussed the advantages and disadvantages of hedging oil. (FYI: ALWAYS HEDGE OIL!!)

Becker's act made me think of something that I'm sure most of us have come across while interviewing for jobs, or internships: Thunderbird is occasionally misunderstood. More precisely, there are two groups in this "truly global" business world. There are those that understand the magic behind Thunderbird and respect it immensely. And then there are those who

have never heard of it before...EVER!!

I wrote this article to share with everyone a quick story about an instance when I was "Defending the Thunderbird." Hopefully, if any of you are ever in this predicament you will know exactly what NOT to say.

On January 13th of this year I was flown out to New York for an investment bank's "Super Day." (A Super Day is fairly common in investment banking. All of the banks hold special days when they fly in 20-30 of their top, final-round candidates to their NY headquarters. In my case each of us had six 30-minute interviews in a row, were grilled about everything and anything and finally were taken to dinner at a mid-town Italian restaurant.)

So, I wiggled my way through every finance and accounting-related question tossed at me. I was even able to offer a few stock picks of my own and why these companies were undervalued. "Doin' alright DeFee" was the thought that ran through my head.

Unfortunately in walked interviewer number four with his French-cuff Brooks Brothers shirt, Texas-sized ego and

his small plastic container of yogurt-covered raisins. After a cordial hello and a kind offering to share his impish snack, he took a long, hard look at my resume.

Question number one hit me like a sucker punch to the gut. And I repeat, "Brian, where is this you go to school? FIREBIRD? Tell me about this FIREBIRD place?"

This guy was serious!! He had never heard of Thunderbird! While I won't outright provide John Q. Reader with the name of this particular bank, I can tell you that it rhymes with "Rare Burns."

Now I've done my fair share of mock interviews with behavioral-type questions, but nothing could have prepared me for this. There was zero time to hesitate. I quickly found myself "Defending the Thunderbird!"

But I didn't know what to say. I nervously and pathetically replied something to the effect, "It's a great international management school in Arizona sir. [Five second pause] Can I have a raisin?"

In an effort to learn from past mistakes, or tragedies, I've come up with a simple ten-second commercial on "Defending the Thunderbird." As the TSG

CMC Chair I implore all of you to memorize something similar so that you too don't sweat through a miserable interview as I did.

Try something like this: "Mr. Raisin-Eater, Thunderbird is the number one MBA program in the nation focusing on International Management. US News & World Report has ranked us the number one international program every year for the past ten years and The Wall Street Journal has followed suit for the past five years. The program consistently beats out Harvard, Wharton, Columbia and Yale in international management." Oh snap!!

Unfortunately, I quipped the former reply. Needless to say I wasn't offered a summer internship position, or a yogurt-covered raisin.

I end with the hope that my story on "Defending the Thunderbird" will arm every reader with a bit of protection from future sucker punches. Good luck FIREBIRDS!!!

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TSG experiences many early successes

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



MATT HARKER

TSG has started the trimester with some good successes.

First, TSG was able to facilitate a very energetic club day, marshaled by Student Activities Chair Gbemi Disu. The TAC was packed with more than 60 clubs looking for students and hundreds of students looking for clubs. The feedback that we received on Club Day was very positive. I recognize that my survey results may have been skewed because I was polling people right after handing them a free brat.

Second, the TSG budget was published and appeals were heard in a timely manner. Shortly after club budgets were submitted the TSG Executive Committee met, and they met well into the night, to

propose a budget to the clubs as soon as possible. We were actually able to post the budget a day early, giving club leaders ample time to see their allocations and prepare appeals. Despite my absence due to the birth of my first child (Quinton Jeppson, a cute little fellow), the TSG Executive Committee was able to hear the appeals and an adjusted budget was published shortly thereafter. The budget is posted on the TSG Treasurer's MTB site for all to view.

Third, first trimester representative elections were held swiftly and effectively with a great percentage of students participating in both the campaign and the vote. Many qualified first trimester students campaigned in the elections and, to their credit, the election went off without a hitch. Congratulations goes out to all those who ran and to Jade Ok, TSG VP for running such an efficient election. First trimester representatives were announced within an hour and a half after election booths closed.

Fourth, after realizing that many students needed transportation to Los Angeles for the NSHMBA conference, Virren Malhotra stepped up to organize a bus trip to and from the job fair. Partial funding was provided by TSG. Twenty-seven students were able to take advantage of the bus. We feel like the money and effort went to good use.

Fifth, Gbemi Disu, student activities chair, was able to pull together several students to realize a wonderful European Night. The music, food, and festivities of the night brought out a record number of people. Everyone I visited with said they were having a great time, and I left three hours before the party shifted to the Pub.

Besides putting on great events, TSG has been able to produce and distribute Hot Sheets once a week and hold Table Times at The Commons every day from 1:00 to 2:30 p.m. Hot Sheets are pink sheets of

paper stuffed in your campus boxes to inform each and every student of the week's campus events. Table Times are opportunities for students to talk to TSG and share their complaints, compliments, and suggestions.

We recently implemented a system that will help students receive answers to their questions faster and allow first trimester representatives an opportunity to learn how the Thunderbird system works. First tri-reps will be seeking out your concerns every week and have the charge of finding the solutions or resolutions to your questions and then reporting their findings to you. So find a First Tri-Rep and share your concerns with them!

We still have many objectives that we would like to accomplish this trimester and we recognize that there is much we could still improve. We appreciate your support as we work to have you say, "Thunderbird changed my life."

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TSG carries out a successful European Night

By GBEMI DISU
Nigeria, Spring '06



GBEMI DISU

The Beginning of a new era! Thanks to the German Club, the Russian Club and the French Club there was an amazing revamping of the European night this fall. Present at this great event on October 7 were great food, music and a fun atmosphere. It was definitely a great way to kick off the regional nights and truly showcase the

European culture. On behalf of the student body and TSG, I would like to thank the following people who helped make it a great event:

The lovely Pauline Courtiau for making sure we all stayed within the budget, helping set up, making the sangria and attending every committee meeting held; Ulya Abdullayeva and Katya Pak for making sure that everyone got a shot of vodka, yummy pirogies and the most adorable Russian entertainment ever; Oliver Sanders, David Wenz and Clemens Binder for organizing and creating a great Oktoberfest

that would make Germans proud; Anssi Pulkkinen for agreeing on such short notice to kick off the entertainment portion of the night; Bjorn Van Den Berghe for helping with idea generation for the night at the meetings; Heather Eberle for helping with the decorations; Joy Nakfoor for helping out with the shopping madness the day of the event; and, Antoine Trepant for taking the time to make the très yummy crêpes as well as providing the awesome dance music for the night! Many thanks to all our volunteers and members of TSG for helping with the set-up, clean up and serving food at the event. It

couldn't have been a success without all of your help.

If you missed this fabulous night, it's a shame. But, no worry... the next one coming up is the Asia Regional Night on November 12. Contact Tracey Nguyen (*tnguyen@global.t-bird.edu*) if interested in being on the committee or volunteering on the day of.

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Has your club stepped up to the challenge?



SUZANNE HENRIKSEN

There is an exciting and rewarding club competition going on right now on campus... is your club involved? Join other T-bird clubs in our joint goal to raise as much money as

possible by the end of the trimester to show our support to all recent disaster victims. As a club in this competition the sky is the limit in how you can choose to fundraise... wash cars for the Glendale community, organize dance classes, give self-defense lessons, offer language training, or do anything else that is

T-bird representative! No matter how big or small, your club's effort and money raised will make a difference.

As Thunderbirds, it is our responsibility to be truly global citizens and give back to outside communities, especially to those in need. We have the innovation,

creativity, and extensive resource base here at Thunderbird to truly make this fundraiser a huge success. "Let the T-bird spirit rise and step up to the cause."

Please step up to the challenge and get your club involved today by sending an email to *suzannehenriksen@global.t-bird.edu*.

TSG hires new office manager for smoother ops

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



MATT HARKER

TSG has been running at full steam, even without an office manager. Many of you have been asking, "What happened to Heather Kim and why did Matt Harker run her off campus?"

I understand it has been frustrating to many of you who are finding the TSG office closed when you need to ask a quick question or pick up a reimbursement check. You can imagine what it is like for 18 TSG officers who have no one to distribute incoming mail, answer quick questions, deal with the on-campus lockers, collect and assign poster boards, purchase office equipment, order shirts and badges, maintain the TSG offices, take and publish TSG meeting minutes, etc. I, too, am sorry our office manager is gone and I apologize for not yet finding a solution.

First, I didn't mean to scare Heather Kim away. In fact, Heather left Thunderbird for a great personal opportunity. She was able to find something that better fit her schedule as her family members grow up. As we wished her well, we cringed at the prospects of working without her until we find a suitable replacement.

Many have suggested allowing volunteers to do the work of the TSG office manager, just until a replacement is found. Under law we were unable to appoint a volunteer in a typically paid position. Furthermore, we were unable to hire some willing people because of

their foreign visa status.

Before searching for a proper replacement we tried to modify the position so that the TSG office manager would become a full-time position rather than a part-time. With as much work and stress the office manager has historically dealt with, we thought we could make the case. However, due to budget and personnel constraints, we couldn't justify the change. This fact left us, the TSG Leadership, for the most part a volunteer workforce, to fend for ourselves as the proper procedures were followed to replace our tremendous office manager.

The job was posted on and off campus and we received several applications. The cover letters and resumes were combed through by Kay Keck, Karen Tisdale, and me, and four of the candidates are being interviewed the week I write this article. Invited to be a part of the interviews are Kay Keck, Karen Tisdale, me, and the rest of TSG leadership.

After the interviews we hope to quickly select a new office manager who can start working with us ASAP. I'm sure many of you can help us give this new office manager "on-the-job-training."

Even without an office manager, TSG has been able to keep the ship afloat. As mentioned in another article the TSG budget process, first trimester representative elections, a bus to NSHMBA, weekly Hot Sheets, and European Night have all been great wins for the TSG during this first module. Even with these great successes we still have much to do and we look forward to serving you going into the second module of the fall trimester. With a new office manager we will be better equipped to accomplish our Wildly Important Goals!

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Making a difference through philanthropy, care

By ASMITA SINGH
India, Summer '06
TSG Community Outreach Chair



ASMITA SINGH

I still attribute my volunteer work to CT snow! For someone who loved the Indian summers and was always on the move, it was a very different experience to be on a sabbatical at home in the sub-zero temperatures.

And that's where the 'doing something positive' took me to find out what and what I could do in continuation of my volunteer work at India with VOICE (non-profit for Education of underprivileged children) and for the welfare of stray dogs.

The number of opportunities available overwhelmed me. As I have always been inspired by the dedication of the army, my quest took me to the Veterans Hospital. During my volunteer time there, I did my share for the ones who serve the nation in the most selfless way. It will be one of my most enriching and memorable experiences. And in addition to the staff, I now have some great veterans as life-long friends.

I strongly believe that everyone of us can 'make a difference'—that each individual is capable of increasing their value to the community. Whatever issue motivates us, whatever level of commitment we bring, whatever our personal style and unique talents, there is a place for us to contribute and to have a real impact in peoples' lives - and in our own life.

Volunteer work and giving our time for others is for

individuals who not only desire successful lifework, but hunger to reap the rewards of living purposefully. We all have and can bring compassion, creative energy, dedication, and respect for others, especially for those who need it the most. And there is something for us too – we can gain leadership skills, planning, project management, customer relationship, people skills, improving communication and motivational abilities. As an international student, it enhances the understanding of people and other cultures in a more friendly and informal environment.

In addition to the disaster relief fund raiser, we will have more community outreach activities planned. I look forward to your suggestions, ideas and participation ...

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Change, continuity, and the benefits to helping

By KANWAL JIT KAUR
India, Spring '06



KANWAL JIT KAUR

We all set out for adventure when we decided to let go of the seeming routine of secure jobs or of other pursuits when we decided to commence studies at Thunderbird. And Thunderbird, in turn, is going through the same process of evolution.

One perceives layers of change: global, intra-national, within organizations, and within ourselves. But within all this tumult, what endures is the inherent

characteristic – in our case, the Thunderbird mystique. It will be in evident in the first weekend of November, 4th to 6th November, the Homecoming weekend, when alumni from across the world will descend at the Glendale campus to revive old memories and affirm support for their alma-mater. We are gearing to make their weekend a memorable one with the theme this year being "Art of Being Truly Global."

It will be a good opportunity to meet and network with the alumni and create bridges between the past and the present. Interested students can volunteer to help make the event a success, and those who wish match wits with alumni can sign up for

the case competition that will have, alumni teaming up with current students.

To take the bonding further, TSG is actively coordinating efforts by the marketing, finance and international development associations to develop a mentoring program for enrolled students. The marketing association has already launched the pilot with 50 students currently being mentored by alumni in the marketing function, and we hope to have developed a standardized program for all three associations by the end of this trimester, for implementation in the spring trimester. Needless to say, our Alumni Relations office is providing the institutional support.

"It takes a lot of courage to release the familiar and seemingly secure, to embrace the new. But there is no real security in what is no longer meaningful. There is more security in the adventurous and exciting, for in movement there is life, and in change there is power."

- Alan Cohen

A number of our current T-birds will be graduating in December. Hope this fall is one of memorable events and the soon to be alumni cherish their time here, to carry the Thunderbird mystique forward.

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TSG outreach

By THOMAS ALSTON
U.S.A., Fall '05



THOMAS ALSTON

I would like to take this opportunity to write and thank everyone who volunteered over the last four trimesters and helped make all the TSG / Community Outreach events successful. The outreach position was created last fall to provide a way for students to become involved in the community outside of the campus borders. The position was originally intended to be part of the administration, but it was soon realized that it made more sense for the position to be a part of the student government.

Since the position's inception TSG/Community Outreach has been successful in a multitude of projects such as: bringing academic advisors from local colleges onto campus so that their students can be well informed about Thunderbird; helping the Arizona Refugee Center with the business aspects of running a NGO; organizing the second Thunderbird Cares Day; partnering with the Make a Difference Organization in order to play a key part in their annual Make a Difference Day;

bringing over 40 T-birds to the Grand Canyon to help the Park Service do an internal survey of park facilities; setting up a systematic process for supplying volunteers with short notice to the Red Cross during Hurricane Katrina/Rita; and most recently, bringing the head economic advisor to the president of the Navajo Nation onto campus to speak on issues facing a part of this state that is sometimes overlooked by the Thunderbird Community.

Overall it has been a great run. Being on TSG has been an honor, and I have particularly enjoyed working with those people on campus who are willing to give their free time to make the community around them a better place.

Happily, the position has been transferred into the capable hands of Asmita Singh who is already planning a Katrina Fundraiser, and who, in conjunction with the IDA and the Energy Club, will be helping to bring locally based leaders in Solar Energy Industry onto campus for a discussion about opportunities in this growing field.

Thank you, keep on reaching out.

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Being a DJ at Thunderbird

By MICHAEL BOLANTE
U.S.A., Fall '05



MICHAEL BOLANTE

For the past four trimesters, it's been a blast being on this campus and certainly an experience. I came to Thunderbird thinking I would only be doing schoolwork but one night changed it all. Last fall, DJ Ono (our predecessor) held a DJ contest at the pub and renewed my interest in DJ-ing. From there, Mike Gabriel and I found ourselves DJ-ing at every event we could.

DJ-ing gave me an identity and a way of expressing myself on this campus. It also felt awesome to do something you love in front of the very

people that matter to me most. But with all these great things in mind, people tend to forget that I'm a student too.

Juggling DJ-ing and my other activities took me a while to get used to, but somehow I did find a way. I simply made the time to do so aside from my foremost responsibility of being a student and I thought of it as a way of giving back to the school.

There are nights that are so enjoyable to play at the Pub: these are the nights when you hear people appreciate the job you just did. The setting up and spinning for 4 hours doesn't seem bad at all! Then of course, there are those nights that it's so difficult to play because of the number of people and their requests.

It's understandable because of the different cultures in one venue.

They tend to look for music that suits their tastes. I try to accommodate them when I can but sometimes, I just don't have it. Of course, there are the mishaps that happen from time to time. Like for example, a speaker crushed my laptop during the last pub night of spring. The place was packed and someone bumped into one of the speakers, hence the mishap.

It's not easy to be a Thunderbird DJ. It's one job that seems thankless but trust me, it's worth it. I have to say, playing for everyone in this school made my stay a lot more memorable. It is one thing that I will cherish forever. Now, who wants to be next?

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Show us your leadership skills!

By JADE CHANGSUK OK
South Korea, Spring '06
TSG Vice President



JADE CHANGSUK OK

My 3rd trimester, more precisely 2nd and a half trimester, - I reported Terms of Enrollment/Reduced Course Load (TNE)N (What is TNE? You may want to spell it out this time.) this trimester, atin Thunderbird started with and TSG and my precious time within TSG passed oue module already.

The My ultimate motive to make up my mind and to getjoin into TSG was simple: Asian's inactivity. My positioning statement was also written likesaying I want more Asian students to get involved in the community. However, I don't think I can make any big change toof this tendency. this effect. I just wanted to go through it first and show them how

it is just like Danny [Lung] did so - hehe is one man who really affected me to do so.

As you all can guess, there are some visibleclear reasons for Asian, especially North East Asian, thato make itbe hard for Asians, especially North East Asians, to get involved in the community. First of all, their language skills areis a the most critical problem. Although Thunderbird, unlike other schools, has the unique internationalized characteristic which makes many international students feel free to communicate with each other, the difficulty still exists. Also, long with Asian's high-context cultural background, this difficulty makes it difficult for Asians to be hard to show their leadership skills here. In addition to this difficulty, the amount of time thatin which Asians feel they should spend for their studying has some influence effect on their leadership. Including me, mMost of the Asians, including myself, haves to spend at

least double or triple the time for study. The absolute lacking of time is also the most important reason.

With all the above reasons, I ask myself, what did y I geot myself into here? First, we are in the business school. W., wWe came here not just because of the academic study, but more because to learn of the business value like a leadership, teamwork spirit, etc. Second, you can improve your language skills more in the field than from the book. In my position as TSG Vice President I put myself in positions where I am forced to practice my language skills; Nothing ventured, nothing gained. Everyone has different values in their minds.

Nevertheless, I can say that this will be an invaluable experience to you, as well. There are lots of chances waiting for you out there. Just go and grab themose. Of course, TSG's door is alwaysso open to you always.

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Thunderbird's rugby boys represent in Flagstaff

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



MATT WEINBERG

At 7,000 feet above sea level, you're sucking wind. I don't care how good of shape you're in. But green pitches, sunny 70-degree weather, and pine trees beats the flat, crusted, scorched earth of Phoenix any day. Over the weekend of September 24-25, the Thunderbird Rugby Football Club traveled to Flagstaff, Arizona to play in the 25th Annual Northern Arizona Ten's Tournament. This year's Silver Anniversary tournament drew approximately 50 men's and women's clubs from Arizona, Nevada, and Colorado.

Ten's is played slightly different than conventional 15's rugby, with ten men on the field at a time and only 15 minute

halves, instead of 40. The game is played much faster because usually less men on the field means more open space and more breakaways. Thunderbird was excited to showcase some of its newfound speed from its latest class of recruits, and the ten's format was a great fit.

Thunderbird played in the collegiate 'A' level division, along with NAU, ASU, and Durango. Saturday morning featured matches against NAU and ASU. They were both good learning experiences for the newer players, but the team did not play up to its capability. We lost the NAU match 13-36, although it was tied up going into the second half. Thunderbird lost the second game against ASU 0-26 due to sloppy play and too many penalties.

In the final game against Durango, we finally broke out of the slump and showed a bit of life. Led by all-star rookie Joel Reeder (who now owes a triple Zulu around the

pitch) and his three tries, Thunderbird routed Durango 49-0 in a game that could be described as a confidence-booster. Among many great plays were a memorable aerial one-handed try scored by Christian Zouein and a diving last second score by Dan Deal. It felt good to end the day on a winning note, and we hoped that this momentum would carry over to Sunday morning's rematch with ASU.

The Thunderbird team that ASU met on Sunday was not the same as the one that had been shut out in Saturday's match. The good luck bid from Timaree must have rejuvenated the squad because Thunderbird absolutely dominated ASU and controlled both the clock and the ball for most of the match. Our team drew first blood on a great try by Mike Bruneau in the first half and went to halftime with the score 7-0. It wasn't until late in the second half that ASU was able to put some points on the board. Thunderbird

threatened to score multiple times in the final minutes to retake the lead but was stymied by penalties deep in ASU's territory. On the final play of the game, ASU was awarded a penalty and converted the kick to take the lead 10-7.

The Flagstaff tournament was a fun event and great preparation for the TRI tournament. There are only a couple home games left, so come out and support the squad.

We look forward to seeing you, and as usual, beers and brats will be provided by our resident Grillmaster Julian Tate.

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November 5-6 Thunderbird Rugby Invitational Tournament
November 12 Tucson
November 19 Tempe

What am I on? Students high on the triathalon

By JARO HORVATH
Slovakia, Spring '06

So, T-birds, 'let's be on something together.' Something that may change your life for ever, that will electrify you and make you feel amazing.



JARO HORVATH

Something that a bunch of your fellow classmates are passionate about and they can't wait to share with you. That something is coming in November. That something has transformed the lives of many people. No, it didn't send them to rehab, rather it introduced them to the fastest growing athletic community in North America. That something is triathalon. Many people have told me that once they get the

"multi-sport bug", it never goes away. Sounds just like the international bug shared by many T-birds.

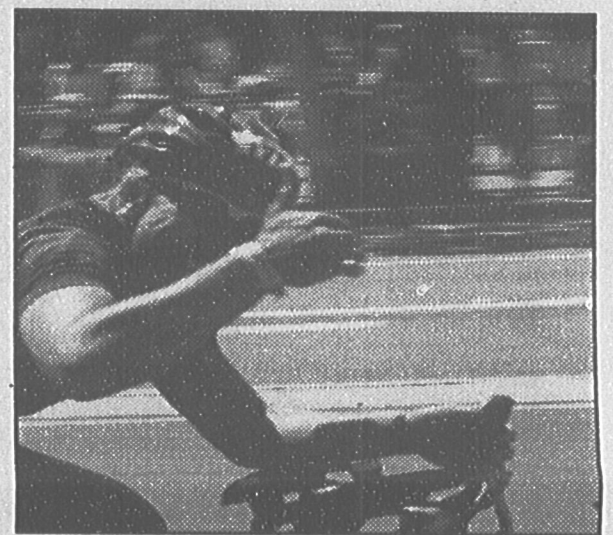
That's what I've been on for the last four years. And that's the bug our school's first multi-sport club, Tri-birds, is bringing to you later this trimester - The First Annual T-bird Triathlon.

If you are reading this and thinking triathlon is that grueling 17-hour event they do in Hawaii ... well, you are right. That's one version of it. But don't worry, we will bring you the Cliff Notes edition with distances closer to couple hundred yards in the water, six to nine miles on the bike (road and mountain bike friendly), and two to three miles on the run. If this still sounds little too much after a long night at the pub or a visit to Scottsdale, don't worry. Just find another person, or two, and buddy up for a relay.

This race is geared towards everyone in the T-bird community: students, staff, faculty, T-bird spouses and significant others. It doesn't matter whether you are from the east or west, north or south, with the goal of getting more people to learn and experience the thrill of triathlons. We encourage you to come out for the race; you'll be embarking on an awesome

"Everybody wants to know what I am on. What am I on? I'm on my bike ... six hours a day. What are you on?"

- Lance Armstrong (NIKE ad)



journey and display of athleticism and you'll be cheered on by many sports enthusiasts who will be supporting you on the course, transition area, or waiting for you at the finish line.

So, how do you get involved? The race date is Saturday November 19th at 10 a.m., To learn more, go to MTB, site map, and look at our club: TRI BIRDS. Registration forms, volunteer forms, and more details are online. Cost will be \$15 for individuals and \$30 for relays. Free T-shirts and refreshments will be

provided.

We hope to attract at least 50 to 75 athletes and at least 25 volunteers (the more the merrier on both fronts). We are working hard with potential sponsors and partners to bring you an awesome event and a memorable experience. DON'T hesitate to contact us with any questions. And come out to train with us! There are regularly scheduled on and off campus group workouts for people of all abilities.

Knowledge is power. Unity is strength. Attitude is everything. DU TRI it!

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Come and kick it with intramural soccer

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



JOY NAKFOOR

What are two things that get people on campus excited? Free food/beer, as regional nights, and soccer/futbol/foosball. Soccer is the most common international language, even more so than love. There is not one nation represented on campus that doesn't play soccer. So what's the draw here? Intramurals (IM). Our own T-bird soccer league. People from all cultures can come together and pretend that they are Pelé, David Beckham, or Ronaldo.

This trimester is no different. For the fall we have seven teams. Once a week these groups have agreed to battle it out on the rugby pitch (if the new grass is ready) for 70 min to see who can become this season's IM champs.

There was a bit of a delay getting the first game of the season started, but that

had more to do with moving the soccer fields to accommodate the watering of the new grass on the rugby field. Unfortunately one of the teams didn't have all players show up, so there ended up being more of a scrimmage than a game, but the other field proved to be intense. With a score of 8-1, one of the games proved to be fun to watch. The second game day of the season also proved to be good matches. With ties of 1-1, among other scores, it is easy to see that people are having fun, blowing off steam of class, and getting in some exercise under the Arizona sun.

With names like Pink Ladies (yes, the shirts are pink), The Incredibles, Ruggers (guess where they come from), Poder Gringo, Liurang, Peladinha, and Latin Power this is definitely going to be an entertaining season. So if you find yourself wanting a break from the books and need a bit of fresh air, head over to the rugby area to watch some soccer. You're sure to be entertained. Check the schedule below for game times (some might be subject to change). My bet for Fall 2005 IM Soccer champs is on the Pink Ladies!

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FALL 2005 SCHEDULE

First Round

Date	Time	Home	vs	Away
11/4	3:30-4:40	Latin Power	vs	Peladinha
		Liurang	vs	Incredibles
	4:45-5:55	Ruggers	vs	Pink Ladies
11/11	3:30-4:40	Poder Gringo	vs	Pink Ladies
		Incredibles	vs	Ruggers
	4:45-5:55	Liurang	vs	Latin Power
11/18	3:30-4:40	Ruggers	vs	Peladinha
		Latin Power	vs	Pink Ladies
	4:45-5:55	Poser Gringo	vs	Liurang

Semifinals

TBD	5:00 - 6:10	1st Place	vs	4th Place
		2nd Place	vs	3rd Place
3rd place game				
TBD	6:00-7:10	Loser 1	vs	Loser 2
Final and INTRAMURALS BBQ				
TBD	6:00-7:10	Winner 1	vs	Winner 2

How to scramble in golf

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



Golf Tips for forming best scramble team:

Just like diversifying a financial portfolio, try to balance your risk and bring strengths to a golf team.

Player No. 1- Probably the most vital player, someone with a solid short game.

This is where most of the strokes are saved or given away; therefore find someone who can manipulate the green!

Player No. 2- A big hitter who can potentially hit the green in one stroke on a short par 4, or two on a par 5. This can put your team in the position to actually score.

Player No. 3- A consistent player, someone who can guarantee a ball in play and can counteract the risk of the big hitter.

Player No. 4- Someone who can keep the cool drinks flowing! Don't underestimate the importance of this position!

Swing Tips for the Slicers & Hookers: Tips to hit

a straighter ball:

Do you throw your hands too early on the down swing? This means that you initiate the attack of the ball from the top of your swing versus when your hands are at hip level. This is a key move, and one of the most common mistakes golfers make. In the golf world, we call it coming "over the top."

Hookers: If your ball is going left, check your grip. Do you have too strong of a grip? Meaning can you see more than two knuckles on your left hand when gripping the club? This with a combination of coming "over the top" can lead to a solid hook.

Slicers: If your ball is starting out straight and then taking a sharp turn for the worse to the right, this is what we call "slicing." Slicing can happen for various reasons, but one common reason is from coming "over the top," but with the club face open.

Main idea is to be patient throughout the process and attempt to release the power of the swing from the bottom rather than from the top!

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A big kick in the grass

By MATT LOZIER
U.S.A., Fall '05
TFC Co-President



Thunderbird Football Club (formerly Thunderbird Soccer Club) recently kicked off another trimester of soccer here in Glendale.

On the agenda for the Fall: barbecues (we'll have them, I swear!), the nail-biting action of the Intramural tournament, and a second annual trip to UCLA-Anderson's MBA tournament in November.

The Intramural tournament is a must-see for anyone looking for high-octane sports action. Liumang, the Asian-dominated Champions, look to solidify their place in the globally illustrious Thunderbird Intramural Soccer Hall of Fame with a repeat performance of Spring 2004's stubborn, steady rise to the

top. Competition will be difficult, however.

The Pink Ladies have gained valuable top-flight experience since the creation of their club, and look to challenge for glory with the help of a core of strong reinforcements. They have also picked up the questionably useful Fabio Pelliccione and Steve Gemmiti, who should at least be able to kick people. Peladinha, under the masterful leadership of Mario "Mighty Mouse" Jinn, has amassed an enormous squad that looks sure to challenge for the title.

In what is surely the most anticipated match-up of the season, Poder Gringo renews its rivalry with Latin Power, in a bid to determine for good and for all who holds sway over the fields of Thunderbird. Spectators who appreciate grace and creativity, while not fearing blood, unbridled violence, and an occasional eye-spitting, are encouraged to attend matches on Friday afternoons (check

"All Current Students" for match times).

The Traveling T-bird's have been training in earnest under the direction of Co-Presidents Oliver Sanders and Matt Lozier since September for the UCLA-Anderson Tournament, and fully expect to win some silverware in Los Angeles. Victory in this prestigious tournament is sure to catapult membership in the Thunderbird Football Club into the imaginations of soccer-hungry youth all over the world.

Thunderbirds are encouraged to come out to play from 4:30 to 6:30 on Mondays and Wednesdays, and to heckle intramural players on Fridays (please: no projectiles). Also, be looking forward to our barbecues: beer plus Brazilian-style cuisine and caipirinha courtesy of the aforementioned Chef "Mighty Mouse" Jinn.

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No defense like self-defense

By Michelle Jo-Arencivia
U.S.A., Fall '06



Last Monday evening at the TAC there were a whole lot of kicks and punches to behold. Step Up! Self-defense club hosted fourth degree black belt instructor

Micah Rigdon to impart some potentially life saving techniques.

Micah took time out of his busy Taekwondo Academy on 59th and Thunderbird to lead a hearty and enthusiastic bunch of students and T-bird significant others. Some of the hands-on safety tactics addressed were anatomy, body mechanics, personal weapons, and targets. It cannot be stressed enough how important it is to have a keen awareness about bodily safety when traveling the globe. These classes are a great way to protect yourself when

your safety is threatened!

Mayte Corbinos, Step Up! founder, said "In today's world, violence, personal attacks, and terrorism are all facts of life. A threatening situation can take only seconds to unfold. Not nearly enough time to seek out help. When violence happens, what will we do? We need more than luck on our side! Let's not

be a victim! We must make the choice of personally protecting yourself, your family and friends."

A series of seminars will follow Mondays at 7:30 p.m. at the TAC at the exceptionally affordable cost of only \$5 per class. Please feel free to contact Corbinos for additional information at mcorbinos@global.t-bird.edu



Davis Cup match

By JONATHAN CHANG
Hong Kong, Spring '06



JONATHAN CHANG

For those of you yet to be initiated in the Sunday morning activities of the T-bird tennis club, it's time for you to "get initiated." We pack healthy goodness with every bite - clear blue Sunday skies, an intense and comical cultural jambalaya of student/athletes, and numerous beer wages on each point. Yes, our esteemed club is filled with inveterate gamblers. Most importantly, though, the club possesses the most knowledgeable and friendly (not to mention best looking) teaching professionals on campus, offering their minds and bodies for the price of a can of tennis balls and cheap beer. For pure value, it can't be beat.

If you need further incentive, the T-bird Tennis Club invites you to participate in the first ever (as far as we know) Thunderbird Davis Cup Tennis Championships. Oh yes. Davis Cup action, in truly global T-bird fashion, will pit continent against continent, with the sole aim of beating the snot out of each other on the tennis court (congenially, of course).

Sign up now, and pick your region to represent! For simplicity, there will be four groups represented: Asia, South America, North America, and the rest of the world. For any questions, please email me or visit our club page for further details. Serve on!

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T-birds in Sedona

By DAWN LAUTER
U.S.A., Spring '06



DAWN LAUTER

On September 17th, roughly 30 T-birds embarked on a hiking trip to Sedona. Organized by the Hiking Club, it was the first group hike of the trimester. The goal of the Hiking Club is to bring together new and seasoned students, faculty and staff who love the outdoors and want to experience some of the beauty that Arizona wilderness parks have to offer.

We met outside the pub at 8 a.m. and carpoled to the Huckaby trailhead. The hike was easy to moderate and we hiked in to some varied-rocky terrain until we reached the river bed. As we neared the end we came to the Oak Creek river, which had a beautiful rock formation protecting one side of it, and native trees to provide shade for us on the other side. We spent some time getting our feet wet in the sun until it was time to head back.

Afterwards we went to a microbrewery recommended by the Beer club for a great lunch and some suds. As always, the event provided us with a much needed break from campus, a little exercise, and a great opportunity to chat with new students and catch up with students returning from the Archamps and Guadalajara campuses and internships.

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NOVEMBER 3, 2005

¡Hola, México! Part 1

Latin America from a Taiwanese perspective

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

I wish that I could have had more time to visit southern México... Our two-week experiences in México were full of surprises and joys. We went to Guadalajara, Amatitán, Puerto Vallarta, Mascotas, Guanajuato, and DF, México City. I started

missing it on my way back to Arizona.

Stephen Tseng and I couldn't wait till the finals were over. We caught a midnight plane directly to Guadalajara, starting our adventure. At 5:30 a.m., we were sleepy and surrounded by the crowd speaking Spanish. Figuring out our way to Michael Grifka's apartment was easy. The cabdriver was friendly and gentle, although we had no clue what he said. Michael's directions were helpful. He knew that we might end up in the middle of nowhere if we only had the address. At 6 a.m., we got to his apartment, while we didn't know we arrived already, and tried to ask at the corner store for

tequilas. Stephen wanted to plant some agaves back home. Who knows how long it'll take? Well...you know Stephen. Don't be too serious. Besides drinking, Stephen and I became very famous in eating. We are not only the fonda (vendor) kings but also comelones (gluttonous). Why? It's because we enjoyed the vendors too much. The food was cheap and yummy! Although our Spanish sucks, "Taco con...this or that" was our common phrase everyday.

Something interesting was that everybody thought Asians knew karate. We met people greeting us by yelling "Ada!" I guess that stereotype helped us avoid troubles. Bruce Lee or Jacky Chan seems popular. If we were not in a hurry, we would have greeted back by "Ada!" We were glad that nobody really challenged us. Otherwise, we might have shown how fast two Taiwanese could run.

Puerto Vallarta was what we were waiting for since we just escaped from the desert. Back in university, there was a beach on our campus. We missed the ocean very much. When Michael suggested going to Puerto Vallarta, we didn't hesitate. We just jumped on the bus to PV and started to look for a hotel as soon as we arrived.

At the first hotel we went to, there was a little girl sitting at the reception and watching cartoons. When Michael spoke to



the exact location with my poor Spanish.

"Well... ¿Dónde está la Casa Cora?" After her explanation, I still had no idea what she said. Later we realized that her store was next to the apartment. We knocked at the door. Sleepy Michael had to wake up before his flat mate kicked him off the bed. (Yes! That was 6 a.m.!) Guadalajara was still half asleep then. We actually felt so great to escape from Glendale that we almost shouted in the street: "¡Hola, México!"

The first day was really interesting. We walked around this working city and found some mimos (mimes) performing on the plaza. We watched a mimo show in which he chose two couples. Both guys had to choose between two ladies. Another mimo collected the tips. When he came to me, I had nothing but ten pesos. I looked for help from my "best" company. They stepped back and pretended to be strangers whistling. The crowd watched me. OK! OK! Here you go! They were so happy.

They decided to let the two guys go and brought me to the center. Stephen and Michael were more excited than I was. The mimo asked me, "¿Hablas español?" I replied, "Un poco, poquito" (a little). He seemed not to believe what I said: "Gua! Jotito!" (Sissy) Everyone laughed, and they two didn't stop taking pictures. Well...what can I say? I don't remember what happened next. Eventually, I got away and felt quite relieved. Stephen and Mike still enjoyed the pictures.

Our one-day tour in Amatitán was a big party at tequila factories. The Herradura Company's historical buildings and stories were a charm stronger than its tequila. As you can imagine, we tried "some" of various

her in Spanish, she was shy and looked at the ground. As soon as he finished, she ran away and didn't come back. We stood there and looked at each other. Hmm...maybe we should try another one. Anyway, we found a good alternative for 15 dollars per day. The room was a bit humid and made me feel like home. After we settled, it was time to get some food. While we walked out of the hotel, the old concierge told us: "Tacos, many many tacos". After a pause, we laughed.

PV's nighttime wasn't pleasant, although the beach was nice before the rain. Tourists gradually changed this place. The smell of the water reminded me of the harbor in Kaohsiung, Taiwan. I found a lot in common between México and Taiwan. Although the humidity made us sticky, the wind and salty air brought us back to our college days. People drove around with loud music. Drunken teenagers fought. I preferred the old downtown with fewer tourists, more vendors and historical buildings. Walking was a pleasure.

The hotel's balcony was European style. Although I took a picture, I couldn't capture the moment. I forgot to bring my charcoal. Otherwise, working on a portrait might have been a good option for the morning. We had breakfast at a restaurant recommended by Lonely Planet. Michael said that Latino buildings had patios. If it doesn't rain, you can enjoy meals with sunlight and breeze. Or you can open yourself to invite them...

(To be continued)

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Rock n' roll 101

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



GENEVIEVE H. GUTIÉRREZ

People say I look just like my mom until they meet my father. I inherited her compassionate nature and his inner fire. Aside from contributing to my physical and emotional attributes, my parents collaborated in my musical upbringing; they raised me on rock 'n' roll.

Aside from only listening to the oldies or classic rock radio stations, my parents have an amazing vinyl record collection which I stumbled upon at a very young age. Like Sesame Street, the record covers were colorful and the songs were catchy – even to a toddler. Aside from that, there was always something to unwrap...such joy taking the vinyl from its yellowed sleeve. This was my first exposure to the classic rock greats.

The Rolling Stones' "Paint It Black" was the first rock song I remember that awakened something inside me. It's so loaded with emotion, and though I was a youngster who thankfully didn't yet know sadness, I did know good music.

When I was five we moved to Georgia. The excruciating five-day trip was bearable only because one of the very few cassettes in my parent's tape deck was Credence Clearwater Revival (CCR if you're cool). The entire album is fantastic, although I'm biased, but punk rockers and bluesmen alike can appreciate "Have You Ever Seen the Rain."

Aside from being much cooler than all the other kids' parents (who else's dad shouts, "Turn it up," when Metallica's "Enter Sandman" comes on the radio?), my parents were also very social.

When they hosted dinners for their friends (after the creation of the CD) there was a standard set that would keep circulating in

the player including Bob Seger, The Eagles, The Doors and Led Zeppelin. At the time they were white noise – I wanted my parents' friends to leave so I could watch TV – but their songs became ingrained in me. Check out Zep's "Babe I'm Gonna Leave You," and the Doors "Touch Me." Another musical milestone in my life was brought on by the Prince of Darkness: Ozzy Osbourne. One night I saw one of his videos on MTV and was scared to death...but I liked it. The song "See You on the Other Side" later took on special significance, but it called back to something The Ozz Man had inspired in me years before.

I mentioned the fiery spirit. We lived in a deserted area and the rock station always blared as we ripped down the dirt roads in my dad's old Chevy truck. I was not too young to notice that Steppenwolf's "Born to be Wild" made him drive faster. It made me drive faster after the age of 16, much to my parents' dismay. For more reckless driving music, try Seven Mary Three's "Cumbersome."

By that time it was too late. With a 16-year solid classic rock education and a head full of teen angst, I listened to two albums for two years straight – and nothing else: Led Zeppelin's One and Janis Joplin's greatest. Check out "Try" by Ms. Joplin.

Despite all our parents do to raise us the right way, there is a time when we all must spread our wings, and you have to hope that by this time they have instilled in you proper musical values. Clearly mine did, but judge for yourself. Close this abbreviated rock set with the Black Crowes' "Sometimes Salvation," and see if it grabs you by the insides and twists, the way it does with me. In fact, listen to the whole list – and listen to it very, very loud!

The set is downloadable at www.thunder-radio.com.

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Academic and International Services Announcements & Deadlines

Prague – Spring, 2006 Information is now available!

Are you interested in taking Thunderbird classes in Prague this spring? Information about courses, visas, and housing can be found in the Student Services' Reception Area and on the Overseas Programs' MTB site. In addition, the Overseas Programs' MTB site also lists great links to Prague the Czech Management Center, our host for the Prague Program.

OPT Application Deadlines

Fall, 2005 Graduates: December 2nd
Winterim, 2006 Graduates: January 6th

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

International Students – Report your Address Changes!

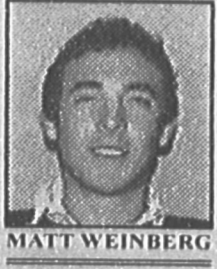
Are you coming back from vacation or an internship this fall? Have you moved? If your answer is "yes", then please note that all international students must report your address change within ten days of your move. This is a legal requirement of your status as a foreign citizen (all F & J visa holders,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

Academic and International Services
Roy & Pam Herberger Administration Building
Student Services Area
Phone: 978-7177
Email: ais@t-bird.edu

Give a good listen to Dimanche A Bamako

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

Dimanche A Bamako, Amadou & Mariam, Nonesuch Records Inc.



MATT WEINBERG

Some of you may have passed by my room located at 101 West A - the one with the fishbowl windows - and you may have noticed me tapping my feet or bobbing my head uncontrollably and a-rhythmically. No, I have not developed a nervous twitch from investing too much time in BI research.

The most likely reason for the impressive twitching is that I am listening to my newest addition to my highly underdeveloped world music collection, *Dimanche a Bamako* by Amadou and Mariam. You've never heard of them? No worries, neither had I until I read a review of their latest album, and the author dropped the fact that Manu Chao was the producer of this collaboration.

I love all things Manu Chao. I was even OK with the Latin contingent taking control of the old pub jukebox and playing the "Me gustas tu" song 47 times over the course of a typical Thursday night. But when I heard that Manu Chao had produced an album with a blind married couple from Mali (that had been making African pop music for the last 30 years), I had to have it.

Here's what it sounds like: You're sitting at a café in Dakar, Senegal, just up the block from a bustling street market where women are hawking beaded pearl necklaces from baskets perched precariously on top of their colorfully scarved heads. An old man sitting on a three-legged stool set on the café's dusty stage begins to pick Spanish guitar. Meanwhile, two French philosophy students smoking Gauloises at the table next to you are discussing Rousseau's *Du contract social*. Then Van Morrison and the Rolling Stones walk in from backstage and join the guitarist in a rousing version of *La Marseillaise*, eventually breaking off to form a conga line that winds its way around your table. That is the kind of madness that Manu Chao orchestrates, with Amadou and Mariam as the lead soloists.

I have read a number of reviews of this latest release on various music-focused websites, as well as Amazon.com, Allmusic.com, and even a piece out of *The Week* magazine. They all mention a different song or pair of songs as the highlight of the album.

What makes this CD so great is that it does not have one bad track and none of them appears repetitious. My personal favorite is *Senegal Fast Food*. If this song had a harder hitting base remixed into it, it would easily be blowing up the club scene in the U.S. and Europe. It is very high energy and fun to sing along with, even if you don't know the words. But like I said before, this album does not really have one standout track; they are all excellent.

Don't take my word for it. Instead, go out and by the CD for yourself and pick your own favorites. Then join in on the uncontrollable foot-tapping and head-bobbing that will have your neighbors wondering if you require medical attention.

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Global mind awakened by arts

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

I recently read an article from the *Financial Times* that claimed the classic arts are lost in the digital age. The author mourned that because mass culture is becoming more interactive and available on-demand, people are less likely to sit as captive audiences in predetermined venues for theater, opera, or ballet. He claimed that classic literature requires high levels of concentration and long attention spans at a time when people are "extraordinarily busy, frequently multi-tasking and typically surrounded by other media." Finally, his sigh of frustration was almost audible in his claim that the arts are stuffy and formal at a time when people prefer to be casual and relaxed.



JAIME SCHILLING

I would like to counter these complaints, and argue that the arts are just as relevant in today's society as ever, and that they offer an awakening of the mind that is impossible to gain through other media.

The themes of classic art are not at all dissimilar from those we encounter at the movie theater, on our television

screens, and even in the latest video games: love, money, power, and war, to name a few. However, the dramatization of these themes through music, dance, and prose exposes the raw beauty of the human condition in a way that digital media cannot reproduce.

I recently saw the Arizona Opera's production of *Carmen*. It was my first time seeing this opera classic, and I was truly blown away. The excitement was almost tangible when the matador entered the tavern, welcomed by the cast's performance of the well-known "Toreador" song. And the audience collectively cringed along with Don José when *Carmen*, shortly after professing her undying love for him, proudly walked onstage on the arm of another man.

As members of the audience, we experience the passion, the rage, and the heartache so closely and personally that it seems almost as if we are intruders, peeking through a peephole into these characters' private dramas. If you haven't ever been to an opera, a play or ballet, trust me - you are missing something truly unique.

Not only are the arts an exciting means of entertainment, but there are mental and health benefits associated with exposure to the arts as well. A recent study conducted in northwestern England found that three quarters of the young people

surveyed stated that sports, the arts, and physical and creative activities improved their quality of life. Additionally, the recent incorporation of the arts into many treatment programs for the ill or disabled might be seen as a testimony to these health and general wellness benefits.

Finally, an argument to which no MBA student can object - the arts are good for the economy. While the arts do not, on their own, create economic booms, locales where the arts are supported and embraced tend to draw people with lively, inventive minds who enjoy the arts. Those are the minds are the good problem solvers - good employees, good managers, good entrepreneurs. In other words, these are the kinds of people that make economic growth happen.

Love for the arts is a sign of a love for learning, and of an awakened mind. Awakened minds bring power, and that includes economic power. Isn't that what we Thunderbird students are seeking? While we look for these things in our professors, our classmates, the IBIC, and during the enlightened discussions at the Pub, we should also look into the arts.

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Wallace, Gromit



By MICHAEL GRIFKA
U.S.A., Summer '06

Sixteen years ago, animators Nick Park and Steve Box brought us the wonders of their claymation fantasy world with the short film "A Grand Day Out." It featured Wallace, a sharp but simple provincial inventor and Gromit, his mute dog with overly expressive mouth, eyebrows, and floppy ears. The 30 minute film captured the hearts of children and claymation fans alike, redefining the genre with its minute detail, smooth movement, and wry, British humour. Within a decade, "A Grand Day Out" had evolved into a series of three minute shorts, two additional half hour adventures, and finally, the very recent full length "Wallace & Gromit: Curse of the Were-Rabbit."

We join W&G in the British countryside, toiling at the humane "Anti-Pesto Company" as rodent control experts. There are four scant days remaining until the town's Giant Vegetable Competition, and W&G are in charge of corralling the town's wild rabbits to prevent them from eating the competition's participants.

"Vege-Mania" erupts! Rabbits appear in every nook and cranny garden, devastating carrots, watermelons, and tomatoes indiscriminately. Our heroes can't keep up with "Anti-Pesto" demand, and so Wallace, at home, descends into the basement to mull over the dilemma.

Why not share his thoughts on veggies with the rabbits through Frankenstein-inspired rhetoric? In an homage to "B" sci-fi and horror, Wallace fuses a pair of glass salad bowls to his head with some claymation magic. He then affixes a rabbit to the other end of the bowls, slowly...deeping...chanting "Veggies bad...veggies bad." The experiment pays off. Wallace passes a carrot under the nose of the guinea pig...er, rabbit, and its reaction is sheer disgust. Wallace has saved the veggie comp!

Unbeknownst to our heroes, a certain Jekyll and Hyde effect has taken place between Wallace and his rodent subject. The rabbit takes on an affinity for the English language and Wensleydale cheese. Wallace is afflicted by certain hare disposition...and...just go see the film.

There's romance as well, as Wallace falls head over clay heels for Lady Tottington, voiced by Helena Bonham Carter. "Totty," Victorian royalty and rabbit sympathizer, wants to share her affection, and veggie patch, with Wallace. Alas, she is courted by the sharpshooting Lord Victor Quartermaine (Ralph Fiennes), whose faith in pest control revolves around the rifle. A love triangle is born amidst sexual innuendo involving cantaloupe, carrots, cucumbers, cauliflower...and even nuts. Obviously, the production studios Dreamworks and Aardman Animation wanted to keep parents awake through an entire hour of clay naiveté.

W&G's popularity has flourished in and Europe for more than fifteen years. Unfortunately, the characters, and claymation genre, have languished in U.S. basement box offices. However, in its first week on this side of 'the pond', "W&G: Curse of the Were-Rabbit" claimed first place with a respectable \$16M in ticket sales. Is this evidence that "clay in motion," produced at a rate of three seconds per day, can be successful in a Yankee land so obsessed with violence and cartoons?

"Curse of the Were-Rabbit" was five years in the making, produced frame by frame with a love and attention Bruce Willis and Yugi-Oh hardly know. Will we remember Wallace and Gromit when their next adventure is released in 2010?

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THE ONE RECOGNIZED AROUND THE WORLD!

NOVEMBER 3, 2005

Lebanese delight

 By JOY NAKFOOR
USA, Spring, '06


JOY NAKFOOR

Rice with Orzo

1/2 cup Orzo, or vermicelli broken into 1/2" pieces
6 Tbsp Butter
2 cups Long grain rice (such as Uncle Ben's)
1 tsp Salt
4 cups Chicken broth or water

Sauté orzo in butter over medium heat until lightly browned, stirring constantly. Add rice and salt. Stir until all butter is absorbed by the rice. Add broth, cover tightly and bring to a boil. Reduce heat to low and simmer for 20 minutes. Remove from heat and let stand for 5-10 minutes to fluff (and absorb remaining water).

Riz El Yukni (Situ's Stew with Rice)

1 1/2lbs Stew meat
2 Medium onions, chopped
2 Tbsp Butter or oil
1 can Crushed tomato (28 oz)
3 cups Water
2 lbs Fresh or frozen green beans (or 2-19 oz cans)
1 tsp Salt
1/2 tsp Allspice
1/2 tsp Cinnamon
1/2 tsp Pepper

In large saucepan, sauté onions and meat in butter. Add spices and enough water to cover. Cover and simmer about one hour until meat is tender.

Wash beans and cut into one-inch pieces. When meat is tender, add beans and tomatoes. Cover and simmer for about 20 min - until beans are cooked.

Serve with "Rice with Orzo"

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Teriyaki chicken

 By HIROHISA FUJII
Japan, Fall '05


HIROHISA FUJII

Ingredients

(for 4 people):

A) Boneless Chicken Thigh à 500g

(As for the chicken, we usually use "chicken with skins" for Teriyaki Chicken.

But since it's hard to get it in the US, you can substitute skinless chicken.)

B) Cooking Oil

C) Teriyaki Sauce:

- Soy Sauce à 75 ml (5 Tablespoons)

- Aji-Mirin (Sweet Cooking Rice Wine) à 45 ml (3 Tablespoons)

- Sugar à 15 g
(From Left, sugar, Aji-Mirin, and soy source)

Recipe:

In order to cook quickly, make lots of small slits in the chicken

Prepare Teriyaki source by mixing C) together

Putting oil in a pan and heating it, put the chicken in to brown

After chicken is browned, get rid of the oil left, then put C) in the pan and cook for 5-6 minutes over gentle heat covering the pan with a lid

Opening the lid, cook down the Teriyaki source for 1-2 minute(s) at high heat

Placing on a dish, cut into small pieces
Itadaki-Masu! (Let's eat!)



Spaghetti Carbonara

 By FABIO PELLICIONE
Italy, Fall '05


FABIO PELLICIONE

Typical dish of the region of Lazio, located in the centre of Italy with its capital city Rome.

Difficulty level - easy
Time required - 30 minutes
Recommended wine -

Taurasi (Red)

Ingredients for four people:

Spaghetti 400 grams
Smoked bacon 200 grams
Eggs 4
Grated Parmesan 80 grams
Butter 40 grams
Oil

Enough to stir fry the bacon

Salt A couple of table spoons

Pepper As much as you like

(it can distort the flavour, so don't exaggerate)

Nutmeg A pinch (careful.....it is very strong!!!)

Preparation

First boil the water (spaghetti is easier to cook in a tall pot). When the water boils add the salt and then chuck the pasta in. In the meantime cut the bacon in small

cubes, melt them in a pan with a touch of oil. When the oil is absorbed and the frying has begun add some water and gently fry for another ten minutes.

Beat the four eggs (both yolk and the fatty yellow part) in a salad bowl as if you were making an omelette.....if you don't know how to make an omelette then I am just wasting my time). Add the Parmesan cheese, the nutmeg and the black pepper.

Get a tall pot and melt the butter inside it. Do this just before you know that your pasta is almost ready.

Once the pasta is ready, which for Italians means that the core of the spaghetti is crunchy (so called "al dente"), but not so hard that you break your teeth, drain the pasta.

Put the drained pasta and the greasy fried bacon to the pot with the melted (still hot) butter.

Delicately mix with two forks the pasta to avoid breaking it. Chuck in there the even fatter eggs mixed with the Parmesan cheese and the rest.

Mix until the sauce gets tight to the pasta and then serve.

Warning: Due to the heaviness of this dish, do not attempt any sporting activity within at least five hours of consumption.....unless you eat McDonalds for breakfast everyday.

fpellicione@global.t-bird.edu

Nigerian Jollof Rice

By GBEMI DISU

Nigeria, Spring '06



GBEMI DISU

Jollof Rice is actually a very popular West African dish and is generally similar across the board with some variations based on

personal preferences. It is kind of an African paella. The meal wouldn't be complete without fried plantain! So slice very ripe plantains on diagonal and sauté in vegetable oil over

medium flame for about two minutes on both sides. I have been making this dish for as long as I can remember but never with an actual recipe just knowledge passed on from my mom who learned it from her mom, and so on down the African family tree. So this is fairly accurate and once you get comfy with it you can mix and match ingredients like vegetables, chicken and even shrimp!

Instructions

Cook meat in oil in large pot over medium-high heat until brown on all sides, about eight minutes. Stir in half the onion, the tomato paste, curry, thyme, bay leaf and garlic powder. Cook over low heat until onion is tender, about five minutes, stirring frequently.

Process remaining onion, tomatoes and red pepper in food processor/blender until you get a smooth liquid consistency. Stir into beef mixture; stir in broth and heat to boiling. Reduce heat and simmer, covered, 40 minutes. Stir in rice; simmer until rice and meat are tender, about 20 minutes longer.

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New books on women and leadership success

by BRENDA HOLLINGER
Library Specialist



BRENDA HOLLINGER

When you think of women leaders, who comes to mind? Benazir Bhutto? Corazon Aquino? Hillary Rodham Clinton or Condoleezza Rice? Indira or Sonia Gandhi?

How about top women business leaders? Carly Fiorina, of course! Meg Whitman. Martha Stewart? Maybe Indra Nooyi (president and CFO of PepsiCo, the world's fourth largest food and beverage company) or Andrea Jung (isn't she related to Carl Jung? Try Chairman & Chief Executive Officer Avon Products).

At Thunderbird, 26 percent of our fulltime MBA students are women. Most will go on to be leaders in their field. The IBIC offers many books on leadership success – for men and for women. Here is a brief selection of books directed towards business women.

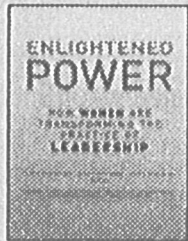
Going to the Top: A Road Map for Success from America's Leading Women Executives (HD6054.3 .G35 2000, by Carol Gallagher with Susan Golant) provides advice and lessons for success. Gallagher is in favor of women ignoring the myths of success. Instead, she focuses on six tools for successful leadership: focus on the big picture; create alliances, not just networks; help others to be successful; take risks; be yourself; and find advocates, not just mentors.



The Naked Truth (HD6054.3 .H435 2004, by Margaret Heffernan) is based on interviews with business women about their successes. The women discuss how they developed their own type of power, how they designed their personal values to apply to work values, and how they visual what their business is and can be.



New Perspectives on Women Entrepreneurs (H6053 .N438 2003, edited by John E. Butler) is a collection of studies on the global perspective of entrepreneurship. Female entrepreneurship in Ireland, women business managers in Poland, and the evolution of entrepreneurs in post Soviet countries are only a few of the topics covered. One outstanding chapter reports that the number of women self-employed/women owned companies is rising in Hong Kong. Micro-entrepreneurs present a new concept of business success to the region.



Enlightened Power: How Women Are Transforming the Practice of Leadership (HD57.7 .E55 2005, edited by Linda Coughlin, Ellen Wingard and Keith Hollihan) is a compilation by 40 men and women who study women in leadership. They write how sustainable change in leadership is taking place and how the *status quo* is being rejected. In the book's foreword, David Gergen recounts how Sir Edmund Hilary refused to include

women in his expedition at Mount Everest, stating: women didn't have the qualities of leadership that were needed, women could not carry heavy backpacks, and women would become hysterical at high altitudes. This book reflects on the transformation of women in leadership roles – and how the hysteria is dying down.

As part of the *Diana Project* (<http://www.esbri.se/diana.asp>) **Clearing the Hurdles: Women Building High-Growth Businesses** (HD2341 .C65 2004, by Candida Brush, Nancy M. Carter, Elizabeth Gatewood, Patricia G. Greene and Myra M. Hart) explores and details the ways women develop businesses. Emphasis is placed on how to fund businesses, venture capitalism, strategic and growth choices, and building management plans. The book is described as the woman's roadmap to venture capitalism and growing new businesses.

Sue Hayward's **Women Leading** (HD6054.3 .H39 2005) brings up the topic of the "old boy network" and if business women can contend with business men. Even as Hayward declares that the stereotype is outdated, she asks, "How will men cope?" (chapter 4), and states that, "Sisters are doing it for themselves" (chapter 7).



Her Place at the Table: a woman's guide to negotiating five key challenges to leadership success (HD6054.3 .K65 2004, by Deborah Kolb, Judith Williams and Carol Frohlinger) coaches business women to leadership achievement. Five challenges for up-and-coming business women are identified: drilling deep to make informed decisions; mobilizing backers; garnering

resources; bringing people on board; and really making a difference.

Other books the IBIC has on business women and leadership include:

Stop whining & start winning: 8 surefire ways for women to thrive in business (HD6053 .S42 2005, by Molly Dickinson Shepard).

Avon: building the world's premier company for women (HD9970.5 .C674 A866 2005, by Laura Ann Klepacki).

Earn what you're worth (HD6061 .W57 2005, by Nicole Williams).

Mother leads best: 50 women who are changing the way organizations define leadership (HD6054.3 .G79 2005, by Moe Grzelakowski).

Carolyn 101 : business lessons from the Apprentice's straight shooter (HD6095 .K444 2004, by Carolyn Kepcher).

Women in management worldwide: facts, figures, and analysis (HD6054.3 .W66 2004, by Marilyn Davidson).

Millionaire women next door : the many journeys of successful American businesswomen (HD6072.6 .U5 S73 2004, by Thomas Stanley).

Why men earn more : the startling truth behind the pay gap—and what women can do about it (H HD6061 .F37 2005, by Warren Farrell).

Women for Hire's get-ahead guide to career success (HF5382.6 .J64 2004, by Tory Johnson).

"Women account for almost half the workforce in western countries, and the lower ranks of many big companies reflect that ratio. But at the top of the corporate ladder it is a different story"

(The Economist, 23 July 2005)



Dr Love,
Please tell me where a lovely single girl is supposed to look

for love at Thunderbird? Even though there is a very large population of men on campus, the quality of men leaves much to be desired. Unfortunately most of the best guys on campus are already married, including that individual mentioned in your last article. I have become disenchanted with the "pub scene" which is nothing more than a large gathering of desperate, unappealing guys. Where else would you recommend a cute and very single girl look to find love?

Seeking

Dear Seeking,

Pickings are slim in this part of the valley, but there are a couple of oases in the desert – depending on your preference. Largely, though, you will have to field through a mass of desperate and unappealing guys, wherever you go, not just at the pub. The IQ of potential suitors drops exponentially as you leave campus. Scottsdale is always a good place if you don't mind competing with silicon. Your chances increase after 12 a.m. with the imbibed pretty boys. In Glendale, McDuffy's and Fox and Hound are replete with hunky ASU boys, with wandering eyes and sticky fingers. Practice your "booty poppin'" dancing beforehand, grab yourself a pint or three of domestic brew (or call alcohol), and you're good to go. Last resort, try Barwinkles. If you like tattooed down-home blue-collar types, the locals are eager to please and can do a mean two-step – and who doesn't love a man who appreciates Bon

Jovi? Happy hunting!

Dear Dr. Love,

I am a shy first tri with one...well recently two big passions. The first one is accounting and the second my accounting TA. I am not joking when I say that I am an accounting wiz. That however has become my secret as I always go to the accounting TA sessions and pretend that I understand nothing. Really, that is the only way I can be close to my incredibly attractive TA. The sad part is that he probably doesn't even know my name and with the accounting module gone I will never have a chance to see him again. What should I do to attract his attention?

The lonely T-account

Dear T-account,

First of all, why do you pretend to be stupid when you are in fact a gifted accounting master? Approach your TA with an incredibly sophisticated question that will show off the depths of your accounting fabulousness hence matching your credit to his debit and turning you into a very satisfied T-account. Girl, if you got that accounting charm going for ya, don't waste it. It's an asset that can win a man's heart in a jiffy even though it's intangible. For advice on your tangible assets, send me a jpg and I might even meet you for a private consultation.

Dear Dr. Love,

Being a Thunderbird in a committed relationship I have run into a problem that many of us face. My girlfriend is doing a marketing internship for Farmer John's in

Iran and we have a long distance relationship. We miss each other dearly and are finding the situation very difficult. How have other T-Birds coped with such relationship hurdles?

Regards,
Sleepless in Glendale

Dear Sleepless in Glendale,

You may have heard the old adage that if it's in a different zip code it's not cheating? Well, if it's a different continent it's *so* not cheating it's actually negative and can even negate past indiscretions! It's a mathematical fact: and I quote "Researchers have developed a mathematical model that helps explain how cooperation and cheating evolve among simple organisms" (<http://www.sciencenews.org/articles/20050115/fob2ref.asp>). But if such indiscretions are not your thing, then there are many other forms of getting through the process. One is drinking. Just walk into the pub and tell Toshi "sack-ay koo-ray" and he'll happily drown your loneliness in a pint of Stella. Or you can go to Scottsdale. The sea of silicon and void of brain cells will make you a much more patient person in waiting for your girl to return. Finally, you can do it the old fashioned way: grab a six-pack, a good Skype connection, and a copy of Bonnie Gabriel's **The Fine Art Of Erotic Talk: How To Entice, Excite, And Enchant Your Lover With Words** (ISBN 055337396X). The time will fly by in no time!

Dear Dr. Love,

I love my boyfriend dearly, but lately it has not been the same. We seem to be losing the connection we once had. I know he loves me, but the magic is no longer there. He seems to

not understand me anymore. When we are together it seems like he's a million miles away. Did I do something? Is he doing something? What can be done?
Confused

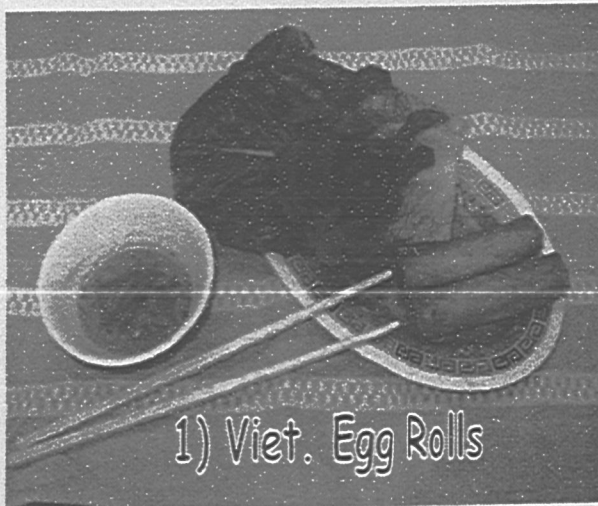
Dear Confused,

Don't worry, everything will work out. There is nothing wrong with you nor did you do anything wrong. The problem is that men are two things: simple and scum. The scum part has to do with the courtship process. Men try their hardest in the first month or two. They listen, they sacrifice, they woo. Once they have you fooled, they revert to their prehistoric selves driven by simple, hard-wired carnal desires. If you doubt me watch a group of men bar-b-que. Fire, grunting, beer and meat and they are in heaven. The truth is that he was always the same as he is now; you just let yourself believe that he is magical. Women are so much more cunning and intelligent that this self-conviction is the only way that mating succeeds. It's like Einstein playing with a Lite Brite. The peg goes into the hole and it glows. Soon a beautiful picture is created by masterful handwork. But soon the realization comes that it is a worthless enterprise, the simplicity of the contraption become glaring and you begin wishing it was an Etch-A-Sketch instead. So worry not my dear, he's as good as they get. Stick with it, put on some lingerie and life goes on. And don't worry, I don't know what my advice means either. Enjoy.

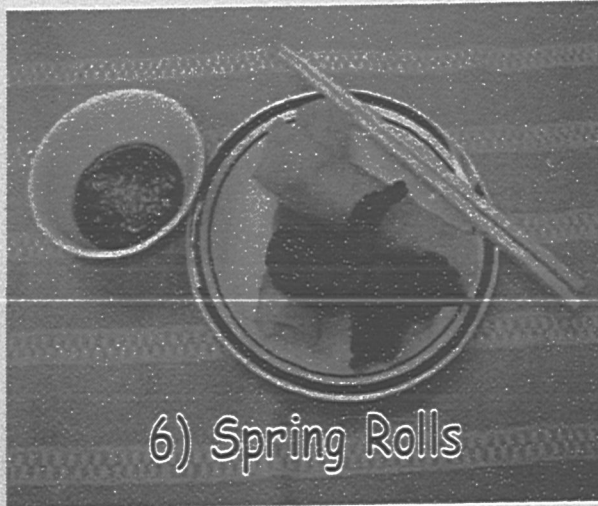


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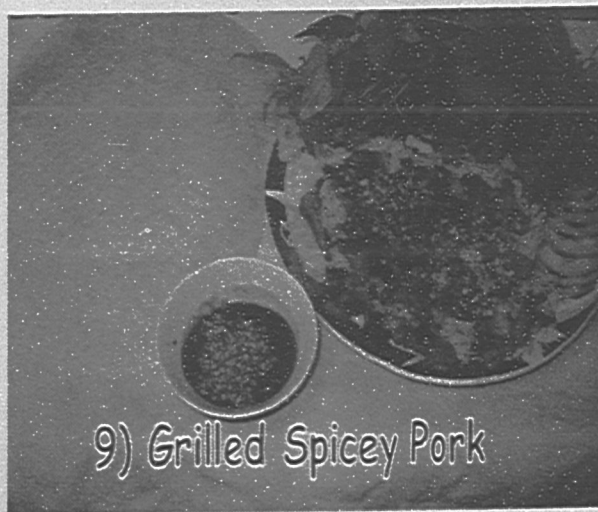
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