

**BORDERS
FREQUENTED
BY TRADE
SELDOM NEED
SOLDIERS.**
William Schurz

THUNDERBIRD, THE GARVIN SCHOOL OF INTERNATIONAL MANAGEMENT

DASTOR



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Global Mindset

Do you have the diversity bug?

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



You may hear or see the term Global Mindset on campus or on Thunderbird's website quite a bit. You probably

know by know what it is about. The global mindset concept is based on research led by Dr. Mansour Javidan, the director of the Garvin Center for Cultures and Languages of International Management.

According to Dr. Javidan, global mindset "is a confluence of attributes that enables an individual to influence individuals, groups,

and/or organizations in different social/cultural systems"

Ten Thunderbird faculty members (Dr. Javidan, Dr. Angel Cabrera, Dr. Mary Teagarden, Dr. Olufemi Babarinde, Dr. Karen Walch, Dr. Chris Pearson, Dr. Debbie Himsel, Dr. Jutta Ulrich, Dr. David Bowen and Dr. Nandani Lynton) worked together and determined the differences between T-birds and other MBA students, which is the global mindset.

There was a two-day conference co-chaired by Dr. Javidan and Dr. Teagarden on campus on November 10-12. The best professors and researchers in this field came together to share and to discuss the concept. One presentation made by professors of Columbia University was a

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Das Tor Online

Pulling in thousands of viewers a month

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



Das Tor staff knows what a monumental effort it is for some of our readers to walk to the post office and check their mail.

Your boxes are stuffed to the brim with Financial Times, Business Week and overdue bills. Sometimes, if the boxes are too full, there is not room for us to stuff them with Das Tor.

If this is the case, you can check the newspaper online (www.dastoronline.com) without ever having to unglue yourself from the laptop screen. In fact, it's a convenient way to read your campus newspaper while studying abroad, traveling, or upon returning to the working world. The 629 registered users on the site are well

aware of this, and receive a virtual copy in their email inboxes each time the paper is published.

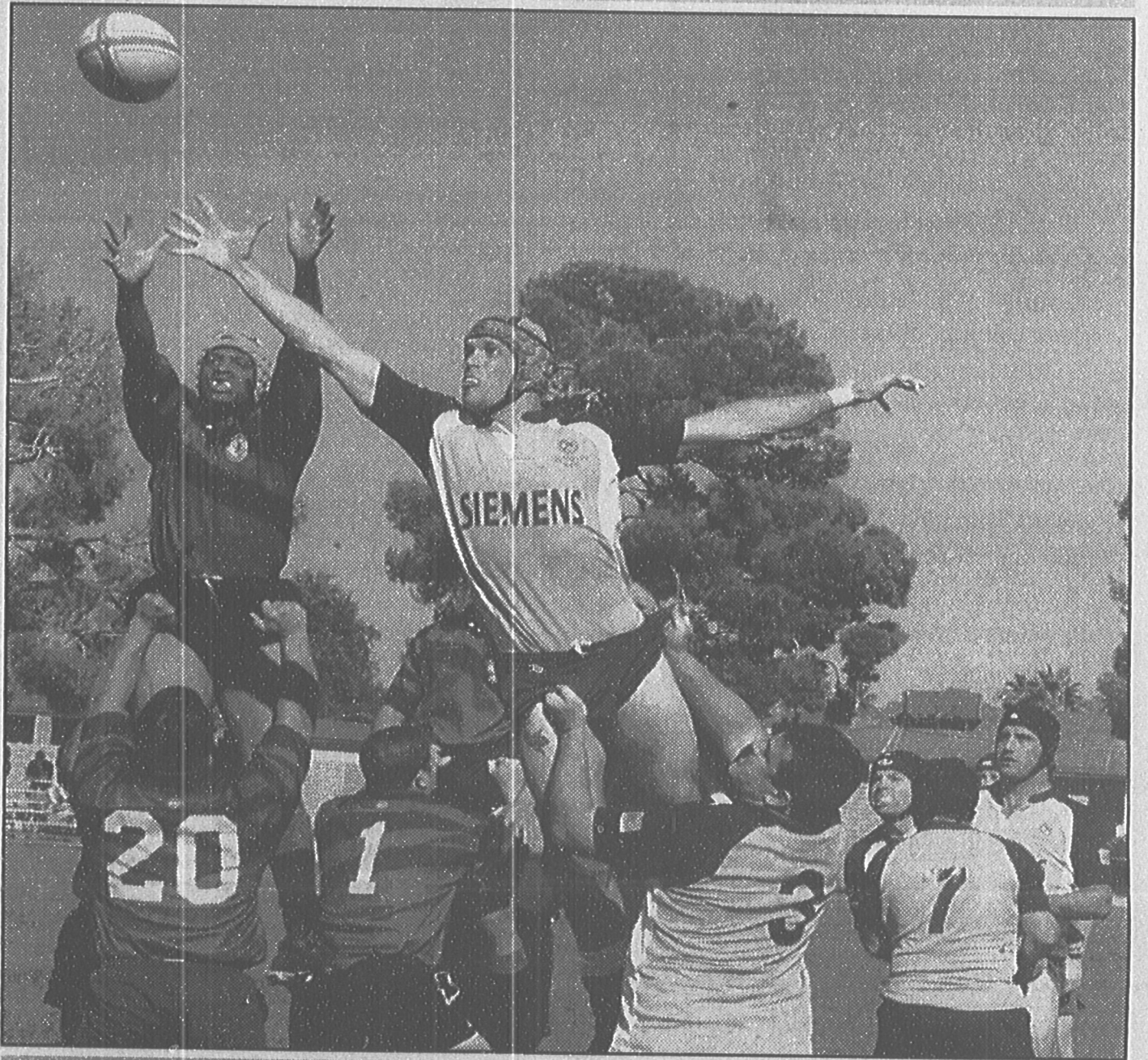
In the last month, the average number of hits per day was 77, with 1.47 articles read per visit. In fact, in the month up until deadline, Das Tor Online received a total of 2,367 hits.

Staff is also privy to the number of clicks on the most-read articles. For example, in the November 3 issue up until deadline, my "New curriculum" article had 150 reads and my "A little bird told me" had 68; Co-editor Jonathan Chang's "Random ramblings" had 64 reads; Michelle Jo Arencivia's "Drinks all around" had 54 reads; and TSG First Tri Rep James Sayno's "Look at these rumors" counted 53 reads.

Registration is easy and the site is easily-navigated. Wherever you may be, you can keep your ties to Thunderbird through the virtual campus newspaper.

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T-Bird Rugby Takes Tri



Mike Bruneau reaches for T-Bird advantage. For story, see page 19

Border disorder

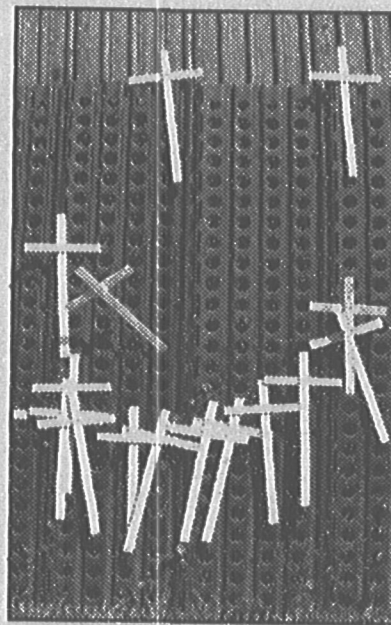
By BROOKS DAME
U.S.A., Spring '06

Patriots or pathetic? The Minutemen are loved by some and loathed by others. They have made world news, have a song written about them, and even had a storyline devoted to them on Law and Order last week. Still, many don't even know who they are or what they do.

The group made up of thousands of volunteers claims to do the job that the government refuses to do, and that job is protecting our borders



BROOKS DAME



Crosses on the US-Mexico Border

from "Foreign Invaders".

These volunteers act as watchdogs for the Border Patrol agents and capture illegal aliens as they cross into the U.S. Reports claim that for every one illegal alien that crosses the border and gets caught, three slip by. Basically, the volunteers are organized into patrols and they have strategic places where they set up and wait. They drive their trucks out into the desert and unfold their lawn chairs and start watching.

This past October they extended their reach and set up projects in all southern states that border Mexico, and even some of the northern states

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DAS TOR
THUNDERBIRD STUDENT NEWSPAPER

THUNDERBIRD, THE GARVIN SCHOOL OF INTERNATIONAL MANAGEMENT

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New curriculum
New program structure provides opportunities to Thunderbird and students

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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

Sucking the life out of each other

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



GENEVIEVE H. GUTIÉRREZ

Last July when I was accepted to Thunderbird, I thought a year and a half of intensive studies would suck the life and money out of me. And...well...it has. However, as cliché as it sounds, I feel like that first gathering of the trimester, August 28, 2004, was just yesterday. As much as this school has taken from me, I have taken from it. I'm a better, more capable person and, hey, time flies when you're having fun.

That 28th Saturday, I met some really incredible people and knew for a fact the following week of Foundations that during that time and place, Thunderbird was where I was supposed to be. I've learned a thing or two, and for what it's worth, I'd like to offer some advice to those that still have a ways to go. For the rest I offer my words, if for nothing more, as entertainment value.

Get to know the cleaning ladies. You get a lot of value from your professors and classmates, but some of the wisest people I met were Astrid and Judith – the housekeepers. One a Salvadorian law student and the other her former law professor, they were the eyes and ears of the campus and

offered incredible insight and interesting conversation. Don't overlook a single soul on this campus.

Get involved. If you can, start a club, be president of a club, or simply get involved in everything you can. Sleep is HIGHLY overrated. The relationships forged and knowledge gained (not to mention the perks to your resume) are well worth the feeling of your head metaphorically exploding from over-commitment. Some positions give you VIP status, in one way or another (you may even find yourself shaking hands with a world leader). Say yes to everything.

Apply for scholarships. I'm not the best and definitely not the brightest (my g.p.a. proves this), but most people don't take advantage of the piles of free money available to them. Just apply to everything you qualify for, and chances are you'll get something. Despite grade point mediocrity, my persistence has paid for a full trimester's tuition in scholarships.

Without further delay, I want to thank my fellow T-birds for making this a wonderful and sadly fleeting experience. I'm lucky to have made lifelong friends in such a short amount of time – you know who you are. I wish we could all graduate together and that I could take you with me in future adventures, but thankfully the world is small. Thanks to the Latin, the Taiwanese, and the

Indian mafias; the pub dance-off gang; and the unforgettable Dooch crew. Thanks to my editors/mentors/friends Kellie and Becky, and current staff for helping make Das tor incredible.

Staff: Thank you to Barbara Stevenson for your kindness; Rick Baer for your expertise and philanthropy; La Donna Tucker, Catherine King-Todd and Julie Plombon for your willingness to help and for bearing my persistence; and to Dr. Cabrera for talking to me on level-ground and keeping this an institution I can be proud to have attended.

Thanks to professors Davison, Wan, Goddard, Vega-Carney, Nelson, Guthery, Lauterborn, Ramaswamy and, of course, Ettenson – among others. And thanks to Prof. Pettit for showing me that (despite the psychological trauma) I'm bendable, but definitely NOT breakable; and for making fourth trimester so comparatively enjoyable. Also, thanks to the Commons crew (especially Grace, Aida, and Nilda) for brightening my day with your interest and smiles.

Have a wonderful winter break, T-birds – happy holidays, happy travels, and best of luck and successes.

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Random ramblings' around T-bird

By JONATHAN CHANG
Hong Kong, Spring '06



JONATHAN CHANG

Disclosure: all comments are solely the opinion of the author, who means zero disrespect to any persons, cultures, animals, or objects.

Mad props for Mormons: Prior to coming to Thunderbird, my only interactions with Mormons were limited to the movie "Orgasmo" (starring South Park creator Trey Parker as a kung-fu fighting Mormon missionary pornstar) and misconceived notions of wandering missionaries. After three trimesters here at Thunderbird, my notions have changed dramatically. Let me say this now – I'm a big fan of Mormons. The ones here have all been, imho, categorically good people. They're smart as hell and speak about 17 languages fluently (though it pisses me off to no end when a tall gangly white guy speaks better Chinese than I do). While I'm not ruling out a "Children of the Corn" situation where they suddenly turn all scary, at this point I'm all about Joseph Smith.

Weighing of the meat: Let me preface this by saying that I like our Commons staff. Grace makes fantastic wraps, Kathy flips a mean burger, Al serves his cappuccino's with a smile. So here's what really kills me: do they really need to weigh the meat? I can't begin to tell you how excruciatingly painful this process is to watch. Seriously, just slop a chunk of the horse meat on my plate and let me be on my way.

Parking shade: Would it kill the school to throw in a couple more parking covers in this desert-forsaken school, gratis? I was in Santa Barbara this past weekend (where the temp does NOT deviate from 76 degrees – truly, it defies physics), and many of the parking spots I saw was shaded in some kind of palm tree. What do we have? About 3 covered spots that go for \$1,000,000,000 a month, and 3 cacti. Last time I checked, Glendale's the hottest place on the planet. Let's put some more damn shade in the lots. It just makes sense.

CMC: How about some love for the CMC and the great job fair? You guys are maligned often enough, but you do great stuff too. I still don't have a job, but I don't hold that against you guys. Not yet, anyway.

Rat-tails: Speaking of the CMC, could you hear their collective sigh of relief when Zavala cut that string 80s rat-tail off?

Ambulance Chasing: This may only make sense for you guys who watch late-night TV, but there's a law firm in Arizona called Phillips and Associates. They handle mainly DUI and bankruptcy cases. I gotta say, their marketing is pretty effective. They're on ALL THE TIME and use the same hard-hitting brash lawyers. But god, the people they get to do their testimonials...complete idiots! What, do they pick these people off the streets and offer them ten bucks and a pizza? Seriously, watch one of the commercials. You'll see exactly what I mean.

Arizona Republic front page story: Why isn't there more ruckus about this from our student body?? Our school gets slammed by a two-bit, clueless reporter on the front page of Arizona's flagship paper, and the major topic of discussion on the "All Current.Students" blog is the dance-off between Reidy and JP???

Astor sneaking into class: My buddy Astor was sneaking late into one of our classes. I'm watching him as he surreptitiously crabwalks his way along the back wall to slide into a seat, unnoticed, when he inadvertently turns the light switch off with his backpack. I don't know, maybe you had to be there, but his frozen, deer-in-the-headlights look was classic.

Pub Board: Heard that some pretty mean stuff was on the ladies pub bathroom board about the guys on campus lately. Understand that this was the original reason why the men's board was removed. Ladies, let's keep it clean, otherwise the guy's board is coming back up.

All-star T-bird Names: This issue's all-star name goes to my Negotiations class team-member Chi-Gu Woo. I love this name, and you should too.

Memorable Quotes: "I'm getting a headache. I feel like throwing up." – Oliver Sanders, on the roadtrip back from UCLA's soccer tourney, amidst Matt Lozier's giggles as Matt disables the power windows, trapping us in his car and subjecting us to his gastrointestinal adventures.

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DECEMBER 13, 2005

What to do about the emerging French culture?

 By MICHAEL PIGASSOU
 France, Fall '06


MICHAEL PIGASSOU

France has too many problems. We have strikes every year that paralyze the country, an economic crisis with ten percent unemployment, fifty-five percent of the population rejected the European Constitution, a raise of the extremist party, reflecting racism, with more than fifteen percent of votes during the last election, riots burning schools, sports centers, transportation facilities...

Why does France have so many problems?

France is a socialist country. People just think differently. Socialist ideas are totally different from the democratic ideas. Indeed, our social welfare created no incentive for the French to work. The Wall Street Journal's, "French Lessons" mentioned: "French workers, both in the public and private sectors, enjoy GM-like benefits in pension, early retirement, working hours and vacations, sick and maternity leave, and job security-all which is militantly enforced by strike-happy labor unions."

My friends back home feel lost, lazy and do not see any opportunities in the future. The government keeps giving them money every month to live, without jobs being offered. People do not see the light at the end of the tunnel. What is the worst that can happen? Being sick - France has a free healthcare. The mentality is to live and always expect more from the government.

The country is paralyzed. Any law has pros and cons. A law impedes a few people and benefit the rest of the population. On one side, socialists think locally and for their own interests: "If you are hurt by a reform, strike!"

On the other side, the healthy class accepts any reforms quietly, even when the government raises taxes: fifty percent on earnings plus another ten percent for social security (basically 60 percent), 18.6 percent on anything you buy, 80 percent on gas, tax on what you own, tax to get the right to

reside in your own country, tax to get the right to work (called a professional tax), taxes and taxes..... Always taxes!

Out of a \$1,500-salary for an employee, \$800 is for the employee and \$700 is paid by the employer for taxes. The employee complains that he does not earn enough and the employer thinks he pays too much tax. Twenty-three million out of 62 million actually work in France; and eleven million of these work for the government! The worst is that we can not make any changes because socialists keep striking. What a mess!

What are the consequences?

Let's take a look at another article from the Wall Street Journal: "Burning Down The House in France Land." The author expresses, "A Frenchman who lives in New York described how he has been remodeling in a large estate home in central France. He flies back constantly to supervise the never-ending project because he can't find local French willing to work on it, and because those who work on it do so poorly."

Besides our disastrous economic consequences, we are losing our culture. People (outside of France) begin confusing the real culture and the socialist culture. The healthy class gives up in the political parties or decides to go abroad and our real culture disappears.

Additionally, globalization is creating pressure on our real culture, and I truly think that we could create a system to protect it. But this seems utopian since another part of the French population defends a culture based on socialist principles. I would love to talk about the real culture like food, strong family ties etc., but maybe some other time.

How did we create socialist ideas?

After the French revolution in 1789, the bourgeoisie's privileges were abolished. France however still needed a meritocracy because the rich were controlling the nation. The communist party was elected in 1936 and passed laws to make the system more equal.

Our economy was slowing down in the 1960s due to the end of the economic boom of WWII. Socialist Intellectuals revolted in May 1968 against the government, which was controlled by the rich. These revolts were not based on a meritocracy; they were based on socialists' principles. Our first socialist president, Francois Mitterrand, was elected in 1981 and decided to help the poor class. A great idea! But how? By just giving them money, and not giving them the value of hard work or providing jobs!

Socialists are jealous of success. When they don't have a job, they must receive money and they prefer enjoying life, rather than working. Their ideas are based on rights rather than duties. Trying to convince a socialist is like trying to catch a whale with a shrimp net. They are always basing their arguments on individual examples. However, I always think what my duties are and what I can do to help. We can summarize this concept in two simple questions. I think: what can I do for France? I want a strong France to help our population. Whereas, socialists believe: what can France do for me? Frustrating.

What is our future?

Ten years ago, I expected the emergence of today's problems. The scariest is yet to come. The media shows a rise of socialism with more welfare, which will result in more revolts (e.g. riots). I am also scared that France opts for an extremist party with radical reforms to resolve our chaotic problems. It is scary; watch out for heavy storms!

By the way, let's talk about the media. Wonder why Americans keeps asking why the French hate Americans? I am sick of going home and hearing the French media criticizing the U.S. every single day. This is a fact! Our socialist party does not sympathize with the American values of rewarding hard work. I am not saying we should follow the American system but we should believe in its healthy sports-oriented values like hard work and a can-do attitude.

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Why we're No. 1 and still movin' on up...

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


DANIEL KRYZANOWSKI

Today, it is impossible to conceive that I did not know Thunderbird existed just one year ago. On my way to a midtown deli, I picked up a U.S. World News & Report and basically read what I expected to see about the Stanford's and MIT's of the world.

I did choke on my bagel though, when I skimmed through the rankings and saw two "unknowns" atop the international management rankings. The Wharton snobbery deep within me instantly assumed that this was a typo - I mean how can ANYTHING from South Carolina even be mentioned in the same magazine with the name of my beloved and viciously-expensive undergraduate degree. After accepting this harsh fact, I cautiously proceeded to read one line above. It said: #1 Thunderbird.

Curiosity brought me to the glossary section, which subsequently produced very unique data, such as an admissions due date of July 15th (sure this wasn't supposed to be January 15th) and a location in Glendale (cooler than Seattle maybe?). A few phone calls, the Yanks crumbling to the Sox, and a rainy Hospitality Weekend later, I was absolutely sold on a winter under the sun.

I can not pinpoint the exact moment when I realised that Thunderbird was truly deserving of being Truly Global and truly number one, but in a course of just two weeks in October 2005, four unique events made it crystal clear to me that Thunderbird is tops in not only the international category, but also a serious player once again in the overall MBA spectrum.

The administration and CMC took on a large, but calculated, gamble by choosing to be the first MBA program ever to dedicate an entire week to students' job search. Fortunately, but not shockingly, this gamble paid off tremendously. Both students and staff did their homework, looked sharp and were prepared to host 47 companies and

participate in 400 interviews, in addition to the 18 other events which took place during the week. In this relatively new era of one-year programmes and extreme career changes, Thunderbird set the bar for the whole industry for the style and execution of a 21st Century Career Week.

In addition to having a traditionally student-friendly alumni base, I feel that there is a rekindled interest amongst current T-Birds and alums of one, five, or 20 years. Our alumni are interested to learn about the school's recent transitions and administrative decisions; likewise, our alumni are going the extra mile to assist us and help take the school to the next level. My experience with one '20-year' alumnus has been so fruitful, that one call was all it took for him to invite me into his Circle of Trust (no Föcker, not that c.o.t., but the one with other Senior Directors from Fortune-500 corporations).

In this age of global business, one must be able to address her or his audience extra clearly and concisely. This includes applications, e-mail correspondence, and solicitations. Normally, an MBA would find their way into the undergraduate English department for a last-minute proofread or the assurance of a human spell-check. Fortunately for us, we have Professor Elizabeth Macdonald. Macdonald is the head of Thunderbird's WEP (Writing Enhancement Program). Her dedication and expertise truly amaze me. Almost instantly, Macdonald can identify one's writing style and ask the perfect question, which allows you to unfreeze your brain and put into writing what you were thinking about for the past two hours. Her insight alone has provided me with scholarships and fellowship opportunities unimaginable before I started working with her. And as we once said in Guadalajara - Prof. Macdonald, you are truly una maravilla de Dios.

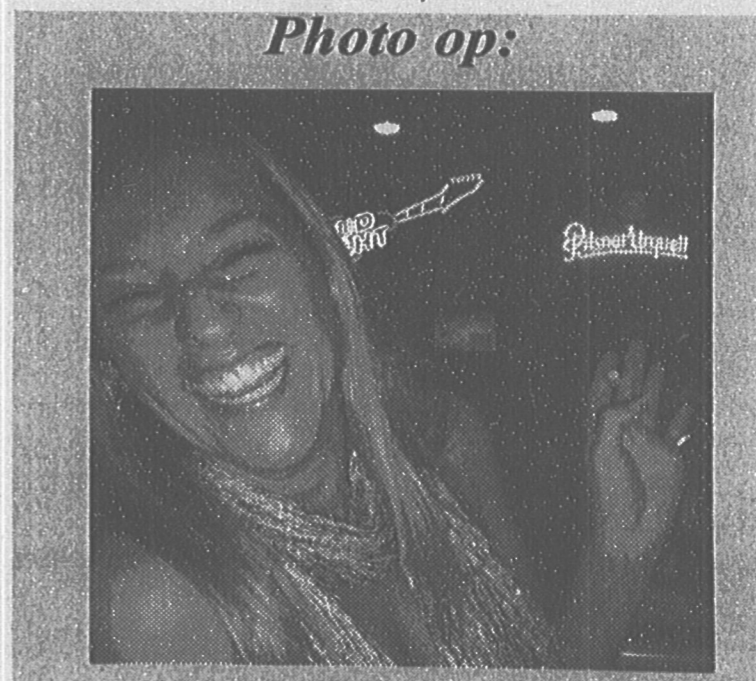
Finally, I have taken the liberty to make myself at home at HAAS during my short tenure in San Francisco. I recently attended a very interactive pre-interview session for an international sales role. The presenter's icebreaker included questions such as 'name me three German companies' and 'which newspapers do you read regularly'.

After two trimesters as a T-Bird, answering these questions was second nature. Surprisingly though, some of the HAAS students were speechless and almost half departed before the session reached its halfway point. Unfortunately the questions stopped shortly thereafter. But please note, that as a loyal T-Bird, I promise I would have bet all of my money along with my firstborn if the Final Jeopardy category was Raul Prebisch.

This is great, but one can never rest on its laurels and become complacent. So then, what's next? Well, considering that marketing is one of our three fields of expertise and that many of us did not grow up with Thunderbird as a household name, we should practice what we learn and promote Thunderbird during the break and in our Winterims. Because right now, it's good to be king and tell people that they need look no further than to that "unknown" school at place number one.

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Photo op:



View from the left: embrace the spectrum

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



DANIEL KRYZANOWSKI

Although it is tough to imagine any city in the United States being more liberal and progressive than Glendale, please allow me to shed some light on another city which rapidly transfixed me one day when I was reading its local newspaper while sittin' on the dock of the bay.

I have spent the past month living in San Francisco, a city on the far left side of the United States. Needless to say, today's San Francisco Chronicle front-page headlines are quite different from Bill O'Reilly's recent discussions on FoxNews.

Speaking of whom... O'Reilly's recent message to San Franciscans on election day: 'You want to be your own country? Go right ahead. And if al-Qaeda comes in here and blows you up, we're not going to do anything about it.' Normally, I would imminently forget an "impartial" journalist's rant, but considering that up to 20 million Americans a week watch his "unbiased" program (plus the millions more who hear him on 420 radio stations) for their news source, I am slightly concerned... not that I am living in a "targeted" city, but because of how O'Reilly's rash, bullying demeanour is now the preferred tone for up to 20 million voters.

Moving on to page A16, I had the privilege of reading a brief on Pat Robertson, a "religious" broadcaster, who warned residents of a rural Pennsylvania town on which disaster may strike there because they "voted God out of their city" by ousting school board members who favoured teaching intelligent design. Should the citizens of Dover, PA be afraid that God, or Pat Robertson, or whomever, will wreak havoc on this small community? Of course not, especially when you consider that Robertson recently called for the assassination of Venezuelan President Hugo Chavez.

The hypocrisy here is too obvious for even the most rural Pennsylvanian. No wonder Robertson wanted to be President in 1988 - he is 1. Republican, 2. a "man of God" (with the minor twist that he promotes murder), and 3. uses the media as a means to deliver statements, while not addressing questions in return... wait, I am still talking

about Robertson, or did I move on to Bush...

The sad truth is that each day, "your government is moving each day closer to a theocracy, where a narrow and hateful brand of Christian fundamentalism will rule." These are NOT my words, but rather a strong sentiment amongst some groups in the Bay Area (please take a break from reading this article and visit www.worldcantwait.net).

Now, whether you agree with 'your government' or not, it is safe to declare that W., Robertson, et al, is "praying" to eliminate Separation of Church and State. This ideal (or strategy) surely helped win an election, but the long-term effects of this strategy are proving more fatal each day. Our government's promotion of this ideal makes it easier for terrorist groups and other non-democratic governments to impose a skewed interpretation of the Muslim religion through their political spectrum on millions of their Muslim followers and citizens.

So, as I step down from my soap box (a.k.a. lose my caffeine high from my large Peet's double mocha latte), you may ask why this liberal tirade is in the No. 1-rated international school's newspaper. My answer - maximize Profits.

Regardless of our political views, when it comes to business, we must be able to serve the needs and appeal to both sides of the teeter-totter. This will be easier said than done though, especially in a country where your opinion on abortion or war will strongly classify you as being part of The Left or The Right.

I hope that I provided some insight for my red-state supporters. My blue-blood is temporary - deep down inside I loathe paying \$4 for a foamy latte and long for a 25-cent cup of black coffee while shooting the sh** with WWII veterans in my hometown. I guess that you can call me a purple-guy - not only the perfect colour for a single guy on his own in San Francisco, but also the perfect introduction to solicit an even greater response From The Right. I pass the microphone over to you.

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Wi-Fi connection in the classroom - why not?

By GEOFF MCNABB
U.S.A., Spring '07



GEOFF MCNABB

Have you ever had your professor demonstrate in class how to get to a certain website and expect you go learn more about it later? While you sit and helplessly watch, your professor bounces around the site

(sometimes after a rough start), and you are powerless to follow along on your own laptop. Why? Because there is no Wi-Fi in the classrooms. Everybody knows and has experienced the dilemma. The question begs itself, however: "Why is there no Wi-Fi in the classroom?"

Of course the administration and faculty know exactly what we would all be

doing if we had full-time, un-harnessed, broadband wireless access in the classroom - surfing the internet. And if we are not surfing the internet, we are reading our emails. And if we are not reading our emails, we are I-M'ing someone across the room (because the joke is that good). This is the same as the cell phone to cell phone text messages we send since we do not currently have internet access in the lecture hall - only easier! You can laugh out loud because you know it is true.

Admittedly, raw and unbridled wireless internet access cannot be conducive to a successful learning environment in the classroom. If so, how would we ever concentrate on the PowerPoint slides on the screen and on the professor's lecture? Unfortunately, the internet unleashed in our classrooms is not beneficial - even for the best international MBA graduate students on

the planet. There are times, however, when targeted internet access really can be a benefit. The key is timing. Following along on your own computer can be especially helpful in certain situations, but how do we reconcile the good and the bad of internet connectivity?

Enter: The Switch Idea. What if the teacher could turn access to the World Wide Web (www) on and off with the flip of a button? Picture what could happen: The teacher would have the power to lead us through an on-hands education experience while the clues to recreate the experience quicker and easier are not only imprinted on our brain, but logged in our browsers' history from that day. Then, after the class is finished: the professor turns off The Switch and boom: "Access Denied." Things are normal again. Is this too much to ask?

Regardless whether this becomes reality, technology may make it a moot point. With the advent of wireless network interface cards (NIC's) connecting to cell phone towers, laptops are now able to connect to the internet through a medium which is currently only self-regulated in the classroom: just like a cell phone. As you have guessed, this will not catch on too quickly because of the price barriers. However, if prices fall the tide could begin to turn and people will be connecting to cell phone towers instead of wireless routers for their wireless internet needs.

As for me, until The Switch idea comes to fruition, I think I might just stretch a network cable from Dr. Cabrera's office, so I can secretly connect to the internet in class!

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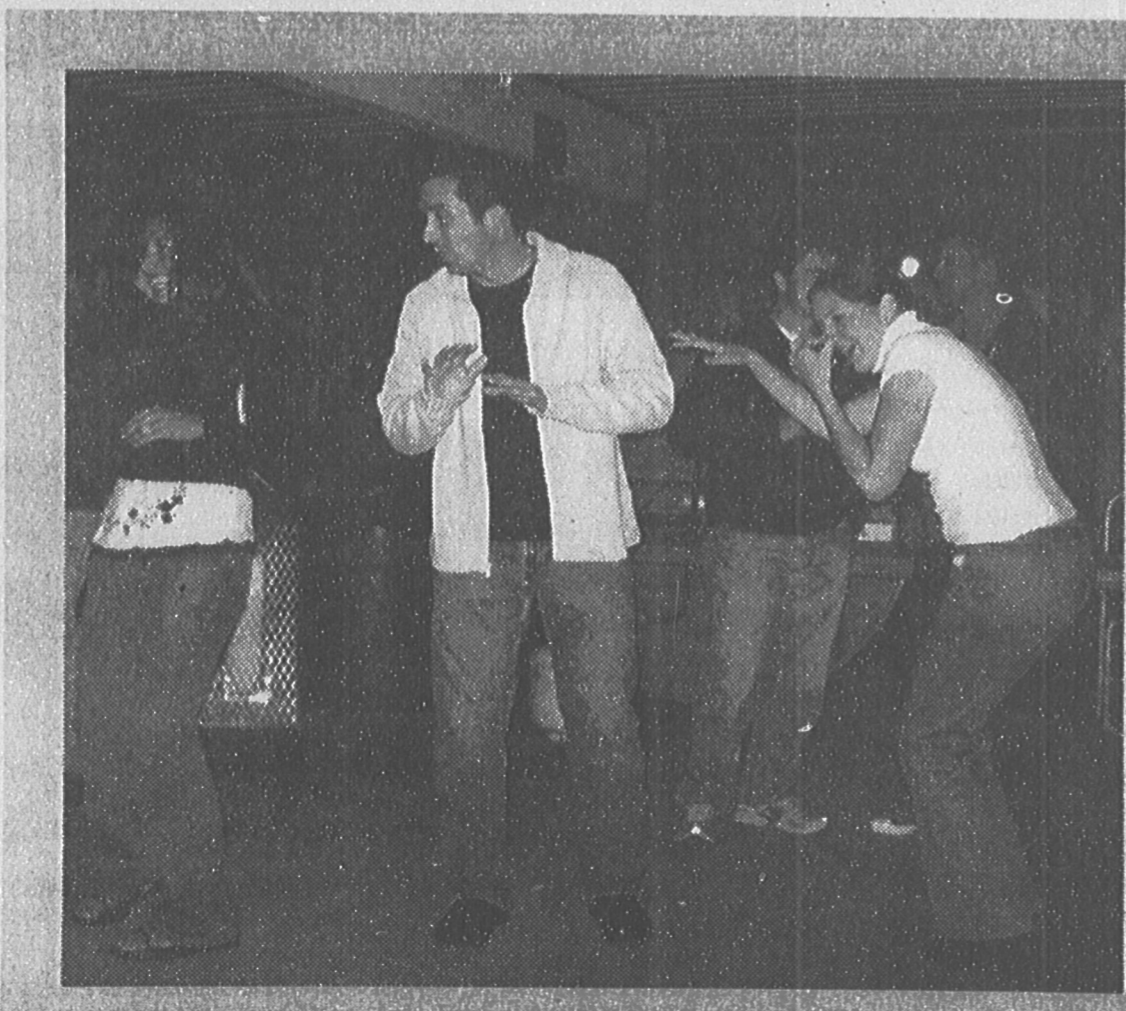
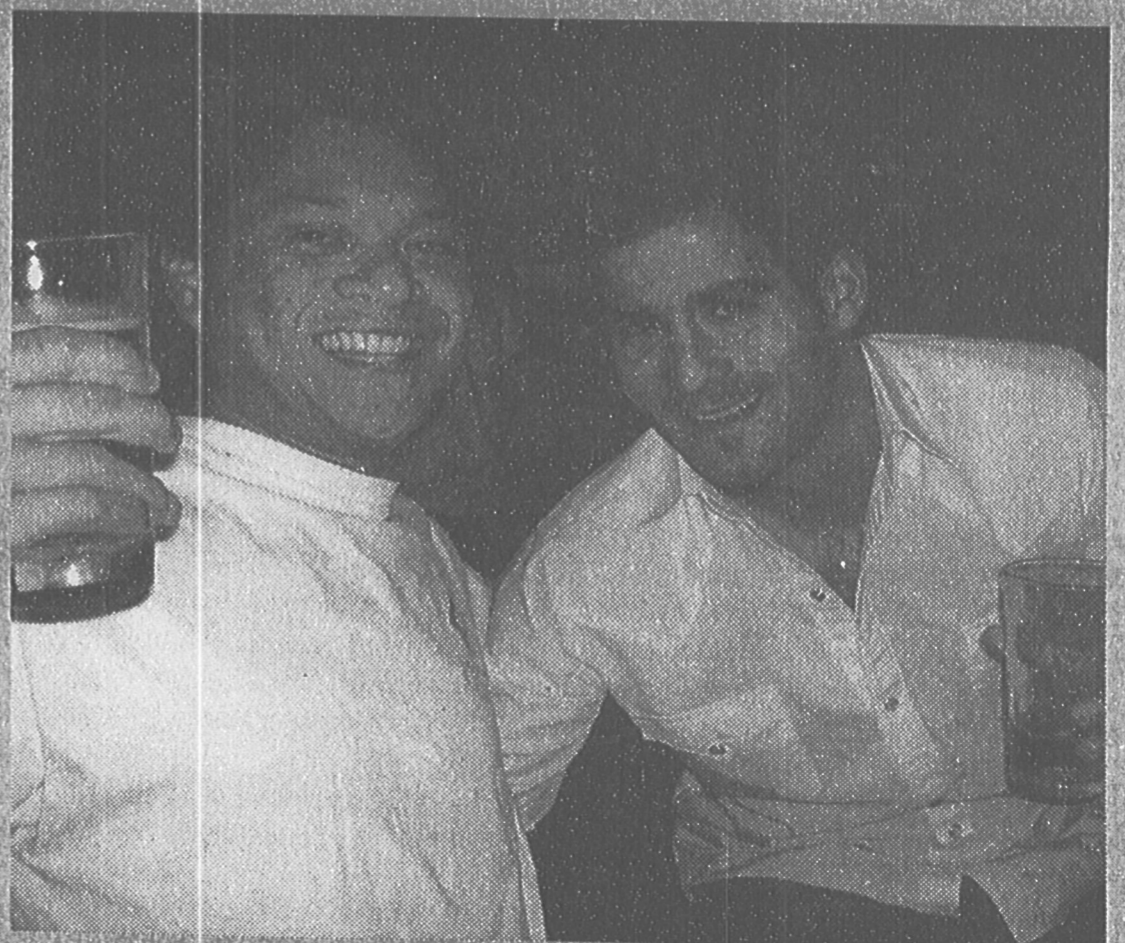


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Border disorder...patrolling with the Minutemen

continued from page 1

that border Canada. They claim that at both borders, not only illegal aliens are entering, but also drugs, disease, and terrorists.

First-hand experience

I went to Three Points, Ariz. and got my first glance of a Minuteman.

First thing I noticed were the guns in holsters that almost all the volunteers seemed to have. They gave me a form to fill out for a background check and a

very quick training meeting, and \$50 later, I was handed my temporary Minuteman Volunteer card: I was given a walkie talkie with an earpiece and our leader Pineapple Bob (real nickname) told us to move out so, we were whisked off trucks. The convoy of trucks parked in the middle of nowhere, each truck was separated by 50 feet of space.

I was placed with two guys, one from Nevada and one from Arizona, who had already folded out their lawn chairs by the time I had arrived. They were both ex-military, served in Vietnam. I pulled out my camera and started chatting with them.



Border wall - it reads "borders are scars in the dirt"

They gave me more stats than I could compute about illegals entering the country and how it was affecting our economy and communities. You could tell that they were both really passionate about what they were doing and believed in the cause. I thought that the seven to eight hour patrol would be filled with stats, but as soon as dusk settled in my two companions stopped talking almost completely.

As night set in and the moon came up, I stood and peered out into the darkness in complete silence. I couldn't see a thing and wondered what I was doing out there. Hours passed and my mind started to wander, and I was sure I had wasted my time coming out there.

Night crossing

All of the sudden there was a break in the radio silence as someone whispered into their radio that they had spotted a group of illegals. The voice said that they were standing a few feet away. They turned their flashlights on them and the men froze. The Minutemen then told them to sit down, and

they did.

We left our post and wandered down the dirt road to see these "illegal invaders." There we found a group of six Mexicans, five men and one woman. They didn't seem scared; they just sat there looking

tired. The Minuteman who had caught them radioed Border Patrol to come and pick up the group. The Minutemen all seemed to be pretty proud of themselves for the catch. They all bragged about how many they had "bagged".

I didn't share in their enthusiasm. Looking at Mexican's faces I could tell they were really disappointed and worn out. Sometimes illegals will cross three or times before they get through without getting caught. They told me that they had been in the desert for three nights and had run out of water, so they were filling their jugs up in livestock watering holes they found on the way.

Consider the alternative I asked, "Why come to the US? Why risk your life out here in the middle of no where"? Why don't you stay and work down there"? and they responded, "We only make \$20 a week in Mexico working construction. It isn't enough".



A sign welcoming the Minutemen

They said they were on their way to New Orleans to re-build after the Hurricanes. They were sure they could find work. The woman showed me her feet, which were covered in blisters. She told me she had come to help support her kids who were with her mother. I couldn't believe they were walking in the desert for three nights.

After about 20 minutes a U.S. Border Patrol agent pulled up in his SUV. He spoke to the group and asked if they were all healthy. He then patted them down and put them in the back of his truck. After he checked their backpacks for weapons or drugs (neither were found) he hopped in and drove off.

As his taillights faded off into the desert night I looked down where the detainees had been seated and saw a piece of garlic laying on the ground. I squatted down to examine it. They believe that rubbing garlic on their skin keeps snakes from biting as they make their trek through the desert to find a better life. Does it really work? I don't know. It may have worked on the snakes, but it didn't work on Minutemen.

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Global Mindset

continued from page 1

literature review of related topics. They commented that there was no paper addressing the emotional attribute, such as passion, regarding the Global Mindset, which is very interesting to learn from Thunderbird's global mindset report.

Dr. Javidan was very interested in the fact that some executives have difficulty dealing with people from different cultures or backgrounds. Thus, he and seven other faculty members in Thunderbird conducted a series of literature reviews and in-depth interviews among T-bird alumni and faculties across 20 cities around the world. After Dr. Javidan's GLOBE project, this project is another milestone of cross cultural study. GLOBE is similar to a hard drive containing various information, while Global Mindset plays the role of the microprocessor.

"Diversity Bug" (DB) is another interesting finding from this research. Dr. Javidan explained this finding as "the excitement and the thirst to work with diversified people, a

great deal of the emotion, is something we found for our grounded theory."

He went on to say that we T-birds have this bug inserted in our heads, explaining why we are so different from other MBA students. "Many T-birds have DB's but may not be aware of it. Through their experience in Thunderbird, the bugs are developed." At the first stage, the implementation of the global mindset can start from marketing. "It can do a better job to help us connect to the right prospective students. We shouldn't market our MBA program like others do." Dr. Javidan told me.

"We need to spread the word out." So far, the school introduces the global mindset during the hospitality weekend, foundation week, and cross-cultural communication course. "The global mindset is to excite those people with DB's and to make those without DB's understand." It will also create a stage for them to improve the content of the program. "For current students, the global mindset is shaping piece by piece. At the end, it will be in place."

As a ready-to-be alumnus, I am interested in what global mindset may help me. Dr. Javidan told me that the global mindset is a powerful tool for alumni to connect to the

right people and to provide consistent and supportive information to communicate with our colleagues, employers, and prospective students. Each of us is an ambassador to Thunderbird. The global mindset makes it easier for us to elaborate on what T-bird is all about. "You need to continue feeding and nurturing your DB."

The next step of the global mindset is to research non T-birds and whether they have DB's or not. Are they successful because of the global mindset, or is it something else? Dr. Javidan plans to invite international HR executives for a summit later this spring and interview them to have stronger grounded theory. "How can Thunderbird help them? We want to propose to them to join us." Dr. Javidan emphasized. "To those with the DB, Thunderbird is your natural home!" Dr. Javidan said.

To read more about the global mindset, please see: http://www.thunderbird.edu/about_us/thunderbird_news/front-page-news/global-mindset.htm

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International exchange programs at T-Bird

By GEOFF MCNABB
U.S.A., Spring' 2007



GEOFF MCNABB

Imagine taking part of your MBA in Paris! Or in Brazil, India, South Korea or Sweden! Am I hitting a jealous nerve? The world is so diverse. Bringing all of our classmates and lifelong friends-in-the-making together for a short while in Arizona is just a start. As Mansour Javidan pointed out at the beginning of this trimester, you have the diversity bug and cannot wait to experience new cultures.

With that in mind, why not see for yourself what another culture has to offer and what you can, in return, offer the people there. I know most of us want to hit the road and go international after we graduate, but why wait? Do an exchange program for a trimester and get even more international experience.

Roughly half of the student body at the Thunderbird Glendale campus is from a country other than the United States. That is part of what makes the experience for everyone "Truly Global." Thunderbird, through the Office of Academic and International Services, offers us a chance to enhance our global and expatriate experiences as part of our MBA-IM

curriculum. What a great deal! Seriously.

In order to add even more value to your tuition buck, the School provides ten – count them – ten different exchange programs with schools and universities around the world. I know you are thinking how cool that is, but I bet you a dozen Krispy Kreme doughnuts (fresh off the conveyor belt with the red light flashing) that you cannot name even two (without looking below). And Prague is not an exchange program!

However, before you zoom down and check out where you want to go next fall, remember that you cannot do a Thunderbird exchange back to your own home country and that the deadlines are early, so you need to have a plan. Be sure to check the Office of Academic and International Services website for all the detailed information. If you really are serious about making tracks, talk to Cathleen Prudhomme, she will be able to help you make it a reality.

Thunderbird offers the following fine exchange programs and their language requirements:

- **Costa Rica:** Instituto Centroamericano de Administracion de Empresas (INCAE). Requires Spanish proficiency.
- **Paris, France:** HEC- MBA program only. Requires French proficiency.

- **South Korea:** Yonsei University. Requires English proficiency.
- **Sao Paulo, Brazil:** University of Sao Paulo. Requires Spanish or Portuguese proficiency.
- **Hyderabad, India:** Indian School of Business. Requires English proficiency.
- **Helsinki Finland:** Helsinki School of Economics. Requires English proficiency.
- **Mexico:** ITESM (Instituto Tecnologico y de Estudios Superiores de Monterrey) (EGADE) in Monterrey or Mexico City. Requires Spanish proficiency.
- **Lyon, France:** EM Lyon. Requires French proficiency.
- **Rio de Janeiro, Brazil:** COPPEAD. Requires Portuguese proficiency.
- **Spain:** Escuela Superior de Administracion y Direccion de Empresas (ESADE). Requires Spanish proficiency.

As a final note, think about why you came to Thunderbird. Would an exchange program enhance or detract from your overall experience? Your future is in your hands; grab the reins and run.

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Spotlight on Africa: vistas of Karibuni Tanzania

By SORAYA HAKUZIYAREMYE
Belgium,



SORAYA HAKUZIYAREMYE

The Land of Mt. Kilimanjaro, Zanzibar Island and Serengeti Park, Tanzania has it all, be it beaches, mountains or wildlife.

Sea-lovers will definitely first settle in Zanzibar, often referred to as the Spice Island. The 1,700 sq km island off the Tanzania coast in the Indian Ocean, has kept the Arabic houses from its history as a commercial centre of East Africa, when trade between Zanzibar, Arabia and Persia flourished between the 12th and 15th centuries.

The clear blue waters attract thousands of tourists, eager to relax on miles of white sandy beaches. Diving, deep sea fishing and water sports keep one from getting bored at Zanzibar. Once you've had enough of the sea, discover the spice plantations and Stone Town, the cultural center which has remained largely untouched over the past 200 years.

Tired of life on an island? A memorable four-hour ferry trip will take you to the capital Dar-es-Salaam (called "Dar", by its inhabitants). The tropical seaport is one of the fast growing cities in East Africa, and is an eclectic mix of Swahili, German, Asian

and British architecture, reflecting its colonial past and more recent history. The extra busy Kariakoo market, Asian business district, and the Dara-Dara (public buses) are a must-see in the city. At times, you may wonder how people can trust the drivers, whose notion of speed limit is very, very relative. This is in contrast with the slow-paced Tanzanians; their favorite word is "Subiri" (i.e., please wait). Do not worry if you feel you've been waiting for too long, "Subiri" can mean more than an hour. Patience is key.

Dar's hottest spots are Chef's Pride where you can share Swahili food with local people, New Africa Hotel and City Garden, where you can get fresh food for less than ten dollars. A night out is not complete without a stop to "The Bilicanas," where American hits are played along the traditional Taarab, and Tanzanian ragga and hip hop music.

Once in Tanzania, you cannot leave without visiting Mount Kilimanjaro, the tallest mountain in Africa. For adventurers a climb through the mists of equatorial jungle to reach the snow and breath-taking views from the summit, will take five to eight days. Not climbing the 5,895 meters is not a sin; the valley itself is worth it. Daily flights are available from Dar Airport to Kilimanjaro Airport in Arusha.

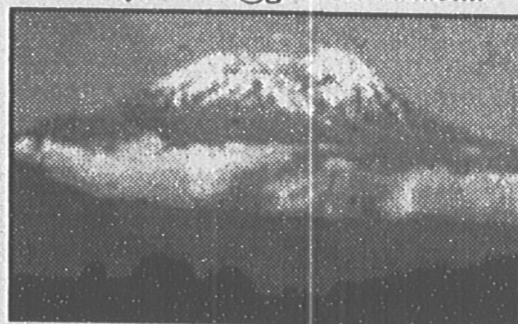
You may also drive cross country as Kilimanjaro is six hours away from Dar. In this way you'll be able to notice the beautiful landscape of Tanzania as you move up from

sea level to the highest point in Africa.

Park Serengeti is not far away. Considered the largest animal park in the world, it reaches up to the Kenyan border and covers 14,763 sq km of endless plains. Giraffes, rhinos, impalas and lions team in that gigantic park, which is thought to have three million large mammals and 500 species of birds! A safari in the stunning wildlife is a must, especially in May and June where millions of zebras and wildebeest migrate in the search of water as the season changes.

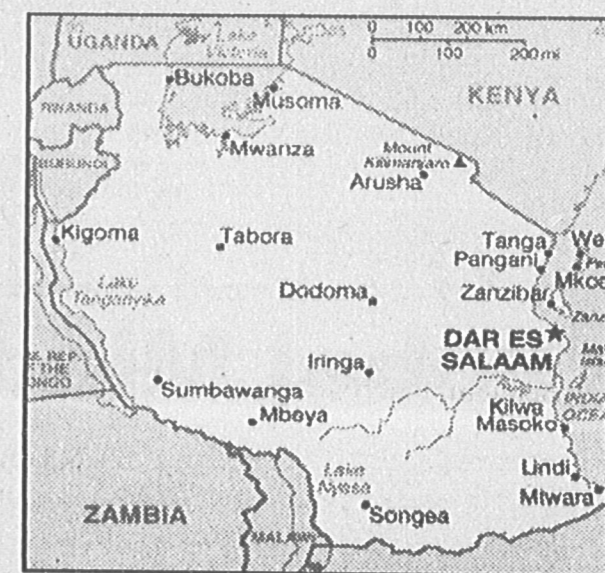
By the time, your Tanzanian tour is over, you'll most probably have picked up some Swahili. The language is spoken in all countries in East Africa, but Tanzanians pride themselves in having the purest Swahili. Therefore, remember to say "Asante" (thank you) as you leave. Don't rush, wait for your hosts to reply by saying "Karibuni Tena" (welcome again)!

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Mount Kilimanjaro

Source: www.tanzania-web.com



Tanzania
Source:

<http://www.cia.gov/cia/publications/factbook>

Area: 945,087 sq km (> twice the size of California)
Population: 36,766,356
Languages: Swahili, English
Currency: Tanzanian Schilling (1-USD=1,185 TZS)
Capital: Dar-es-Salaam;
Dodoma (administrative capital)

Peak oil discussion encourages going solar

By GEOFF MCNABB
U.S.A., Spring' 2007



GEOFF MCNABB

Peak Oil was the introductory topic of discussion when Monday the 14th of November rolled around and the Thunderbird Energy Club, in cooperation with the Arizona Solar Energy Association invited guest speakers Geoff Sutton and Glen Hammer to talk about the future in the energy industry and its implications for our everyday lives.

Sutton is an oil industry expert from the investor and venture capitalist side, while Hammer is a senior executive at First Solar, a Photovoltaic thin-film solar module manufacturer in Phoenix.

For the first half hour Sutton amazed the crowd by pictorially defining Peak Oil as the point where extraction of crude oil from the ground stops increasing and actually begins decreasing to the point of running out. Using charts, graphs and figures in a PowerPoint presentation to information overload, Sutton showed several expert predictions of how many years are left before the world hits Peak Oil.

Most estimates give us ten – twenty years. At that point, oil production declines but demand does not follow suit. Demand for oil as an energy source will not decrease unless something changes. All this PowerPoint mania led to a single focus: we need to diversify from oil dependency.

"Starting on that note, Hamster spoke about his involvement in the renewable energy industry and what part his company plays in reducing our dependency on fossil fuels. He spoke about the current state of policy-making in Washington DC, Phoenix and Sacramento with respect to renewables. Though behind many other countries which have long adopted such policies, the U.S. is now moving on this priority with tax credits, tax breaks, and federal as well as state subsidies to foster growth in the industry and reduce reliance on oil.

According to Sutton, with the rise in current energy prices, the solar energy industry is on the cusp of fantastic growth opportunities. The greatest barrier has been the difference between the price per kilowatt-hour of energy from "the grid" as compared to the price per kilowatt-hour of solar energy from your own panels. As an example, he said that

investments in solar energy accommodations/technologies have previously taken over a decade to pay for themselves. Now that figure could come down as low as five to ten years. For the renewables industry that means people who can do the math will begin to invest and buy solar panels.

Still, the battle is uphill due to the upfront cost of a solar installation. A homeowner, for example, must buy the equipment initially, and the system pays for itself by lower (or no) electric costs over time. With 20-year manufacturer warranties standard within the industry, says Hammer, we will begin to see a lot more people buying solar

arrays for their homes and/or businesses. The seminar concluded with a Q&A session. Because of the infectious interest in the topic, time ran out. Many thanks to the Thunderbird Energy Club and the Arizona Solar Energy Association for all their efforts in bringing these speakers to campus.

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"We need to diversify from oil dependency."

Lovesac CEO gives entrepreneurial "Shawnisms"

By ELI D. MERCER
Texas, Spring '07



ELI D. MERCER

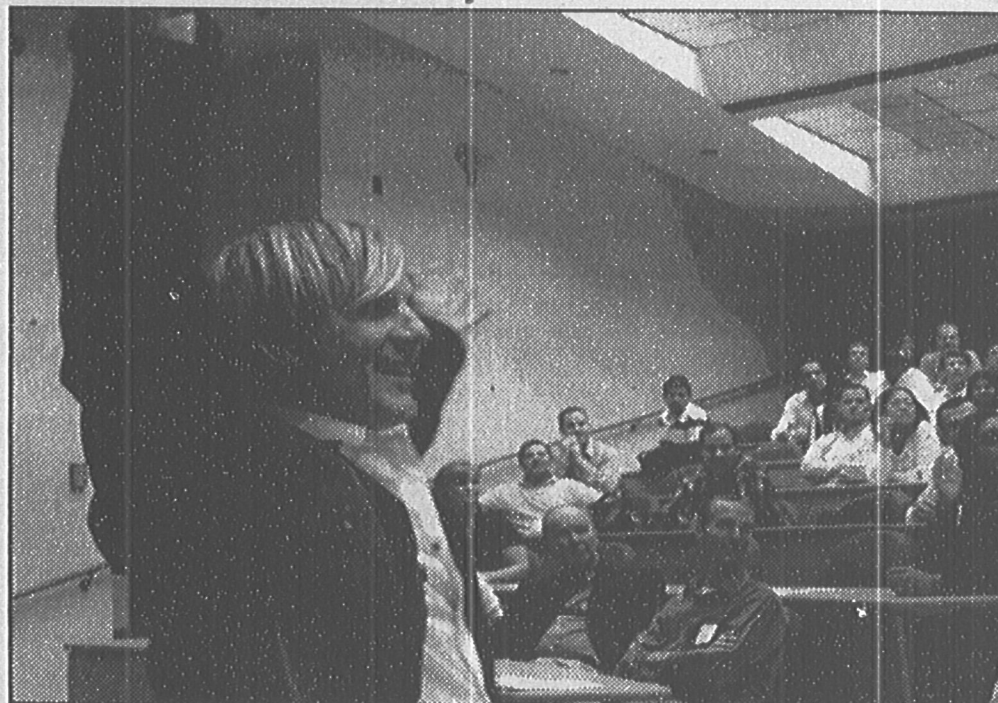
On November 10th, the Thunderbird Entrepreneurship Club and the Center for Global Entrepreneurship were honored to host Shawn D. Nelson, CEO of Lovesac and winner of the television show "Rebel Billionaire," to speak to the Thunderbird community and share his amazing story.

Nelson is an entrepreneur and self-made millionaire at age 27. He has beaten all odds and overcome adversity to become the world's foremost manufacturer of oversized sacs and other Lovesac specialties. In his speech Nelson shared a number of reasons why he believes he has been successful. He has dubbed these bits of personal philosophy "shawnisms," and encourages everyone to live by them.

His first "shawnism" is, "Just do something." As simple as it sounds, it definitely rings true. In a world of theories and grand schemes that are never acted upon, it is sometimes the entrepreneur who acts, rather than speaks, who is successful.

Nelson recommends that one take initiative and move forward, regardless of whether or not the plan is perfect. As he puts it, no plan is ever perfect. In the time that many entrepreneurs take to rewrite and rehash their business plans, someone else has already taken the same idea and capitalized on the opportunity. If you have a good idea and you know it, put together a plan and get started today.

His second "shawnism" to live by says, "Be what you want to be, not what you are." Nelson says that if he had viewed himself and his business as nothing more than a college student with a beanbag fetish, he would have never



been successful. He chose instead to view himself as a professional and his business as the world's leading manufacturing operation of his product.

Both were true. It is just a matter of vision and interpretation. In other words, take yourself and your business seriously. Dare to believe. Be professional, dogged, and relentless in the pursuit of your dreams and you will achieve them.

His third "shawnism" says, "Embrace economic pressure." Nelson believes that economic pressure often drives success. If a person has to perform, a person will perform. As Thunderbirds, we can all relate well to the concept of economic pressure. In Nelson's case, at age 24, just two years before his business exploded into a multimillion dollar manufacturing and franchise business, he was up to his ears in credit card debt with no apparent way of getting out. Nelson says that it was this pressure which drove him to work harder, move faster, and be more creative. He essentially had no choice but to perform.

Nelson recommends that entrepreneurs embrace economic pressure in order to launch their businesses. It is sometimes more important to jump in and move forward in order to grow and learn. Without this experience of pressure, many of the best and most successful businesses would have never been launched. In other words, go for it!

Nelson did an excellent job of communicating his fascinating story to the audience. As his "shawnisms" demonstrate, he is not a typical business school type. However, it may well be his unique approach that drives his success. Over and above his public image, Nelson was willing to put himself out there and share his personal philosophies of life in a manner that we could all relate to. For this we do thank him.

Now, it's off to take a loan, be who I want to become, and start that business that I've been talking about for far too long... Cheers!

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Universal experience brought by alum guests

By BJORN VAN DEN BERGHE
Belgium, Fall '05



BJORN VAN DEN BERGHE

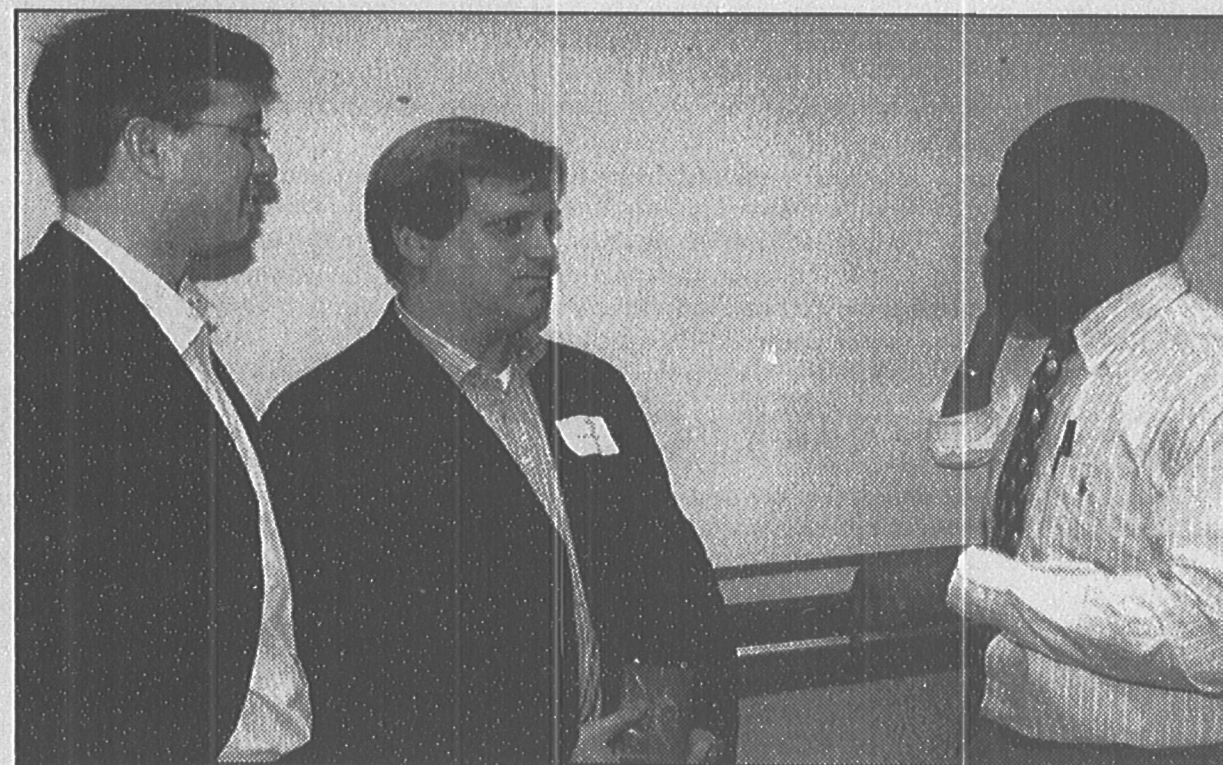
On Nov. 3, Thunderbird had the honor of receiving distinguished guests from the NBC-Universal group: Gary Freilich, the executive vice president of Digital Media, and Brandon Burgess, director at the Business Development Strategic Partnership Group and International Cable.

During the student and faculty luncheon, they shared many of their views on the current media landscape and the challenges ahead. Burgess mentioned how rampant piracy was, and how the challenges of the internet were creating a situation where a lot of potential revenue is lost and current revenues reduced. The impact of the lost revenue is that financing movies becomes more difficult, which in turn means less original content and more releases of movie franchises (e.g. Star Wars, Transformers) that are easier to finance because of their track record.

Burgess and Freilich mentioned that on a global level expansion in foreign markets is a current priority. Foreign

expansion happens in some cases with current owned networks in these markets, such as the Sci-Fi network, or with newly acquired or created TV channels.

China is a challenge. The Chinese



market was painted as being very important, but at the same time a hard one to enter due to constantly changing regulations and tight government control. Both Burgess and

Freilich were timid in admitting the limited success that Time Warner, Viacom, and Murdoch NewsCorp have had in entering the Chinese market. Both mentioned that while China is coy about letting foreign media units

enter the country, most content is available on the street corners.

Freilich was very interested in learning whether Thunderbird had media

focused courses available. He even informed attendees that in many other schools, such as NYU and UPenn, students have media and business clubs that organize trips to the media units in New York, including NBC.

Overall this was a great experience, as the luncheon attendees can attest. The opportunity also brought into the open the gap in Thunderbird's curriculum that can be filled by more media-focused courses, such as international media marketing and development. By starting such programs with integrated support from the media conglomerates in the U.S. and other parts of the world, Thunderbird can be at the forefront of the new media revolution.

Side note: A few days after the luncheon, it was interesting to learn that NBC-Universal is now in talks with Apple regarding content provision for the I-Pod. Also, next year the most popular NBC-Universal TV programming will be available on-demand (commercial free!) from selected cable providers. Obviously the media establishment is not standing still, as the music industry did, and is tackling the new media challenges head-on.

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Be green by recycling, on campus target the blue

By ELENA IMARETSKA
Bulgaria, Fall '06



ELENA IMARETSKA

Recycling on this campus is frustrating. Where and what do we recycle? Do we recycle at all? Starting next tri you will see much more recycling initiatives gain speed fueled by Net Impact and Facilities, but let me give you a few easy hints of what you can do starting today.

We DO recycle. All paper, cardboard and aluminum cans. Where? In every blue bin you see on campus in addition to some gray ones that generally have faint white letters saying "Newspapers only." Although there are not as many recycling bins as most of us would like to see, you can find them easily. One is in front of LH 53, one next to the coffee machine at Snell, some in front of the post office and some in the IBIC. You can throw all recyclables mixed in them.

Starting next tri expect to see an extra bin in your dorm room, which will be specifically designated for

separating your cokes and beers from your banana peels.

Off-campus T-birds, if your quality living apartment complex does not provide recycling you can simply bring your trash to school. In the Facilities yard (open 5 a.m. to 4:30 p.m.) you can take advantage of big containers perfect for all the paper, aluminum, and cardboard you want to get rid of.

Remember, next time you want to throw your can away, target the blue container.

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Teaching assistant experience is rewarding

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

Well...before the deadline of assignment N, let me first confess: I admit that I hadn't yet taken professor Sukumar's ASM class (Analysis for Strategic Marketing). That's why you always saw me in class. I wished to stay on the same page as you all.

It's quite a challenge being a TA - my first assignment as a TA since high school geography. My emails and phone calls increased dramatically

(50 calls and 40 emails before each MarkStrat deadline). Despite that, I really enjoy working with you all. The more you ask, the better I learn. For example, my understanding on factor analysis concepts is quite solid after 60-70 times of practice.

Discussing the strategies and competitive dynamics of your MarkStrat teams was a blast. I have the privilege of sharpening my own marketing strategies. The interaction during my office hours was also fun. While I am not an SPSS expert, working with each of you helped me understand it much better. On campus, I'm often stopped for marketing help; frankly, I never dreamed I'd be so popular.

I know that I used some alien language in some of my review sessions while talking about SPSS. Thanks for your patience. If I were allowed to use Chinese, I would do a better job.

As your TA, I really appreciate your support, as well as professor Sukumar's and Philippe's help. I like this job and enjoy every moment with you. Wish you all the best. Pass all the exams and assignments!

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AIESEC facilitates international work & travel

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

It is the largest student organization in the world. It has almost 90 member countries with more than 50 years of history. It is an association presenting over 800 universities with approximately 18,000 members and nearly one million alumni worldwide. Thunderbird provides scholarships to its members. Yes, this is AIESEC (pronounced "eye-sek"), or the Association

Internationale des Etudiants en Sciences Economiques et Commerciales.

AIESEC's core activity is the International Traineeship Exchange Program (ITEP). The program "enables over 3,500 students and recent graduates the opportunity to live and work in another country." ITEP was built upon the vision that understanding among mankind should be based on the interaction between different cultures. Internships in other countries benefit both the participants and the local communities.

The other day in CCC class I thought about AIESEC. A standardized framework called "Exchange Process" is defined by three steps: preparation, reception, and reintegration. "Build as a model for developing and changing individuals whereby the process lasts from an individual's first interaction with AIESEC until their life ends." In fact, these three elements work not only for AIESEC but also for any T-bird or expatriate.

The preparation stage helps an individual obtain the skills, the knowledge, and the attitudes to change. AIESEC uses the Student Review Board to review and facilitate individuals to adjust into a foreign country. BaFaBaFa is always the first role-play and a prerequisite for the candidates. Their transformation begins as soon as they apply for the program. The survival kits and the local contacts are available and compulsory. Interns have to read the material and to contact local AIESEC'ers before arriving. The process takes about three months prior to the reception. AIESEC'ers from both countries (host and domain) help students get ready for a

positive change.

The reception takes place when the interns arrive. AIESEC assists at all stages: from accommodations and visa procurement to the cultural adjustments and the company visit. This stage is to ensure that individuals have "a powerful experience" and are ready for "positive change".

The physical exchange experience comes from the interns' daily lives. They are invited to different community activities and AIESEC parties to interact with locals. Many tours or cultural events are designed for the locals and trainees from various countries. Trainees come from every corner of the globe. They help each other understand the local culture. This step ensures positive impact to both the trainees and the locals.

The most difficult part is the last stage: the reintegration. As soon as the trainees go back to their home country, AIESEC ensures their transition is effective. This stage is very challenging because what they go through is very different from anything they have experienced before. It's a life-long learning process: everyone gone through ITEP becomes a change agent in his or her local environment.

Coming to Thunderbird is a great example of the exchange process. A series of preparation exercises are needed in order to be granted admission: applicants work hard on their applications; some come to campus for a hospitality

After they arrive the reception step includes the school work, the cultural events, and the peer activities (or any time you go to the Pub).

The reintegration starts upon graduation. Each of us is a change agent: we are not about to change to world, but we are trained as individuals with global values and global mindset. The interaction between us and our local community is a chain reaction whose impacts are invisible at first but effective.

I still remember the last AIESEC conference I attended as a national committee president in Slovakia in 1998. The closing ceremony theme song was "Imagine." I suddenly had a deeper understanding about the organization and knew why I liked it so much and still live with it: "You may say I'm a dreamer, but I am not the only one..."

Imagine

Imagine there's no heaven,
It's easy if you try,
No hell below us,
Above us only sky,
Imagine all the people
Living for today...

Imagine there's no countries,
It isn't hard to do,
Nothing to kill or die for,
No religion too,
Imagine all the people
Living life in peace...

Imagine no possessions,
I wonder if you can,
No need for greed or hunger,
A brotherhood of man,
Imagine all the people
Sharing all the world...

You may say I'm a dreamer,
but I'm not the only one,
I hope some day you'll join us,
And the world will live as one.

AIESEC. Formerly an French acronym for "Association Internationale des Etudiants en Sciences Economiques et Commerciales". Today, we no longer use this acronym as our membership has grown to encompass a much wider range of disciplines than only economics and commerce, and our Role in society and the Core Work we do are reflected more accurately below.

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Networking pays off during global internship

By BROOKS DAME
U.S.A., Fall '05



BROOKS DAME

When I was in Guadalajara this summer I decided that I was going to find an internship. I scoured the web almost everyday for job leads. I wanted to have an international experience with an interesting company. I made some phone calls and got some interviews set up for when I got back. When all was said and done I had a handful of interviews with interesting companies

but they were all for jobs that didn't really have a lot of international flavor.

Enter my dad. He asked me, "How about you come and work in the family business?" I had thought about it before I started looking but, decided against it. You see, I had grown up sweeping sawdust and stacking mouldings every summer since I was 11 and felt like I knew the company inside and out. I asked, "What kind of internship would it be? What would I be doing?" He said, "Well, we are looking at doing more in China." China! Hmmm. Ok, where do I sign?

I met with Mike who was my contact for the China project to get up to speed. He gave me a list of things to look into in order to set up a buying office in China. So after meeting with Mike I met with the company CFO and we decided that we should look into outsourcing some processes to India. As I left his office I asked him if we were hedging foreign currencies (we have operations in Brazil, Chile, and Russia). He said, "No, how about you look into that too." Can you say hedging project?

After my first week I was feeling pretty excited

about my choice to work in the family business. I was going to be working on projects in two of the largest emerging markets in the world and also get to work on a project to hedge foreign currencies. It was as if my classes from Thunderbird had been brought to life.

There was only one problem. I had never done any of those things for real. I had studied them in class, and read a lot of information on them, but was clueless on how to execute any of the projects. I had no experience in any of the areas I would be working on.

I thought to myself, "Where do I begin? How am I going to do all of this?" Then it came to me. I go to Thunderbird, the number one international business school in the world. I started making contacts and tapping into the schools data bases. Every time I hit a dead end I would post another message or talk to a contact and a door would be opened.

Whether it was a student whose family is in the BPO business in India, an alumnus who was working in the foreign exchange market, a contact in China, or getting info from the IBIC resources or other interns, they all fell into place and allowed me to get my job done.

I've been able to make contacts and get information that would have taken our company twice as long to get. The last sit-down meeting I had with the CFO he said, "I can't believe how much information and quality contacts you've been able to get in the short time you've been working here. We need to get a few more Thunderbirds on board just so we can tap into the network and resources you guys have at your disposal."

When I was thinking about coming to Thunderbird over two years ago I came down and took a tour of the

campus. The guides talked about all the resources and what a large network Thunderbird had all over the world. I sort of passed it off as a recruiting scheme to get new recruits to the school. I now stand corrected. I've been so impressed with the alumni and their willingness to help, with fellow students who have offered advice and contacts as I've moved forward on projects, and the databases and resources available to us (I post questions on ask IBIC probably three times a week).

If I was at another B-school I'm sure I could access some of the information that I got, but I don't know if I would have gotten all the help from fellow students and alumni. People talk a lot about the Thunderbird mystic; I'm not sure what it really is. But, if I had to guess I would say that it has a lot to do with the collaborative nature that T-birds possess. I feel that everyone involved with Thunderbird wants to see fellow T-birds succeed.

To give you an example, an alumnus had contacted me about a contact he had. When I asked the alumnus what he did, I came to find out he was involved in the same industry as my family's business. I had made some contacts earlier and passed them onto him because I thought they would be helpful. I got an email today from my contact that said they were looking into doing some business with the alumni who had contacted me. So not only does it help out a fellow T-bird but it also helps me build my relationship with my contact. It was a win-win situation.

And although I still have a lot to do to finish my internship up, I feel like I've had a real Thunderbird internship experience.

brooks dame@global.t-bird.edu

DECEMBER 13, 2005

ThunderDance: enter next tri's dance zone

Fabulous classes that your body deserves



By ELENA IMARETSKA
Bulgaria, Fall '06
ThunderDance VP

Salsa, hip hop, ballet, stretching, fusion, gypsy, capoeira... ThunderDance brings the world of dance to campus. If you've ever wanted to learn how to dance or simply enjoy moving, this is your chance to experience the thundershapes in one of the weekly classes we have offered all trimester long and will continue offering next tri.

Mondays are heaven for the salsa fans with Instructor Dina, who will make you turn gracefully like a swan, step like a butterfly and move your hips like an antelope. Following salsa, Jen teaches hip hop that will make

you feel like an MTV star and pursue a career in the entertainment industry.

Tuesday night Jen will make you straighten up with ballet and will make you dizzy with all those pirouettes. Wednesday night the ABT (abs, butt, ant thighs) class with Linda and Moumita works on your problem areas and makes you forget all the school stress while doing crazy sit-ups.

Saturday afternoon Elena will teach you how to be confident on the dance floor with some samba, gypsy and tango rhythms. Stay for a relaxing, meditative stretching class with Linda and Jessica that will give you energy for the rest of the weekend.

Anything else you want to learn? Something you want to teach? Let us know, we are very open to suggestions. ThunderDance is your new creative outlet to experiment and learn about yourself. Dance is a powerful experience that channels remarkable positive energy. Capture your opportunity.

imaretska@global.t-bird.edu

Schedule of classes:

Monday, 7-8 p.m. Salsa
Monday, 8-9 p.m. Hip-hop
Tuesday, 8-9 p.m. Ballet
Wednesday, 8:30-9:30 p.m. ABT
Saturday, 3-4 p.m. Fusion
Saturday, 4-5 p.m. Stretching

Since the schedule of classes is sometimes adjusted due to conflicting events, keep an eye on our web site on MTB and/or join our discussion board.

StarShine Academy brings hope to area kids

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



It was a bright and sunny Friday. Kellie Kreiser, Fall '04, Lucia Llobet, Summer '05, Gbemi Disu, Spring '06, Atif Khan, Summer '06, and I went to the StarShine Academy in downtown Phoenix. We were invited to talk to their students about our cultures, backgrounds and interesting facts about our countries.

This school is very special. Founder and the president Patricia Adams told us that she never thought she would be a president of a non-profit K-12 school. Her goal of running the school is to inspire every student to fully develop her personality and talent.

You may have no clue how successful the StarShine academy is. Three or four years ago the neighborhood was full of drugs and guns, one of the worst in Phoenix. As soon as Adams got involved, she used every connection and business

skill she earned as a former executive of AT&T and Norwest Bank. The school staff visited the neighbors door by door and provided free education to those kids.

Nowadays, StarShine Academy is well-run and chosen by the UN as the best practice of peace.

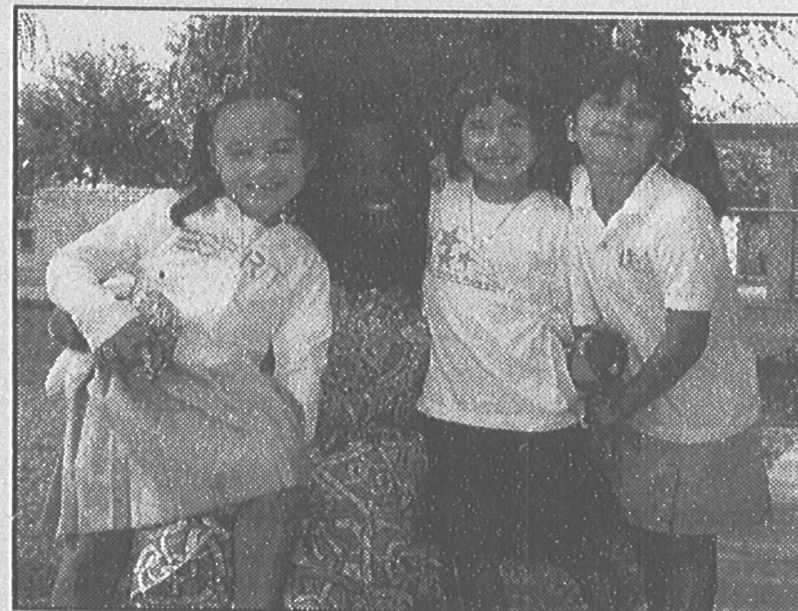
Adams encourages students to choose their goals and develop their skills toward their goals. They can change as many times as they want. Every child also needs to know how to use a computer. Adams keeps running the school as simple as possible and ensures that any successor will have no problem continuing the operation. "You don't know who may play a role in your life someday."

Adams shared a story. One of her students had a miserable childhood. When Adams asked her: "What's your life goal?" the student responded, "To become a lawyer." Adams probed further, "How?" The girl thought for a few seconds and said, "Go to community college to study law." Adams, "Do you think that you are gonna make it through the community college?" The student shook her head. "Which school do you want to attend to achieve your goal?" The student replied, "Harvard."

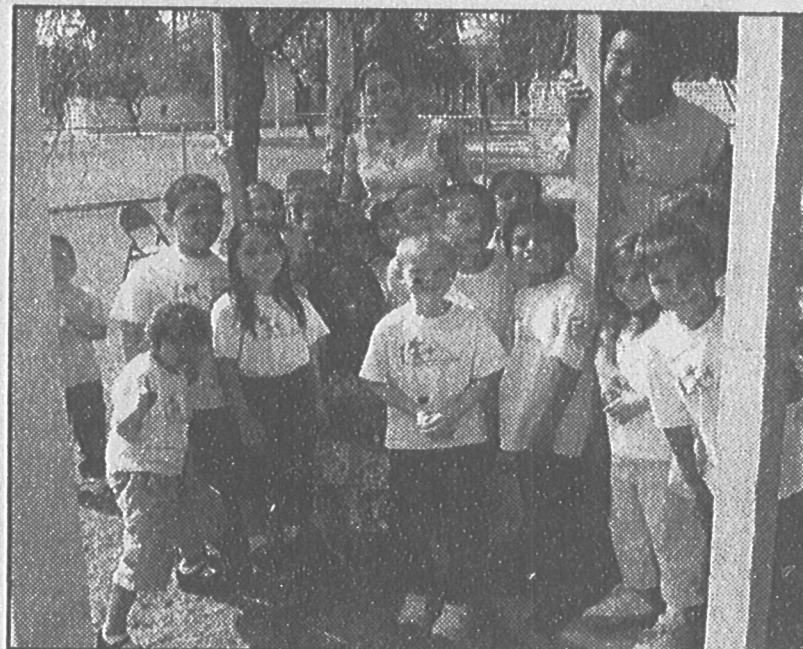
An unknown visitors stood next to them and listened till the end. He broke through the conversation and introduced himself as an honor alumnus of Harvard Law School. He also promised to invite her to the alumni reunion event. "Isn't that amazing?" Adams smiled. I thought of the Alchemist: "When you really want something to happen, the whole universe conspires so that your wish comes true."

StarShine Academy has students role-play ambassadors from different countries. After talking with Adams, we met and greeted our ambassadors from different grades. Mine was a grade two girl. She was a little shy but full of smiles. We started to introduce our cultures and share some interesting stories class by class. There were three groups of students, kindergarten and grade one, grade two-four, and grade five-eight. Most of them were particularly interested in the food of our countries.

We pointing at a map where we came from and they realized how far each of our countries was. Atif



showed them Pakistan currency. I drew Chinese characters and explained the symbolic meaning of them. Lucia had the language advantage because many of them can speak Spanish. Gbemi brought some small gifts for them to join the interaction. All students were eager to learn some of our languages.



We continued doing so until we met with the kindergarten and grade one kids... They were curious how to pronounce words in different languages. They wondered how to say "belly", "tree", "sky", and even "princess." What's this and that? They asked whatever came to mind.

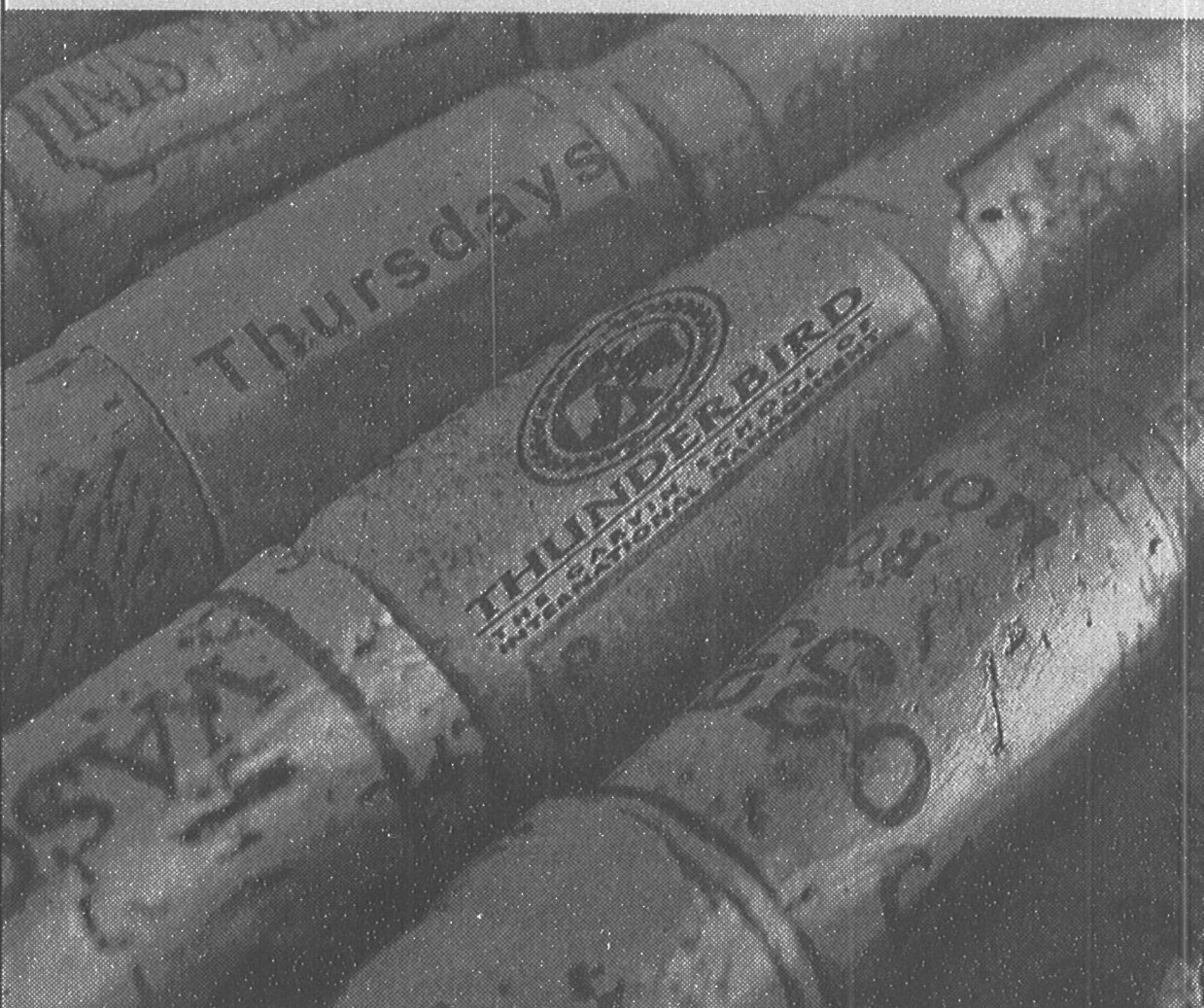
After I taught them to say "thank you" in Chinese, they said: Aloha! Same thing when I said "hello", "goodbye" or "how are you." No matter what I asked, they all responded: aloha! The rest of the teachers and T-birds couldn't stop laughing. Well...me neither. Those kids were so cute and sincere.

Kellie said that they are little T-birds. I think so too. At the end the students even sang a song for us, which included many greetings in various languages. We were so touched and full of joy.

Thanks to Kellie for making this happen and to those who attended and supported the initiative. You are the best! I am looking forward to seeing those students again.

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Scuba Club flees desert, takes to the sea

By JAKE TAYLOR
U.S.A., Spring '06



JAKE TAYLOR

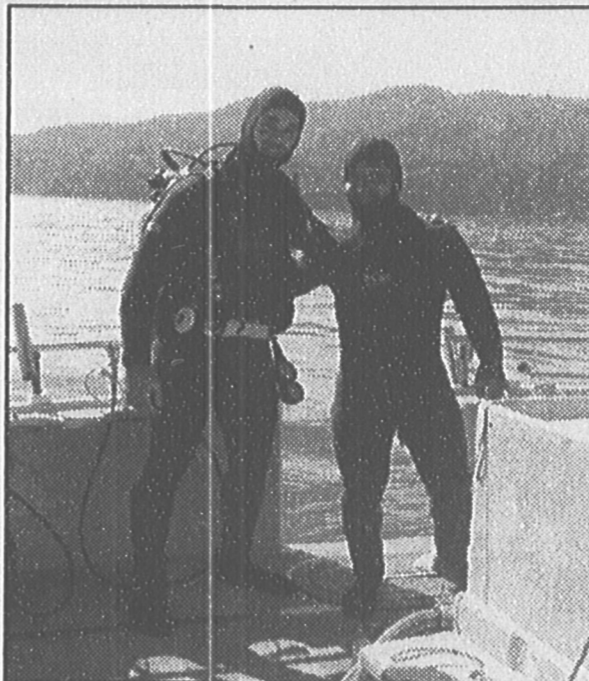
You've no doubt noticed by now what Glendale is severely lacking: proximity to quality restaurants, nightlife and culture. For certified scuba divers with a constant need for an underwater adventure on the back of our minds, lack of access to a body of water is a down right travesty. Luckily for us, Catalina Island, 30 miles off the

coast of Los Angeles, is only five hours away. This Veterans Day weekend, six members of the Scuba Club piled into a rented van and made the pilgrimage to the Golden State in search of bluer pastures. What we found exceeded all of our expectations. After an hour long ferry ride out of Long Beach (LBC!), we found Avalon on Catalina Island to be a charming town, fraught with golf carts replacing cars, and New England



architecture throughout. Much to our delight there was an abundance, you could say plethora, of quality seafood restaurants. We quickly blew our budgets on locally caught lobster and swordfish, but hey, when in Rome, right?

The following day we set out onboard the King Neptune, a dive boat packed to the brim with 25 other divers. Despite the frigid temperatures of the Pacific, we were pleasantly rewarded with clear visibility and a profusion of marine life. As big animal encounters go, diving with giant sea bass is unique. It may lack the adrenaline-pumping action of blue-water shark dives or playful sea lion encounters, but it will still leave you with a quiet sense of awe nonetheless. Equally unique to Catalina Island are the kelp forests. These stalks of vegetation rise to surface, covering the surface like a canopy. The result is an exhilarating dive, akin to floating around a wooded forest.



On our final day we had two shore dives at a protected dive park just outside the main harbor. Since no fishing or boats are allowed within the park, the marine life is docile and inquisitive, often checking divers out for entertainment. Inside the park there are also a few shallow shipwrecks which can be investigated. If you're lucky there's even a treasure chest to find.

After two satisfying days breathing air at depth, we were ready to head back to the warmth of Phoenix as land lubbers once again. Sigh.

Catalina Island is highly recommended for divers and non-divers alike. One can pass the time golfing, kayaking, boating, joining an eco-tour, relaxing in a day spa, or just people watching. If you are looking for an easy weekend escape, the unique island offers something for everybody.

jaketaylor@global.t-bird.edu



Photo op:
Danny Lung's
Birthday
Bash



Photo op: Car Bash



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Romantic Asia brings the east to southern AZ

DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

Think of Asia Night. What comes to your mind? Is it food, the talent show, or calligraphy? Asia Night is always well-known for its food and shows. This time, the tradition remains as strong, and the shows were even better than before. Everyone from the T-bird community definitely partook in an unforgettable party! The romance of Asia is a mystique from its cultures, to languages and people. There were colorful and vivid booths grabbing

your attention. The food enhanced and reinforced the taste of Asia. The talent shows started from Thai smile club with their traditional dance. Their gorgeous attire was shining like stars on the stages.

Japan club's cosplay dance and nankintamasudare, a traditional mime act, brought a lot of laugh and energy to the crowd. Without any language barrier, the audience enjoyed it and was amazed. Korea club's traditional drum show transmitted the tempo into your heart and pumped with it. I saw that several kids that couldn't help but wave with the sound. That was touching!

Taiwan club's performed the Eight Sung Commanders, which is usually done for fairs at the temple, as a ceremony to greet and to welcome Taoist Buddha befalling (all costumes

were made by students themselves) which was followed by a graceful folk dance that stole many guys' hearts.

Greater China club's Chinese opera was performed by Jinmin Robert Li, Spring '06. His voice was so crystal and resonant and reminded me of when my dad sang the Chinese opera at home.

Thanks to Tracey Nguyen, Spring '06, for organizing another great Asian Night. The kudos also goes to everyone helping and working hard for the party. As an alumnus said, "Asia Night is definitely one of mystiques at Thunderbird!" We hope that you enjoyed the romance of Asia.

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Americas Regional Night

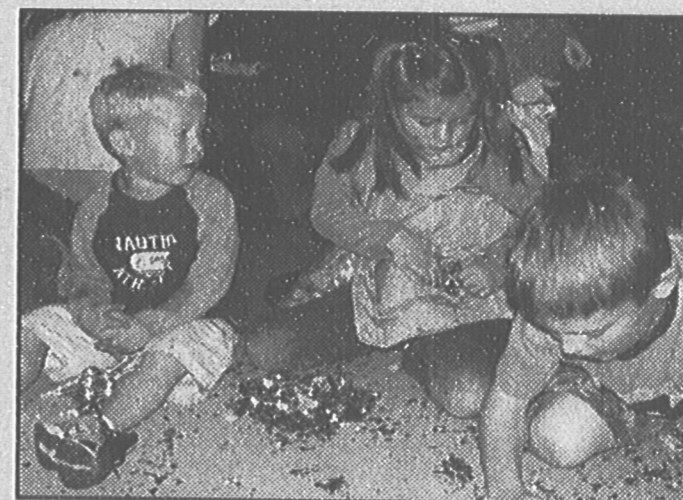
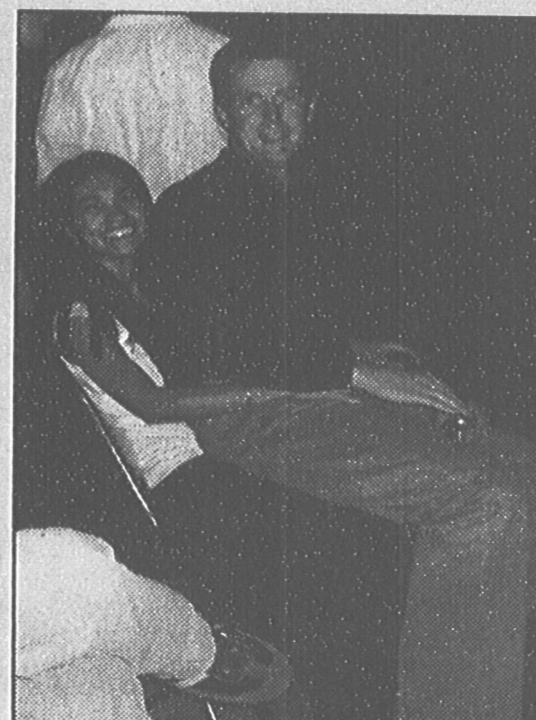
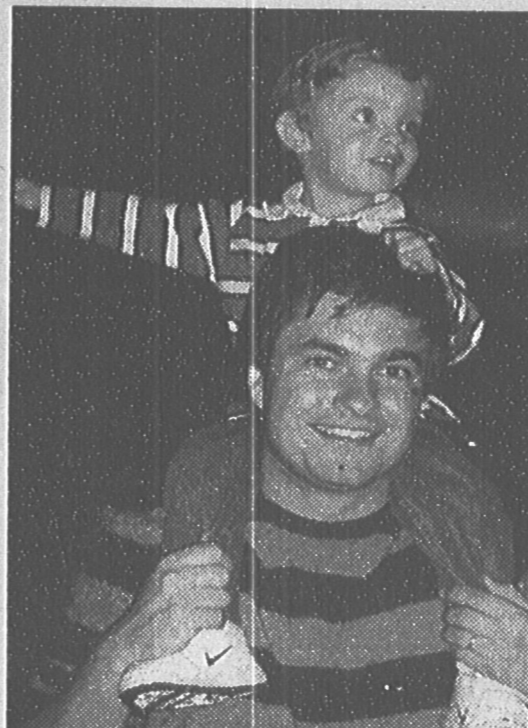
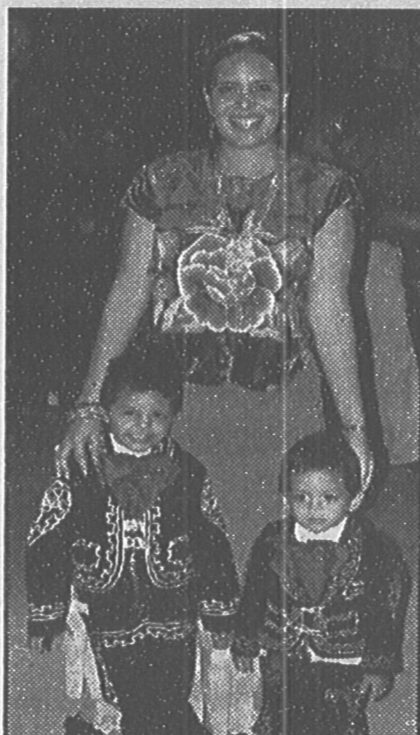


Photo credit: Genevieve Gutierrez



A night to remember: Africa, India, Middle East

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



GBEMI DISU

Good food, great performances, hookah lounge, free mendhi, a Love Sac corner, after-after party... Need I say more?

The Africa, India, Middle East Regional Night party was the perfect way to end a very exciting and eventful weekend. Given the innovation challenge, the triathlon competition, and everyone being just plain ol' tired of school work, it was a nice night to relax and have some fun.

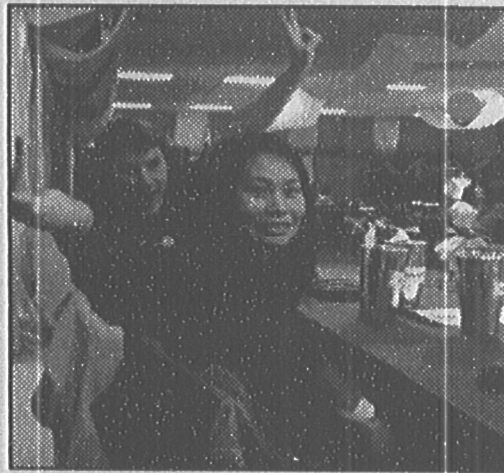
The theme for the party was Jewel in the Desert, and truly the TAC was transformed into an oasis (well maybe not, but it looked like a mirage compared to what it usually looks like). This was mainly due to the efforts of a very dedicated team of people that put in literally days of work to make it happen, so I would like to say a big thank you to them.

The night began with a moving performance by the IWC who did an Indian dance, then there was the African Drum and Dance Team that allowed the T-bird students to show their skills on stage! Our very own campus talent was not to be left out, as members of ThunderDance, and the T-bird community in general, put on a plethora of dance performances that rocked the house the entire night. A diverse group of students strutted their groove thing on the runway and made this year's fashion show a hit once again. Watch out

Tyra Banks – America's Next Top Models are right here. We even had a guest appearance by one of the finalists from the Innovation Challenge participating in the fashion show.

The belly dancers didn't disappoint, as always, and helped close out the night with a very exotic performance leaving our T-bird IC finalists very happy that night. Then it was party all night long with DJs Fred Opere and Lester Lee, who helped keep the tunes going till 3 a.m. when people moved the party to the Pavillion for another round of beer and dancing. Overall, it appears like the students and guests alike had a great time.

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SPECIALS
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Show us your leadership: come out of the box

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



JADE CHANGSUK

My 3rd trimester, more precisely my second-and-a-half trimester, I reported the Terms of Non Enrollment/Reduced Course Load (TNE) this trimester, at Thunderbird started with TSG.

My ultimate motive to make up my mind and join TSG was simple: Asians' inactivity. My positioning statement was also written like saying I want more Asian students to get involved in

the community. However, I don't think I can make any big change to this tendency. I just wanted to go through it first and show them how it is - just like Danny [Lung] did. He is one man who really affected me to do so.

As you all can guess, there are some visible, clear reasons for Asians, especially North East Asians, that make it hard to get involved in the community. First of all, their language skills are 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, Asians come from a high-context cultural background which makes it difficult for Asians to show their leadership skills here. In addition to this difficulty, the amount of time that Asians feel they should spend for their studying has some influence effect on their leadership. Myself included, most of the Asians have to spend at least double or triple the time for study.

The absolute lack of time is also the most important reason.

With all the above reasons, I ask myself, what did I get myself into here? First, we are in business school. We came here not just because of academic study, but also because of the opportunity to learn business values like a leadership, teamwork

and spirit. Second, you can improve your language skills more with practice in the field than from practice in a book. In my position as TSG vice president I put myself in situations 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 out and grab them. Of course, TSG's door is open to you always.

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Kicking the tires at T-Bird: NCA accreditation

By JANE AYADURAY
New Zealand 'Fall'05



JANE AYADURAY

As part of Thunderbird's accreditation process NCA (our regional accrediting body) visited campus. This accreditation is important because, amongst other things, it allows the school to offer financial aid.

In the first stage of the process, the school does a self assessment. A team of consultants/evaluators then visits the school to verify and validate the self assessment (to "kick the tires" as it were), as well as to provide input and

recommendations. This team of evaluators is drawn from schools throughout the country, and are selected based on their knowledge of higher education, Masters level programs, core functions of academic institutions, and students' needs.

On November 15th team members met with a group of students to talk about their experiences at Thunderbird. As someone who tends to like to have input into the things that are important to me (which yes, do include Thunderbird) I took the opportunity to speak with these evaluators. It quickly became apparent that the purpose of the meeting was to get to meet some students and hear their thoughts on the school.

Questions such as "Why did you chose Thunderbird?" and "What would you do if you were school president for a

day?" were about as tricky as it got, and for the students who attended, I think it was a very positive experience.

What was disappointing was how few students did attend. It's really easy to sit around and complain, but when the opportunity came up to talk to people who could have a real impact on the school, so few people took it.

To bastardise Edmund Burke, "all that is necessary for the school to founder is for T-birds to do nothing." To my seven colleagues who were there, complain with impunity. To the other 500+ who weren't able to make it, consider next time whether you will "put up, or shut up."

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Frustrated clubs ask what to do with \$100?

By ADRIAN CORRAL
Mexico, Winterim '06



ADRIAN CORRAL

That is the question the TSG Budget Committee faces during budget allocations and reallocations. Unfortunately, the answer we give to club presidents is the same. The TSG has limited resources, which are committed to fixed expenses such as Regional Nights and the Graduation Gala before they are allocated to clubs. Unfortunately, the allocation of funds is a zero-sum game (i.e. in order to give your club a higher allocation, we need to take away funds from other clubs, and so forth).

This trimester, Thunderbird has 55 active clubs, three active associations, and \$21,365 to allocate among them. If we divide

the total funds available equally, every Club and Association will receive an allocation of \$368. We know that an equal distribution of

guest speakers, case competitions and sports tournaments, which need higher fund allocations.

One question we should be asking ourselves is this: are 58 organizations too many for a student body of 583? That comes out to one organization for every ten students. While we know that as T-birds, diversity is our trademark, and our 58 organizations only serve to reinforce and celebrate this diversity, are we truly so different?

One aspect of Thunderbird that differentiates us from other business schools is our amazing ability to bring together so many different cultures together. Some of our clubs and associations leverage this advantage by co-sponsoring club activities, such as great guest speakers and events. Last trimester, I had the opportunity to work with the Brazilian, Mexican and Latin Business clubs to organize a Latin party on campus. It

was one of the best events we had all summer.

After hearing so many good comments about the party, we TSG, thought: is it about quantity, or is it really about quality?

Our role as TSG consists in making student experiences at Thunderbird the best possible. That is why TSG president Matt Harker promotes the "Thunderbird changed my life" campaign, and former president Mike Teague continually put the interests of the students before making any TSG related decision.

Is it a good idea to have too many clubs with \$100 allocations, or is it better to have club mergers with higher allocations and higher impact activities? I don't know, you tell me.

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"Unfortunately, the allocation of funds is a zero-sum game"

"Are 58 organizations too many for 583 T-birds currently enrolled?"

funds will not work, given the number of activities with high student impact such as

Faculty evaluations matter

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



JANE AYADURAY

Thank you so much to everyone who took part in TSG's first Faculty Evaluation Survey. Several really important pieces of information have come out of it which I want to share with you.

Firstly, only eight percent of respondents indicated that they were "very confident" that completing faculty evaluations at the end of each course had any affect on either course or teacher quality. Conversely, 45 percent of respondents indicated that they were "not at all confident" that the evaluations resulted in real change. Changing these proportions is one of TSG's Wildly Important Goals (WIGs), and so we will be working to implement a couple of strategies by the end of this trimester and through into the spring, which we hope will have a positive impact on these numbers.

Secondly, students really appreciate it when

professors do a mid-course evaluation. Responses indicate that students feel respected by their professors, feel more involved in the learning process that occurs within the class, and like it when their professors obviously respond to their feedback and make changes to what's happening in the classroom. TSG will be working with the faculty to encourage a greater use of mid-course evaluations by professors because of the positive reception from students.

Thirdly, you indicated that improvements to the evaluation process should come mainly from one area, and that is the yellow comments sheet which we all complete. As you are probably aware, this is currently used for the professor to gain feedback on their own performance. You told us loud and clear that you think these should also be reviewed by another party, so this too is something that TSG will work with the administration and faculty to change.

Your input to this process has been extremely valuable. Please take part in the next survey to let us know how these changes are making a difference.

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Weekend ideas

By HEATHER EBERLE
U.S.A., Winterim '06
TSG Student Communications Chair



HEATHER EBERLE

Here are some ideas:

Host a BBQ now that the weather has cooled down. Grills are scattered around the Fish, next to the Tower Lounge and at the Pub. As a plus, the grills next to the tower lounge are in range of the new outdoor sound system. To enjoy the music while grilling, contact the AV expert Mike Bolante (mikebolante@global.t-bird.edu) a few days before the event so he can set you up. The Pub grill can be reserved via facilities (except on Thursday nights) and the \$15 fee covers gas and cleaning (no charcoal needed here!).

Host a movie night at the Tower Lounge (appropriate movies only, please). Reserve your night by contacting the new TSG office manager, Maureen Jeffries (jefferiem@global.t-bird.edu). And in order to access the AV gear, make an appointment with Mike Bolante a few days before the show.

heberle@global.t-bird.edu

Presidential send off for Fall 2005 graduates

By Dr. ÁNGEL CABRERA
Thunderbird President



DR CABRERA

For the graduating class of December 2005, most of you will now return to the business world a different person from the one who first stepped onto our campus a year and half ago. Along with highly valued business skills, you have a deep understanding of cultural and social differences, and the kind of enterprising spirit that will lead you fearlessly into any land, any industry or to face any challenge. In short, you leave with a global mindset and as truly global citizens of the world.

The business world you return to has continued to evolve while you were at Thunderbird. Globalization and technological advances have further flattened the world's economy and have continued to take down barriers to competition in all industries and in countries. No longer is

success or failure in business determined by the grace of geography or title, but by the quality of individuals.

As graduates of Thunderbird you are perfectly poised to take advantage of these changes. The marketplace is eager to embrace men and women, like you, who have the business skills, cultural knowledge and international experience to manage the hazards and seize the opportunities in a business environment where the only constant is change.

As a Thunderbird alum, you have one other distinct advantage: an exclusive membership in the Thunderbird Network, a group unlike any other in the world. With more than 35,000 Thunderbird alumni living and working in more than 135 countries, you have a friend, confidante or mentor in virtually every industry and every country in which you might dare to venture. I think you'll find countless alumni ready to extend their hand to a fellow Thunderbird graduate, regardless of how many years apart your graduation dates may be.

I encourage you to tap into that network, to become

part of it and to grow it. You will find it an invaluable resource throughout your career. But being part of the Thunderbird Network comes with an obligation that you give back as much as you take. The day will soon come when a recent Thunderbird—maybe even someone in the class right behind you—will come to you seeking your advice or assistance. My hope is that you provide them with as much help as you're sure to receive when you ask of others in the Thunderbird Network.

And finally, as you return to the business world, I want you to understand the important role you play in the world as a business leader. As a business executive or company owner, you have in your hands the power to create value or destroy it, the power to influence the careers of those who choose to work with and for you, and the power to make or break the dreams and aspirations of so many people.

Treat this responsibility with the utmost care, keep sight of the influence you are having, and strive to leave your part of the world a better place for you having been there.

Congrats grads and welcome to the TAA

By LINDA JENSEN
Alumni Relations



LINDA JENSEN

When you cross that stage at graduation you automatically become a member of the Thunderbird Alumni Association (TAA), a powerful network of global business managers around the world. The TAA has over 34,000 alumni working for 12,000 companies in 135 countries. One of the best features of the TAA is that you can travel to virtually any city in the world and be connected to (and welcomed by) a T-bird. As a TAA member you not only have access to the network, but also to a host of alumni resources:

BENEFITS

Communications: You will continue to receive the newly revamped Thunderbird magazine as well as the Global Vista business e-newsletter. In addition, you will receive a monthly newsletter called Community Update that keeps you current on what's happening at Thunderbird. Of course, you have lifelong access to MTB with news articles and content that is targeted to alumni. We encourage you to keep MTB bookmarked and check it periodically for news. If you forward your Thunderbird email to another account, remember to update the

forward when you change email addresses.

Annual reunions in global locations: Plan to attend either Homecoming on campus or a Thunderbird Global Reunion (TGR) in an exotic locale. The 2004 TGR in Shanghai gave alumni an opportunity to learn about doing business in China as well as sample local cuisine and network among friends. Nearly 300 T-birds attended.

Tuition discounts: Look to Thunderbird for your lifelong learning needs. As an alumnus you can take a class in the full-time program at a 30% discount (remember this includes Winterims!). You can also take an open enrollment class, including an online course, through the Executive Education program at a 10% discount.

Business Information Service (BIS): Exclusive to alumni is the BIS, a customized research service offered through the IBIC. For a cost-recovery fee, alumni can receive research on anything from international trade, to global corporate financial data, to opening a business overseas.

Alumni Career Management: Also exclusive to alumni are career tools and resources. Alumni have their own career management page on MTB that includes job postings, self assessment tools, country-specific career databases, and recommended articles. Alumni also have access to WetFeet.com, and their entire line of industry

& company guides, career newsletters, company video interviews, industry profiles, career profiles, and city profiles.

Alumni Travel Program: Our newest program, in response to alumni requests, is an alumni travel program. Trips are customized for T-birds, and include adventure travel as well as networking with local alumni. The inaugural trip to Costa Rica is February 19 - 26, followed by Machu Pichu in September and Serengeti Safari in January 2006.

PROGRAMS

Chapters: There are over 140 active chapters around the world, from New York City, to Ho Chi Minh, to Guadalajara. Most hold a monthly "First Tuesday" meeting, and many also host business and career seminars, wine tastings, international dinners, and sports outings. Check the Chapter listings on MTB to see what your local chapter is doing.

40+ Initiative: For those alumni in the over 40 age group, Thunderbird offers the 40+ Initiative. This initiative provides social and professional activities geared toward 40+ alumni, their colleagues, and their families. The 40+ Initiative is currently running in 12 cities.

Alumni Ambassadors: Nearly 200 alumni are actively involved in helping the School recruit high-caliber students. Alumni meet with prospective students through

email, phone calls, or in person to answer questions and share their Thunderbird experience.

Network Partners: Need career advice? Network Partners are T-birds who have volunteered to share their expertise by answering questions and offering advice about the business function and/or industry in which they work. You can do the same by signing up to advise people interested in your industry and function.

Alumni Central: As an alumnus, you have a central point of contact at the School. For any questions or needs that you have, contact Alumni Central, the one-stop customer service point for and about Thunderbird alumni. Tel: 1-602-978-7358 or Tollfree: 1-800-457-6957 (US only); Email: alumni@t-bird.edu.

What can you do to get involved in the TAA and strengthen this global network? Join your local chapter and attend one of their events. Get to know what the T-birds in your region are doing. Keep your MTB profile updated so other T-birds can find you. Attend a reunion. Volunteer to help recruit students, speak to a class, or write an article for Global Vista or Das Tor. Contact Alumni Central with any questions you have.

Congratulations on your impending graduation, and welcome to the network!

jensenl@thunderbird.edu

Photo op: The Pub



You know it's time to graduate when...

By JANE AYADURAY
New Zealand, Spring '06



JANE AYADURAY

How do you know when it's time to graduate? Check the list!

You are the last one from your incoming class left at school.

You see your cohort members when they come back for their 5 year homecoming reunion.

You are offered an assignment with the Archivist because of your first hand knowledge of the school's history.

The amount you have spent on your education means that they will be naming a building after you.

Staff asks you questions because you've been here long enough to know the answers.

Every time someone mentions T-bird, you automatically assume it's the school, and not the car.

You take the information on the chalk board in the Pub's Ladies Room as reliable information.

You write to Dr. Love.

Your chat-up lines are "Which tri are you in?" and "What's your focus area?" regardless of who you are talking to, and where you are in the world.

Your student card photo is in black and white because color photography hadn't been perfected when they took the picture.

You begin to wonder whether it is really okay to call your Uncle Frank "Uncle Frank", or if you should be calling

him "Dr. Frank", "Dr. Uncle", "Uncle Dr. Frank"...

You automatically assume that it will be warm and sunny in November.

An 11 a.m. meeting is really kind of early.

Going to bed at 11 a.m. is really kind of early.

Naps are part of your repertoire.

Your criteria for doing something are "will it look good on my resume?" and "what are the networking opportunities?"

You can't imagine not doing this every day for the rest of your life.

JaneAyaduray@global.t-bird.edu

So long, Thunderbird: I learned, enjoyed myself

DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

Before starting my studies at Thunderbird, I had one of the worst periods of my life. My dad was in the ICU (Intensive Care Unit) and the ward for about three months.

Afterwards, my second brother had his thyroid cancer surgery. My big brother had a motorcycle accident. Meanwhile, I worked during the day, visited my second brother in the hospital, and slept in my father's ward -

an hour away by scooter. The good news is they are now all healthy and well. I am a lucky man.

While I rode across half of Taipei City, I usually thought what the meaning of life is. I didn't have the idea to study abroad then. All I wanted was that my family recovered soon and got well. The philosopher Mengzi once said: "When

God is about to place a great responsibility on a man, it always first frustrates his spirit and will, exhausts his muscles and bones, exposes him to starvation and poverty, harasses him by troubles and setbacks so as to stimulate his spirit, toughen his nature and enhance his abilities."

I like this quote, and it encouraged me during my downturn. I never dreamed to accomplish great things though. As long as my family and I were happy, that was good enough. Thus, I quit my job and took care of my family.

After they convalesced, I started to consider the option of studying abroad. One year later, I arrived at Thunderbird and struggled with tons of school work and campus events since then.

Frankly speaking, I cherished every moment I had here. It is not only because this is my last time as a student, but also because of the unique environment with wonderful classmates. Last week, I was talking to an alumnus in the Pub. We all agreed that we're really going to miss the special T-

bird experience. From the regional nights to the cultural dinners, from the Pub to the TAC (without air-conditioning in summer, oh boy!), from the soccer field to the tennis court, from lecture halls to IBIC, every little thing will exist in our memory for the rest of our lives.

I've tried many different challenges and used every opportunity to enhance my days on campus. I am not a perfect person, but I want to live my life differently. Thanks to everyone who ever taught, helped, facilitated, listened to, and worked with me along the way. I really appreciate all of you from the bottom of my heart.

To my fellow classmates: there is a fabulous big bird called "peng" in Chinese. When it spreads its wings, it can fly over ten thousands miles. I wish you all to fly as high and far as the big bird.

So long, my friends! So long, Thunderbird!

lungd@global.t-bird.edu

Thunderbird Fall 2005 Graduates

Last Name.....First Name.....

Adams	Tavonia	Eberle	Heather	Loranger	John	Sacher	Rebecca
Aguilar	Luis	Engleman	Erik	Lozier	Matthew	Sadlier	Christian
Allison	Gregory	Esteva Kremer	Eduardo	Lung	Ding-Shiang	Samuel	Jim
Alston	Thomas	Evans	Jacob	MacKinnon	Dana	Sanders	Oliver
Andrews	Benjamin	Ezzi	Andreia	Mahmoud	Nizar	Sarangan	Dilip
Ayaduray	Jane	Fangman	Michael	Malhotra	Virren	Scherer	Laura
Badiga	Smita	Farrow	Palmira	Mani	Jaganathan	Schmock	Richard
Barasia	Akhil	Fiorillo	Ricardo	Marcus	Jedd	Seabrook	Jeremy
Basu	Arnab	Freeman	Linne	Martin-Mora	Daniel	Segerstrom	Lawrence
Bhargava	Anupam	Gallagher	Shawn	Maru	Himanshu	Selfridge	Hilary
Birbuet	Luis	Gansle	Michelle	Mashru	Jairaj	Shi	Dong
Bobosik	Pavel	Garcia Heras	Maria	McCoy	Gian	Singh	Nitasha
Bode	Kai	Gelbtuch	Jamie	McGuire	John	Singhania	Vinamra
Bolante	Michael	George	Alexander	Mitsui	Kentaro	Sinha	Anurag Saran
Boujon	Philippe	Gillmouth	Matthew	Mittal	Puneet	Sinha	Ajay
Brown	Christopher	Gordon	Allison	Mori	Kokichi	Smelcer	Jerrold
Bruns	S.Thomas	Gutierrez	Genevieve	Morris	John	Spytma	Evan
Buckner	Barton	Gutierrez	Mindy	Munshi	Rita	Srichaovarar	Supang
Bush	Michael	Heitz	Uli	Nagao	Mario	Srinivasan	Ramesh
Bush	David	Hofeldt	Jennifer	Neeley	Jeffrey	Srivastava	Pranjul
Campbell	Christopher	Holbrook	Robert	Nguyen	Lauren	Stewart	Kristopher
Casey	Melissa	Hsieh	Man-Hsiu	Nisbet	Dennis	Suarez-Rodriguez	Belen
Castro	Christine	Huang	Chen-Wen	Novoa Cruz	Alejandro	Tate	Julian
Cavinato	Janet	Huang	Mu-Tin	O'Brien	Thomas	Temenugov	Emil
Chandler	Michael	Johnston	Michael	O'Shaughnessy	Jacob	Terr	Jeremy
Charles	Dian	Kawazu	Bernard	Olson	Garrett	Thur de Koos	Esteban
Chen	Cheng-Yang	Kee	Lian-Chiau	Oreta V	Jose Francisco	Trepant	Antoine
Chen	Jerry	Kennedy	Patrick	Ortega Sanchez	Jose	Tseng	Chih-Chieh
Cheung	Ling Chau	Kerrigan	Sean	Ortuzar	Francisco	Tutino	Adena
Cho	Chae Hong	Kim	Jean Won	Osaka	Toshiyuki	Van Den Berghe	Bjorn
Cho	Chae Min	Kim	Bo Kwang	Paselk	Vyria	Varghese	Robin
Cho	Eun Ho	Kimura	Yujin	Paulson	David	Vassar	Anna
Clemens	Jean-Paul	Konaka	Masaya	Peck	Benjamin	Wang	Ching-Yi
Conklin	Dorian	La Gree	Brooks	Pelliccione	Fabio	Weng	Chien-Ching
Corral Barrera	Adrian	Lape	Keith	Petersen	Nathan	Wenz	David
Davis	John	Lavin	Michael	Pierroutsakos	Andreas	Whelan	Donald
Davis	Stephen	Lawlor	Nicholas	Platt	Derek	Wilson	Randall
Deal	Daniel	Lee	May	Poyfair	Dane	Woolley	F. Cabot
Deas	Matthew	Lee	Yen-Wei	Pulkkinen	Anssi	Yano	Yuichiro
Dixon	Matthew	Leethochawalit	Wacharapong	Rabala	Catherine	Zabloski	Jill
Dominick	Lauren	Leitao	Heloisa	Raimond	Benoit	Zavala	Christian
Dressler	Erika	Leon Miller	Ricardo	Raley	Justin	Zhang	Hairan
Dunlap	Scott	Lepionka	Alexandra	Ramaswamy	Ramanathan	Zou	Dongmei
Duong	Terrie	Liao	Chiasui	Reed	Zachary	Zuo	Dajie
		Limmany	Marissa	Rodriguez	Carla		
		Lodha	Vivek	Rosenberg	Thomas		

Net Impact Trek to San Francisco a success

By NATOSHA SAFO
U.S.A., Spring '06



NATOSHA SAFO

Last spring the Net Impact club submitted a proposal to CMC for a Corporate Social Responsibility (CSR)-focused career trek to the San Francisco bay area.

When we returned to campus this fall we received the good news that our proposal would be accepted and the CMC would sponsor 17 students for a two-day, seven-company excursion to the San Francisco Bay Area.

Accompanying us were Mike Low of the CMC and Professor Greg Unruh of the Lincoln Center for Ethics. Club members rallied their contacts and resources and put together an amazing list of companies that agreed to speak to us about their efforts in the areas of philanthropy, community involvement and other proactive socially responsible business practices. The timing of the trek was attached to Net Impact's annual national conference, which took place at Stanford.

You may have noticed some of us were out of town for almost a full week. The experience served to reinforce our commitment and interest in the fields of Corporate Social Responsibility and International Development.

After a maximum three hours of sleep on Tuesday night, the majority of us arrived in San Francisco early Wednesday morning and, after missed and delayed flights, lost luggage, public transportation to the hotel and then breakfast at Lefty O'Doul's we changed into business attire and Thunderbird nametags and headed to Berkeley (my old stomping

grounds!). None of the morning's mishaps mattered because, hey, we were in San Francisco!

Our first visit was to Clif/Luna Bar. What struck me most about this company, other than the incredible perks you get from working there, were the challenges an entrepreneur has in balancing overall vision with the need to make a profit.

Honestly, I'd never been interested in starting my own business before, but after meeting the people who work at Clif/Luna Bar and hearing about the founder's experience in creating this company culture I was inspired to be a business-owner.

That wasn't all we did on Wednesday. After Clif/Luna Bar we had two more visits. We went to the headquarters for Transfair USA, the U.S.'s only third-party certifier of fair trade products, and The Clorox Company Foundation, both in Oakland. All of our hosts were impressed by our appearance and professionalism (yes, we did stick

out wearing suits in the bay area but we were there to represent!) and were interested in our professional backgrounds, as well as our experiences at Thunderbird. A few of our trek participants had interviews that very week as a result of our nifty thumb drives with the Thunderbird logo, our environmentally-aware version of the trek resume book.

Thursday's visits consisted of Business for Social Responsibility (BSR), a CSR consulting firm that offers membership, resources and advisory services; lunch at Delancey Street with the Director of TMC Development Working Solutions, a micro-enterprise loan program inspired by the Grameen Bank; the Global Philanthropy Forum, which is a project of

the World Affairs Council of Northern California; and finally Levi Strauss and Company, often recognized for their commitment to corporate citizenship. The evening's activities ended with a happy hour at alumnus, H. Ehrmann's bar, the Elixir, where among others we spoke with T-bird alumni, now bay area entrepreneurs, Christina Mueller and Allison Evanow.

It was a very busy couple of days but well worth it. We came away from the experience with ideas on how to incorporate our commitments to ethics in business and global citizenship in whatever field or industry we enter after graduation. We also left with a lot of good contacts, and bags heavy with company booty (or *shwag* as some call it).

We packed up and took all of this energy and excitement with us to Stanford for the Net Impact National Conference where we got an honorable mention for having significantly higher attendance this year than last. We rolled more than 20-deep at the conference, including a number of ambitious first tris.

The moral of this story is that Net Impact and corporate citizenship is not all *fuzzy wuzzy* nonsense. We had the opportunity to visit companies on the trek and hear speakers at the conference who are making it the core of their business practices, and in return, see greater customer loyalty, higher employee retention, and strategic resilience in their respective industries. It is the future.

On behalf of the Net Impact club we look forward to your participation next spring in the Global Citizenship Challenge (formerly Social Responsibility and Ethics Challenge), the largest global MBA competition on CSR - hosted by Thunderbird. (<http://www.gcchallenge.org>)

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Boston Trek provides access to industry insiders

By LUIS BIRBUET
Bolivia/U.S.A., Fall '05
President, Consulting Club



LUIS BIRBUET

For the second time this year, aspiring Thunderbird consultants ventured to Boston to showcase their talent to premier consulting firms and to serve as ambassadors for other Thunderbird students. In light of the success of last year's trek, the Thunderbird Consulting Club (TCC) and the Career Management Center (CMC) decided to organize another Consulting Trek this year.

The CMC and TCC designed the program to be mutually beneficial for host companies as well as Thunderbird students interested in the consulting industry. Specifically, the program offered students an educational opportunity to learn more about the consulting industry, including various service offerings, industry trends, and recruiting practices.

At the same time, host companies would have a great opportunity to gain access to talented and motivated students

without leaving their office or incurring recruiting expenses. Together the CMC and TCC selected 13 talented students to visit Stroud Consulting, Bearing Point, PricewaterhouseCoopers, and IBM Business Consulting Services.

Within each of these companies, Thunderbird student had the opportunity to meet leaders of various consulting branches, ranging from operational improvement services to business valuation services. The students were also able to gain valuable insight to the type of skills and experiences consulting companies are looking for in potential candidates.

Although students interested in a consulting career have access to the TCC and other resources offered by the CMC, the Thunderbird Consulting Program is no longer offered to students on campus. For this reason, it was important for the administration to offer another avenue for student to gain exposure to the numerous employment opportunities within the consulting industry.

As suggested by Jim Samuel, a two-time participant in the consulting trek, "The Consulting Trek has been unique, educational and highly rewarding - a great experience for those focused on consulting careers."



Another benefit of the Consulting Trek has been the relationships students and the CMC have been able to develop with host companies. For example, thanks to last trimester's Consulting Trek, A.T. Kearney and IBM Business Consulting Services have become active recruiters on campus. Hopefully, this trimester's trek will produce similar results.

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Alumni CMC helps celebrate at Homecoming Weekend

On November 4-6, Homecoming weekend honored the mystique that connects T-birds around the world. The CMC and Alumni Relations Office sponsored several alumni development events including:

International Development Panel

Therese (Terry) Koch '90 (Executive Director, The Kearny Alliance), Robert Hans '81 (Senior Managing Director, IOS Partners, Inc.), and Kimberly Wiehl '80 (Secretary - General, The Berne Union) were the alumni panelists. They discussed their backgrounds and how they got into International Development, as well as trends, career tracks, and advice for students.

"Artistry of Leadership:

An Interactive Leadership and Musical Experience"

Pianist Kevin Asbjörnson '85 reminded us that there is an art, as well as a science, to international management. This interactive workshop challenged us to reframe the role of leadership as the ability to create, inspire and sustain followership, and suggested that the creative competencies of composers and performing artists are some of the same creative competencies which distinguish leadership effectiveness from leadership mediocrity. This session also included Kevin's performances of several original piano solos.

"Crazy Like Me"

Dr. Mansour Javidan, Director, The Garvin Center for

Cultures and Languages of International Management, gave a lively presentation of his "Global Mindset" innovative research, which has captured and defined that elusive quality known as the Thunderbird Mystique. One alumnus reported that Dr. Javidan's presentation brought tears to his eyes because it so clearly identified what being a T-bird means to him.

Case Competition

The first case competition with student and alumni blended teams competed to solve a global business case. Congratulations to the winning team members: Dan Holstein '79, Lee-Mu Lu '03 and JungHsiu Lin '07!

Summer recruiting season starts now: act

It may be November but spring recruiting is rapidly approaching. If you're planning on a summer internship, develop your strategy and have your resume ready to go now.

Many job openings for summer internships have been posted on the CMC pages of MTB. Sure you need to enjoy your time off between trimesters but, it is critical that you monitor MTB through December and January. In fact, the Spring Career Fair postings will close on January 30!

Why is the timing so aggressive? The reason for the

short time frame is that company recruiters have full recruiting schedules. Many want to start interviewing at the beginning of February and extend offers by March 1. Companies that post summer internship positions before the January 2006 classes begin include: Johnson & Johnson, Citigroup (FMA program), Honeywell, DaimlerChrysler, CSFB, Eaton Corp. and DPWN.

If you are interested in companies that do not post with Thunderbird, you should check their corporate web sites to

see when you may begin applying. Because each company is different, you should begin your research as soon as possible in order to meet recruiting deadlines. Don't make the mistake of checking once now and again in January. You really need to check every 2 or 3 days.

Have a great Winterim or Holiday break but make sure you use your "down time" as "job/internship search time".

Good luck!

After the Career Fair: what can you do now?

Whether you attended career fair through National Society of Hispanic MBAs, National Black MBA, Thunderbird or any other organization, its time to take stock in the progress you made in your job search, as well as reflect on the action steps that need to be completed to ensure a successful outcome to this arduous journey.

At the conclusion of a career fair, take some time to reflect on your interviews and the conversations you had with recruiters. Take some notes to recall key discussion and plan necessary follow-up. This step is beneficial if you plan to have second round interviews with the company. By taking good

notes, you will have a compilation of names of the people you met and captured the key points of discussions. This information will serve as a refresher as you position yourself during the second round interviews. Further, you can make modifications to approaches that were less successful than others.

It is critical to follow-up on any requests that recruiters have made in terms of forwarding on resumes or cover letters. Update your networking database with the contact information from the new business cards you've collected.

Students ready to graduate this Fall or Spring should be well into their respective job

searches. Fall, 2005 is the time for these students to secure full-time opportunities, particularly for December graduates. In fact, these students should be participating in second round or fly back interviews with companies. During the fly back interviews students should be prepared for a more grueling interview process. While companies are always assessing fit within the culture, students should be prepared for more technical and case questions.

First trimester students who participated in Fall recruiting activities are ahead of the curve. In fact, some may have already secured internship positions. The

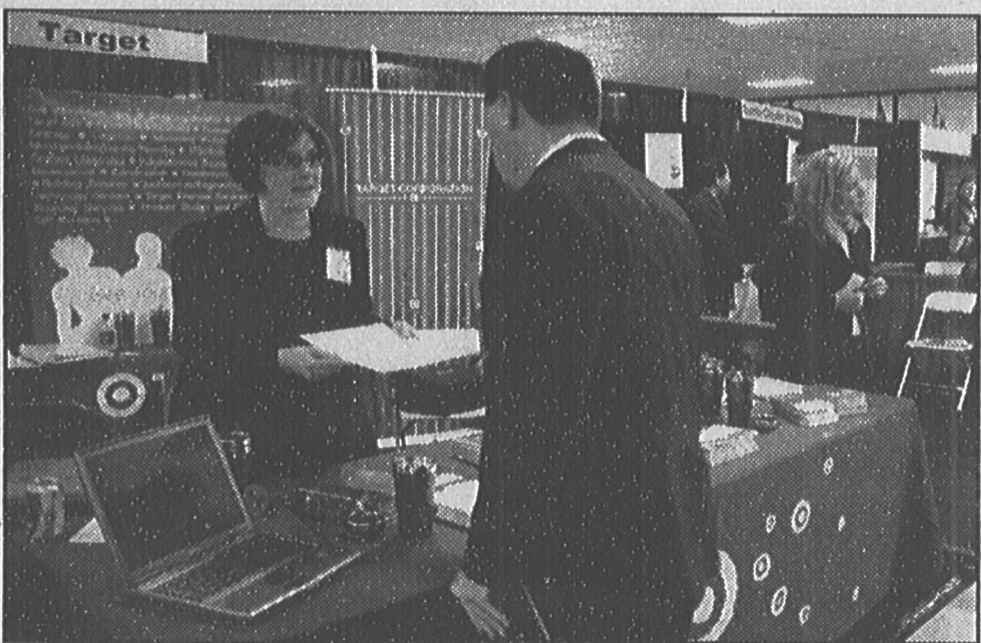
Spring Career Fair takes place February 15-17, 2006. It will be an ideal time for those students seeking summer internship opportunities to engage in one of several activities used to pursue employment.

As a reminder, the Career Management Center will be open after the completion of the Fall semester and beginning of the Spring semester. Plan to come by and get a head start on negotiating your offers secured during interviewing and on your Spring recruiting efforts.

Career Week stats

1 week free of classes, projects and exams
600 students free to focus 100% on their career searches
12 individual programs, including high-profile speakers and opportunities to practice networking and interviewing skills, to prepare students for a successful Career Fair
1500+ student "eyes & ears" attending the week's events
47 companies eager to meet candidates for their 150+ open positions and programs
14 new companies visiting Thunderbird for the first time
32 old friends returning to the Fair,

with 25 of those companies represented by T-bird alumni
82 student Corporate Liaisons doing a great job assisting with events and companies
42 company presentations to choose from
130 recruiters present at the Fair to meet students and hear 30-second commercials
400 + interviews conducted on campus on Thursday and Friday
50 + second round interviews scheduled, with the process ongoing
Countless valuable connections made
12 exhausted CMC staffers



Academic and International Services Announcements

TNE: Term of Non-Enrollment Forms Due February 3, 2006

We are now accepting applications for TNE/Reduced Course Load from international students planning to enroll for less than 12 credits in the Spring, 2006 trimester. The deadline to apply is **February 3, 2006**.

- You should request a TNE/Reduced Course Load if you are planning to:
- Take a vacation from your studies, either inside or outside the U.S.
- Graduate at the end of the term and have fewer than 12 credits left to complete.
- Attend classes at an overseas campus.
- Do an internship outside the U.S.
- Have special circumstances (medical, academic) which require under-enrollment.

OPT and CPT Applications now Available

We are now accepting OPT (Optional Practical Training) applications for Winterim, 2006 and 1st half Spring, 2006 graduates. Students completing their program in the second half of Spring, 2006 may pick up OPT packets beginning January 3, 2006. International students seeking Curricular Practical Training (internships) may begin work on January 30, 2006. Both OPT and CPT application packets are available in the Student Services Reception Area and on the International Student Advising MTB page.

Holiday Travel Tips

As the holiday season approaches, many of you may have questions regarding travel outside the United States. Check out our holiday travel tips on the International Student Information MTB page. We wish the entire Thunderbird Community a Happy and Safe Holiday Season!

Contact Academic and International Services for more information!
Phone: 978-7177 - Email: ais@t-bird.edu



**The Thunderkids Club
Wants to Thank
The Friends of Thunderbird
For Their Generous Support This Trimester**

Entrepreneurship: books with all you need to know

By CAROL HAMMOND
IBIC Director



CAROL HAMMOND

Entrepreneur (Def.):

A person who takes the risk of managing and operating a business or businesses; term often used for one who does this for one or more businesses that he or she entirely or largely helps to create;

A person who creates one or more new nonprofit organizations, or one or more units of such organizations, and often has a key part in managing and operating the new entity or entities. Such a person is sometimes referred to as a nonprofit entrepreneur or not-for-profit entrepreneur; and occasionally as a public entrepreneur.

A person who is talented or prolific at developing new programs inside existing organizations.

A person who is talented or prolific at developing new ideas.

Such a person is sometimes referred to as an idea entrepreneur.

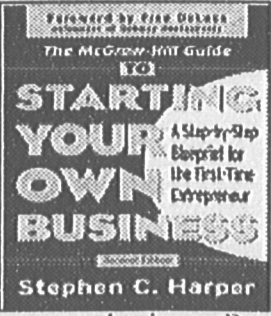
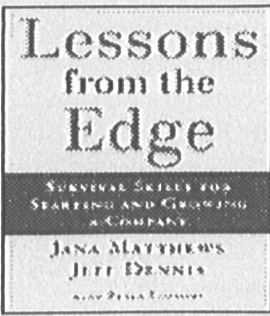
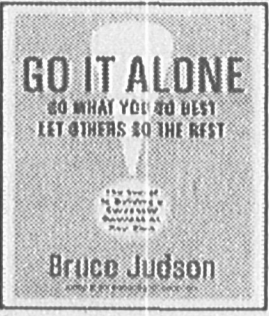
- From Wikipedia, the Online Dictionary and Wikipedia, the Online Encyclopedia www.wikipedia.com

If you are an entrepreneur, or seek to become one, or take on an entrepreneurial enterprise, you will be in good company! To read more about it, IBIC recommends these titles from our many books on entrepreneurship.

The Art of the Start: The time-tested, battle hardened guide for anyone starting anything. Author Guy Kawasaki is the managing director of Garage Technology Ventures, an early-stage venture capital firm for high tech companies. His background includes a stint at Apple Computer, Inc. where he was part of the successful team that developed the Macintosh. Chapters cover the art of raising capital, bootstrapping, pitching, positioning, partnering, branding, and others. Ends with the Art of Being a Mensch - helping others, doing what's right, and paying back society.

The Portable MBA in Entrepreneurship: Complete coverage of what leading business schools teach about entrepreneurship. Includes new case studies and examples and covers everything that an entrepreneur needs to know to start and run a venture successfully. When they say everything, they mean it. A major work with many contributors, including the editor, from the faculty at Babson College.

Startup Nation: America's leading entrepreneurial experts reveal the secrets to building a blockbuster business. Fits the category "inspirational business advice." Describes five successful start-ups, and covers how they got there. Written by two guys who have been there.



The New Business Road Test: What entrepreneurs and executives should do before writing a business plan. This is the perfect book for anyone who has a great idea they think can turn into a profitable business. Shows how to explore if this is a good market or a good industry, and if you and your team can really execute your idea. Popular with IBIC since it urges readers to do the research needed to make a good decision, and shows how to do it.

A Piece of the Action: How women and minorities can launch their own successful businesses. The world isn't perfect and some entrepreneurs face more of a challenge than others. This source provides information on non-traditional sources of funding, developing relationships with bankers, and using opportunities from government as well as writing a business plan that will help raise capital.

Mastering Enterprise: Your single source guide to becoming and entrepreneur. Published by the Financial Times. Easy to read and full of case studies to illustrate everything; many examples are international/non-US.

Go It Alone: Do what you do best, let others do the rest - the secret to building a successful business on your own. Chapters on when to quit your day job, myths about start ups, and lessons from some inventive companies.

Business for Beginners: From research and business plans to money, marketing and the law. Brand new to the IBIC, this 2005 book covers using financial statements, getting insurance, incorporating, taxes, buying office equipment, how to inventory, and many other basics.

The McGraw-Hill Guide to Starting your own Business: A step by step blueprint for the first time entrepreneur. Find chapters on acquiring a franchise, buying an existing business, figuring out your capital investment, finding funding, and identifying opportunities. Also lots of advice and practical lessons.

your new business. Part of the Harvard Business Essentials Series. From finding funding to managing your time and developing sales and marketing programs to match your venture.

Under the Radar: Starting you net business without venture capital. How to run an internet business.

Lessons from the Edge: Survival Skills for starting and growing a company. Organized around topics like leadership, money and people, this book tells real-life stories from start-up businesses and the lessons to be learned from them. A great book full of insight even if you aren't starting your own business but plan to work in business.

The Harvard Entrepreneurs Club Guide to Starting Your Own Business: Contributors are all members of the club; many began enterprises while they were undergrads at Harvard.

Finding Fertile Ground: Identifying Extraordinary Opportunities for new ventures: From Wharton School Publishing, this is for those who want to start a high-tech business in computing, telecom, biotech, aerospace, electronics, robotics and others.

Common Problems; Common Sense Solutions: Practical advice for small business owners. Buy or lease? Fraud, Sarbanes-Oxley, getting a loan, and what to do when you sell your small business are some of the topics covered.

Roadmap to Entrepreneurial Success: Powerful strategies for building a high-profit business. How to define what drives your business, leveraging six competitive advantages and five market entry strategies, getting sales traction, deciding to go public.

Entrepreneur's Toolkit: Tools and techniques to launch and grow

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New DVDs in the IBIC: see the world of cinema

By CAROL HAMMOND
IBIC Director



CAROL HAMMOND

All DVDs circulate for three days and are available for loan in the IBIC.

World in the Balance: The Population Paradox. This is a documentary about population growth in some countries where more than half of the population is under 25, as it is in parts of Africa and India, and other countries such as Japan, Europe and Russia where the birth rate is declining and the population is aging. We now add a billion people to the earth's population every dozen years, which is expected to reach nearly 9 billion by 2050. The second part of the program focus solely on China, its new wealth and growing impact on the rest of the world. Produced for the PBS Nova program. VIDEO En 994

Nobody Knows. Based on a true story about siblings in Japan who were abandoned and how they managed to live without parents. The performance by 12-year old Yagira Yuya won the Best Actor prize at the 2004 Cannes Film Festival.



Described by critics as "astonishing" and "poignant." In Japanese with English subtitles. VIDEO Ja 71

Company: A Law and Order Enterprise. This is the story of a man with an idea who starts a company, but it grows and becomes involved with crime. Profit is the only rule. From the cover jacket: "Welcome to the company that will make the corporate world look like a bunch of innocent kids playing cricket on a Sunday."



VIDEO Za 141.



Mississippi Masala. Starring Denzel Washington as Demetrius, who falls in love with an Indian immigrant named Mina. What follows is a story of passion, prejudice and tradition, as they face family outrage and disapproval from both sides. An interracial love story. VIDEO En 998

Divorce Italian Style. This movie won the Academy Award in 1962 for Best Original Screenplay. A "cutting satire of Sicilian male-chauvinist culture", it is about a man who wants to marry his



cousin but needs to figure out what to do with his wife. Stars Marcello Mastroianni. VIDEO It 75

A World Without Thieves. A man and woman are a Chinese version of Bonnie and Clyde; they engage in crimes, mostly theft, while traveling across China. Finally the woman decides to call it quits and leave thievery as well as her partner in crime. Audio on Cantonese or Mandarin; subtitles in traditional or simplified Chinese and English. VIDEO Ch 144.



The Girl in the Café. By the writer of "Love Actually" and "Four Weddings and Funeral." A mild mannered civil servant meets a woman whom he impulsively invites to the G8 conference in Iceland, which he is attending and supporting as part of his government job. The topic is world poverty and she is not at all happy about the policies of the world leaders attending. This is a love story with a world business setting and a humanitarian message. VIDEO En 1000.

In Good Company. Stars Dennis Quaid, Scarlett Johansson and Topher Grace. Quaid plays a successful ad executive who finds his new boss is not only half his age but is dating

his daughter. Filmed in New York, this is a comedy Rolling Stone Magazine calls "hilarious." VIDEO En 999



ABC Africa. "Of all the movies I've seen this year, the one that has stayed in my mind is Abbas Kiarostami's 'ABC Africa.'" - Martin Scorsese. A documentary about AIDS and civil war in Uganda, this film "uses a camera to capture and caress the faces of a thousand orphans." VIDEO En 1003.



The Interpreter. Starring Nicole Kidman and Sean Penn, directed by Sidney Pollack. Set at the United Nations, a translator (Kidman) overhears an explosive secret. Described as a "gripping, intelligent nail biter" and "a full throttle thriller."

DVD includes an alternate ending in case you don't like the original outcome! It also was a movie industry first, as the rooms of the UN Headquarters used in making this have never been filmed before. Interviews with some real UN interpreters is a bonus feature. VIDEO En 1002.



DECEMBER 13, 2005

Rugby tournament tests b-school athletics

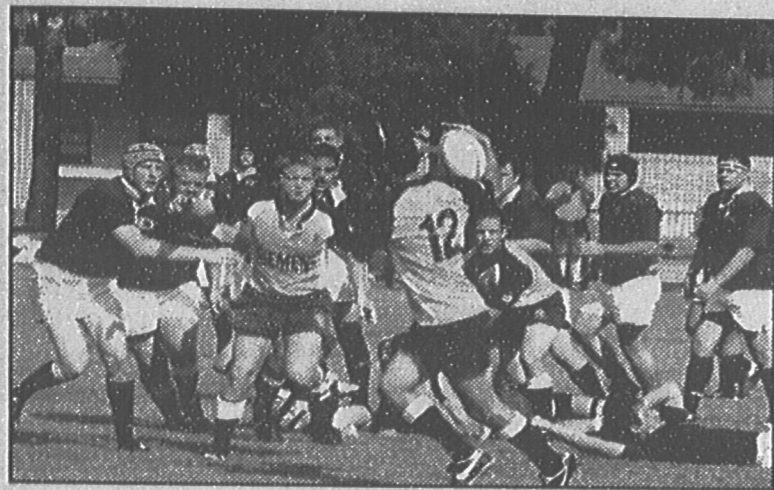
By MATTHEW WEINBERG
U.S.A., Fall '05



MATT WEINBERG

Over the weekend of Nov. 4-5, Thunderbird played host to six other teams from business schools across the U.S. for the 9th Annual Thunderbird Rugby Invitational Tournament. Teams from UT Austin, UNC/Duke, Cornell, Kellogg, Wharton, and UC Berkeley flew in to glorious Glendale in order to compete in this year's tournament. Last year, Thunderbird finished third in the tournament, losing to Texas in the semifinals. But this year, with a strong squad of motivated rookies and seasoned veterans, victory was on every player's mind.

Thunderbird's first match of the tournament was against Tobacco Road, as the combined team from UNC and Duke came to be known. Tobacco Road had flown in on Friday and partied pretty heavily at the Pub. It showed a little bit. Tobacco was outmanned and out-hustled by a motivated bunch of T-birds who easily took over the match and won with



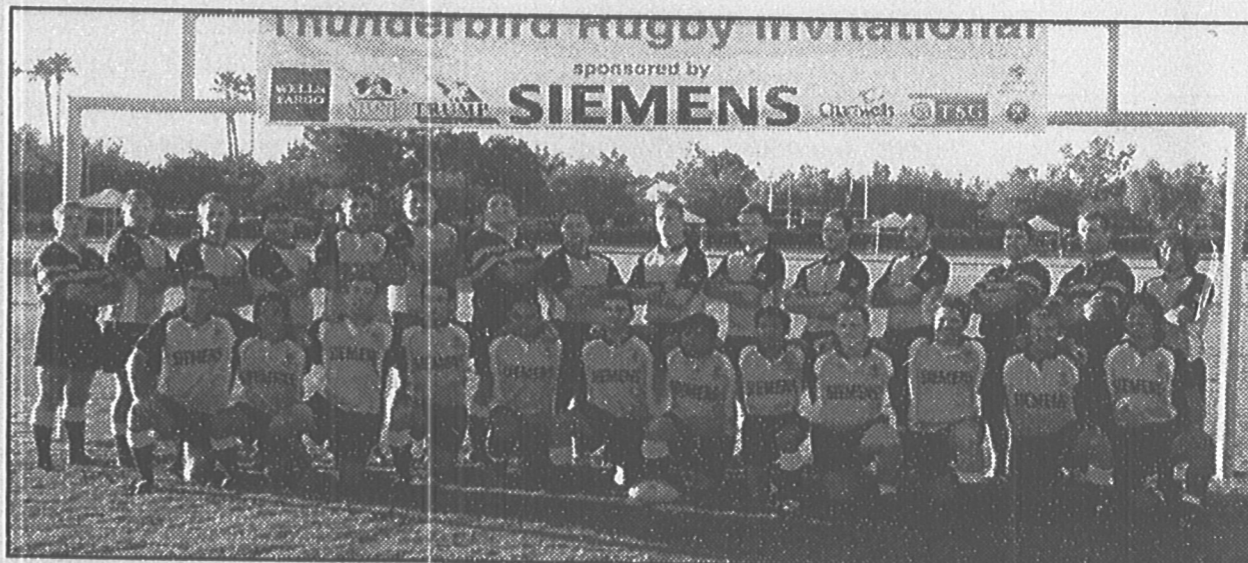
a score of 14-3. Ken Bieber scored for the first time in his Thunderbird Rugby career and had a long second try called back for an illegal forward pass.

Revenge was on every Thunderbird player's mind as the team warmed up for Saturday's second match vs. Cornell. Cornell had knocked Thunderbird out of the playoffs in the first round of the Duke tournament last spring. Now it was Thunderbird's turn to do the damage, and they needed every ounce of energy they had to overcome a hard-hitting Cornell squad. When it was all said and done, though, Thunderbird had chalked up a 12-0 victory and had kept the opposing squad out of the try zone for the second game in a row.

The final match of the day was against a pretty solid Wharton squad. They were hungry for a victory and played Thunderbird to a tough scoreless first half. Early in the second half, Thunderbird finally got on the scoreboard with a try by Mike Bruneau, to lead Wharton 7-0.

This game was called early due to a very serious injury to one of the Wharton players. Niall MacLennan collapsed on the field from an apparent genetic heart defect. The incident was not rugby-related and could have happened anywhere. He received immediate medical attention from paramedics on-site and was taken away in an ambulance to a trauma ICU. Unfortunately, on Sunday Nov. 13, Niall passed away after a weeklong battle to regain consciousness. Our hearts and prayers go out to his fiancée, family, friends, and all his fellow ruggers from Wharton.

On Sunday, with heavy hearts, Thunderbird opened the second day of matches against the University of Texas, the team that had knocked Thunderbird out of the 2004 TRI. The Texas boys are a great social club, much like Thunderbird. They sing their songs; they wear their cowboy hats; and they can also definitely play some hard-hitting quality rugby. But the taste of last year's defeat was still present in Thunderbird's



mouth, and the T-bird ruggers were anxious to get rid of it. Thanks to Justin Herman's two penalty kicks and a try by Chris Tiller, Thunderbird defeated Texas 11-8.

UC Berkeley beat Kellogg in the other semifinals match of the tournament, setting up a final match between Thunderbird and Berkeley. Berkeley struck first with a quick try in the opening minutes, but that would be the only time that Berkeley would see the try zone that game. Thunderbird wasn't about to be undone on their home court. Thunderbird came back quickly with a try and then converted a penalty early in the second half to take the lead 10-7, eventually winning 17-7. After an amazing tournament, Thunderbird finally showed why they are a club to be feared by other MBA schools around the world.

The Thunderbird Rugby Club would like to thank all our sponsors for helping make this year's TRI memorable: Siemens, Wells Fargo, Trump Enterprises, Stone Brewing Company, Thunderbird Alumni Rugby Association, and TSG. And a special thanks goes to Mark Lineberry, Kenley Clark, and Scott Harper for organizing the tournament and the incredible social. Their efforts paid off big time.

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Another ride of a lifetime: T-Birds or cowboys

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



MARK LINEBERRY

In the August issue of Das Tor, I published an article about "living" in Guadalajara over the summer as part of the final class from Thunderbird to study at UAG. The article consisted mainly of my philosophy of how we as students, but really people in general, should not forget to live it up, take chances, and cast aside our inhibitions every now and again.

I continued the article by providing personal examples of how I started "living," or enjoying my time in Mexico. Most all of my examples included adventures riding my motorcycle along the coast or through small Mexican towns in search of the next good time. As with anyone, my good times often turn into good stories.

This article also involves the element of chance and pushing the comfort limits of the always studious Thunderbird pupil. On Saturday, November 5, the Thunderbird Rugby Club hosted not only what I would consider one of the greatest rugby socials to have ever been a part of, but one of the most unique parties available for Thunderbird students to attend during their studies in Arizona.

Attendees of this year's social not only enjoyed watching live rodeo action, but also had the chance to participate in a few of the events.

Rodeo-goers were treated to the night's most exciting event straight out of the corral - amateur cowboys attempting to ride LIVE bulls with absolutely no training and minimal supervision. Undoubtedly you are asking a ton of questions right now regarding the process, safety, condition of the bulls, and mental condition of the riders. To these questions, I answer with a simple "No."

We did not sign waivers, learn anything about bull riding beforehand, wear safety equipment (other than a 3mm

thick vest that I believe is more for pictures and/or looks), stop ingesting alcohol prior to riding, or use the bathroom at any point before sitting on the back of the bull mere seconds before the corral door would swing open. Partly crazy? You bet your cow chips.

Undoubtedly you are asking a ton of questions right now regarding the process, safety, condition of the bulls, and mental condition of the riders. To these questions, I answer with a simple "No."

I personally found myself perched atop a 2,000lb+ bull with the endearing nickname Jack-knife. With my left hand tightly cinched under a thick rope encircling the bull's midsection and my sphincter cinched even tighter, I was seconds away from the corral door opening and feeling the awesome power of Jack-knife. Lucky me. The door opened, Jack-knife was out into the arena, and I was actually riding a live bull. I survived two lightning quick bucks before I suddenly found myself staring at the dirt. I knew I hadn't achieved the goal of eight seconds, but believed I was fairly close. My official time: 0.9 seconds. A personal best, being this was my first time and all. I stood up, thanked the bull for his time, and hastily walked toward the edge of the arena with enough adrenaline running through my veins to kill a bull...or maybe a large sheep.

Yes friends, this was "living" and I liked it. I give much respect to my fellow Thunderbird riders; Christian "Look Ma, No Hands" Zouein, Kenley "Teen Wolf" Clark, Richard "Pink Shirt" Anderson, Atif "Blood Drive" Khan, and Michael "Ride 'em Hard" Riedy.

A second event for the tame, or sexually disoriented, involved participants forming teams of three and chasing a lonely sheep around the arena, attempting to outfit the sheep

with boxer shorts and then man-handle it toward a waiting pen. Whichever team could accomplish this task the fastest would be known as... "the fastest team to put boxers on a sheep and force it into a pen." Is this what cowboys do? I've never seen John Wayne wrestle a sheep, at least not in public, but that's the movies, right?

Congratulations to the winners of this event; Thunderbird's own Stephen Sheldon, Hugo Freire, and Chris Tiller. Although I found it personally disturbing to watch how swift and comfortable these men were with maneuvering the sheep this way and that, they are nonetheless champions and should be given a polite distance when being congratulated on campus. Honorable mention should be given to the T-bird team of Mathew Weinberg, Christian Zouein, and Shekinah Cohn. Though not as skilled in cornering cowardly sheep, they still exhibited a level of enthusiasm worthy of suspicion.

The steer wrestling event stepped up the intensity for participants and viewers alike. This phase pitched man vs. steer with the first to tackle the other being declared winner. You might believe this event rather one-sided, being that a steer cannot tackle a human, but I guarantee you would have been entertained watching them try. Many a "Saturday night cowboy" fell victim to the speed, trampling, and all-around rough-housing the steers enacted to keep from being wrestled to the ground.

Many a man tried to bring a steer down, but I only know of one who actually succeeded. Masaya Konaka definitely proves that big things can come in small packages. The Japanese fire plug, outweighed by hundreds of pounds, was able to take down the monstrous steer named (believe it or not) Godzilla.

As event chair for this year's rugby tournament, I owe a huge debt of gratitude to Scott Harper (Rugby Club president) and Kenley Clark (Abstinence Club president) for organizing the event. The Western Saddle Club was the site of this year's event and the rodeo action (i.e. livestock, sheep boxer's, one-eyed cowboys, etc.) was expertly orchestrated by Mercer Rodeo Company of Tempe, Arizona.

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Their legs in casts, and smiles on their faces

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



MATT WEINBERG

Dislocated fingers, broken hands and feet, blown-out shoulders, displaced patellae, shattered tibiae and fibulae, six stitches here and 14 stitches there – these are just the types of injuries that you might expect to encounter throughout a season of rugby.

I've spent two months out of the past 12 in a walking boot for broken feet and have witnessed many of my fellow ruggers go down with similar injuries. Even without serious injury, post-match aches and pains are the worst, essentially making your Sundays pretty worthless.

So, with the ever-present risk of injury increasing every time you take to the pitch, why is playing rugby worth it?

The camaraderie: The men that play rugby treat each other like brothers, on and off the field. You develop the trust that you can count on them for anything. You build a

connection beyond simply friendship. When the Wharton player collapsed on the field during Saturday's final match of this year's TRI, it didn't only affect the Wharton team. It affected every single player out there. Brawny, burly men who have fun smashing into each other had tears running down their cheeks because everyone felt like they had lost one of their own. In this case, the injury had not been rugby-related, but you could feel the rugby solidarity when every player present got into a circle on the pitch and took a knee for a brief prayer.

The fun: It is a really fun game to play. Thunderbird students are not getting paid to play rugby out there. It's probably five or six on the priority list after your family, your health, your schoolwork, and your job search, amongst others. So if you're not playing for fun, there's really no reason to be out there. And it is a very, very fun sport to play. Scoring a try or a last minute penalty kick is a glorious feeling and can mean the difference between a 1 or a 0 in the Win column.

The social aspect: it's great that players beat up on each other for 80 minutes straight – tackling, pushing,

elbowing, and doing whatever else you can do to gain an advantage. But once the end of the match rolls around, everyone is friends again. You get together for some grub and some beers and talk about everything that went on during the match. You sing hilarious songs, throw empty kegs for distance, have jousting competitions, and occasionally try and put boxers on a live sheep. And please don't misunderstand me that I believe the rugby club is just a great beer-drinkers' club. The fun social dynamic exists, whether we are getting together to plan a blood drive or hanging out at a rugby rodeo social.

The rugby chicks: just kidding...

To close, I give that famous adage that really epitomizes rugby and why we play, even with the high risk of injury – "Pain is temporary. Glory lasts forever."

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Serous ballin', not-so-serious team names

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



CHRISTOPHER CAMPBELL

What do 35 guys, one girl, and four balls have in common? They were the ingredients for the third annual propeller cup held Wednesday, Nov. 16 on the Thunderbird basketball courts.

Seven teams vied for the title of 3-on-3 champions for Fall 2005. The team names were colorful to say the least, everything ranging from Pierced Ass to the

more low key Global Trotters.

The competition was tough. There was the team led by Top Gun protégé: Mike Reidy. His team valiantly played on, even when one of their original team members, who will remain anonymous, bowed out before the tournament even started. Then there was the team led by the sharp shooting DJ Mike Bolante. His



team battled hard, making it to the semis before being beaten by the eventual champions. Narrowly missing the playoffs was Basketball Jones led by some great shooting from Andreas really-hard-last-name-to-spell and some solid defense from none other than Captain T-bird himself Lester Lee. Then there was Pierced Ass. I don't really know what else to say about them.

The Global Trotters led by Matt Mendonca played very well and finished just short of the finals. Ah... This brings me to the finals. It was an epic battle between one team led by Patrick "white chocolate" McNulty and the other team led by Josh "Sr. Capoeira" Sherwood. In the end, Josh's team just had too much height. It was a great game, a great tournament, and a fun night. Thanks to all who participated – after all, the participants are what make any event worth it.

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T-Bird golfers: winners, losers, lessons learned

By JULIE LUTZ
U.S.A., Fall '06



JULIE LUTZ

It was a competitive day out on the golf course with a great turnout and a lot of straight shooters (and of course a few wild shooters), but a very successful tournament to say the least.

Great job to Quinto Oreta and Marissa Limmany for organizing the tournament, and of course to the winning team, comprised of Jose Ortega, Luis Birbuet, Adrian Corral, and Jonathan Chang. These star golfers took the match with a final score of eight under par. Congrats guys!

What's next for T-bird golfers? For those of you not graduating, start getting your game together for the annual

spring Thunderbird World Cup. This fierce competition will be hosted again at a local club and will involve a battle between the International and U.S. teams.

Golf Tip of the Day:

Where do you think 90 percent of the golf game is played? That's right; the majority of shots are hit within 100 yards of the green. Since there are so many shots spent around the green, it would seem evident that most golfers spend equivalent time practicing in this area. Unfortunately, the reality is just the opposite.

Therefore, if your goal is to become a better golfer spend more time on the short game! Tip for chipping around the green, align your clubface towards the pin, and then adjust your body for the swing.

Many golfers start by first aligning their body then placing the club down which often leads to a shot that heads off line. It is one of the quickest fixes in the short game and could save you a few strokes throughout a match. Secondly, check your ball position to verify that the ball is placed off your back foot. This will allow you to maximize the loft on your chipping or lob wedge. Thirdly, envision where your ball needs to land on the green and allow for ample roll time to the hole.

Visualization is the key element and if you truly want to master the short game, you must become an expert at visualizing the ball rolling into the cup!

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Sports Club meets Coyotes senior management

By GEORGES CARLIER
Canada, Summer '06



GEORGES CARLIER

The Sports Business Club was thrilled with the turnout for our first event of the trimester. On Nov. 12, 74 students, spouses and Thunderkids attended a professional hockey game featuring the Phoenix Coyotes and the Mighty Ducks of Anaheim. In a true T-bird fashion there were 21 countries represented.

The evening began with a hockey rules and strategy tutorial led by Thunderbird student and former professional hockey player James Geraghty. International students unfamiliar with the rules were introduced to the dynamics of the world's fastest and most exciting spectator sport.

At the arena, prior to the game, our group met with Phoenix Coyotes' senior management in a private suite. Doug Moss (president and chief operating officer), Dave Groff (VP

corporate sales) and Shayne Donohue (VP ticket sales) spoke about the organization, their career progression working in the sports industry, and what they seek in prospective employees. They took the time to thoroughly answer all of our questions after the presentation, and provided a great networking opportunity for students looking for internships and/or employment with the team.

The Phoenix Coyotes, a team relocated from Winnipeg at the start of the 1996-97 hockey season, has struggled to create and maintain a fan base in Arizona. The management addressed the key issues and concerns involved with developing a competitive team and a sustainable fan base.

They spoke with great enthusiasm about the new Glendale Arena (recently voted the best new major concert venue in North America) and the surrounding Westgate City Center which, when completed, will be an entertainment mecca, complete with shopping, entertainment, conference and dining facilities.

The game itself was exciting as the two divisional

rivals battled it out. The Coyotes scored first in the opening minutes and enjoyed a one-goal-lead for most of the game. The Ducks outplayed the Coyotes for the majority of the match, and were rewarded in the third period when they got a goal to tie it up. The game went to sudden-death overtime and the Thunderbird section erupted when Zybnek Michalek tallied his third goal of the season for the home team with 1:51 remaining in overtime. Curtis Joseph, the Phoenix goalie, made 43 saves and was awarded the first star as the game's most outstanding player.

For many this was the first exposure to live hockey, and I was told that it was a memorable experience to see a game and to meet the senior management of the team. So memorable in fact, that the club has been asked repeatedly to organize another outing in the spring. We hope you will join us next time around when the Thunderbird Sports Business Club aims to bring 100+ students to see the Coyotes!

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DECEMBER 13, 2005

Did U TRI it? Triathlon brings campus together

By JARO HORVATH
Slovakia, Fall '05
SHEKINAH COHN
U.S.A., Winterim '07



JARO HORVATH

"I think I speak for everyone when I say the triathlon was beyond everyone's expectations." These words of bewilderment from Trey Sklar, a T-Bird competitor in the T-Bird Triathlon are similar to what we've been hearing since the event. We're thrilled that the T-Bird community has so overwhelmingly embraced this inaugural event. Over 85 individual competitors representing 16 different countries, 17 relay teams, a handful of T-Bird faculty, staff, and alumni plus several special guests, participated in the inaugural Thunderbird Triathlon on Saturday, Nov 19th.



SHEKINAH COHN

For over half of the competitors, this was their first multi-sport adventure. The mini-sprint distance triathlon consisted of a 200 yard swim in the YMCA pool, a seven mile obstacle "Formula one type" bike course (four laps around campus), and a two mile run in the "outback." Family, friends, and fellow athletes crowded around the edge of the pool at race start to eagerly watch and cheer on the 10:30 a.m. swim start and continued to overwhelmingly support the racers through the entirety of the race.

Jake Stevens, a first tri-T-bird, began the race with bib number one and finished as the first T-Bird (38:33). Professor Andrew Inkpen placed second (39:14), and Antoine Trepant took third place for top T-Bird men finishers (40:09).

The top overall male was a T-Bird special guest, entrepreneur, and avid triathlete, Tim Porthouse (37:39).

In the women's category Shekinah Cohn placed first overall (45:42), Leah Malliris took second for women T-Birds (51:37), and Jenny Cooper took third (54:35). The top non T-



Bird woman was AnnaLise (47:02). The top two T-Bird relay teams were Faster Than U: Caroline LaBarre, David Kelly, and Julie Lutz (42:23 in first) and team Travis Smith, Erich Bentz, and Anne Inkpen (43:18 in third). Team YMCA took second place with a time of (42:27). Other notable participants included Professor Roe Goddard and his daughter Olivia, Dr. Kay Keck,



and Professor Dwight Grant. DJ Mike Bolante and Emcee Matt Weinberg raised the roof with great music and announcements. Outfitted in bright yellow t-shirts, over 30 volunteers facilitated an incredibly successful and

seamless race by manning stations throughout the course, directing traffic, handing out Gatorade, and cheering on all athletes. Such a logistically demanding event could not have been successful without so many devoted volunteers, and we wholeheartedly thank you!

Many thanks to the TRI-BIRDS race organization

team, race advisor Professor Inkpen, as well as our sponsors, including The Phoenix Coyotes, Banner Health, Country Gables Apartments, Rock Bottom Brewery, Triplesports.com and many other local businesses.

As we gathered at the Fish, to relax in the success of the day, enjoy some post race refreshments, award prizes and draw raffles, we overheard many reflections on the day. "That was my first triathlon, but sure not to be my last!" said Nate Mee, a T-Bird relay team member.

Mission accomplished. Not only did this event draw a great number of athletes, volunteers, and spectators, but it also generated unity and camaraderie, strengthening the T-Bird spirit. Moreover, this event piqued T-birds' interests in the phenomenal sport of triathlons and an active way of life.

We, at the Triathlon Club, are hooked on triathlons. Triathlons combine an incredible mixture of challenge, excitement, and reward. We hope that by bringing this event to the Thunderbird community you will continue to challenge yourselves in ways you've never imagined, both

physically and mentally.

And yes, we're already getting requests for another race. We're hopeful that we can make it happen again next fall and start a new tradition at Thunderbird. Stay tuned for upcoming events brought to you by TRI-BIRDS, and in the meantime, come swim, bike, and run with us, and remember, always DU TRI it!

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MICHAEL GRIFKA

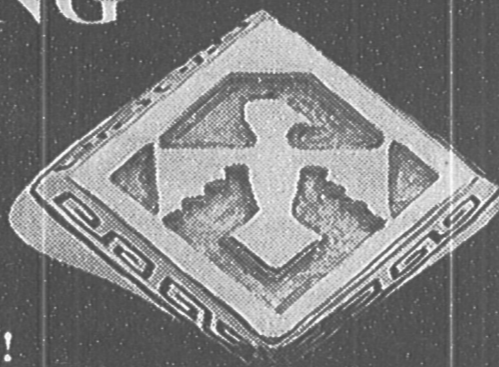
"Given that this was the inaugural T-Bird Triathlon, I was surprised at how seamless an event it was. The staggered swimming times at the YMCA helped to maintain the event's energy. Transition from the pool to the cycling stage was smooth. The bike course was an excellent fusion of sprinting, turning, and speed bumping. Volunteers did a tremendous job of supporting participants through the two mile run along the east perimeter of campus, and the celebratory lunch and awards ceremony was a nice finishing touch. It was also a welcome change to compete alongside non-Thunderbird members of the Glendale community. Finally, we're 'Truly Glendale!' The Triathlon has been one of my finest experiences during my three trimesters at Thunderbird, and I'm looking forward to the next one as an alumnus."

- Michael Grifka

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THE ONE RECOGNIZED AROUND THE WORLD!

A day in the sun: Africa comes to Phoenix

By TOMERIO HARRIS
U.S.A., Spring '06



TOMERIO HARRIS

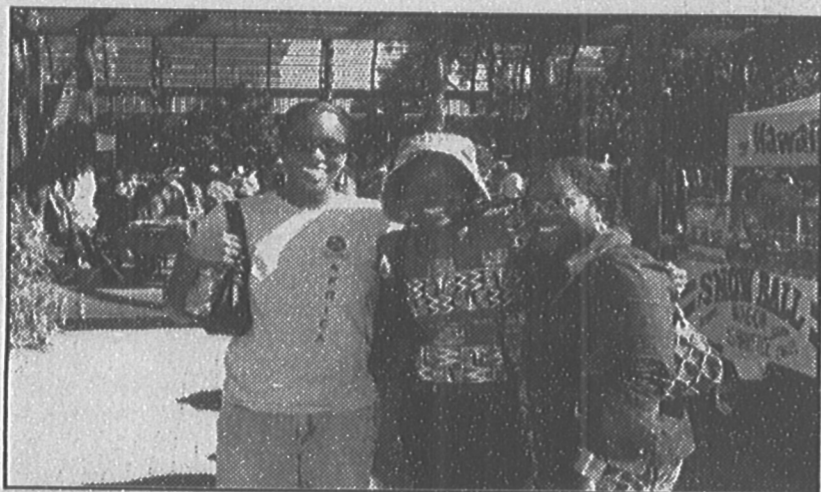
What do you get when you mix Sierra Leonean cuisine and Kenyan artifacts with rhythmic sounds from Africa and the West Indies in a downtown venue?

If you guessed the African Festival in Phoenix, you would be correct. Each year the African festival brings together native Africans, people of African descent,

musicians, food vendors, T-Birds and anyone else wanting to have fun.

This year the festival began somewhat slowly, but quickly sparked up after a reggae band named Kindread took stage. The excitement grew

even more when Jean-Christophe Matata, a young man from Burundi, was invited on stage to sing along. Although I expected him to sing in a way consistent with American Idol's "She Bangs," he was unusually deft in his singing abilities. The crowd went wild with applause and people begin to dance and gyrate.



The day became even more exciting when an African drummer group, known as African Tam Tam, replaced Mr. Matata and the reggae band. These drummers were unlike any others I had seen. They played as if their only true love and true calling in life was to drum. Their passion made me ponder the enduring relationship between an African and his drum.

Throughout history there has been a mysterious and somewhat

indescribable love affair between the African and his drum. The expression on the face of the drummers on the day of the festival immediately brought to mind B.B. King's face when he plays his guitar he affectionately calls Lucille. In the middle of the performance the lead drummer initiated a communal dance, soliciting participation from members of the audience. Soon there was one man and one drum between his knees playing for the entire dance group. I never knew so much fun could be created for so many people with the aid of one single instrument.



The music was followed by a very nice fashion show that blended tribal with contemporary. Throughout the entire event one thing remained constant for nearly all who attended: trips to the food vendors. If you enjoy spicy food there was no better place than the African Festival that day.

In fact the food was even better than the music. The aroma of fried plantains, spicy beef, lamb, chicken, and other dishes from West Africa seemed to call me throughout the day. Each of the four times I went to the food vendors, I had to wait in line several minutes. And so it was, the day in the sun came and went.

People from various homelands came together, enjoyed good music, good shopping, great food, and wonderful diatribe. The day can be best summed up by a banner draped over a Kenyan vendor's stall which pictured Nelson Mandela and Martin Luther King whispering to one another, as if sharing some ancient universal wisdom to benefit all mankind.

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Chinese pop hits the Lonely Highway, road trip

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

During the break between spring and summer trimester 2005, my friends and I went on a short road trip to Texas. Starting in Austin, we drove to Luckenbach, Fredericksburg, San Antonio, and finally Houston. Our trip was not very long but it gave me an idea of what American students were talking about when discussing what it's like to travel in the U.S. I also understood one of my favorite songs from my high school days.

"Lonely Highway" is a piece by Sky Wu, one of the most talented pop singers in Taiwan. His resonant and bright voice accompanies his songs very well. When I was in high school, I didn't quite understand the meaning of the song. I was a teenager then,

and the only important thing in my life was to study and pass exams.

Wu's lyrics mentioned some emotions, which were too far for me to imagine. On my way across Texas, I suddenly had a vision: a person in a small sedan drives along the road; there is no one else around; nothing appears in the mirror. You keep hitting the end of the road. The sun in the desert is your only company. Wearing a pair of sunglasses is how you hide from the loneliness and avoid others reading your mind. You bear something unrelieved and try to escape from your world...

Although our road trip was joyful and the natural views amazing, I felt somehow lonely and tiny compared to the whole universe. Diasporas or Siddhartha may have had the same feeling while traveling across the lands. You start thinking about something linked to your life or what you've read while you meet diverse people.

There's a Chinese old saying: "Traveling thousands of miles is better than

reading thousands of books." Not only the memories but also the reflections about yourself are meaningful.

The road trip is short, but the life journey isn't. I was thinking of driving across the US from the west to the east coast. It seems difficult to accomplish this before graduation. Hey, who knows? I may do it once in life time. Anyone want to join me? We can sing along the way. Extract the essence of time, and drink it! Enjoy the "Lonely Highway."

There's an old Chinese saying: "Traveling thousands of miles is better than reading thousands of books."

Lonely Highway

Melody and vocals: Sky Wu; Lyrics: Yan-er;

I promised to travel with you, but I flew alone and didn't keep my word.

The scenes outside the window changed over time and reminded me the fluster of the betrayal.

I promised not to let you wander around. I am confused and don't know what's right or wrong.

While walking alone on the snowing street, I can't hold a warm coffee.

New York, Dallas, Los Angeles... It snows at every stop on the lonely highway.

Miss, wait, and drained-away dreams... It hurts at every inch on the lonely highway.

Sunrise, Moonshake, Heartbreaker. It snows at every stop on the lonely highway.

Apathy, fervor, and a hand with a lighted cigarette... Where is the end on the lonely highway?

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Bulgarian Christmas recipe and winter fortunes

By ELENA IMARETSKA
Bulgaria, Fall '06



TOMERIO HARRIS

Bulgarian Christmas is a remarkable fusion of Eastern Orthodox Christianity and subtle pagan traditions. The night of Dec. 24 bears a special importance filled with symbolism. One gets together with the closest family and feasts on a special set of seven vegetarian dishes waiting for midnight. At midnight once the birth of Jesus is announced one can either listen to the chanting of old, long-bearded priests in lavish robes in a church surrounded by golden ornaments, thousands of candles and thyme aroma, or one can choose to stay at home, exchange presents and decipher the future.

One of the ways to take a sneak preview of the upcoming year is by cracking walnuts open and seeing how good they are- a healthy, crisp walnut stands for a prosperous

year, while a rotten one... well, that's quite obvious.

Additionally we like to spice our bread and pastries up with fortunes. While my family goes for the home baked bread, most of the families prepare "banitza" - a fillo dough-layered pastry with feta cheese and eggs. How to make it? Keep on reading...

Ingredients:

- 12 sheets Fillo dough
- 500 grams Feta cheese (if you can get Bulgarian white cheese- choose it instead)
- 1 stick butter (melted)
- 4-5 eggs
- one cup soda water
- pinch of salt
- 8-10 separate small sheets of paper with fortunes written on them rolled in foil

Instructions:

Crumble the cheese in a bowl and mix with all the eggs but one. Oil a medium-size deep oven dish, cover bottom with a sheet of fillo, sprinkle melted butter, cover with the next sheet, and continue until you have used four sheets.

Then pour half of the egg and cheese mixture. Cover with four more sheets. Pour the rest of the mixture. Place the fortunes strategically. Place four more sheets finishing with the rest of the butter. Take a sharp knife and cut into even squared pieces. Pour the rest of the butter in the cuts. Mix the last egg with the soda water and pour on top of the banitza. Cook in a preheated oven (350 F) for about 40 minutes or until the banitza has risen slightly and has nicely browned on top. Leave to cool for about 30 minutes and serve. Perfect with yoghurt on the side.

Vesela Koleda! (Merry Christmas!)

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DECEMBER 13, 2005

¡Hola, México! Taiwanese in Mexico Part II

By DAN DING-SHIANG LUNG
Taiwan, Fall '05



DANNY LUNG

Mascotas was a surprise. Michael's friend, Alma, had never been there and suggested that we go. Not many people, especially tourists, have heard of this place. Stephen and I went to Mexico to experience everything we could. Thus, we decided to rent a car and to drive there.

I am glad that we came to this little town. Mascotas is historical and traditional. A small plaza in the center only takes three minutes to walk around. People are super friendly and very hospitable. BBQ corn vendors stand on street corners and corn costs you ten pesos per cob, and vendors sell them with big smiles.

The evening was full of thunder storms. We found a hotel five minutes away from the downtown area by car. The house we rented was about 1,000 sq feet and 600 pesos (approximately \$60 U.S.) per night. Wow! We even had a nice kitchen and a big fireplace. A hammock outside became the hot spot for us to fight for. August is not busy because the rainy season starts from May and goes through September. The cottage style made us quite comfortable.

We had coffee talk around the fire place and warmed ourselves. You didn't have to be rushed. Just sit there, and it's up to you whether you want to chat or not. Holding your coffee and listening to others was joy enough already.

The next morning the owner gave us the freshest cucumbers from the farm. The view was panoramic. You could see the farmers working in the field and the horses taking paseos around the barn. I didn't realize that day I would take the first horseback ride of my life.

I might have ridden a horse when I was three or so. It was too long ago to be sure. While Stephen picked a shining

and glowing horse, I chose an opposite one, which was brown. He looked shy and humble with spots on his skin. I patted him before riding. He seemed to nod to me. I was glad I chose him.

Stephen's ride wasn't quite smooth. The owner had to ride with him to prevent the horse from jumping around. I only needed to gently switch the bridle, and he understood. I whispered to him on our way to the other side of the corn field. His speed was neither slow nor fast. I had enough time



to take pictures while on the saddle. He was 15-years-old with intelligence and tenderness. On his back, the view of Mascotas was totally different.

Guanajuato is where you have to visit in México. It was built along the hill because of mining. It's also a college town. Buildings were dyed by orange sunsets. It's peaceful and quiet at first glance. We discovered its different beauty at night.

The weekend festival is famous. The crowd walked toward the plaza and around the city with music, fun, and a little magic. My bed was next to the balcony. Lying there in the morning, I could watch the main street full of people and

vendors. The city just woke up with the sunshine. The market across the road was busy and energetic. The police whistles sounded like birds. Somehow, I thought there were canaries outside the window.

Before we left for México City, many people told us that it is quite dangerous. The only exception was from those who lived or were born there. Almost all of Michael's roommates told us not to travel alone there. At the beginning, Stephen and I weren't worried much, but that changed when more than three people said the same. Their comments concerned us a little.

The bus trip to México City wasn't long; at least, I didn't think so. Michael departed for Guadalajara earlier. With our limited Spanish, we got a lot of help from friendly Mexicans. We almost knew every vendor on the street in our neighborhood since we tried different ones every morning. We finished six-peso tacos with beef tongue and 15-peso beef soups. The girl in the internet café knew and nodded to us. (She was cute!)

Another night, we went to a local bar and tried to order the pork skin. I pushed my nose up and pointed on my skin. However, she had no clue. Three gentlemen on the other table laughed at me (hehe...it's a good way for me to meet people though) and helped us order the chorizo. We were invited to join them. The best dish in the bar was not on the menu. Another amazing soup was made with shrimp and chili. Hot and juicy tastes satiated my mouth. Drinking some cerveza with new friends would be great. It was quite a night! On our way back to the hotel, they started singing "¿ La cucaracha?...la cucaracha?".

We went to museums and tourist places, such as the Pyramid. I took 2,000 pictures. My AIESEC friends and another GMBA student, Patricia Nakagawa, Summer '06, helped us a lot. We really appreciated their kindness and friendship. The best memories I have are still

Asian face washing

By CHIEN-CHING (ASHLEY) WENG
Taiwan, Fall '05



CHIEN-CHING WENG

The definition of beauty is really different from culture to culture. For example, there is a big difference between the secrets of beauty among Asian and western girls.

Most Asian girls try hard to have whiter skin; in general, Asian girls believe that having whiter skin outweighs all imperfection. This belief is very different from that of westerners, who generally try to get a tan.

As a result, there are many "whitening" cosmetic and skin care products sold primarily in Asia. Also, Asian girls prefer not to expose themselves to the sunshine for a long time, so sometimes they might even carry umbrellas just for blocking sunshine/UVA/UVB.

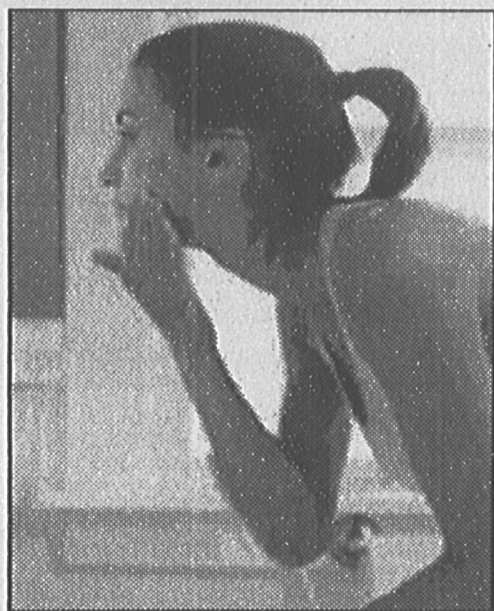
There are other secrets that Asian girls use in their skin caring processes, which differ from the methods used by western girls. First of all, Asian girls wash their face with resin and rinse thoroughly with plenty of cool or lukewarm water. This leaves the skin clear, fresh and supple, giving the skin a revived and crystal clear feeling.

Secondly, when Asian girls use toner, they prefer to gently tap the skin with the toner and allow the skin to absorb it. Third, they will put some whitening skin

repairing essence for skin foundation before they put whitening moisturizing day crème on their face.

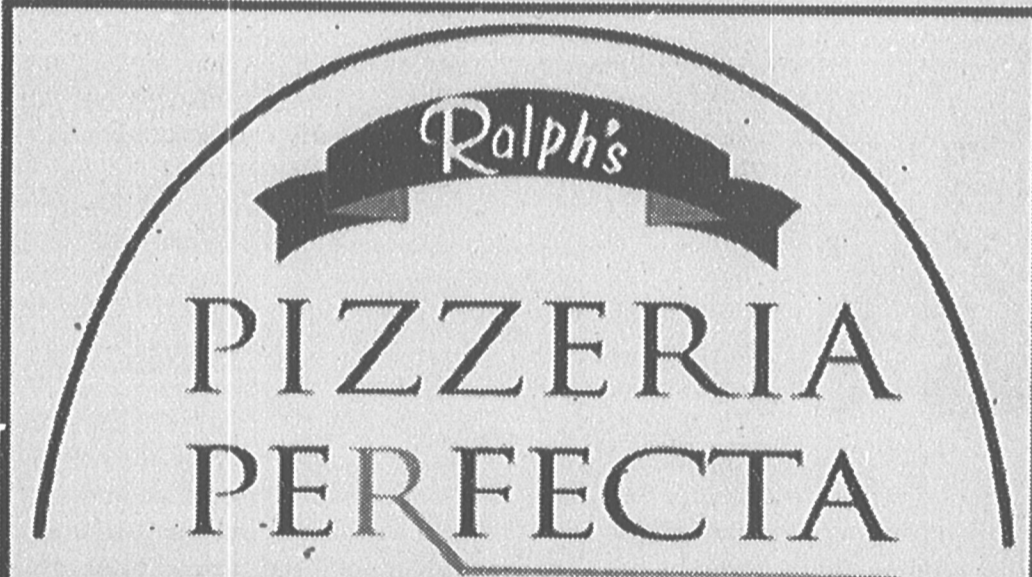
Finally, before Asian girls go out, they definitely put on daytime skin protection foundation because it protects their skin against UVA/UVB rays and dryness to ensure a smooth, evenly complexion. These are the basic foundation skin care processes.

Most of the time, Asian girls will purchase extra skin care products, such as concentrated whitening serum and whitening mask etc. Recently, whitening mask usage in Asia has growing rapidly, as girls believe it is the fastest way to have white, beautiful skin that looks transparent and radiant.



[Editor's note: The whole facial cleansing process takes approximately 15 minutes, whereas western philosophy is wash and rinse. Also, the "gentle tapping" does not seem so gentle to western onlookers.]

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A collective Thunderbird Christmas Carol

By JANE AYADURAY
New Zealand '05

*"Dashing through the snow
On the way to beach BBQs
All the festivals we know
Hoping no-one sues"*



New Zealand

As a country which has experienced strong European influences over the years, New Zealand's Christmas traditions tend to reflect this. We have Christmas trees, sing songs about sleigh rides in the snow, etc. The reality is that it is summertime in New Zealand, and the only snow around is fake snow sprayed onto shop windows to make it seem more "festive".

While a large meal with family is traditional, it is more common for it to be a selection of cold meats and salad. While not overly religious as a nation, Christmas tends to bring the "closet" churchgoers... well, out of the closet, I guess. Midnight Mass is a traditional in my family, after which we head home to open a present or two (after all, it's now Christmas Day), or to the home of friends for a good stiff drink to prepare us for the day ahead (which will be filled with many more stiff drinks, way too much food, and usually a small squabble or two). Bliss!
- Jane Ayaduray

Nigeria

Christmas in Nigeria is a grand

affair. This is a country where people love their holidays. It's somewhat western in that there are Santa Clauses (Nigerian ones of course!) at schools, etc and its all about the commercial appeal. However, it's still very traditional in that it's all about family, eating turkey (we don't celebrate Thanksgiving so it's eaten during this season) and remembering the year as you get ready for the new year.

It was certainly one of my favorite holidays back home. It's celebrated by the Christians in the country that constitute about half the population, and who are a religious group of people that want to remember the reason behind the holiday. Lots of people go to churches, and afterwards the family gathering most people head out for a good time with friends.
- Gbemi Disu

Switzerland and USA

Christmas is without a doubt my favorite holiday of the year. All my life, my parents have succeeded in avoiding the stigma of over-advertising Christmas, while at the same time managing to make it last the entire month of December. To do this, they long since came up with an interesting compromise of both Swiss and American traditions.

Take Advent calendars, for example. Growing up, many of my friends had those cardboard calendars sporting a little door with a hidden saying behind it for every day leading up to Christmas. We had the same thing, but on a grander scale. I remember one year when my mother brought back a bunch of little gifts from Switzerland, which she wrapped individually and used to create a hanging mobile for mine and my brother's rooms. Everyday, instead of a the five-second satisfaction that comes with breaking the perforation on those cardboard

calendars, we each got a new gift to keep us preoccupied.

December 6th is the first big date of the month in terms of good 'ole St. Niek. This is when the big guy stops by the house to determine how deserving the children have been. If you get fruit and nuts, you're all set. But if you get a bundle of switches, that means you've got three weeks to straighten up your act before the big day.

And most importantly is Christmas Eve! Since we use real candles in our decorations, that's the day that we get to go out and pick the perfectly misshapen tree that will allow plenty of open space for flames among the branches. We then settle down for a nice cheese fondue dinner before crowding around the tree, where we will open all the gifts from friends and family. Now, this is the tough part for little kids... My mother has always insisted that we devote some time to the story of Christmas.

I think my father's always found the last bit a little unfair to over-excited kids, though, so he brought in one of his own traditions to make up for it. While in Switzerland all the gifts are unwrapped by Christmas Eve, we keep going right on through to Christmas Day, when we discover the stockings that miraculously appeared under the tree overnight. I mean honestly... does it get any better than that???

- Alexandra Lepionka

Taiwan

There is no Christmas tradition in Taiwan. However, it becomes more and more popular not only for the religious connotation but also for the party there. The most important traditional holidays for family in Taiwan include Tomb Sweeping Day, Mid Autumn (Moon) Festival, and Chinese New Year.

Tomb Sweeping Day is when all

family members gather together to remember their lost and beloved relatives by cleaning and sweeping their sepulchers. Mid Autumn Festival brings everyone back to their homes to enjoy moon cakes, which are a symbol of gathering. Chinese New Year is a series of celebrations. Everyone in the family has to return home on Chinese New Year's Eve and to have dinner. Children like it the most because they can get the red envelopes with money. Chinese New Year starts from the first day of the lunar year till the fifteenth day, Lantern Festival.

- Danny Lung

Texas (Thanksgiving)

Thanksgiving is a wonderful time in Texas. For most, it is a special day which revolves around three long-standing Texas traditions: family, food, and football. It is a time to come together, reflect on the blessings and freedom of our country, and spend time with those who matter most.

The day's festivities begin with a prayer of thanks for the coming meal, usually more of a feast, which often consists of a rich mixture of traditional foods. Each family's menu reflects family heritage and tradition. In the case of my family, a normal Thanksgiving meal consists of turkey, stuffing, and cranberry sauce, tacos, enchiladas, and fajitas, beans, cornbread, and BBQ, and German Mennonite recipes, a family tradition. It is customary to eat until it hurts.

Then we lay on the couch, watch football, talk about how good the food was, and watch the children play. Every touchdown brings cheers and jeers, every call from the referees brings debate, and every halftime brings the opportunity to nibble a bit more. At the end of the day, we give a final word of thanks and bid one another farewell.

- Eli Mercer



Dear Dr. Love,
I seem not to get the rules of Thunderlove.

Could you explain them to me? I recently had the pleasure of sharing a passionate night with a beautiful woman that I thought I would never have a chance with, and I swear I was ready to make a thunder-commitment. I wanted to spend more time with her, take her out, and give her all the loving she needs. She, unfortunately, explained to me that she has no time for me because she is focusing on her studies. Two days later we were together again and now I am completely confused about what she wants from me. Help!
Confused in the IBIC

Dear Confused,

Thunderlove has one rule only. Make sure that if you start an affair it's not right before mid-terms or finals. The dedication of T-bird students to their studies is pathological. What you see in the Pub is a mirage: people never go out on nights before exams! Your woman I am sure has NOT put you in the category "cute but not datable" and is truly dedicated to her studies. Women NEVER come up with lame excuses. And they NEVER want sex with no strings attached. I am sure she is VERY confused. Oh, dear, when will you lose that innocence? She just used you for her temporary pleasure and threw you away. I am sorry, but you have no chance with her. Forget about her and find some other beauty that you can devote your love

to- I am sure love is right in front of you, you just have to recognize it.
Dr. Love

Dear Dr. Love,

As I am about to graduate and still haven't found my first wife, but I found someone that has potential. I need your advice. Is it wrong to flunk a class in the last week so that I can have another trimester with her? Lamentably graduating

Dear Ms. Graduate,

Lamentably, indeed, that you're so close to having an MBA from this fine institution and are still prioritizing domestic ventures. Here's my advice. Flunk the trimester. Clearly your time here has shown you to define and pursue your strategic objectives (good job!), but this is not all you need to succeed in business. Pray that your woman's willing to wear the pants, and that she'll be more successful in business than you are.

Happy hunting,
Dr. Love

Dear Dr. Love,

I've developed a crush on a guy here at school. He's talk, dark and handsome, intelligent and interesting, but there's one major problem. He smells like hamster chips. How can I break it to him gently that he offends the olfactory?
Satisfactory but for Olfactory

Sear Satisfactory,

It's unique to find someone so right, so you have to hold on...even if it makes you

cringe. The solution is easy though. You have three options. First, coat your nostrils with cologne. Second, surround yourself with stronger smells - popcorn and salmon are viable options. Third, learn to love hamster chips. Mmmm...smells good.
Dr. Love

Dear Dr. Love,

I'm useless in the Pub, or any pub for that matter, when it comes to hitting on girls. I need help.
Lineless in love

Dear Lineless,

Fear not - Dr. Love always has game tips to share. Here are five lines that will have women "lining" up for you by night's end. Without further ado, here are my top 5:

5. I was wondering if you had a moment to spare for me to hit on you?
4. You must be Jamaican, cause Jamaican me crazy.
3. See my friend over there? He wants to know if you think I'm cute.
2. So what haven't you been told tonight?
1. Do you work for UPS? I could have sworn I saw you checking out my package.

Dr. Love

Dear Dr. Love,

Winter is my favorite time of the year. I love to cuddle up in front of the TV with a warm cup of hot chocolate and my loved one. This winter, however, I'm single and lonely and I have no one to warm up next to. Any recommendations?
Cuddling Solo

Dear Solo,
Get a dog.
Sincerely,
Dr. Love



Dear Dr. Love,

I became a TA this trimester because I thought it would help me get to know the ladies on campus. I did. I got to know the ladies, and they all ask me for help. Once I can get a little closer, I drop hints, but they just don't get it. When the call me at 12 a.m., it's to ask me about homework, not about my true talents, if you know what I mean. How can I communicate to them that my brain isn't my biggest body part...? Eh...I've got big biceps.
Brainy and Brawny

Dear Muscle Head,

I feel your pain. It must be difficult to know that so many-a-TA have been successful in the past in the romantic/academic endeavors. I can't tell you what you're doing wrong, but I can tell you what they did right. First, impress them with your intellect. Next, pick the prettiest girl (coincidentally she's usually the slowest) that needs that's struggling and feels discouraged, and ask her if she needs extra-curricular tutoring. Bring along a bottle of Cabernet to help alleviate her stress. Show her how you value her efforts, make her feel smart and you'll be her hero. You can take it from there. Don't expect phone calls. As in your job search, in your TA lovin' you need to be proactive.
Dr. Love

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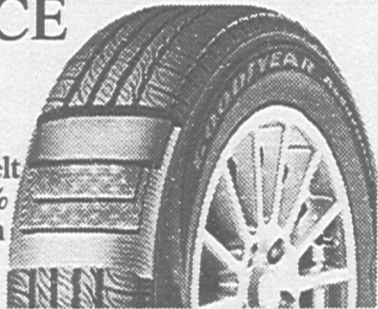


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Our Prices Include Total Tire Protection

A \$30 PER TIRE VALUE

- Nationwide Manufacturer's Warranty
- Nationwide Road Hazard Prorated Warranty
- Nationwide Flat Repairs
- Nationwide Road-Side Assistance (24 Months)
- Computer Spin Balances With Coats Equipment
- Lifetime Tire Rotations
- Tire Installation with Corchi Touchless Equipment
- Rubber Valve Stems

Plus only Taxes and Fees

FREE SUPER OIL SPECIAL \$26.95 VALUE WITH THE PURCHASE OF 4 TIRES



**90 DAYS SAME AS CASH O.A.C.
6 MONTHS - NO INTEREST WITH \$500 MINIMUM PURCHASE**

COUPONS GOOD THRU 12/31/05 • BELL GOODYEAR • 6027 WEST BELL ROAD • 602-843-5501

4-WHEEL GOATS COMPUTER SPIN BALANCE & FOUR (4) TIRE ROTATION

\$28.95* PLUS FREE BRAKE INSPECTION

Most Cars, SUV's, Vans & Light Trucks With This Coupon

SAVE UP TO \$19.00

ALLOW APPROX. 1 HOUR FOR THIS SERVICE

"Save Your Tires Now"

PLEASE NOTE: Custom Wheels & Locking Hub Caps or Special Wheel Weights \$5.00 Total Extra

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***90 DAYS SAME AS CASH O.A.C.**

*90 Days on the Goodyear Card Only, for Purchases Over \$200.00

FREE BRAKE INSPECTION

AAA'S AWARD WINNING SERVICE YOU CAN TRUST

GOODYEAR BRAKE SERVICE EXPERTS

COUPON INCLUDES FRONT DISC

- ★ Install Quality Disc Pads
- ★ Inspect Rear Brakes
- ★ Refinish Rotors (If Needed)
- ★ Pack Wheel Bearings (Grease Seals Add'l)

REAR DRUMS

- ★ Install Brake Linings
- ★ Refinish Drums (If Needed)
- ★ Inspect Wheel Cylinders

*With any brake system - a thorough visual inspection will be done prior to doing brake service. If any additional parts and/or labor is needed, you will be made aware of any of the additional charges

SAVE

PREMIUM Bendix BRAKE PRODUCTS

FRONT OR REARS

12,000 MILES OR 12 MONTH WARRANTY FROM **\$59.95***

LIFETIME WARRANTY UNLIMITED MILEAGE FROM **\$74.95***

*See Warranty Book
*Under warranty one set of Bendix brake shoes or pads only will be replace free of charge for parts. SEMI-METALLIC PADS EXTRA
Require Front S-metallic Brake Pads

Most Cars, SUV's, Vans & Light Trucks • Most Cars, SUV's, Vans & Trucks

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COMPLETE RADIATOR FLUSH



NATIONAL WARRANTIES



WE FEATURE Valvoline

YOUR RADIATOR, ENGINE AND COMPLETE HEATING SYSTEM SUMMER OR WINTER

INCLUDES:

- ★ Pressure Test for Leaks
- ★ Flush Radiator
- ★ Check Hoses, Thermostat & Radiator Cap
- ★ Fill Up To One Gallon Anti-Freeze/Coolant
- ★ Includes Underhood Visual Inspection
- ★ Add \$4.00 for Environmental Safety Disposal Fee

CHEMICAL HIGH PRESSURE FLUSH

USING THIS HIGH TECH EQUIPMENT ALLOW APPROX. 2 HOURS FOR THIS SERVICE **\$54.95**

ALL COUPONS GOOD AT BELL GOODYEAR ONLY
Most Cars, SUV's, Vans & Light Trucks

Vehicles containing DEX-COOL extra charge. ...RECOMMENDED EVERY TWO YEARS OF 24,000 MILES

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TOTAL TRANSMISSION FLUSH

Best Service



WE FEATURE Valvoline

*Over 90% of all automatic transmission failures are due to overheating and fluid contamination.

OUR BUSINESS IS TO SERVICE YOUR TRANSMISSION, NOT TO TRY TO SELL YOU A NEW TRANSMISSION

INCLUDES:

- ★ Extends Transmission Fluid Life
- ★ Helps Smooth Rough, Hard Shifting Problems
- ★ Safely Removes Harmful Sludge & Varnish Deposits
- ★ Removes Contaminated Fluid from the Transmission System
- ★ Helps Stop & Prevent Leaks

\$79.95* With This Coupon

Most Cars, SUV's, Vans & Light Trucks

NOTE: Special fluids have an additional charge. *Add \$4.00 for environmental waste fluid disposal fee. RECOMMENDED EVERY 12 MONTHS OR 15,000 MILES

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WE HONOR MOST AUTOMOTIVE EXTENDED WARRANTIES



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Please Call For An Appointment

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or leave your vehicle with us for the day and avoid any wait!

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