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Happy 60th Birthday Thunderbird!

Dr. ANGEL CABRERA
Thunderbird President

Excerpts from Dr. Cabrera's speech
on April 6, 2006



Dr. Cabrera Today in 2006, we take many things about Thunderbird for granted – our founding, our mission, our structure. They all seem very natural. But in 1946, the world was a very different place and the decisions made by our founder, Lt. General Barton Kyle Yount were not in fact natural, but rather revolutionary.

To better appreciate how revolutionary General Yount's ideas were, we need to understand how the world looked in 1946.

The first era of globalization began in the late 19th Century and produced great waves of trade, investment, and emigration until it abruptly ended in 1914 with the onset of WWI. The economic competition of globalization was then replaced by competition of a different sort – military and political conflict that resulted in WWI and WWII, the Holocaust and the nuclear bomb.

As bad as the previous decades had been, in 1946 the seeds of additional conflict had already

been planted as WWII left parts of the world in ruin and much of it politically divided, paving the way for the Cold War that would claim new victims and place new restrictions on the free flow of people, capital and goods.

Simply put, the outlook for world peace and prosperity was not rosy in 1946.

Nevertheless, a group of dreamers led by Lt. General Barton Kyle Yount had the foresight to look beyond the horrors the world had just endured and envision a new order where people would put their creativity and intelligence to work creating wealth and making the world a better place through commerce.

It was on this vision that he founded Thunderbird – a vision that was more hopeful than real, more idealistic than practical. But a vision that was bound to make a difference.

General Yount also did another very important thing – he created Thunderbird as an institution with no owners: a charity organization governed by a self-perpetuating Board of Trustees. Thunderbird, while "private", exists to serve the public good and no one, not even the state, can claim ownership or profit from it.

So, what holds Thunderbird together, and what has kept it together for 60 years?

The answer is actually quite simple

– what holds Thunderbird together is a shared mission and belief that we CAN make the world a better place.

This is why good people come here to work and teach, why students and companies seek us out from around the world, why Trustees, alumni, and others give of their time, talent, and money.

It's the idea, it's the spirit, it's the Thunderbird mystique. Thunderbird does not belong to anyone. Yet it belongs to all of us.

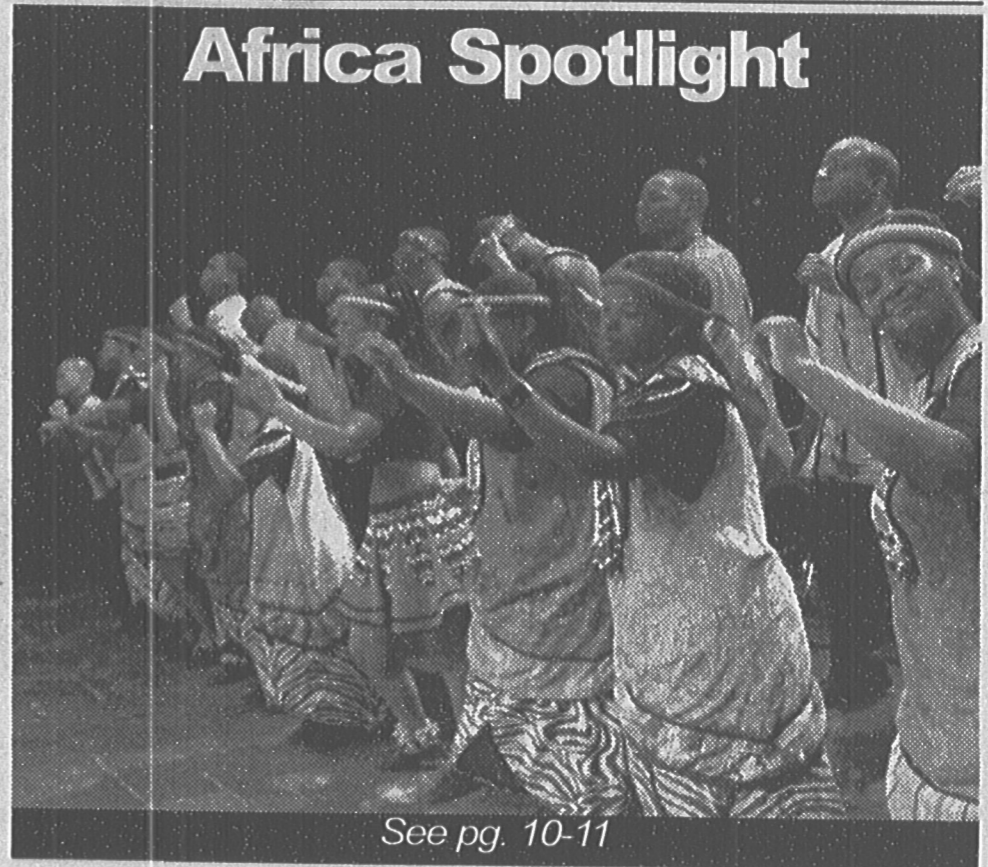
We are now experiencing a second era of globalization, spread by technological advances and a global consensus in favor of trade, investment, and economic openness.

As globalization advances, more and more people are free to sell their products in open markets, invest their savings in the enterprises that promise the best returns, and create businesses wherever economic opportunity exists. The world is largely what General Yount envisioned.

So what is Thunderbird's role now? Are we no longer relevant? – can we announce "game over" and go home?

The answer is a categorical "no." If anything, the world today needs Thunderbird more than ever. Despite what some claim, the world is not flat, it is rather rugged and uneven. Globalization has exacerbated differences by bringing

Africa Spotlight



See pg. 10-11

us in closer contact with other peoples and cultures. It has also created winners and losers, and new economic frictions among nations.

The world needs people who can navigate this complex landscape, who are not afraid of diversity and difference, and who are committed to making a difference through their actions.

This is who T-birds are – global explorers who embrace diversity, who thrive in difference, and who are guided by an ethical compass that helps them create sustainable wealth and prosperity.

The winds of globalization are once again sweeping the world, and while they blow stronger than

they did a century ago, they are not uncontested. They require stewards, global citizens who will work to influence the forces shaping our world and steer them in a direction that creates sustainable prosperity for all.

Here at Thunderbird we embrace the challenges of the global economy and vow to be faithful to the spirit laid out 60 years ago when the world was scarred and divided, and the promise of peace and prosperity was but a flicker on the horizon. Thank you General Yount. We are stewards of your vision and believers in all that is the Thunderbird vision and mystique.

Life begins at 40? Not for us... 60 brings us luck

By GBEMI DISU
Nigeria, Spring '06



"The 60th Anniversary kick-off event was a wonderful display of the Thunderbird spirit. Our collective belief that Thunderbird can and should make a difference was not confined to the T-birds in attendance. Mayor Scruggs and Governor Napolitano also emphasized Thunderbird's unique identity and gave public recognition to the important role we have to play in Arizona and throughout the world," said Frank

Neville, Assistant Vice President of Corporate Communications. Together with a team of very dedicated people, Neville was able to orchestrate a very successful 60th anniversary celebration. The event kicked off with the traditional flag ceremony and student monologues about their experiences. The Honorable Mayor Elaine M. Scruggs from the City of Glendale, Mr. John Berndt, Chairman, Thunderbird Board of Trustees and The Honorable Janet Napolitano, Governor of Arizona addressed the audience that night. In addition to celebrating Thunderbird historic founding, Dr. Cabrera also detailed Thunderbird's immediate future, which is mapped out in the recently approved

strategic plan, Thunderbird 2010: A Truly Global Vision. The night closed off with the cutting of the celebration cake and the night owls trickled off to the pub for some more mingling. All members of the Thunderbird community truly enjoyed the event as did our distinguished speakers. The Mayor commented, "How truly proud we, the City of Glendale, are to be home to this global institution." This is high praise indeed for the school. Great work to those that made this event a success and we are hopeful that the school maintains the upward trajectory that turning 60 has started.

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Challenge completed

By DAWN LAUTER,
Spring '06, U.S.A.
President Net Impact Club

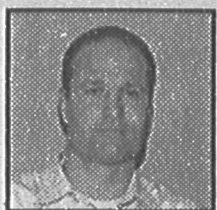
Thunderbird's 2nd annual Global Citizenship Challenge proved to be even better than the first. Six winning teams including UNC, IE, UC Davis, George Washington, UVA and Thunderbird, were asked to come up with an innovative and sustainable solution to the question of how the public and private sectors could work together to further the UN Millennium goals relating to healthcare. All teams came in strong in a tough competition. The final 1st place prize went to UNC, 2nd place prize went to George Washington, and 3rd place to Instituto Empresa. Winners were rewarded \$5000, \$2500, and \$1000 respectively, half of which goes to the charity of their choice.

The high caliber of students and ideas presented thoroughly impressed the judges whose

comments exceeded our expectations: "I was most favorably impressed by the caliber and commitment of everyone participating in the GC Challenge. The competition shined a bright light on CSR as a core value worthy of the creative business strategies put forth by the teams," said Andrew Gordon from Arizona Multi-Bank "As an unexpected outcome, I feel fortunate that I was able to bring back to my world of community development finance some very useful and insightful observations made by students and judges alike." "I was impressed with the innovation the students expressed in their presentations.... everything from an eHarmony style website to match-make supply and demand to a pay-for-performance model that challenged the foundation of how development is done currently," said Kellie Kriesser '04, director of Thunderbird for Good. "It showed how events like this truly make a difference in pushing toward better solutions to these global issues."

Continued on pg 5

TSG changes hands: new president



"One Thunderbird"
The vision that unites them

Read on pg 16



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

Creativity makes us unique and turns the world around

By ELENA IMARETSKA
Bulgaria, Fall '06
Editor-in-Chief

Don't you love generalizations? They are so convenient when categorizing people, places and phenomena. They help us shove our impressions neatly in our little minds and make us feel safe: the world is not terrifyingly chaotic and there is a system to it all. We grow up with them, use them as our perception boundaries and quite often squeeze all diversity, flair and dimension out of the world and turn it into a flat, mono-color image: a generalization. I am sick and tired of generalizations and all false perceptions and clichés that come along with it. "She is Bulgarian, thus she must be good at gymnastics, chess, maybe weight-lifting, and she certainly likes to drink vodka." Wow, so far from the truth (except for the weight-lifting part maybe). I refuse to believe that it is so easy to classify people. The reason why I feel this way is my conviction that the creative bone in us makes each and every one of us unique. Creativity is what makes the world so interesting, what brings



Elena Imaretska

new solutions, products, approaches and ideals to the table. In other words, creativity is our civilization's moving force. Why do you think everyone is infatuated with innovation nowadays? Innovation is the translation of human creativity on strategic organizational level, reflecting one of the basic characteristics of a dynamic humanity. Therefore innovation provides movement, improvement, success.

It is crucial to develop and maintain our creative powers on an individual level to be able to foster creative processes and solutions on an organizational level. Creativity can exist on many levels and it is helpful if we explore it on our own.

So, keeping the creativity quest in mind, paired with my strive to stay out of the box, you can imagine how proud I am of the brave twelve T-birds who defied all cliché beliefs that MBAs can't dance and went to the finals of the Phoenix Aashiyaana competition, an annual endeavor that brings together national, local and (this year) international dance troupes. Thank you guys, I have tears in my eyes. If April 22 becomes the day we win against 15 other teams, I will feel like a project manager whose EV is way below her PV at the end of the project (which translated into normal English means VERY HAPPY).

This trimester we've seen great commitment to stage performing activities in a significant number of people. What does that have to say about people's desire to express themselves in creative ways? It says a lot. I do believe that there is a little performer in every person. Whether that performer comes out readily on stage is a question of personal taste. The point is we all perform on some sort of stage, be it the classroom, at home or in our social space. Maybe performing on a real stage is sometimes healthier than some of the other options: one satisfies the ego's hunger for attention, desire for approval and maybe a slight touch of vanity in a harmless way. After that one can carry on one's normal life in a calmer manner, with more attention to the people around, more compassion and less "me, me, me."

It doesn't matter what it is that puts our creativity in motion. The point is that there are countless global issues that need creative solutions and we are the people who have to come up with them. Non-traditional thinking is the way to success and I salute everyone who has embarked on the creativity exploration path in one way or another.

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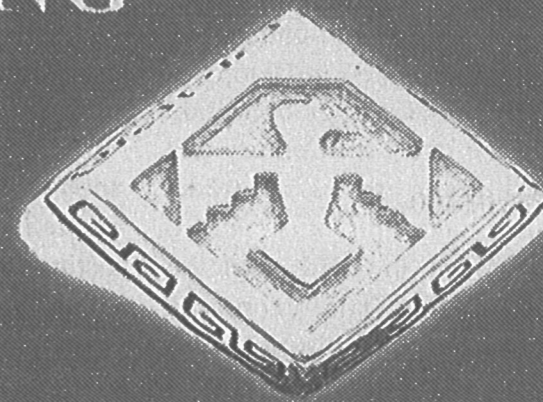
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Sports Biz Club raises \$8300 for SHADE, benefiting children

By GEORGES CARLIER
Canada, Fall '06

Thunderbird's Sports Business Club (SBC) would like to thank the T-bird community for its support of our month-long "Crusade for SHADE" in March. The fundraising effort raised \$8300 for the SHADE Foundation, a Scottsdale-based charity committed to the eradication of skin cancer, and the proceeds have been used to build a shaded play area for 70-80 mentally challenged children at a Peoria school one mile north of the Thunderbird campus.

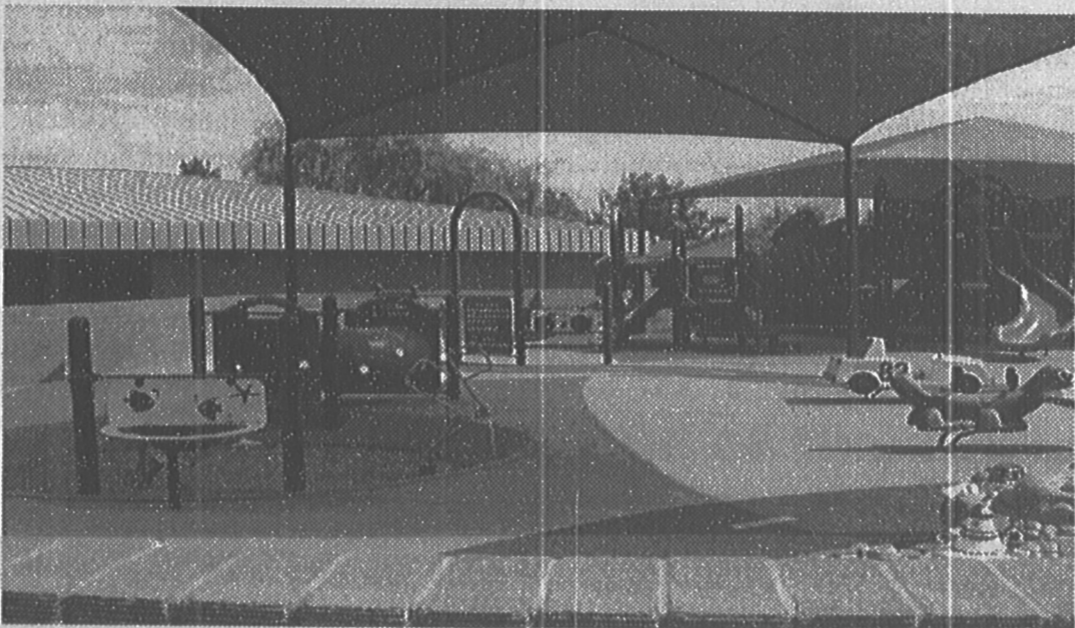


Georges Carlier

The SHADE Foundation was established in August 2002 by Shonda Schilling, wife of professional baseball player Curt Schilling, after her successful battle against melanoma. The charity's mission is to eradicate melanoma through the education of children and the community in the prevention and detection of skin cancer and the promotion of sun safety. One in five Americans will develop skin cancer in their lifetime, and the people of Arizona are particularly vulnerable due to the climate.

The SBC's "Crusade for SHADE" kicked off March 2 when 85 T-birds from 22 countries visited the Glendale Arena to meet with senior management of the Phoenix Coyotes prior to seeing an NHL hockey game. Doug Moss, President of the Coyotes, and John Bronwe, Executive VP of Business Development spoke to our group about working in sports and about what they look for when hiring people in their organization. Afterwards, they fielded questions from our group. The game itself was a spirited affair which saw the Coyotes defeat the visiting Dallas Stars 6-2 in a match-up that featured four fights. Coyote Captain and Canadian Olympian Shane Doan had two goals for the home squad. Student contributions for SHADE from this event totaled over \$400.

Our second event took place on March 16, when the SBC organized a St Patrick's Day Party at the campus pub, featuring live music, traditional Irish food, green beer, a 50/50 draw and the launch of our sports memorabilia silent auction. T-birds came dressed in green and celebrated in style! The party was a tremendous success and first trimester student Grace Kim was the lucky winner of the 50/50 draw, walking away with \$250 in cash. The festivities raised another \$300



for The SHADE Foundation. On March 18, 20 golfers participated in the first annual Phillips R. Geraghty Memorial Golf Tournament at the Tournament Players Club of Scottsdale. Phillips R. Geraghty, father of SBC Vice President James Geraghty, died of melanoma just a few years ago and James decided to host this inaugural tournament to commemorate his father's death and to raise money for The SHADE Foundation. The SBC's month-long campaign to raise money for SHADE sprung from this initial idea. The charity tournament, which featured local corporate sponsors, was a huge success and the golfing foursome of Laurel Geraghty, Nathan Mee, Amanda Jaffe and Scott Stone took home the trophy.

After the tournament, and in the clubhouse, the sports memorabilia silent auction was concluded. Corporate sponsors and three of the four major professional sports organizations had donated prizes and memorabilia for the event. In the end, over \$1400 was bid for the prizes, with all of the proceeds benefiting The SHADE Foundation. The Sports Business Club would particularly like to thank the Phoenix Coyotes, the Phoenix Suns and the Arizona Diamondbacks for their contributions. These organizations are firmly committed to helping in the community and their support for this cause was commendable.

On March 23, ninety Thunderbird students were in attendance to meet with Sam Garvin, Vice Chairman of the Phoenix Suns and to see the Suns battle the Portland Trailblazers. Before the game, Sam met with T-birds on the Suns practice court inside the stadium, addressed the group and took time to answer questions about working in sports, and the internationalization of the NBA. Many students commented what a great privilege it was to meet the man who has given so generously to our great school. The basketball game was exciting, although lopsided. In Amare Stoudemire's first game back this season after sitting out 66 games with an injury, the Suns scored an unbelievable 76 points in the first half en route to a decisive win. The event raised another \$600 for SHADE.

The SBC would also like to thank our numerous corporate sponsors and individual donors who helped us to achieve our fundraising goal. A special thank you goes to Laurel Geraghty, James' wife, who was instrumental in coordinating the entire campaign. Also, our committed crew of T-bird fundraisers deserves recognition for their hard work. Thank you to James Geraghty, Scott Thompson, Hector Robinson, Jun Mochizuki, Kendra Leischuck, Nathan Mee, Quint Fansler and Brad Tomm.

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Thundershop: Mystique in practice

By KEN BIEBER
U.S.A., Winterim '07

As long as can be remembered, the Thunderbird student body has felt that they could run the bookstore more effectively than Barnes and Noble; now, their bold boasting will be put to the test. Though currently overseen by Kellie Kreiser, director of Thunderbird for Good, starting from this summer, the Thundershop will transition into a fully student-run operation. Though the exact details of the process are still being panned out, Kreiser envisions an autonomous student advisory committee that will eventually oversee the entire process. In this way, the Thundershop will become an interactive learning lab where students can hone their entrepreneurial instincts in a relatively safe business environment. Furthermore, as all proceeds will benefit future Thunderbird for Good initiatives, students will have ample incentive to continually improve upon the experiences and successes of erstwhile efforts.



Ken Bieber

For the first manager chosen, the benefits and challenges will be especially pronounced. A full-time, paid university staff position, the summer management role will require the establishment of all pricing, staffing, purchasing and operating standards. Not only will the position require effective management for the summer, but also the development of a sustainable model, replete with best practices, to carry the Thundershop into the Fall 2006 trimester and beyond. In line with this, the guidelines for the formation of the inaugural student advisory board will also be laid out by the manager. In the mold of TSG or Das Tor,

students will be given full responsibility and ownership over all aspects of operation, from purchasing and pricing to marketing and staffing. The board will also oversee the paid student workers who will staff the store.

While currently focusing on Thunderbird merchandise such as shirts, hats, binders, cups, bags, and the like, product offerings will expand over the next few months. Most notable in these expanded offerings will be the full immersion of the Global Market into the Thundershop. Books and course packs, however, will continue to be sold via the online bookstore and will not be offered in the Thundershop.

Students who are interested in becoming involved with the Thundershop or who have ideas for improvements are encouraged to contact Kellie Kreiser at kreiserk@t-bird.edu. Kreiser is looking forward to seeing the shop grow into a vibrant manifestation of the Thunderbird mystique – a perpetually evolving milieu of culture, community, and learning. Many new ideas have already been generated, and many more are sure to come. Rather than being an extension of Barnes and Noble on the Thunderbird campus, as was the bookstore, the Thundershop promises to be an extension of the student body and an inseparable aspect of the Thunderbird experience.

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T-bird's Global Council evaluates vision 2010

By ELENA IMARETSKA
Bulgaria, Fall '06
Editor-in-Chief
JAIME SCHILLING
U.S.A., Spring '06
Co-Editor

The Thunderbird Global Council, a group of 75 dedicated alumni and global business leaders who take time to evaluate Thunderbird's strategy and policies and advise the administration on key issues, met earlier this month to discuss three aspects of the 2010 Vision: the early career MA in International Management, the restructuring of the EMBA program and the Thunderbird Knowledge Network.



Elena Imaretska



Jaime Schilling

"The council members were very enthusiastic about the new plans and the vision 2010," said Kay Keck, VP of the MBA-IM program. "They endorsed the early career masters program and thought it is a good program that meets demand."

The council was mostly concerned about the marketing efforts of the school and emphasized how important it is to market the new programs appropriately. While talking to members of the council after a long day of meetings I (Elena Imaretska) gathered that dilution of the brand was another concern brought up in their discussion. Most members, however, did see the new programs as a step forward.

In addition to various meetings related to their advisory function, the TGC members

participated in various social events including the Executive Breakfast organized by the CMC (see pg. 5), a welcome reception with students, faculty and administration, and the April 6 anniversary celebration followed by a party at the Pub.

To be considered for a membership to the TGCone has to be invited by a T-bird administrator or another member of the elite group. As always, at this meeting there were a few new members. In true Thunderbird spirit, they come from all over the world – from Finland, to the U.K., to Chicago, to right here in the valley. Their experience is also diverse. A couple of them are T-bird alumni and others work for Target corporate and CNN. Leading them on a tour of the campus was as enlightening for the two Campus Ambassadors (Jaime Schilling and Peter Eliassen) as it was for them. From the two alumni, they learned more about what the campus was like in the 1980's, while they were impressed by such newer additions to campus as the Thunderbird Commons and the IBIC. And once again in Thunderbird spirit, by the end of the tour, several of the new TGC members had offered the Campus Ambassadors their contact information and any help they could provide in the job search. Thunderbird is sure to benefit from the experience and commitment of these new Global Council members.

The TGC is a wonderful group of established professionals who truly care about Thunderbird. We are lucky to be able to benefit from their advice as they are experts in their fields and aware of what is going on in the marketplace.

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Peak oil and climate change: What does it mean to business?

By EDWARD K. SUN
U.S.A., Fall '06

On March 31 Prof. Unruh, Director of the Lincoln Center for Ethics in Global Management, provided some insights into these two controversial global issues: peak oil and climate change.



Edward K. Sun

What is peak oil?

The peak oil concern is actually not about running out of oil, as much as the issue of supply and demand. In most industries, a continuing increase in demand is a wonderful situation to be in; however, since oil is a non-renewable resource, increasing supply is not as simple as building a new factory. As oil fields continue to be drained, it will become increasingly costly and difficult to extract the remaining oil. In other words, the production capacity of any field will eventually "peak," or reach maximum capacity. Continued growth in global demands on oil and oil products will outstrip the global production capacity, placing further pressure on price hikes.

Why are we so sensitive to oil prices?

In many ways, that's a rhetorical

question. We all know that oil is a paramount concern in the transportation and energy sectors. These two sectors together drive the rest of the world's economy. Those in agri-business also know about the impacts oil has on them. However, something that might be less well-known is the fact that petroleum is also the primary component in plastic! Just look around you: the plastic cup or water bottle, the casing of your cell phone, the trays in the Commons, milk jugs, trash bags, Tupperware, Styrofoam, nylon, polyester, and even Kevlar are variants of plastic. As oil prices increase, so will the cost of plastic.

When will oil peak?

Analysts generally fall under two categories: those who believe that oil will peak before 2010, dubbed "early peakers," consisting primarily of geologists, and the "late peakers," who believe that oil will not peak until after 2025, consisting of economists and governmental agencies, as well as oil companies. The accuracy of these predictions relies heavily on the current amount of proven oil reserves. Therefore, Professor Unruh stressed that the accuracy and transparency of stated oil reserves is crucial. However, OPEC, which controls the largest portion of the world's reserves,

has not been transparent with their data for over 30 years. This opacity causes the accuracy of their stated reserves to be suspect.

Climate change

Professor Unruh also spoke on a related issue regarding climate change.

The Facts:

1. CO₂ and global temperature are correlated, a.k.a. Global Warming.
2. CO₂ concentration has increased by 25-30% since the 1870s.
3. The average planetary temperature has increased from 13.5°C to 14.4°C (56.3°F to 57.92°F).

This temperature increase does not sound like much, but we need to put things in perspective. To heat up the entire world by one degree requires significantly more energy than heating up your car's temperature by one degree, or your house's temperature for that matter. If CO₂ emissions are not controlled, the continued trend will likely spark a miniature ice age. Ice age! But I just said earlier that temperatures are rising? That's right! Increasing global warming can eventually lead to an ice age. Why?

We all know that the closer we get to the equator, the hotter it gets. A less well-known

fact is that the oceans' currents transfer this heat to the rest of the world. The global ocean heat circulation system is known as the Global Ocean Conveyor, which acts as a global heater.

The increasing average temperature will also increase the rate at which the ice caps are melting. As ice caps melt, large amounts of fresh water will flow into the ocean. Eventually, the amount of fresh water flowing into the ocean will disrupt the Global Ocean Conveyor. For those T-birds that came from the Northeast, or other chillier climates, they know what happens when the heater breaks in the winter time. NOT GOOD!

What does it mean to us?

Some ignore these issues for a variety of reasons. Skeptics are generally people who have become desensitized, or even annoyed by these issues. They often refer to the "Doomsayers," whose apocalyptic prophecies have proven to be false. Does Aesop's fable "The Boy Who Cried Wolf" ring a bell with anyone? Well, the moral of the story was not to lie to gain attention. Yet, the bottom line was that in the end, the boy did meet a wolf, and lost his herd. In other words, the potential crisis in regards to peak oil and the low-probability, high-devastation scenario of a climate shift are

things we, as managers, should at the very least be aware of, and planning for, should that day come.

Solutions?

Prof. Unruh also spoke of how we could potentially weather the crisis. His main focus was planning through sustainability. He cited Shaw Industries, Inc., a petroleum-reliant company that has achieved self-sustainability through restructuring its operations to utilize recycling technology, thus shielding itself from rising petroleum prices. People often cite that technology will be able to solve our ills; however, appropriate technologies take time to develop and implement. But we're moving in the right direction.

Unruh concluded with the word "crisis" in Chinese characters. He noted that the two Chinese characters that make up the word "crisis" mean "danger" and "opportunity." Accordingly, those knowledgeable enough about the potential crisis will be better able to position themselves for protection against the crisis, as well as exploit any potential opportunities.

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UN Global Compact: Major global companies commit to social responsibility

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

UN Focal Point for Chile, Jeff Senne, spoke last week about the UN Global Compact and how businesses can help affect positive social change by partnering with the UN. According to Jeff, "Voluntary initiatives, like the Compact, are not the end all be all, but they fill

important governance gaps by encouraging collective and individual dialogue, learning and action in support of the creation and implementation of a newly evolving Global Social Contract where the roles of different societal actors read



Dawn Lauter

much differently than 100 or even 50 years ago. Companies that do not work towards the translation of the contract in their operations run the risk of losing their license to operate and miss a great opportunity to increase efficiency, productivity, create a sustainable business model, manage risk, and provide a return on investment for all types of capital, not just financial."

What is the UN Global Compact?
The UN Global Compact is a voluntary corporate responsibility initiative launched in 2000. Currently it has over 2,500 member companies from over 70 countries.

What are the ten principles?

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human

rights; and

Principle 2: make sure that they are not complicit in human rights abuses. Labour Standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental

responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies

Anti-Corruption

Principle 10: Businesses should work against all forms of corruption, including extortion and bribery.

How does a company join?

In order to join, the CEOs and board of directors must sign the compact thereby making a commitment to work towards the ten principles.

How is it monitored and reported?

Members of the Global Compact submit communications on progress usually in the form of sustainability or CSR reports that are publicly transparent generally these reports are audited by third party consultants for authenticity and to help avoid corporate greenwash.

Do we even care?

For some the answer is a resounding NO. But following Kofi Anan words, we have a "responsibility to protect" and as up and coming business leaders we have the opportunity to do good, incrementally change traditional bottom line thoughts in the area of social and environmental responsibility, and improve society as a whole. If that's too much idealism for you, then talk to executives at major corporations like Cisco, Dupont, HP, Nike, Pfizer and many others around the world to find out how engaging with local stakeholders in the area of CSR is in fact good business.

For more information, please visit <http://www.unglobalcompact.org/>.

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Merck policy director sees CSR career opportunities in all industries and regions

By RYAN SCHUCHARD
Fall '06, U.S.A

How will Corporate Social Responsibility affect Thunderbird students' future careers? According to Jeff Jacobs, Associate Director of Policy for Asia Pacific at Merck & Co, Inc., "More and more executives are recognizing the importance of CSR - and creating jobs to make it happen."

Jacobs, a Thunderbird alumnus, delivered this and other thoughts on business-NGO



Ryan Schuchard

relationships during his keynote speech at the Global Citizenship Challenge last weekend. He has been with Merck since 1997.

Merck represents a growing trend for U.S. multinationals to integrate corporate social responsibility into strategy. The company's Mictizan Donation Program, dedicated to combating river blindness in 34 African and Latin American countries, is now the world's largest medical donation program in history. Merck is also involved with health and education on a number of fronts domestically, including with the Merck Institute for Science Education program, which is

committed to improving science education in U.S. high schools. The company donated \$979 million to worldwide causes last year alone.

What is Merck's rationale?

According to Jacobs, "It is in business' interest to be part of the solution. It is through health that there will be better means for economic development. The four billion poor represent the world's largest untapped market."

During his keynote speech and Q&A session, Jacobs consistently advocated that the need for CSR professionals is growing. He acknowledged that CSR career paths can be more ambiguous than

traditional roles, but argued that students who are willing to move to companies lacking CSR with the very intent of defining their role as developing it there may find opportunity. He offered that a good place to look for allies are in the public affairs, external affairs and communication departments, as CSR is typically someone's part time job there if nowhere else.

For organizations seeking social alliances with Merck, Jacobs said the company looks for partners with good track records, evidence of sustainable overhead funding and a relevant mandate. But most important, he said, is a professional

presentation.

Jacobs' message for those who don't understand the changing role of global business in society is this: While the world is increasingly interdependent and organizations more complex, CSR is only going to become more relevant. Even if you aren't planning to work directly in the field, it is important to understand the language, at the very least, in order to understand trends so you can manage risk in your own career.

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APRIL 22, 2006

Globalization of Private Equity Conference brings industry leaders on campus

By NAVEEN DOGRA
 India, Fall '06
 VP - Thunderbird PE/VC Club
 EKATERINA PAK
 Kyrgyzstan, Spring '06
 Pres - Thunderbird PE/VC Club

The 2nd Annual Globalization of Private Equity Investing conference was held on April 2-4 on the Thunderbird campus. Over 200 private equity professionals and aspiring students gathered to share their perspectives on global private equity strategies.



Naveen Dogra

The first day of the event included a golf outing at The Legend at Arrowhead Golf Club, Glendale, followed by a cocktail reception. The main event kicked off on Monday with a welcome address from John Cook, Chairman of the TPEC Advisory Board. During his opening remarks, Cook highlighted the similarities



Ekaterina Pak

between Thunderbird and the private equity industry, including the global scope of the two. Further, he discussed the value Thunderbird can provide to this global industry through its unparalleled leadership in global business.

Over fifty distinguished speakers attended, representing leading names in venture technology, infrastructure & energy, global management, and legal & risk management; companies represented include Draper Fisher Jurvetson, Ernst & Young, PwC, Silicon Valley Bank, AIG, Hunton & Williams, and many others. Main discussion topics covered buyouts and emerging markets best practices, LP/GP relations, and emerging markets in Africa, Latin America, Central and Eastern Europe & CIS. The panels included speakers from Asia, Europe, Africa, Latin America, India, and the U.S.

The highlight of the second day was the keynote speech by Tim Draper, Managing General Partner of Draper Fisher Jurvetson. The title of his presentation was "Change the World," and according to many Thunderbird students, it was one

of the most dynamic and interesting presentations they have attended on campus. Mr. Draper described entrepreneurs as heroes with a lot of passion and energy. Having funded ventures like Hotmail and Skype, he was very excited about the future of technology and its potential to create value for our world. Tim Draper closed with a



self-composed song, "Risk Master," which brought the audience to its feet.

The topics for panel discussions for the day were technology and venture capital best practices, and the latest developments in India, China, and Japan. The audience gained insight into these emerging

markets and the latest trends shaping the industry. At lunch there were roundtable discussions covering topics such as Distressed/Turnarounds/Tech LBOs, Corporate Venturing, and many more.

The two days saw debates and discussions on various private equity issues, as experts shared their experiences

relationships that will improve career development and learning opportunities in the future.

The conference achieved its very challenging objective - to cover the world of international private equity in two days, and at the same time provide enough depth to the understanding of current issues and trends. According to some participants, it was the most "international" industry conference they have attended! With the internationalization of private equity, it is critical that Thunderbird take on a leading role in its development, and this conference firmly established Thunderbird's presence in the private equity community.

The conference received very positive feedback from participants, both professionals and students, and set the stage for the 3rd Annual Globalization of Private Equity Conference.

The Thunderbird Private Equity/Venture Capital Club would like to thank all student volunteers, alumni, faculty, and staff members who helped make this conference a success!

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Deloitte & Touche chairman offers nuggets of hope

By MIKE TOMASELLO
 U.S.A., Spring '07

On March 21, Sharon Allen, Chairman of Deloitte & Touche U.S.A., provided T-birds with nuggets of hope for our future success.



Mike Tomasello

Allen provided various insights into what it takes to be a senior leader in today's changing business world.

Allen's career is a glowing testament

to the importance of working hard, and the ability of women to "break through the glass ceiling." Starting in auditing out of the Boise, Idaho office, she quickly rose up the ranks to partner until becoming the first woman ever elected as Board Chairman of any leading professional services firm.

Simply having the presence of top leadership of a Big Four firm on campus is important for Thunderbird to grow its reputation in the business world at large. However, Allen also imparted insight into why T-birds will succeed to reach even greater heights

in the future. Now more than ever, Allen and other top executives will be required to be in Paris, Phoenix, NYC, and China within the span of a week. "To be a senior leader, one needs to commit to be wherever the action is." Although simple, the statement is profound and emphasizes the importance of T-birds' ability to adapt between cultures seamlessly.

What importance does ethics, and bodies such as our Honor Council, hold in the business world? Allen described the growing significance of the concept of a Chief Ethics Officer and the need for a

worldwide organization to share a global set of values. As T-birds, we learn the importance of being able to view things from a variety of different perspectives, which uniquely positions us as executives that can develop company missions and values that can truly be followed globally.

Another encouraging trend within the workplace of top employers is the belief that a work/life balance is vital to success. Employers such as Deloitte need to be asking themselves "How do we seamlessly allow our employees to work, and yet

enjoy life?" Otherwise they risk losing out on the best talent.

All of you will be happy to know that Allen provided help beyond her speech during her time on campus. She and her chief of staff, Robert Rosone, are actively working with the Consulting Club to investigate ways to involve Deloitte consultants in Professional Development activities on campus, as well as other initiatives.

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It is now time to network: Exec Breakfast

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

Nothing like waking up at the crack of dawn, showering, shaving, putting on a suit... all in under 20 minutes so as not to be late to the Executive Breakfast that the CMC held on April 6. As I was walking toward the Global Business building, I started to wonder to myself if I was going to be able to talk to somebody in a professional manner before 8:00 a.m.



Matthew Goldberg

So as I arrived, I took one last look in the mirror to make sure I had cleaned off all the apparent razor cuts, and then jumped full

force into a meeting with Douglas Short, CEO of American Express based out of Salt Lake City.

I started munching away on the petit déjeuner provided and slowly let the caffeine from one of the strongest cups of coffee I have ever had kick in. Short, who is also a member of the Global Council and an alumnus of Thunderbird, introduced himself and gave us his Thunderbird story. After his story finished, he was open prey for us job-hungry students. We started asking him

questions about his professional experiences, his educational experience, his social experiences, and even with the rising sun blinding part of his vision he openly offered intimate responses to all of our questions.

At one point, I looked around to see how some of the other tables seemed to be doing and was reminded of a hungry pack of coyotes licking their chops. Students at each table were mesmerized by the executives. Each waited patiently to ask his or her planned question that would hopefully lead to a job, and time and time again the execs would give responses that were completely open, honest, and helpful.

The event isn't planned to be a place where students throw their resumés at the execs, get down on their hands and knees, and beg for jobs. It is designed to help build the network of all who attend. It was well-organized, and at least in my case, Short had previously reviewed our resumés and truly directed his answers to the needs and interests of the three of us, who took the time to sign up the week before, and then wake up early one morning. All in all, I would say that this is an excellent way for students to meet with executives, alumni, and stakeholders of Thunderbird. Each one of the

executives is giving his time to help, to answer your questions, and provide experienced advice on how to reach your goals. So if you can set your alarm a little bit earlier (or for some of you, just set it) one morning out of the ninety-some mornings you spend at Thunderbird each trimester, you might meet a person who can help get you the job that you think you deserve.

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GC Challenge ...

Continued from Front Page

"As a Global Citizen it is critical to keep in mind the importance and our obligation to encourage our companies to be active as a global citizen for the common good," said T-bird alumna and Merck promotion manager Heather Brauer'03. "An important idea brought forward by these concept plans is to keep in mind that one entity can not do it alone.

In order to be successful, it is critical that Merck works with NGOs and other public entities."

After the competition, judges, teams, and volunteers enjoyed some libations and thoughts from our Merck sponsors before heading off to rock the night away at the Afro-Caribbean party. The teams had asked whether the party was going to be as good as we had talked it up... later that night I was able to catch up with a few to find out and the response was "Oh Yeah, even better!" I think that that about sums up the success of the competition this year.

The Net Impact leadership team would like to give special thanks to the sponsors of our event, Merck, Lincoln Center for Ethics, Xprise, Net Impact, and Kopali Organics. Also huge thanks to the organizers of the Afro-Caribbean party, Kristin Jarchow (graphic designer extraordinaire), Greg Unruh, Kellie Kreiser, Jeff Senne, Heather Brauer, Jeff Jacobs, Andy Gordon, Zak Zaidman, Abbey Banks, and all those spectacular GCC leaders and volunteers (you know who you are!). Let's do it again next year

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Being a Muslim in Europe: Is it really that hard? A student's view

By LINDA MOURAM
Morocco, Summer '07

Islam has been on the scene in the media recently, especially in Europe, for two major events: the cartoons of Prophet Mohamed in European newspapers and the French suburbs violence.

Due to these events, it may seem challenging to be a Muslim in a European country. As for myself, I spent about seven months in France as a graduate student and here I share my experience with



Linda Mouram

you. When I first moved to France last September, I had some concerns about how would I be treated as a Muslim. I expected to live in a tolerant and respectful environment towards my religious practices, giving the fact that I was moving to Paris, a multicultural city with a substantial presence of North African descendants, who are predominantly Muslim, and being part of ESSEC, a school that promotes tolerance and diversity as one of its core values.

When I arrived in France, I experienced a few things. First, as I went through the semester, I realized, from exchanges with students at the school, that most people do not have a very accurate

image about Islam. Often, culture, religion, and social conditions are mixed up in perceiving Islamic societies. My first concern arose during the discussion with an exchange student to ESSEC from the Netherlands. This student was intrigued to see a Muslim Moroccan girl who goes abroad for graduate school by herself and who does not wear a veil. In his perception, Muslim women are all hidden under Burkas (a veil that covers the whole body). He got this perception from observing the North African Muslim immigrants in his country. After our conversation, my friend realized that most North African immigrants to his country were very conservative and sometimes

extremist (the murder of the film maker Theo Van Gogh). This could be explained by the fact that they come from very traditional, undeveloped areas in the region. After immigrating to the new country, they get low paid jobs and they poorly integrate into the host society. This poor integration and the struggle for identity make them vulnerable to extreme religious messages.

Another positive experience in ESSEC and France was, for example, during the month of Ramadan (the fasting month for Muslims). The students and the professors in my program and in the school in general were very flexible towards the Muslim community, especially concerning

working hours, so that they do not conflict with the break fast meal, at sunset. I was also pleased to see that many supermarkets, especially in the suburbs where Muslim immigrants are highly concentrated, started heavily presenting and advertising food products such as dates and soups, items that are extensively consumed during Ramadan.

My overall experience was very positive, and it opened my eyes to the key point that tolerance and respect are not taken for granted. They should be enforced through communication and sharing of experiences.

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Does it matter: MBA or MIM?

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

The words Master in Business Administration have a certain ring to them. They are words that are being pronounced more and more often throughout the world; and to compete in today's global marketplace it almost seems necessary to have that fancy title.



Matt Goldberg

The question is, what does this title mean? Really, what does it mean to be an MBA? The wording suggests the ability to administer business...to carry out business.

That is not an easy question to answer, and I am sure that the answer would be different from each person, because we all have different backgrounds, nationalities, and follow different paradigms. Regardless, I am sure that we can all agree on a few things...a person with an MBA should have well-rounded business knowledge.

This person should be able to speak in an educated manner about the economy, management, marketing, accounting, and finance. This doesn't necessarily mean that the person is an expert in each of these given areas. It does, however, suggest that the person should have experience in all of the above (through classes or work).

Does Thunderbird offer this – and not just offer it, but offer it better than other schools? Clearly, this question could only be answered by somebody that has no bias and has attended multiple schools. Because this is virtually impossible to find, the general public leaves this service to accreditations, academic journals, and rankings of not-so-academic journals.

Well, Thunderbird has its accreditations. Thunderbird professors are published in many academic journals, and as Thunderbird loves to announce, the Wall Street Journal and U.S. News & World Report certainly rank our school highly. The catch is that Thunderbird is separated and deemed the best at teaching international business administration. So adding the term international would suggest it is teaching students how to conduct international business.

This is exactly what I like to think I have learned to do during my time at Thunderbird. I don't have a master's degree in management, finance, marketing, etc. I do, or will, have a

master's degree in administering international business. I will also have experience doing this in international environments, with international people, and in international languages. And if I didn't learn this in the classroom, I learned it by participating in one of the 4,000 (high estimate) clubs on campus, working in groups for professional and social events, and last but certainly not least, at the Pub.

Thunderbird has been doing this successfully for 60 years, and along the way created many stakeholders (alumni, board of directors, faculty, staff, students, etc.). The fact that the school shows sensitivity with regards to its stakeholders when making decisions is part of the Thunderbird mystique. This mystique reflects stakeholders' changing concerns, and in turn, Thunderbird makes a decision on how to address those concerns. The ephemeral "mystique" is the reason why a person is either a good fit for Thunderbird or not.

If after viewing the Wall Street Journal's rankings you happen to see the FT's, you'll notice a considerable disparity. Is this truly because our courses don't prepare students as well as other schools? Is it because we don't have the appropriate facilities? Or could it possibly be based on the focus of the school to make their students happy? All of these ideas suggest that Thunderbird has made it this far, yet never understood how.

I believe that the FT is mistaken, and Thunderbird's 60 years of business suggest the same. It's true that Thunderbird's curriculum is not the "traditional" MBA that many schools offer. What it does offer is something that Harvard, Stanford, Wharton, and all of the ivy leagues are now starting to offer—an international focus. Thunderbird has always taught this. Perhaps it is because our founder, General Yount, had a premonition which made him realize that eventually all businesses were going to be conducted on a global scale, or perhaps he just liked to travel.

Either way, this focus has put Thunderbird ahead of the game, and now other schools are starting to follow in our footsteps.

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The Thunderbird experience: MBA or MIM?

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

Without question, Thunderbird offers students the finest academic lessons and group experiences in regards to cross-cultural communications and global sensitivities. Its citizens participate in multiple Regional Nights and gain much from conversations with their T-Bird colleagues from the other side of the globe. Now, while these attributes have made my Thunderbird experience, as a student, a very pleasurable one, the soon-to-be alumni in me asks 'does Thunderbird offer a #1-rated MBA program, or does it still primarily provide a warm-and-fuzzy MIM experience?'

Cautiously, I vote for the latter, partly because I, as many T-Bird entrants in 2005 or 2006, was a victim of a rushed "double-transition." Also

students sweat to earn a 65 percent on a 'Business-101' exam. No worries though, because a 65 percent there will earn you a B. Those with industry experience will be challenged to achieve 90 percent, while others will not wait until the night before an exam to learn the composition of a balance sheet. IBIC and Commons hours. Obviously going to the IBIC immediately after the Pub closes on a Thursday evening and 21-square meals at the Commons each week is not the optimal mix for one's well-being, but T-Birds do encounter unnecessary stress when they can not find a warm (or any) meal on-campus after 2 p.m. on a Friday or if they get booted out of the IBIC at 10 p.m. the day before their first accounting exam. Unconsciously, our brainwaves slow down when faced with hunger or when taken out of our comfort zone at the IBIC. Top MBA programs do not close their main library for one-third of the week or constrain students to find an off-campus coffee shop when studying at night.

Administration's friendliness drains students' energies: Yes, I said it – students should have less contact with the administration and senior staff. At top MBA programs, the discussions over the school's operational issues and strategic decisions take place far away from the eyes and ears of the student body. Students enter the program, have the courses and abroad programs offered when they are supposed to be offered, and are able to buy their books on time. They rarely, if ever, have class discussions and homework assignments about their school's imminent issues and operations, and would never feel pressure about the welfare of the school. Unfortunately, T-Birds are invited, too many times, to help 'Big Brother', and subsequently prioritise their input for Thunderbird, Inc. over a thorough academic and career developing experience.

In the future, T-Birds will continue to pay at least \$40K per year and should not be burdened with the side effects of any re-structuring or transition. It is in our best interest to offer new generations of T-Birds a true, top-rated MBA experience, coupled with Thunderbird's solid MIM flare. The future crop of T-Birds is our biggest asset and will serve as the voice of the \$80K or so we have already spent on our degree.

So, would you rather have "your investment" searching for a warm meal on a Tuesday evening, or comfortably reading in the IBIC one evening in October until 2 a.m. as they prepare to interview alongside the Stanford-s and Wharton-s of the world for a prestigious full-time position. I, of course, prefer the latter – and confidently place my trust in the Thunderbird administration to eliminate these trends and offer a #1 MBA/MIM experience.

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The sun sets over peaceful Thunderbird



By Ken Bieber

because Thunderbird is still, but only, two solid years away from proving itself as a top-rated MBA program.

The first side of the "double-transition" was unavoidable. 9/11 shook-up the entire global community, and the Bush administration's rushed decision to limit international student visas, especially hurt Thunderbird's forecasted top- and bottom-line revenues. Unfortunately, some of the changes and bad habits developed in the two-three years following 9/11 have subsequently limited current T-Birds in receiving a true, top-ranked MBA experience. I notice three-recent trends:

Intensity of the core coursework. Rumour has it that as enrollment and GMAT scores dropped, professors were coaxed by extra-sensitive students to "dumb-down" their core coursework. I can neither confirm nor deny these rumours, but I do know that top MBA programs will make their

APRIL 22, 2006

God is in the details

By AGUS SUTIKNO
U.S.A./Indonesia, Spring '07



Agus Sutikno

The proverbial straw that breaks the camel's back (or in this case, my patience) happened at the library--yes, our library, the IBIC. I had been trying for forty minutes to print an article--a required reading for a class; each time, the computer froze when the "Enter the Release Key" dialog box appeared. Restarting the same computer I was using did not seem to solve the problem, and neither did changing computers. When I approached the circulation desk, the staff member (a student) told me that the printer that I was trying to use was out of order and that might be the cause of my printing problem. (How many

students, when they need to print at the IBIC, actually inspect the printer first before sitting down at the workstation or setting up their laptop? If you are one such student, let me know. But I digress ...) The student at the circulation desk suggested that I use the printer at the opposite wing of the library. I followed his suggestion, and sent the print job to the not-out-of-order printer. The computer still froze when it came time for me to type in the release key. I approached the circulation desk again, and a non-student staff member happened to be there when I arrived. She waited until there was a pause in my sentence, and then pounced, "If you have tried several different computers and you are still unable to print, then it's your problem, not ours" (her emphasis, not mine). Ouch! This display of attitude came on the heel of a pronouncement by a

school official that it is good that incoming students did not hear about the many significant changes and upheavals at the school because "you don't want your customers to know about these sorts of things." It came after I heard a student invoking the customer's privilege (or right, rather) to support his contention that professors must return the exam to students after they have finished grading it. Perhaps it is inevitable that a fair number of business metaphors color the discourse on campus. This is, after all, a business school. And in a very limited sense, students do take the role of a customer (buyer) and Thunderbird, the seller. However, is this really the way we, the Thunderbird community, want to define and characterize the relationship between members of this community? After I wrote an article in this paper several weeks ago about the school's handling of the termination

of the Archamps and Guadalajara programs, I received a few emails from other students, sharing their own frustration about the process. These emails used a few common phrases to describe what happened: false advertising, bait-and-switch, deceptive marketing. Not exactly a ringing endorsement for a seller, is it? Of course, one can argue that nobody forced these people to come to Thunderbird, that they could withdraw and get their money back. Such an argument, however, ignored the fact that "buying" an MBA education is not as simple as buying soap (unless, of course, it is our--students' and the school's--goal to make Thunderbird MBA program sell like soap). Why else would we use such a term as "Thunderbird community"? Yes, a Thunderbird MBA is a product (like soap); it is also an experience (like an African safari). However, I personally prefer to look at Thunderbird MBA as an ideal, one that the school and I share. The

courses and the tuition are our respective contribution--one contribution among many that are needed--toward the realization of that ideal. Since money does change hand at Thunderbird, it is convenient to define the relationship between the school and the student body as that of buyer and seller. Such a metaphor conjures up unambiguous picture of rights and responsibilities. However, the use of such a metaphor also tends to overlook and ignore other, better explanation for such rights and responsibilities. I would still like to receive my exam back from the professor even if I do not pay a penny to take the course. My "right" and the professor's "responsibility" stem, first and foremost, from our mutual commitment to learning, not from the monetary transaction that may be needed to run the classroom. It is tempting to look at Thunderbird as a marketplace;

Students need Perkins Loans; Preserve them and fund them

By BRENDA WRIGHT
Financial Aid Advisor

Recently the Financial Aid Department sent out an email to students and alumni who receive(d) Perkins Loans while attending Thunderbird. This email asked students and alumni to help us save the Federal Perkins Student Loan Program by sending an attached form letter to their State Representatives. We received a lot of positive feedback.

Program information

Perkins Loans are awarded based on financial need determined from the FASFA information, and the recipient must be a U.S. citizen or legal resident. The award value may vary from \$500 to \$6,000 per academic year. These loans have a fixed 5% interest rate and a nine-month grace period. An estimated 250 Thunderbird students receive a Perkins Loan each year. Looking at the national picture, more than 750,000 students received a Perkins Loan in the last academic year.

Why does the program need our help?

The proposal in President Bush's 2007 budget to eliminate the Perkins Loan program has put it up against an unprecedented threat. However, it isn't dead yet; it's up to Congress to decide whether or not to support the President's proposal. In his three-pronged attack, there would no longer be funding for loan cancellations, no funds for the Federal Capital Contribution, and schools would be forced to send the money in their revolving funds account to the federal government. Opponents of the Perkins Loan Program claim that it is duplicative of Stafford loans and other financial aid programs. We do not believe that to be true. First, the five percent fixed interest rate for Perkins loans is very attractive when compared to the 6.8 percent fixed rate on Stafford loans and the 8.5 percent fixed rate on PLUS loans made as of July 1, 2006. Second, Congress has made the Perkins Loan Program a central means of encouraging

public service through loan forgiveness for people who go into nursing, teaching, the military, social work, the Peace Corps, VISTA, corrections and law enforcement. This is truly a unique attribute of the Perkins Loan Program. It is an important mission that will die without your help.

Is there an alternative loan/grant program being proposed?

The President's budget proposal includes an increase in the borrowing limits for Stafford Loans for freshmen and sophomores, and an increase in the Pell Grant maximum of \$100 per year. Neither of these programs will help graduate students like you. It has been proposed that the maximum yearly limit of the Unsubsidized Stafford Loan be raised from \$10,000 to \$12,000, beginning July 1, 2007. The Federal PLUS loan program will be available to graduate students as of July 1, 2006. The program is set up like the current PLUS loan, but allows graduate students to borrow on their

own behalf. The interest rate will be fixed at 8.5% (More news will be available soon about this program). Now is the critical time for action -- not only to save the Perkins Loan Program, but also to keep it healthy. It may be that Congress does not realize the importance of this low-interest rate loan for students. The central purpose of the Perkins Loan Program remains as relevant today as when it was created in 1958 -- to lend very low-cost funds to the neediest borrowers. It represents a unique partnership between campuses and the federal government. Schools match federal capital, operate the loan program, and re-lend the money when it is repaid. It's a system that has worked for 46 years.

What can be done?

As a Perkins Loan recipient or a concerned citizen, we encourage you to let members of Congress in both the House and the Senate know that students from Thunderbird, The Garvin School of International Management support

and depend upon the Perkins Loan Program. It is vital that this program not be killed, and that its funding remains in place.

A copy of a draft letter to send to the Congressional Representatives and Senators in Arizona and your home state (if not Arizona) may be downloaded from the Financial Aid page of MTB. Paper mail is subject to delays, so we strongly suggest that you fax (preferred) or email your letters. Fax numbers for many offices are contained in the Congressional directory at the following web site: <http://www.house.gov/writerep/>; and for your Senators, go to http://www.senate.gov/general/contact_information/senators_cfm.cfm and use the pull-down feature to find out who your Senators are.

Let's make our voices heard. We appreciate you taking time from your busy schedule to support this important federal loan program for students.

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Two "wrongs" don't make a "right" Alumni unaware of Guadalajara closing

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



Dan Kryzanowski

Over the past month, I have had many conversations and email dialogues with recent alumni while preparing my piece on the history of the Thunderbird summer program in Guadalajara at UAG. Interestingly, in almost every instance, the alumnus was completely unaware of the program's "suspension," and also totally uninformed about all of the changes which have taken place over the past twelve months. Likewise, each alumnus first expressed shock, then disgust, in the administration's decision to cancel this program, especially in light of its tremendous success over the past two summers.

The first "wrong" is that currently the school does not do enough to maintain

open relations with its closest alumni. This is due to the fact that we are not aggressive enough, and do not regularly solicit donations. And when we do have success reaching out to an alumnus for input, many times his request is lost in translation. For example, a group of six or so '98-'01 alumni received many Phon-a-thon calls from T-bird students over a two-year period. After donating a few bucks, the alumni would inquire about a few topics and be promised a response. Unfortunately, their concerns were never addressed, and the bucks stopped flowing. Now, we are at the point where only one of the six alumni will respond to any publication or solicitation materials provided by the school.

As recently as eighteen months ago, the director of Thunderbird's Academic and International Services stated that the Guadalajara program was "not only a fantastic program now, but could even merit consideration to become a year-round program." This strong statement, coupled with overwhelming reviews from the 90-

plus students who attended the program over the past two summers (such as "the program's leadership, in the form of Professors Stephen Morris and Priscilla Wisner, was energetic, well-informed and genuinely interested in ensuring the ultimate learning abroad experience") make it very tough for alumni to believe that the school would not only choose to give up their stronghold and terminate its relationship with UAG, but also move forward without a full-trimester program in Mexico.

Hence, these alumni's current perception of Thunderbird (and subsequent commitment to the school) includes:

"How could Thunderbird close the Archamps & Guadalajara campuses while simultaneously announcing the new slogan, 'Truly Global'???????? Come to 'Glendale, Arizona' for a Truly Global experience!!!"

"As to my vote on the administration's most recent actions regarding its overseas programs - Very big thumbs up on the decision to move from Archamps to Geneva and "au contraire," big

thumbs down on the abandonment of the Guadalajara program."

"Discontinuing the UAG program goes against the spirit of Thunderbird."

While Thunderbird can only benefit from reversing the first "wrong," the school can only be harmed by remaining half-naked and appearing incapable of running a quality program anywhere within the boundaries of our closest neighbouring country. Likewise, the next group of T-birds (or alumni) may not be so quiet if the administration once again cancels previously-promised study abroad programs after a new group of T-birds has matriculated. This second "wrong" directly questions one of Thunderbird's traditional core program offerings and also raises eyebrows about the school's recent, loose moral practices. Let's hope that each of these "wrongs" transforms into two "rights" by the time the Phon-a-thon comes calling for us.

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We will remember you with love: Guadalajara (1974-2005)

By DANIEL KRYZANOWSKI
U.S.A., Spring '07

For 32 years, Thunderbird students have been blessed to spend their summers studying at the Universidad Autónoma de Guadalajara (UAG) in Guadalajara, Mexico. This partnership was the oldest program linking a U.S. and a Mexican institution of higher education. Thunderbird's administration terminated this relationship in August, 2005.

The Thunderbird-UAG relationship served as an integral part of the Thunderbird experience for over half of our school's history. Dr. Steve Morris, program director (2000-2005), and many T-Bird alumni recognise how important UAG was to Thunderbird, and that their experiences in Guadalajara are ones that they will always cherish and miss. This article highlights a few of these memorable moments and some fun facts about the place that over 1,000 T-Birds have called 'home' for at least one summer.

First though, special thanks should be extended to the countless number of T-Bird professors and staff who made these experiences possible.

Professor Cliff Call and Dr. Morris brought culture and life to T-Birds during their time as the program's director during the 1980s and 2000s, respectively. Dr. Priscilla Wisner spent countless hours establishing the Corporate Partners program, which allowed T-Birds to work on projects at multiple firms in Guadalajara and really learn the business language and culture which exists in Mexico. Dr. Dennis Guthery taught, mentored, and served as the link between the T-Bird communities in Glendale and

Guadalajara.

Now, the facts... **Juarez Lowe '03**, former Das Tor writer, teaches us that: 1. the Jalisco car license plates show a picture of the blue agave plant (main ingredient for making tequila) 2. bananas ("plátanos") come in three sizes in Mexico, and that 3. Mexico has the highest per capita soft drink consumption in the world (sugar, not corn syrup, makes Mexican beverages so sweet!). **Tom Brennan '05** accurately points out that "Mexicans put chili sauce and lime juice on practically everything including fruit, chips and in beer." **Christian Macy '05** reminds us that Mariachi originated in Guadalajara and the Ballet Folklorico, a bright-coloured cultural dance, merits the whole summer program waking up at 9 a.m. on a Sunday to attend this breathtaking performance.

Finally, the fun... **Matt Weinberg '05** and his rugby colleagues decided that "it would be a fantastic idea to go try and find a palenque (cockfight arena) on a Saturday evening." After getting completely lost, the boys finally found the locale and decided to find a 'classy' bar as they waited for the first fight scheduled to begin at 8 p.m. (aka 10 p.m. on a Mexican clock). Barring the gory details, Matt said that they stayed for the whole event and talked happily with the crowd, "which could have been straight out of a 1980s renegade cop flick." It only came close to violent once, when an owner picked up his rooster, which was getting beaten badly, and saved it momentarily. The crowd became hostile, as did the other rooster's owner. But things were settled non-violently (among the owners, not the roosters) because the perpetrator's cock lost anyway.

"I was lucky enough to hold one of the winning roosters and foolishly stuck out my hand as

the owner had instructed me to do. I immediately was nailed with a peck that tore the skin, and everyone laughed because it was funny that the ignorant newcomer was so trustworthy. To conclude, I highly recommend going to a cockfight if you ever get the chance. It's a little bloody and pretty shady, but ultimately a very unique and cultural experience. I mean, "when in Mexico..." right?" shares Weinberg.

Krista Peterson '00 recalls that "Ann-Marie and I lived with a Peruvian family in a wonderful pink house we called "El Palacio." With Ann-Marie's blonde-blue good looks and native-level Spanish, we were able to slip into private clubs and parties easily and made a number of Mexican friends. One of the most memorable parts of the summer was our group trip to Guanajuato, home of Diego Rivera and a beautiful, colourful hill town...most of us participated in an evening of revelry led by costumed minstrels, where we danced and sang and drank wine through the streets and down through a narrow alley. It's said that a wealthy family with a daughter and a poor family with a son lived on opposite sides of the narrow alley, and much to the parent's dismay, the youths fell in love. They kissed across the short distance and the father in his anger killed his daughter, her blood spilling on one particular stair down below. It's traditional when crossing through this alley to stop on that stair and kiss whoever you're with in memory of the two lovers...suffice it to say with a group of tightly bonded graduate students, it was a very entertaining evening."

Mark Lineberry '06 wrote that "the best decision I've made in a while, was to trailer down my Harley Davidson motorcycle (1,200 miles to Guadalajara). I own a 2002 model known as a Fatboy, a

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

The most heart-warming response comes from **Ann-Marie Bissonette-Bush '00**. "My summer in Guadalajara was unforgettable, and so many friendships and memories were made. A tribute to this success, through the home placement of T-birds with Mexican families, is that I have remained friends with my Mexican "little sister". Her name is Vanessa. She was 18 when I was there in the summer of 1999 and I was 31. She calls me her big sister. We email almost every day and, imagine, she fell in love with a T-bird and moved with him to the U.S.! We regularly speak over the phone and have visited each other a few times since 1999. I live and work in Grand Cayman, and will go home to Cape Cod for ten days this summer with my two-year-old daughter. I will fly Vanessa to come visit and stay with us during our vacation, so our little girls can meet, since they are practically "primas". Who would have guessed that a three-month study program in Guadalajara would have given me the little sister that I never had?"

My favourite cuenta comes from **Jon Klesner '05**: "Summer came along and since sixty other students were going down to Guadalajara I figured I would too. What a rude awakening! I guess my mindset was that since I was going to be in Mexico the classes would be easier...Huge Mistake! That was

my most "challenging" trimester at Thunderbird - but very rewarding considering how much I learned. With all the activities, cultural tours, and social events the faculty put together down there the students were able to bond in a very special way. People I didn't even know in Glendale became friends for life in Guadalajara.

During this time I contacted an Import/Export company in Guadalajara and talked my way into a four-month internship that began in August. The internship itself... didn't really amount to much, but the break-bulk agent in my office was this adorable little Mexican girl I couldn't take my eyes off. Finally, on Oct. 18, I worked up the courage to ask her to lunch. We married in Mexico on Dec. 18, 2004, before driving back to Arizona for my last trimester at Thunderbird. Our first child is due in November 2006.

Because of Guadalajara I am married, have a child on the way, am fluent in Spanish, a licensed scuba diver, and was able to get the job I have now... Can one experience have more of an impact on a person!"

I will close this episode of Thunderbird's history in the words of **Christian Macy '05**. "Whatever it may be that you want to find, chances are you can find it here (in Guadalajara). The people are beautiful, the scenery is incredible, the food is wonderful, and I don't think any of us would trade these three months for all the crepes in the world. Listen closely, do you hear that? It's coming from Guadalajara, up through the deserts and across the Atlantic: "Wish you were here!" (and believe me, so do you!)"

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Dr. Stephen Morris – our leader south of the border

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

For a greater part of the last two decades, hundreds of T-birds have had the privilege to befriend and learn much from Dr. Steve Morris. Dr. Morris is truly a unique asset to the Thunderbird community, and the perfect professor to offer T-birds an awesome academic and cultural experience encompassing all aspects of the Mexican and Latin American cultures.



Dan Kryzanowski

Dr. Morris lives in Alabama with his wife and two children. He is the Director of the International Studies Program at the University of South Alabama, and has been the Director of the Thunderbird-Guadalajara Program since 2000. He is the first director that was not a permanent member of the Thunderbird faculty. Dr. Morris is greatly committed to Thunderbird's ideals and is very generous in sharing his experiences and knowledge of Mexico with students each summer. From Guanajuato to Puebla, and of course Guadalajara, Dr. Morris has experienced it all south of the border.

DK: Your first Mexican experience?

SM: In 1981, as a visiting Masters student from Georgia State, working on a "Developing Countries" paper.

DK: Craziest experience in Mexico?

SM: I was pulled over one time in Mexico City, and decided to play the "gringo card." When the cop came to my window, I motioned for him to write me a ticket. After forcing me to listen to his grumbles and threats for twenty minutes, the cop was so disgusted that he did not receive a bribe (a standard practice in Mexico), immediately let me go and pulled over somebody who apparently "knew how the system worked."

DK: Would you prefer to live north or south of the border?

SM: Mexico fits my lifestyle and outlook on life. Unfortunately, salaries are traditionally much lower in Mexico. (Dr. Morris was offered the opportunity to teach at Monterrey Tech in 1994.)

DK: Why Thunderbird?

SM: If a student is to study international business, then they must study in a broader context – language, culture, history, etc. I have incorporated these ideals and implemented a Minor of International Business into my program at the University of South Alabama.

DK: What are you most proud of during your many years of teaching and running the Thunderbird-UAG program?

SM: I am most proud of how students took to, and enjoyed

Mexico, including the culture and the business communities. As program director, I tried to turn students on to Mexico and especially enjoyed seeing them enjoy Mexico. Likewise, it was fun to get to know so many T-birds, as well as living and working with graduate students in Guadalajara.

DK: How can T-birds benefit from a full trimester in Guadalajara, as opposed to a short immersion course?

SM: A short immersion course is similar to a vacation – you try new foods and experience some of the folklore. During a full trimester, a student can get below the surface and really understand the country. Students also learn how Mexicans operate on a daily basis and how business is done in Mexico. For example, the trimester-long Corporate Partners class has allowed over 100 T-birds to develop a truly interdisciplinary model of multiple sectors of the Mexican business community.

DK: If you were single, would you drop everything and move to Mexico?

SM: I already did, and I came back married.

DK: Ah, a man after my own heart... Hasta la próxima vez en la Perla Tapatía – Gracias, Dr. Morris.

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APRIL 22, 2006

FORAD for dummies: Or why would I do that to myself?

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

It was mid-way through my first trimester at Thunderbird, in Fall '04, that I first heard about FORAD. I walked out of my French class with a classmate, chatting about the short presentations we had just given in class, and he said, "I didn't even know what I was saying in there – I've been working on nothing but FORAD for the last three days straight."

Oblivious, I asked, "What is FORAD?" Ah, the good old days... when I was young and innocent, and had no idea how weighty the terms "biennial," "defenses," "P/E ratio," and "BIMR" would soon become for me.

When many of my friends first heard that I had signed up for FORAD, they asked me with incredulous expressions on their faces, "You're taking FORAD?" You see, I'm not a finance person. I came to Thunderbird with undergraduate degrees in communication and French, and professional experience in public policy and government relations. Finance and accounting were as foreign to me as some of the languages spoken amongst my new classmates. So, what inspired me to sign myself up for Thunderbird's capstone finance course, arguably the toughest course in the MBA program? Two things, really. My incurable curiosity, and the testimony of a good friend. The curiosity part speaks for itself. After all, isn't an insatiable curiosity for the world around us one of the things we T-Birds all possess? And as for the testimony of my friend... Ask anyone in the class how they

feel about FORAD, and you're likely to get a mixed reaction – frustration bordering on hostility, yes, but they'll probably also tell you that FORAD is among Thunderbird's best classes (if not the best); that they're learning so much more than they imagined; and after all is said and done, they will be very glad they took the class. This is what my friend shared with me. And on top of that, he enthusiastically told me "You should definitely take it. Everyone should take it!" While it's entirely possible that Moffett was slipping him some cash on the side (cash flow is very powerful!), I'm pretty sure my friend came to this conclusion of his own accord.

So, here I am, enjoying a few hours of relaxation before I spend my Saturday indoors, at a seven-eight-hour FORAD group meeting... My team in last place with a share price that just won't rise, despite hours of poring over

the BIMR reports (market, currency, & interest rate data provided each week), and reports generated by the FORAD software... Diligently working on compiling the pages upon pages of financial statements and graphs that will make up my team's biennial report... And waking up at night in a cold sweat, from a nightmare in which I sit staring blankly at the defense judges after being asked why we didn't pay more dividends from the German subsidiary back to the U.S. holding company, in order to achieve a lower effective corporate tax rate. Yet do I regret any of it? Not the least bit. The FORAD experience is undoubtedly equipping me to be a better businessperson, with a broader base of knowledge than I would otherwise have offered. It will definitely open more job opportunities to me than if I had graduated with nothing but ID courses on my transcript. I can

compare the effective cost of borrowing in different countries and currencies, and talk about the trade-offs in hedging with forward contracts vs. complex, engineered options. I can talk about "plain vanilla" interest rate swaps and cross-currency swaps, and discuss the differences between operating, transaction, and translation exposures. Sound boring? To my surprise, I have actually found these concepts, the cases, and all of our class discussions rather fascinating! Who would've thought? Beyond all that, and perhaps most importantly, FORAD has helped me to develop a greater level of confidence in myself and my skills. Though I may have come to Thunderbird a finance "dummy," I am now a force to be reckoned with – poised to be a true asset to my future employer and organization out in the "real world."

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North and South Korea: One nation?

By JEREMY KELLEY
U.S.A., Spring '06

A few weeks ago in Turin, Italy, during the opening ceremony of the 2006 Winter Olympic Games, the Democratic People's Republic of Korea (North) and the Republic of Korea (South) entered the stadium under one flag. While still competing as two separate countries in the Winter Games, preparations are underway for North and South Korea to not only walk in the stadium together at the 2008 Summer Games, but also to compete as one nation in the tallying of bronze, silver and gold medals. Are these minor acts of cooperation during the Olympics a foreshadowing of future international relations? Well, let's consider the potential for reunification on the Korean Peninsula.

Over the past half century, the two countries have trekked down a divergent path of democratic and industrial development. However, today South Korea is attempting to redirect North Korea on their path to modernization.

The construction of new roads and rail links in the trans-DMZ corridors is facilitating the movement of South Korean products throughout the Korean Peninsula. South Korean firms are currently providing energy resources, transportation infrastructure projects and manufacturing centers to their northern neighbor. Further investment in development projects is expected to intensify as South Korean firms compete for access to the North's low-cost labor. The construction of new roads and rail links in the trans-DMZ corridors is facilitating the movement of South Korean products throughout the Korean Peninsula. South Korean firms are currently providing energy resources, transportation infrastructure projects and manufacturing centers to their northern neighbor. Further investment in development projects is expected to intensify as South Korean firms compete for access to the North's low-cost labor.

By investing in the North Korean economy, South Korea is lowering the risk of civil unrest and potential collapse due to the dire economic and social conditions in North Korea. In the event of immediate collapse and unification, analysts estimate the costs to potentially reach as high as U.S. \$10 billion, all shouldered by South Korea. Financial

distress from the North Korean economy, and the need for a greater social welfare program due to the millions of impoverished citizens of North Korea are but some of the costs faced by South Korea.

For South Korea to lessen the hefty price tag of unification, the current strategic goal pursued by businesses and policy makers is the improvement of the North Korean economic and social environment. Opening up the North to some of the forces of globalization may also encourage the country to begin a political transformation to a market-oriented economy and a democratic form of government. Over time, a stronger North Korea will decrease the costs of unification. The importance of slowly introducing capitalism and democracy was reiterated by T-bird Jade Changsuk Ok, South Korean and TSG Vice President, "I think we'd better approach unification in a gradual progress, not a radical progress." Future inter-Korean relations from trade flows to Olympic partnerships depend on the short-term political outcomes in both countries. The winner of the 2007 South Korean presidential election will abate or strengthen the cooperative and "sunshine" policy with North Korea as exemplified by President Roh Moo-hyun and his predecessor. The North Korean leader, Kim Jong-il, has yet to name a successor, but potential candidates vary among his three known sons and a non-kin by the name of Kim Jang-hyun. With the appropriate political outcome and subsequent cooperation, watching "Unified Korea" participate in the 2012 Summer Games might seem quite normal.

Want to be on the EDGE? Join us

By NATASHA CHORNOMAZ
U.S.A., Summer '06

Leadership Education & Development for Greater Effectiveness, or Leadership EDGE, is Thunderbird's exclusive program designed to help participants hone their

leadership skills so they can become the global leaders that Thunderbird is molding us to be. Thunderbird began the program in Fall 2004, and since its inception there have been over 60 participants inducted.

With so many other programs and opportunities to get involved on campus, what is it that attracts Tbirds to EDGE? Dawn Lauter, a member since the beginning, explains: "It is a great opportunity to challenge myself to look inward and think deeply about my interactions and communications while surrounded by some truly amazing and supportive students and administration." Even for new inductee, Shree Jain, it's "a great resource to improve my skill sets and an awesome value-additive

for my professional and personal lives."

The best part is, Leadership EDGE's workshops are conducted with an emphasis on creative learning. Highlights are

the now-infamous jump from a telephone pole (representing committing towards chasing your goals) and a ropes course focused on creative teamwork and problem solving. While at first glance this may seem like just a fun way to do some crazy things in the name of self development, the fact of the matter remains that these unorthodox methods are designed to encourage self-introspection in how one deals with oneself

and with others. With "73% of the employers surveyed by the Wall Street Journal indicated that Leadership Potential was a "Very Important" attribute in the MBA candidates they seek to hire (straight from the EDGE website)," can we as Thunderbirds really afford not to reach for every EDGE we can get?

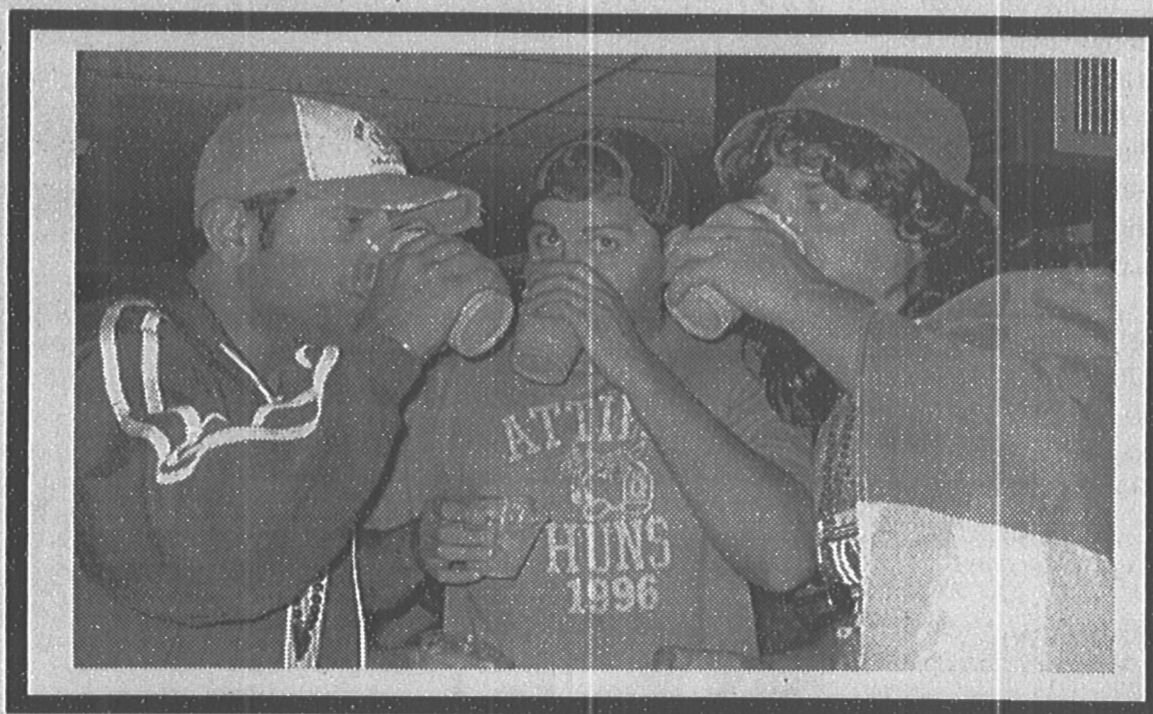
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Details...

Continued from pg. 7

It is tempting to look at Thunderbird as a marketplace; there is a relatively simple way to deal with a seller's deceptive marketing, or negligent shipper, or rude shopkeeper. However, one only needs to look at "Thunderbird 2010" to know that Thunderbird is NOT a marketplace where buyer and seller meet. I like to think of it as a community dedicated to the pursuit and realization of an ideal as stated in the community's mission statement. While necessary, a mission statement by itself is not sufficient. Beyond the grand statement, little things, such as how we think about and treat other members of the community, do matter. I have high hopes for the success of the Thunderbird community's mission, and I believe Thunderbird—unlike a certain leader-wannabe in a flight suit—will be able to truly declare "Mission Accomplished." The test for such a success—god-is in the details
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Photo-Op: St. Patrick's Day: PUB



Time to say goodbye...Africa Club brings insight, ideas

By GBEMI DISU
Nigeria, Spring '07
Africa Business and Culture Club
President



GBEMI DISU

This is the worst part about being at Thunderbird...The fact that you have to leave! I cannot believe that it was two years ago when I got to campus and was excited to start the MBA and enjoy the global richness. I remember my disappointment that there were not many Africans on campus but was excited to see that many people were interested in learning about the culture. The few

Africans in my incoming class thus took the initiative to make Africa a focus point here on campus. So besides throwing several great regional night parties, what else did the Africa Business and Culture Club do? As a member of the leadership team from the first semester I was here, I have seen the African club grow and have many activities—some successful and some not. We tried to relaunch the RBE Africa Class but that didn't happen and we tried to get the Africa Open for Business Screening but that would have blown our budget out of the water, we also tried to get Paul Rusesabagina on campus and that didn't happen either. Being the optimist that I am, enough of what we didn't get done and here is

what we DID accomplish...

We organized for several students to go watch Paul Rusesabagina, the person whose life Hotel Rwanda was based on, at a local venue even though we couldn't afford him to come to the campus.

We partnered up with the Latin, Mexican and Brazil Clubs as well as the Global Citizenship Challenge to host the final round students at our annual Afro-Latin BBQ

We shared useful knowledge about the continent through Prof. Babarinde at our African Business and Culture Lunch Forums hosted with the IDA. This is our short term solution for the RBE course until we can get it reinstated.

We revamped our website and designed new club shirts for the students

We showed many thought provoking movies educating others on African issues

We met with President Cabrera to discuss strategies for recruiting more students from Africa We helped market and recruit students for the Winterim in South Africa We also took students to the African Festivals in Phoenix

I have asked some of our members to share more information about these activities with you all and hope that you enjoy these articles. Many thanks to Elena Imaretska for being open to this African Spotlight edition. We are using this to show you

that Africa is a viable continent not only for travel and tourism but for education and most especially business. We hope many of you take the time to learn more about Africa by visiting, studying or working there while at Thunderbird or sometime in the near future.

As we the old leadership team (Gbemi Disu, Abraham Walker, Natosha Safo and Sam Tam) all graduate this May, we feel very confident that the new leadership team will continue on the upward trajectory that we have started. Good luck and goodbye...

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"Coming to America," Africa Club movie night

By PALMIRA FARROW
Portugal, Spring '07



PALMIRA FARROW

"Listen, I know what I like, and I know you know what I like, because you were trained to know what I like, but I would like to know, what do you like?" Prince Akeem pleaded of the woman he was to marry momentarily. His father, King Jaffe Joffer, sensing Akeem's hesitation, sent him on a journey to sew the royal oats. Unbeknownst to the king, this would land Prince Akeem and his servant Semmi in America, the most suitable place in their view to find a princess. How true...

This classic comedy was shown by the Africa Club for movie night on Sunday, March 26 to a nostalgic crowd. This was the second

movie that the club had successfully shown as part of their activities this trimester. The first movie, "The Constant Gardener," had been shown exactly one month before and addressed a more serious side to the issues that occur in Africa. The club decided to switch things up and show a more light-hearted movie, "Coming to America," for the second movie in their series. Most people present had seen it already. And among them, many knew the movie by heart, dutifully reciting the whole thing. Even some belted out falsetto bars of "She's Your Queen"... (Gbemi and Steph, how did you know ALL the words?)

Thank you for an evening of great food, outspoken company, and the sage insight and timeless quotes only Eddy Murphy can impart, "Yes. Yes. F@#\$ you, too!"

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Umculo: Amazing gospel choir from S Africa comes to Arizona

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



Natosha Safo

Calm down, hispanohablantes! "Umculo" means "music" in Zulu. Thanks to the fact that Sir Adam Croan, a fellow current T-bird, reads more than just the Das Tor and listens to more than just the DJs at the pub, ten of us were able to catch Soweto Gospel Choir at their last performance before leaving the Valley this trimester. Soweto Gospel Choir hails from South Africa and has been touring internationally performing African gospel music at consistently sold-out concerts since 2003. The group is comprised of 26 men and women, members of various churches in the Soweto area. Their charity work includes raising money for the Nkosi Johnson AIDS Foundation, which dedicates its services to providing basic necessities

for HIV/AIDS orphans in South Africa.

The experience of seeing the group perform live was both inspiring and fun. For those of you that are hung up on the "gospel" aspect of their music, I guarantee that anyone of any (or no) faith could not help but smile and sway with the music. The songs that the choir performs are in a variety of languages that represent their South African culture, including Sotho, Zulu and English. The show was amazingly colorful with bright costume changes, live percussion, dancing and audience engagement.

Soweto Gospel Choir won 'Best Gospel Choir, 2003' at the American Gospel Music Awards. For more information about the group and their schedule of performances, please visit their website (www.sowetogospelchoir.com).

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Peace Corps Guinea: A learning experience

By SANDRA MEDINA (a.k.a. Kadiatou Bah)
Mexico/U.S.A., Spring '07

Assalaamu alykum yo jamaa Thunderbird! *Tanaa alaa ton?* My life in Africa as a Peace Corps volunteer was a very humbling experience, where I learned not to take things for granted. A high school math teacher in Timbo, Guinea, I lived a very simple life, loving every minute of it, reaping great rewards teaching my students and conversing with the village women. They called me *fulamusu* (Peuhl woman) because I lived among them—speaking their language and living a life of a true Peuhl woman.

I lived in a village with no running water or electricity (can you say "bucket baths"?—I do admit sometimes I miss those!) Unlike many of my fellow volunteers who lived in huts, I lived in a cement house within a family concession, packed tight with other houses

and mud-brick, thatched-roof huts. My house had three rooms—a bedroom, living room, and what I liked to call kitchen where I kept my gas stove, water filter, and food—and an outside latrine.

Teaching in a Guinean high school increased my appreciation for the American education system, since I witnessed how education in a developing country can be devalued. It was very challenging to teach among many obstacles, such as a lack of textbooks. Yet, my students constantly demonstrated their love of learning despite the rough living conditions. In my village, I witnessed how love and friendliness rule over power and money. Overall, Peace Corps Guinea offered me a truly unforgettable and inspiring experience. *Mi weltike buy mi gollii e jamaa lagine on, e hoore welo welo, e pottal. Awa, oh-woo! On jaaraama, nani! Wassalaami.*

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Soweto Gospel Choir



ThunderDance

By Tak Yamada

TRAVEL GUIDE: South Africa/Kenya: 10 things not to miss...

By LINDA FLORIO
Italy, Summer '06

Scenery I – Cape Town, South Africa. While hiking up Table Mountain look at the ocean and how it borders the city that lazily rests on gently sloping hills.

Scenery II – Cape Point, South Africa. High up by the lighthouse enjoy the breathtaking view of what feels like and literally is the end of the world.



LINDA FLORIO

Cuisine & friends – Cape Town, South Africa. The Africa Café (108 Shortmarket St., Cape Town) offers a communal feast menu composed of 16 dishes, a real culinary journey throughout the continent. Great artwork decorates the Zulu and Ndebele rooms. Enkosi, enjoy with friends!

Reality – Cape Town, South Africa. Reality, a dimension so far removed from the leisurely atmosphere of the waterfronts: visit the township of Guguleto, talk to its people and then drive back through the squatter camps.

Resilience – South Africa. Talk to township dwellers, taxi drivers or business managers. Whether black, colored, Asian, Afrikaaner or British, find out that they all share the love for South Africa and the desire to endure in striving for non-discrimination, justice and equality.

Hospitality – Kenya. Prepare to be overwhelmed by the generosity of Kenyans, who will share everything they have with the most gracious smile.

Negotiation workshop – Masai Market in Nairobi, Kenya. Fall for a beautiful artifact and enjoy the

negotiation game. Granted, your negotiating skills will be challenged by the talent of the Masai salesmen.

Party spirit - Kenya. Join the Kenyans in their late dinners, then in a dancing night that tours all the sounds of Africa.

Spirituality - Kenya. Ritual little wooden statues that dispense medicines to children and protect them from evil spirits, as much as a filled Nairobi's cathedral that resounds of enthusiastic clapping choirs. Let yourself be surprised by the many dimensions of African spirituality.

Scenery III – Don't mind the bumps on the streets that will take you from Nairobi to the shores of Lake Victoria: those paths will bring you through villages where children have a blinding smile, through plains where the solitary silhouettes of the Masai warriors dot the horizon and on the Rift Valley plateau, where the clouds at sunset draw a staircase to heaven.

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Winterim in South Africa

By JENNIFER KNIPPEN
U.S.A., Fall '06

On January 1, 2006, I embarked on my journey to a new continent, to a new country, and to a new experience I would never forget. My destination: South Africa. From the moment I arrived in Cape Town I was amazed by the development of the country. On my first walk down by the V&A Waterfront I noticed gourmet restaurants, designer shopping, and an interracial community. This was nothing like I had seen in films or read in books before my departure. Had this "emerging" market, emerged?

Once we delved deeper into the country and culture, I quickly learned of the opportunities and challenges facing a company operating in this environment. While economically promising, the post-apartheid regime has the daunting task of



JENNIFER KNIPPEN

attempting to right the wrongs done to the majority of the population for centuries. The opinions of the people of this country varied as greatly as the complexity of their history. I heard a British woman declare ignorance, an Afrikaans woman declare redemption. Regardless, of the declarations, I felt inspired by the transformation of the country. Its promise and future are something that I will follow closely and hope to one day be a part of in some capacity.

I would encourage anyone intrigued at all by this dynamic continent to make the journey with our very own, Professor Olufemi Babarinde. It is one of the great opportunities afforded to us while studying here at Thunderbird so be sure to take advantage of it!

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China and Africa: Growing reciprocity or evolving new i

By STEPHANIE SWOR
U.S.A., Fall '06



STEPHANIE SWOR

In his most recent African Business Forum, Prof. Babarinde shared insight and fostered discussion with members of the Africa and ID Clubs on the historical, yet increasingly influential relationship between Africa and China. Perhaps it is just my personal ignorance, but I was surprised to learn about Africa's tight dichotomous relationship with the democratic nations and the communist world. China, during and after the Cold War, was viewed as a large developing country that lacked multi-party democracy but maintained a persistent track record of human rights abuses. With shared similar values, China empathized with Africa's communist nations who didn't want to be isolated nor agree to the conditionalities presented in the international community after the Cold War. The country stepped in to exercise its veto power to block resolutions that would jeopardize communist values;

Africa nations, in exchange, recognized only One China and traded their energy resources to help the country diversify its source of oil and metals away from the Middle East. Both regions, familiar with inauspicious corrupt business environments, began fostering a relationship based on sincerity, friendship, and equality that advanced, in their eyes, global peace, prosperity, and trade.

A new imperialism or a growing friendship, the interdependence and reciprocity between Africa and China has grown. China is now using its close African ties to secure natural resources and build a trans-African transportation system where products between African nations and China will be exchanged without passage through Western countries. Professor Babarinde closed the forum by asking, "Should the U.S. be concerned?" In the same fashion I ask you, "What are the business and non-business implications for U.S. activities in Africa?"

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Looking for business solutions

By ABRAHAM WALKER
Liberia, Spring '06

Last fall, I had the opportunity to live again on the African continent for the first time in over 18 years. After a short stopover in Marrakech, Morocco, I went to Dakar, Senegal –



ABRAHAM WALKER

where I was based for about five months. The purpose of my time in Senegal was to conduct an independent study of the financial and business development services (BDS) needs* of small and medium enterprises (SMEs) in the country.

The SMEs of Senegal are often termed "the missing link" by Senegalese government officials involved in enterprise development

and the international donor community. This term is used because these enterprises lack access to long-term financial capital and the competencies needed to ensure sustainable growth. The microenterprises have microfinance institutions, which provide only revolving (short-term) credit, and the large enterprises have commercial banks that see SMEs as highly risky clients.

The SMEs of Senegal, like in many other countries, are an important source of job creation and other economic development, representing at least 90% of formal enterprises in Senegal. Many of these started as microenterprises, but are now at a point where they need a bridging strategy that would enable them to go beyond their current level.

After my research study, I devised a strategy, The Boole Enterprise Development Group, as a proposed solution for providing sustainable financing and development services to SMEs in Senegal. Boole will be both a financial institution and business development consultant organization – providing a link between SMEs, financial institutions, BDS providers, and the various other parties on SMEs' supply chain.

To find out more about my project, please visit the website at www.projectboole.net. I am currently updating the site to include the final project report.

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Memoirs of a gimp: Injured T-bird shares stories

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

Crrreak...step...crrreak...step...crrreak...step...crrreak...step...

Sound familiar? It should. This is the sound of the injured T-bird behind you, determinedly (and slowly) making his/her way to the Commons on crutches. Is it just me, or do there seem to be a lot of T-birds bandaged up and hopping around on crutches lately? Perhaps I have only noticed it because for the first month and a half or so of the trimester, I was among those sad individuals creaking my way along, and sought out my injured comrades to share "war stories" and commiserate. (Does breaking my ankle while snowboarding down a black diamond run count as a war story?)

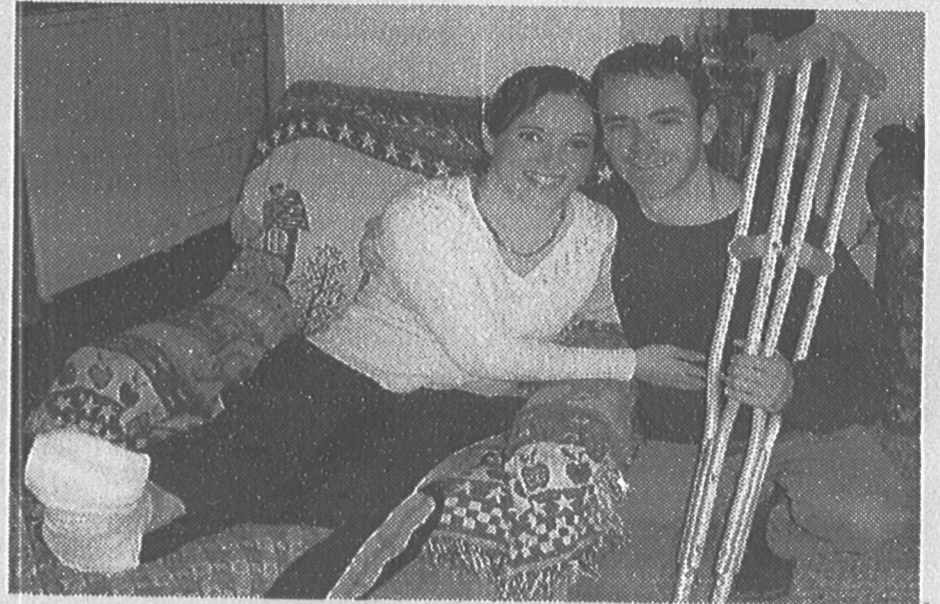
Seeing as my misfortune (I refuse to call it clumsiness) has allowed me to experience the campus

in a whole new way, I decided to write about it and share with you some of my frustrations and a few funny anecdotes. Surely the other injured T-birds, and the students in my classes, will recognize some of these stories. I had surgery on my ankle during the second week of classes, and was told that for the first couple weeks afterward I would have to keep my leg elevated as much as possible, including in class. So, every day I would hop into class, find an easily accessible seat, and prop my foot up on the chair next to me. Without fail, in almost every class, someone would walk in late, scan the room for an open chair, and head for the chair next to me without seeing my foot. I always offered to move my leg, but the student would always politely decline and find another seat. I attributed this response to the student's kindness and concern for my condition, but it really may have had more to do with the look in my eye that said "Take that chair and I'll beat you with my crutch."

Using the ladies' room could also prove challenging (and entertaining). On one occasion, I was alone in the ladies' room in the Snell

building, and had propped my crutches up against the wall in order to wash my hands. Of course, the paper towel dispenser nearest the sink didn't work, so I had to hop on one foot to the dispenser behind me, which while only a few feet away seemed now like the ultimate inconvenience. On my way hopping back to retrieve my crutches, I lost my balance and fell, landing hard on my rear end. I now blame it on the medication, but for some reason this whole situation was hilarious to me, so I sat on the ground laughing almost to the point of tears, wondering how I was going to explain myself to anyone who happened to walk into the bathroom.

Then there was the cane... As my recovery progressed, my doctor told me that I could start putting weight on my foot and use only one crutch, instead of two. A friend suggested that I use a cane instead, as it would be more comfortable and convenient, and proceeded to show me a cane he had saved from an old injury down to the right size for my height. This apparently was an attractive accessory, as I was told I resembled a pimp, an old man, and — my favorite — a pirate (Thanks



for that one, Mike Reidy). However, the cane didn't stop me from dancing the night away a few times at regional nights and the Pub, and Ajay assures me that the "one-foot hop dance" is the newest trend sweeping dance floors across the nation.

Now I am once again fully mobile (for the most part), and can attest that challenges like these do, indeed, build character. I wish the best of luck and a speedy recovery to all of my injured colleagues — hang in there, and remember to find the humor in all the little frustrations. And to my

fellow students who opened doors for me, helped me with my food in the Commons, carried my backpack, and asked how I was feeling even if you hardly knew me or didn't know me at all, I extend a HUGE thank you. You guys are the reason Thunderbird is such a special place, and I hope someday I can return the favor to each one of you.

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The birth and development of a noble idea: T-bird's Professional Oath of Honor

by GREG GIAUQUE
U.S.A., Spring '06
Chair, Thunderbird Honor Council

Many new students may not be aware of the history behind the initiative to create the Thunderbird Oath of Honor. This timeline was created to help portray the long journey from then until now...

November 2004 — Dr. Angel Cabrera, President of Thunderbird, delivered the keynote address in the first ever Thunderbird Ethics Day. He introduced the concept of, and a proposed text for, an MBA Oath of Honor. Much like the Hippocratic Oath for the medical profession, the objective of the MBA oath is to create an ethical framework for the business profession.

December 2004 — Jim Samuel, Thunderbird Honor Council Chair, took the draft text proposed by Dr. Cabrera and created a discussion board to solicit input from

Thunderbird students, faculty and alumni. Spirited debate ensued!

February 2005 — An Honor Council sub-committee was formed and tasked with managing the response effort and drafting a preliminary text. A wiki-board was created to which students and alumni responded and made recommended changes. After several weeks of live editing, over 140 versions of the document were archived.

March 2005 — The Oath sub-committee began the process of sifting through the wiki-entries and found four general "families" of documents that contained common threads of language and content. These four families were presented at an open student meeting, at which students were encouraged to ask questions and provide additional input.

April 2005 — Using the final four families of documents as a guide, a recommended version was created and considered by an editing committee made up of Honor Council members, TSG representatives and

Thunderbird faculty. On Friday, April 8, this committee met to review the text and crafted the language that is currently being used.

October 25, 2005 — The Oath Implementation sub-committee met to discuss how to tackle the delicate implementation process. Greg Giauque, Vyria Paselk, Nathan Mee, Trevor Bundy and Ben Andrews concluded on a tentative final implementation plan. This plan, with a few revisions, was approved by Dr. Cabrera: The current version of the Oath could be used for the December 2005 graduating class, but more efforts needed to be made to include the faculty in the Oath development process. Professor Greg Unruh, Chair of the Lincoln Center for Ethics, was charged with spearheading the effort to gain feedback from faculty.

December 8, 2005 — The Fall 2005 Graduating Class held an Oath Signing Ceremony on the lawn in front of the Tower. About 30 graduates recited and signed the Oath. Over 70 graduates signed it later that day. By the end of the graduation

ceremony on December 15, a total of 99 graduates had signed the Oath.

December 2005 — Greg Unruh began an informal effort to have the document reviewed and endorsed by the faculty.

March 2006 — A formal feedback process was initiated to solicit written feedback from Thunderbird faculty. About 12 faculty were selected and requested to review the Oath, providing written feedback.

The process by which the Professional Oath of Honor will become a tradition at Thunderbird is still under construction. This means that we are watching history in the making. As the current steps in the journey come to completion, the Honor Council envisions the following activities will take place:

1. Once faculty members have had a chance to suggest some revisions, The Honor Council's Oath Implementation Committee will meet (this meeting will occur in April 2006) to review the written feedback and revise the Oath to reflect this input.
2. The new text of the Oath will be

presented to the Faculty Senate for endorsement. The revision process may continue until the Senate is able to make a strong endorsement of the text.

3. The Oath will become a part of each graduation ceremony. We also envision other promotional initiatives moving ahead in the future, i.e., alumni involvement, prospective student literature, etc.

The hope is that this Professional Oath of Honor becomes a meaningful and time-honored tradition for everyone associated with Thunderbird. Those who have been involved with it so far have talked about the far-reaching impact it can have as all Thunderbird stakeholders seriously consider the promises they make to themselves and each other. All are invited to become involved and invested in this important and historic initiative.

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Support the Oath of Honor: Create a new tradition

By GREG P. GIAUQUE
U.S.A., Spring '06
Chair of the Honor Council

On December 8, 2005, Thunderbird's Fall graduating class did something no other group on campus has done — they signed the school's first-ever Professional Oath of Honor. This puts Thunderbird at the global forefront in the area of ethical, sustainable business, and ties in with the Global Citizenship pillar which is part of the Thunderbird



GREG GIAUQUE

2010 Initiative. The Honor Council is looking to turn this activity into a tradition by holding the second Oath of Honor signing in connection with the graduating class photo on Thursday April 27, 2006, at 1:15pm in front of the Tower Building.

Graduating students are invited to recite and sign the Oath at a small ceremony immediately following the taking of the picture. They will also

receive a wallet-sized card to keep



as a reminder of their commitment. The history and tradition of the

Oath are still being created. All students are invited to be part of this important community-building activity and help turn it into a time-honored tradition that will influence the lives of students, faculty and alumni around the world.

At that first gathering on Dec. 8, over 70 graduating students signed their names to the board. Over the course of the next week, a total of 99 students left their names for posterity and as a

commitment to themselves, the school and the world that they would "uphold the principles of... integrity, honor and accountability." That first document has been framed and will be presented to the school at the upcoming Ethics Day on April 13, 2006.

Now is the chance to be involved with history in the making... come sign the Oath on April 27!

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APRIL 22, 2006

Having consolidation questions? Here are the answers

By BRENDA WRIGHT
Financial Aid Advisor

This subject just won't go away, but it is a very important one for so many people. On March 28th an expert on the subject spoke to 33 students to help clarify some of the mystery surrounding the myths, regulations and processes. She provided valuable information we can share for those who are interested. There were probably many who were not able to attend, so I have comprised a list of general questions and answers.

There are two very important changes happening as of July 1, 2006. The interest rate on current Federal Stafford Loans will be going up to 6.8% fixed rate and the ability to consolidate your Federal Student Loans while you are still in-school will go away. These are making the Consolidation issue a very hot topic and timing is crucial.

What is Consolidation?

It is a federal program which allows you to combine one or more federal education loans into one new loan. The most desirable aspect of a consolidation at this time is to convert the variable rate on your Federal Stafford Loans into a fixed rate. Loan consolidation also lets you extend your repayment period, making your monthly payment obligation more manageable.

Who is eligible for a Federal Consolidation Loan?

Eligible Loans that are in a grace, repayment, forbearance or deferment status can all be consolidated once the borrower signs and submits a Federal Consolidation Loan Application and Promissory Note. Federal guidelines currently permit students who are still in-school the opportunity to request "early repayment" on their in-school Stafford Loans prior to graduation. **Note: The request for early repayment is only available for Stafford Loans until June 30, 2006. On July 1, 2006 you will no longer be able to consolidate your federal loans while you are in school.

What is the consequence of requesting Early Repayment?

The draw back to requesting "early

repayment" is, you are waiving your right to receive the grace period after graduation. How is the interest rate determined for **Federal Loan Consolidation**?

Loan rates depend on the current weighted average of all the loans you wish to consolidate.

How can I determine my interest rate and payments?

There are calculators on MTB and on most of the lender websites to help you estimate the weighted averages of all your loans combined. You can add which loans you might want to consolidate and consider which ones you may not want to be added. (Weighted average means the loans with the higher balances have a greater influence on the new fixed rate.)

Can I shop for the best loan rate?

If you only have one lender, Federal Regulations require you to consolidate with only that lending institution, unless they do not offer loan consolidation. If you have Federal loans with more than one lender then, you may be able to shop for "Borrower Benefits."

What are "Borrower Benefits"?

Some lenders may offer to rebate the origination fee, or reduce the interest rate if payments are made on time. Some also will reduce the interest rate if you sign up for auto-pay with your checking account. Others may offer a reduction of the original principal loan balance.

Why do I want to consider Consolidation?

To lock in your current low interest rate, is the major reason the consolidation issue is such a hot topic. It may also simplify your student loan portfolio by putting them all into one new loan. With this you may reduce your monthly payment and/or extend the repayment time. Combining the loans together may make it easier with only one payment rather several payments to lenders.

Why would I not want to consider Consolidation?

Once the consolidation is funded your payments will be due within 60 days. If you are graduating in May this may be problem for you, but you may request a deferment or forbearance. This will allow you time before payments begin. If you are

still in school, your loans will be put in a repayment status temporarily, but immediately put back into an "in-school" status, so payment would not begin until you are finished with school. At that time you would not have the normal 6 month grace period, but would be eligible to apply for a deferment or forbearance if need be. This is an important decisions and student must weigh the benefits of locking in an interest rate through consolidation with the loss of their grace period.

How do I apply for a Consolidation Loan?

Most lenders have information and the application on-line, or you can contact the lender you have selected and they will begin to process your request immediately. Remember if you are still in-school or wish to receive the current low interest rate your request will need to be made to the lender before June 30, 2006.

How do I find all my loans?

The Financial Aid Office can provide a list of all the loans you have received while attending Thunderbird. You may also access the National Student Loan Data System (NSLDS) at www.nsls.ed.gov to find all your federal loans. You may also use the Loan Locator tool on the National Student Clearinghouse web site at www.studentclearinghouse.org.

When will my first payment be due?

This depends on your enrollment status-if you have graduated, your payments will begin with in 60 days after the

consolidation loan has funded. If you are enrolled for at least 6 credit hours, your payments will be deferred while you are still in school. Remember that you have the option to apply for a forbearance or deferment if you are not able to make your payments. The lender will want to work with you on this option.

Explain Forbearance and Deferment.

Forbearance is an approved time period when a borrower is willing, but financially unable, to make required payments on a federal student loan. Payments can be temporarily postponed, payment due dates can be extended, or smaller payments than were previously scheduled can be accepted. Deferment for federal student loans is a period of time in which loan payments do not have to be made and interest does not accrue subsidized loans. Students may be granted deferments for many reasons, such as returning to school, economic hardship, or disability.

Where can I find more information about Consolidation?

You can view the taped presentation on MTB in the Financial Aid folder. Look under Loan Repayment and Consolidation. Also you will find helpful information at www.loanconsolidation.ed.gov or www.finaid.org.

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Making a difference one star at a time

By TRACEY NGUYEN
U.S.A./Vietnam, Spring '06

On March 25, 2006, fifteen T-birds headed to a small chartered-public school called StarShine Academy (<http://www.starshineacademy.org/Home.htm>) to "make-a-difference." The small K-12 grade school sits quietly and unnoticed on North 31st Street in downtown Phoenix

where its surroundings are not so quiet. Inside, however, is a haven for young curious minds thirsting for knowledge of different cultures, languages, and responsibilities. Thunderbird students, alumni, and staff joined the StarShine team in painting the 50+ year old property into a colorful atmosphere as rich in character and personality as the teachers and students of the academy.

In addition to strong focuses in math, science, reading, and writing, StarShine Academy teaches students at an early age the importance of business skills, global awareness, and social responsibility...sound familiar? In fact, StarShine Academy can

easily be mistaken as a hub for future T-birds in the making. Each student is assigned a specific country and acts as the ambassador of the country, responsible for learning the culture and basic greetings in the language and sharing the knowledge with other students and guests of the academy. Students are also taught to care for the earth by planting, harvesting, and cooking fresh veggies straight from the school garden; learning that the earth provides resources that must be valued and preserved.

Thunderbird contributions included: painting a global map mural with flags from all over the world to remind students to explore beyond their boundaries, creating hopscotch play areas, adding color to classroom doors and walls, and painting the basketball courts.

This is not the first time Thunderbirds have worked with StarShine Academy and it certainly will not be the last. Like most great works of art, we are helping the academy grow, one star at a time. Thank you to all the T-birds who volunteered and a special thanks to Jason Passe for organizing the opportunity. nguyen@global.t-bird.edu



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Marketing professor shares insight into brand management, interview

By MOUMITA SEN
India, Fall '06

Want to be in brand management? Wondering what it takes to succeed in this career?



MOUMITA SEN

The Thunderbird Marketing Association had the opportunity to meet with Prof. Richard Ettenson, a name synonymous with brand management at Thunderbird. In a tête-à-tête with him at his office, he shares with us his advice to T-birds wanting to pursue a career in brand management. And here's what he had to say: "Passion is the key behind success as a brand manager - have passion for branding and an infectious obsession with your product or category. But remember, brand management is not simply about consumer products and soft skills. There are various brandrelated responsibilities which require strong analytical skills as well."

So what is it that draws Professor Ettenson to Thunderbird?

Teaching at Thunderbird for the eighth year, Prof. Ettenson has held various positions outside of

academia during his career, as a CEO, consultant, marketing director, and founder of a market research firm. Teaching has always been his first passion. He has taught at various universities in the U.S., Australia, China, Russia (just to name a few). But Thunderbird is where he feels he truly belongs. It has given him the opportunity to work with people who have equally exceptional experiences. To quote him, "Prior to coming here, I was considered to have unique international experience, but when I came to Thunderbird I realized that it was considered ordinary here--in fact pretty pedestrian. And that is what I love about this place."

Each day is different for him as he juggles teaching, doing research, publishing articles, working on his business ventures, and a plethora of other tasks. As he embarks on his work, he asks himself, "What is the burning issue or fire that I need to put out today?" Although he has to keep switching hats among different roles, it is not a chore for him since he really enjoys the thrill of new challenges and the dynamic nature of his job.

International Brand Management - the stepping stone to a career in

brands

When asked how students should prepare themselves for a career in brand management, he said the core courses in Thunderbird's curriculum prepare students well for the next step-taking his class on international brand management. Courses like Competing Through People, Cross Cultural Communication, Data Analysis, International Marketing Research, Analysis for Strategic Marketing, and International Marketing Communication help in building up the blocks that are required for the brand management class. However, what is crucial in this path is not to crunch the numbers, but rather to be able to identify patterns and trends in information gathered from the market and use them to make better decisions.

The brand management course has four major components. Firstly, it talks about what brands are. Secondly, it looks into the business case for brands--the rationale behind the value that organizations place on brands. Thirdly, the course explores how organizations leverage their brands, and lastly, it delves into how companies manage the mind of the consumers, their behavior, and

perceptions.

For years, this course has successfully prepared future brand managers to step into the outside world with more confidence, and to have a good grasp about the concepts and their application. As Prof. Ettenson says, there is nothing more rewarding to him than getting a thank-you email from his former student, presently a brand manager at Nestle, saying she had already learnt in his international brand management class the concepts and skills that Nestle was now trying to incorporate into their training program for newly recruited MBAs! The alumna employed at Nestle claimed to have enjoyed an advantage relative to other newly minted MBAs from USC and Kellogg.

A few tips for our future brand managers

Through his share of successes and failures in business ventures, Prof. Ettenson has accumulated a wealth of experience. Timing is the key in the market and it has been the greatest challenge in his career. Although he was certain that his ventures had a good business case, some were less successful as the timing wasn't favorable. But as he says, one learns

more from failures than successes. So now he's getting prepared to market and pitch his newly-created game idea to companies (Cranium is his next stop) and at the same time he has involved his two boys (Sam, ten years old, and Brady, eight) in the creation of the game, the development of the business plan, as well as the company pitches - essentially having them experience the a-b-c's of creating a business!

In order to know when the timing is right, one has to be aware of the market dynamics. The marketplace is a deluge of information and being in brand management necessitates that one's finger is always at the pulse of the market. One needs to instill the habit of being vigilant. So here's his suggestion to stay on top of the marketplace: read, read and read! Be a voracious reader, be it the Wall Street Journal, or daily updates through specialized marketing websites.

Last words of advice

"Follow your passion, find a job you really like, and you'll never work a day in your life."

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Holi Hai! The Festival of Colors comes to us

By NATASHA CHORNOMAZ
U.S.A., Summer '06

I remember sitting in my hotel room in Delhi last summer and watching a Bollywood film where everyone was throwing brightly colored powder at each other, wondering what on earth it



Natasha Chornomaz

was I was watching. Luckily, I was able to find out this past month when I was able to participate in Holi celebrations with the Indian Subcontinent Club (ISCC).

Holi is considered one of the oldest festivals in India, enchanting all who play with vibrant stories as fantastic as the colors that are used. Although there are many legends regarding the festival, the most famous story is probably that of Bhakt Prahlad Holika (Forgive me for

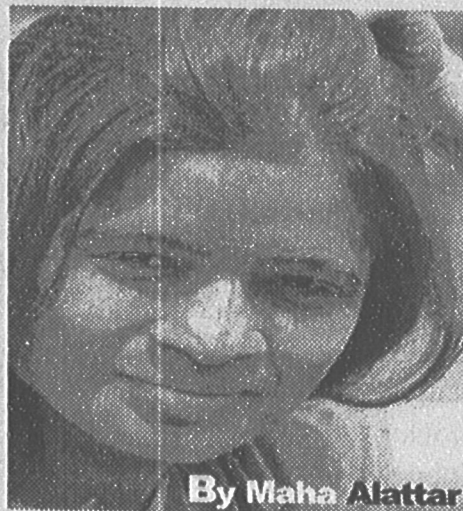
refused to do so and continued worshipping Lord Vishnu, Himakashyipu ordered his sister, Holika, to help him kill his son. Holika was blessed to be able to walk through fire unharmed, so the plan was to carry Prahlad through the fire with her to kill him. However, since Prahlad was blessed by Lord Vishnu, when Holika carried him through the fire he remained unharmed while Holika's blessing failed and she died instantly. Thus, Holi is celebrated to commemorate her death and Prahlad's new life as reward for his devotion and faith. ("Bhakt Prahlad & Holika." Holi Prahlad Holika Story. thecolorsofindia.com.)

"In India, Holi is also widely regarded as the festival that represents unity and diversity," according to Shree Jain. "We believe this because even though India has so many people from so many different religions and walks of life, everyone comes together during this time to celebrate Holi. The colors unify us." If there were ever a perfect description for an event a Thunderbird would be attracted to, I think this would be it!

So, on one bright, sunny, Sunday last month a whole group of us gathered by the baseball field. We shared Indian music and food, and then we brought out the gulal, or colored powder, used to play Holi. Magenta, red, yellow, saffron, green, and blue are the traditional colors, and we made sure to have them all. The next thing I know, everyone is walking around smearing each others' faces with these pigments, greeting each other and wishing each other "Holi Hai," or "Happy Holi." It all seemed so calm and peaceful, hardly like the games I saw on that Bollywood movie! I was a little disappointed at first, to be honest.

Then I was attacked from behind with powder smeared all over my mouth (I'm told I look lovely with magenta teeth). Then, others started mixing the powder with water and throwing it on each other. Even poor passersby weren't spared! This was definitely more like the youthful game I remembered from watching on TV.

By the end of the event, we were all drenched and covered in



By Maha Alattar

Technicolor powder. When I tried to clean it off, I found out the awful truth that the powders become dyes when mixed with water; I was faintly pink for the next two or three days. Poor Maha Alattar, a fellow participant, had to go to an interview the following day "with plum hair and hot pink fingertips." However, as another T-bird reassured her, "Only at T-bird would one get the privilege to experience such a beautiful spectrum of cultural exchange."

We are lucky Thunderbirds, indeed. Holi Hai!

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By Maha Alattar

making this short). Basically, there was a mighty demon king, Himakashyipu, who tried to defeat Lord Vishnu by insisting everyone worship him instead of the gods and deities. When his son, Prahlad,

Photo op: Africa, India, Middle East Regional Night



By Tak Yamada



By Tak Yamada

APRIL 22, 2006

European kiss-and-tell: Final letters from Prague

By KRISSEY MCNABB

Dear Elena,

This month I have good news and bad news. First, the good news: Spring is here in Prague, and that means crowds of tourists.



KRISSEY MCNABB

It's interesting for me to say that I don't feel like a tourist anymore - I have fallen in love with Prague and the Czech Republic. I've learned some Czech, eaten so much food (no more dumplings, please) and have learned all about the locals' favorite drink - beer! Before coming to Prague, I had never fancied beer all

that much, but now I've put a few liters under my belt - although nothing close to the nearly 300 liters that the average Czech drinks per year, I might add. Who knew that I would learn so much in three months? I really thought learning was Geo's job. Being a tourist was supposed to be my job. Despite the coldest winter in 40 years, that didn't stop us from visiting four other countries, (and the group as a whole probably visited 10 other countries), and seeing all the corners of the Czech Republic.

So what's the bad news, you may wonder? Don't get too worried, but the bad news is that our time here is almost up! By

the time you read this, we will have left Prague (our favorite home away from home) for a post-trimester, whirlwind Scandinavian tour and will hopefully be settling into an internship for Geo. Thunderbird gave us an amazing opportunity to study in another part of the world. (What, you haven't heard of Eelákovice, Czech Republic before? You mean it isn't listed in my trusty Rick Steves' Best of Eastern Europe guide book? Eh, who needs guide books

anyways; we're T-birds!) Even though the classes were the same as in Glendale, the stuff going on outside class is what made the program so wonderful. Experiencing a new culture, taking part in educational/cultural field trips, enjoying all that the Czech Republic has to offer, and really getting to know a great group of T-birds (and their families and friends) has made this a chapter of my life that I will never forget.

Elena, maybe this

experience isn't for everyone (wait, these are T-birds I'm talking to!), but I'm sure glad I got to be part of it. I want to thank everyone who worked so hard to give the second tri students this chance to have a Truly Global education. The thought of going back to Glendale for the fall is exciting (although I'm not sure I'll be able to handle the heat anymore), but watch out for the 26 students who made the Czech Republic their home for the second tri. They'll have stories to tell, pictures to show, new words to teach, and if you're lucky, a few liters of Czech beer to share as you hear how brilliant Prague Spring 2006 really was.

Until then...na shledanou! (Bye-bye!)

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

Dear Elena!

As you read this I am sad to inform you that the trimester has been over for two weeks. We have done a Scandinavian tour and are back in Prague, preparing to head to an internship if I ever get one! The inaugural class of Thunderbird Europe: veni, vidi, vici. We survived four-and-a-half hour



GEO MCNABB

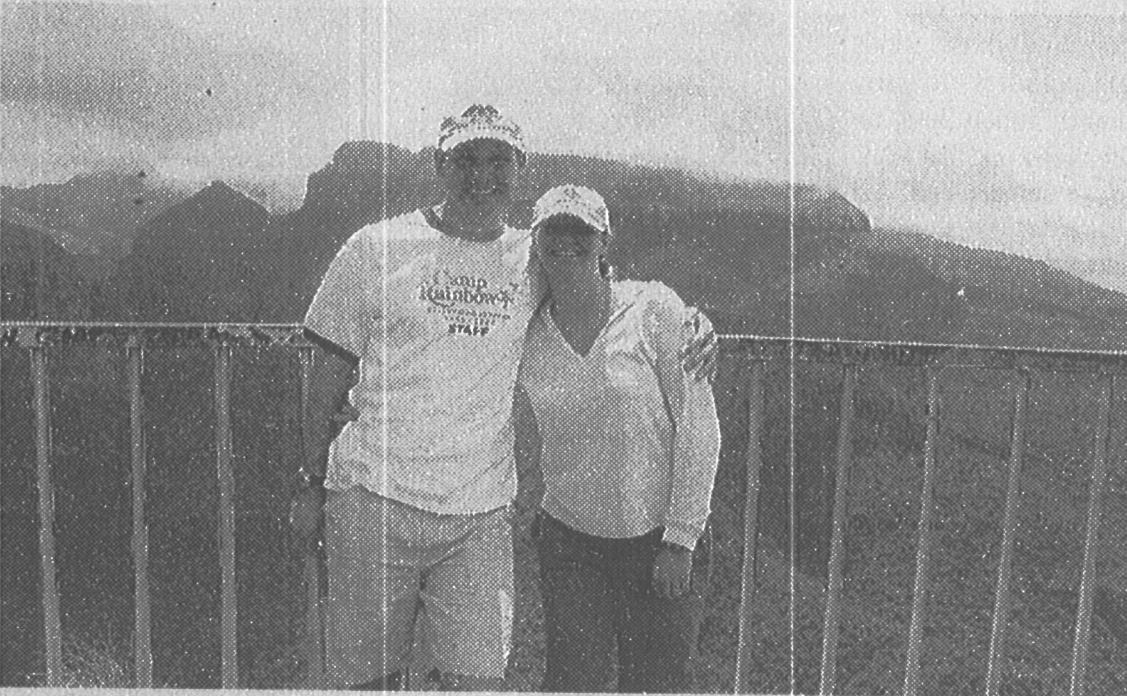
classes going from 8am to 6pm on some days. Our fearless leader, Tomas Denmark - TSG Europe President who is Czech as well as American, kept us up to date with rules of Czech life. And strangely, Mike Robinson is the only male LDS here to not get pickpocketed. (Don't they like him?)

As I fondly remember this trimester, I think of the sad cycle into which I've fallen and can't get out: Class, Travel, Recover. I feel like I'm a recovering traveler. It must be okay, though, because Jake Stevens has been gone every single weekend since we got

here. He's the traveling man. Maybe, we need a 12- s t e p program? Casey Miller, Jake's roommate, follows in second place as the second

most traveling man. And not only do they travel, but they bring bicycles along to ride. When you see them, ask about their snow ride on road bikes to Eeský Krumlov; they almost beat our bus on a 180-kilometer trip!

Travel for Krissy and me has been great - except that she keeps talking about this guy named Rick Steves. It's as if he is a personal friend! Krissy travels during the week and gets home just in time to travel with me on the weekend. Budapest - fantastic city! I feel like I know it so well after only being there for 12 hours. Bratislava - wonderful city! One hour at the train station has convinced me that I know it all. Vienna - 12 hours. Krakow - 18 hours. Duesseldorf - two



days. Salzburg - 26 hours. I feel like I really got to know everything (Krissy reads all that Rick Steves has to say and gives me the "need to know" information). Jogging has been wet of late. The river that we used to call our frozen friend has turned into a "raging rapids," devouring all fields and low-lying homes near its path. Fortunately, Thunderbird Europe is 150 meters away from the danger zone, but all of our favorite scenic jogging paths - that we thought would be so beautiful when the warmer weather came - have turned to mud, being covered by the dirty flood waters. Everyone knows where you've been when you come back covered with mud. One time, I thought I would try removing my socks and shoes to jog down

the path, covered with 20 inches of muddy water. Until I was in too far, did I not realize that the pain from the cold water was not going away; the water was really cold! Maybe that's why they call it "melt-off." Don't tell the other MBA students; I might get laughed out of class.

Lastly, and surely the most important: These European keyboards have caused me to expand my horizons. Somebody got the crazy idea to switch the "Y" and the "Z" keys. Initially, you would think that this would slow me down. Nope, not me. I took it as a challenge and have moved up on the hunt-n-pecker list. Now, I can use four fingers instead of two to type. This place has been a veritable learning opportunity in so many ways. Btw, why are we leaving Prague when it's just starting to get beautiful to come to Phoenix when it's just topping 100 daily. Things that make you go, "Hmmm?"

 Yours
Geo

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One ThunderSon: Connor steals the hearts of the Prague team

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

In Thunderbird Europe - Prague, we had four spouses, a girlfriend, one son and numerous visitors, as well as the 26 of us students, plus our fearless professor/director, Lauranne Buchanan. Without a doubt, the favorite of the group was Connor Heid - the one ThunderSon. The son of Danny and Andrea, Connor is a 5-year-old who shared in our T-bird experience in the Czech Republic from day one. As you may know, our lodging is a former communist re-training facility with long halls and several stairwells. Sometimes in the evenings we hear little feet running down the hallway, saying hi to all whom he encounters. Almost always cheery and excited to be around other people, Connor is a natural conversationalist. That's pretty good for a young guy who only has adults around. It's not a bad deal, but because no other families were able to

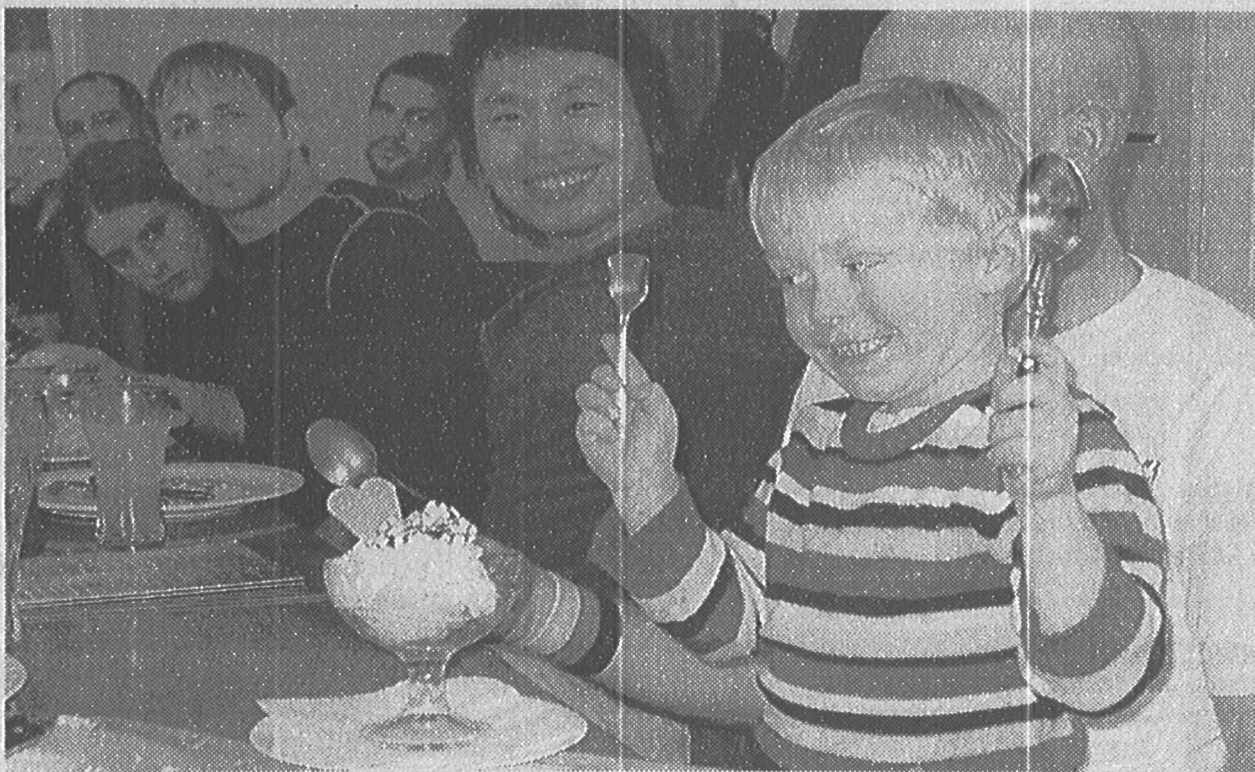


GEO MCNABB

make it, he is the only person under six who speaks fluent English. And he becomes the instant favorite when he runs up and hugs you because he has not seen you for a day or two. Everybody is glad to have him here. I know it's not a core competency for MBAs, but we all enjoy seeing the world through a 5-year old's

eyes.

Last month, Connor turned five years old. That could go either way; being thousands of miles away from home in a land



where he does not speak the language (as much), it can be a challenge to put on a memorable event for your son. However, Andrea and Danny orchestrated a birthday party at McDonald's in Prague and got several kids from friends of theirs to come, to really make it special. Then, when he got back to the Czech

Management Center (CMC), he got more gifts from the people at the CMC. Even though it was a long way from his home in Utah, I am certain he had a great birthday.

Parents of five-year-old kids know whether a child likes chocolate or does not like chocolate. Connor did not really like chocolate; however, as it turns out, he did not really like chocolate from Arizona. After eating Czech chocolate, one day he simply turned to his parents and told them he had changed his mind. He is kind of an urban legend for us: the five-year-old chocolate connoisseur. And that's without the influence of the Kinder Surprise phenomenon, a chocolate eggshell with a toy inside.

So my hat is off to the Heid family: a fantastic dad who studies all the time, an exceptional mom who is taking great care of her family in a new culture, and Connor, the ThunderSon who is patient and does not complain about only having us adults as playmates for most of the time. I hope he has gained from his time here as much as we have. At the very least, he has memorized the stairwells and the many ways to navigate the

CMC building. At the most, he has gained a place in the hearts of about 40 students, teachers and staff. Connor, buddy, thanks for a good time in Eelákovice. We will all miss you!

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P-I-V-O...what's that spell? A guide to Czech beer culture

By TOMAS DENEMARK
U.S.A./Czech Rep, Fall '06
TSG Europe Presidente



TOMAS DENEMARK

It's hard to find a place where the beer is cheaper than the water, but the Czech Republic is one of them. Go in any given restaurant, bar, or soda shop, and you'll find a compact beer

list tucked away somewhere on the menu. It isn't really important which beer you pick, any of the four or five major national beers: Pilsen, Radegast, Staropramen, Budvar, or Gambrinus will do. And for those of us that are beer drinkers, it will almost certainly be the cheapest way to satisfy your thirst. What luck!

Gold Metal Standards

The Czech pub is in fact a cultural holdout of the good kind. It is where an age-old tradition still persists, and is played out countless times across the country on any given day, at any given hour. Beer for breakfast is much less of a joke in this country of eleven million habitants, who proudly boast of the highest consumption of beer per capita in the world. In 1995, Czechs drank a total of 161 liters of beer per person. Man, woman, and child are asked to do their part in maintaining this gold medal standard in beer drinking. An interesting site is the "Beer

Consumption Calculator" at <http://prague.tv/toys/beer/>, which continually updates the total liters of beer consumed in the Republic, and is currently running at: **446,459,356 litres of beer!**

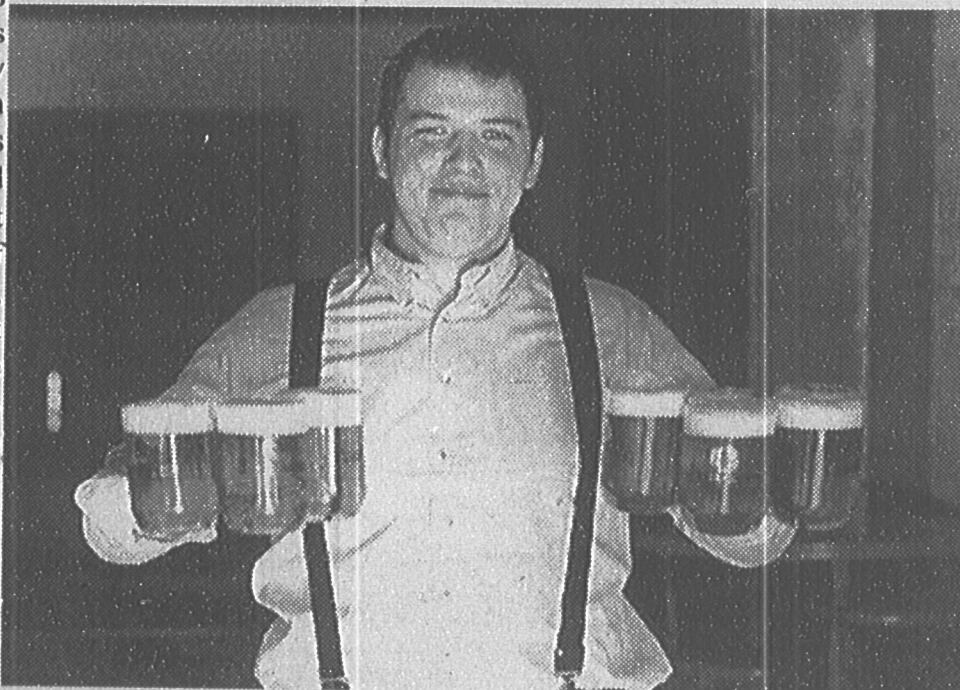
Of course beer drinking isn't an Olympic sport, and that's too bad because the Czechs have consistently held the top spot against top notch competition such as Germany, Ireland, and Australia since 1991. It's not easy to consume those kinds of numbers of any liquid, much less an alcoholic one that leads to an unbalanced and distorted body frame. It takes a special mix of cultural identify, endurance, and patient hours of training at the pub to achieve year-in/year-out results like the Czech Republic.

Let's take a closer look to see how the magic happens: let's go inside the pub.

Opening an aging door, you peer into a cloudy room filled with men sitting around simple tables, smoking cigarettes, and cradling half-liter mugs of their favorite local brew. There are few women in the room, and most of the men look like they've been there for quite some time. "That's strange," you think, "it's only three in the afternoon, what time did they get here?"

By the time you find an empty table, sit down, and look

around, there is a stern looking waitress standing in front of you asking, "Co ci date (what will you have)?" she asks. There is really only one reply that will satisfy her, "Jedno pivo (one beer)" you pronounce with a slight hesitation. With that, she storms off, returning far too quickly with a ready mug of beer. On your table, she lays a single slip of paper: white, two-inches wide, and approx. 10 inches long. She makes a single



line and your tab is born!

From here on out, that slip of paper represents your contribution to the heralded Czech beer drinking tradition. The rest of the afternoon continues in much the same pattern, beer-line-beer-line-beer-line...it gets monotonous, and declining returns are taking effect, but you're happy because you know that you're doing your part, and it costs you less than \$1 a beer.

A Cultural icon

Czech pubs are in fact places of great discussion, debate, and decrees. Many of the countries most famous writers, thinkers, and politicians toiled away in local Prague pubs, slowly but surely finding the inspiration that would lead them to great insight. If you have just one afternoon to analyze Czech culture, I'd suggest taking your time and money to the local pub to do some

people watching.

In fact, there is talk about making the Czech Pub the latest in a long list of celebrated UNESCO sites that are scattered about the country. Grand baroque squares, majestic medieval castles, ancient cobblestoned alleys are all icons of Bohemia's

(Central Czech Republic) long-lived history, and beer and its origins should be no exception.

Pilsner beer did begin in the Czech Republic, and Budweiser is originally from this country (albeit in a much different form). These are two famous examples, and there are many more. It's beyond the scope of this article, but a thorough analysis (perhaps a future T-bird recently coming from the Glendale Beer Club

might feel inspired) would divulge a lengthy and important history indeed. As we've found out on several class field trips this semester, countless national businesses are linked to the beer industry and its success. Glass production, ceramics, and beer placemats (?) are all worthy enterprises supporting the Czech beer tradition.

Beer Talk

The Czechs love talking about beer, hockey, and European history. In their eyes, these three topics are explicitly intertwined to create the holy grail of life. I would suggest starting a conversation with one of those starters - immediately building camaraderie with your fellow pub beer drinker - and then hit some more interesting topics such as: "and what did you think of the communists...?" or "are Czechs grumpy people by nature?" Exciting conversation will surely be had! Before you realize it, your little strip of paper has been littered with marks, and you're making several trips to the bathroom per hour.

So I hope you see that P-I-V-O isn't just B-E-E-R. Rather it is a way of life, a cultural identity, and a Czech trademark. Next time you're in Prague, soak in the sites, get lost in old-town's maze, and make sure you taste the beer...NAZDRAVEJ!

More information about pivo in the Czech Republic at: <http://www.radiob.cz/en/html/beer2.html>

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Academic and International Services Announcements

Prague and Monterrey Information Session: April 27th

All students attending Prague and/or Monterrey this summer should attend our information meeting on **Thursday, April 27th**. Representatives from various departments on campus will be on-hand to answer your questions. In addition, your program handbooks will be distributed.

1:00pm - Lecture Hall 54

TNE: Term of Non-Enrollment Forms Due May 25th

We are now accepting applications for TNE/Reduced Course Load from international students planning to enroll for less than 12 credits in the Summer, 2006 trimester. The deadline to apply is **Thursday, May 25th**.

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

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

Internship Registration - Open through June 2nd

All students going on internships this summer and wish to register it can find forms and information on the "Internships" site of MTB. Registration will be open through **Friday, June 2nd**.

Academic and International Services
Phone: 978-7177 - Email: ais@t-bird.edu

Spring '07 in Barcelona?

The **ESADE Business School** may be for you! ESADE is one of the **top ranked** business schools in Europe and you can attend ESADE next **Spring** by participating in a **Thunderbird Exchange Program!**

This program is **HIGHLY COMPETITIVE!**

The application deadline for the **Spring, 2007 term is:**

Friday, June 2nd

You must apply by this deadline to be considered for this program.

Exchange Program **applications** are available on the Overseas Programs page on MTB and in the Student Services Reception Area.

Need more information? Contact Sara Weidemeyer of the Academic and International Services (AIS) Office at weidemes@t-bird.edu.

T-birds represent at a strategy competition

By NAVEEN DOGRA
India, Fall '06

The Venture Capital Investment Competition (VCIC) is the nation's premier strategy competition organized by the UNC Kenan Flagler business school. This one-of-a-kind competition gives students from top business schools a real-world venture capitalist experience. The regional round was hosted by UC Irvine in January, and Thunderbird was given a wild card entry into the event.

A team of five students (Stuart Schuman, Lokesh Dasari, Chiu Kwok, Jonathan Hagelstein and Naveen Dogra) represented Thunderbird at the competition. The timing of the event was not in our favor, as most of us were either away

on Winterims or traveling. But the enthusiasm and spirit brought everyone together the night before the competition. We were provided with two real business plans, and had only one night to do our due diligence.

The next morning we were on the UC Irvine campus ready for an exciting day of action. What makes the event unique is that the students play the role of investors, rather than entrepreneurs, and the entrepreneurs pitch to the students. The other participating teams were UC Irvine, Arizona, Brigham Young, Oregon, and USF. Each team was assigned a separate room for discussion, and to work on the term sheets and presentations.

Entrepreneurs got the first chance to pitch their business plans, followed by a one-on-one session with us. There were two different business ideas presented, and both of them were very interesting; but we could only choose one. After we were

done with the mock interviews, we were assigned back to our rooms to prepare the executive summary, term sheet summaries and power point presentations. We had two hours to do so before we had to announce our decision and justify it. We had to choose and fund one of the companies and structure the deal. We had been through this process before at the internal VCIC on campus, but every business plan presents a new challenge. Based on our due diligence and discussion, we prepared the deliverables and were ready to make the pitch.

Ours was the fourth team to present, and soon we were on stage in front of the entrepreneurs and the VCs trying to justify our decision and answering a flurry of questions from the judges. The entire process was over in less than ten minutes; it was the most intense part of the competition, and we felt we had done a good job. After all the teams had



presented, it was time for the results and feedback. Each of the VCs gave us their feedback, and all were very impressed with our level of energy and the quality of work that we had done.

It was a great learning experience for all of us, and at the same time a lot of fun acting as VCs for a day, and having the opportunity to evaluate real business plans. A

special thanks to Prof. Lena Booth and Alex Hume for training us for the competition, and also to Andreas Pierroutsakos, Ekaterina Pak, and Keith Cooksey for organizing the internal VCIC on campus.

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NAVEEN DOGRA

Skydiving with the Adrenaline club: Who's got the guts?

By ATIF KHAN, President, Adrenaline Club
Pakistan, Summer '06

I think I should let the 43 brave Thunderbird Adrenaline Club skydivers speak about the April 02, 2006 event:

BEFORE THE JUMP

"I feel funny...like when jumping on a trampoline with diarrhea" – Cullen Evans
"aaaaah!" – Georges Carlier
"I have to poop!" – Ivan Novakovski
"Jacked up and ready to go!" – Jim Geraghty

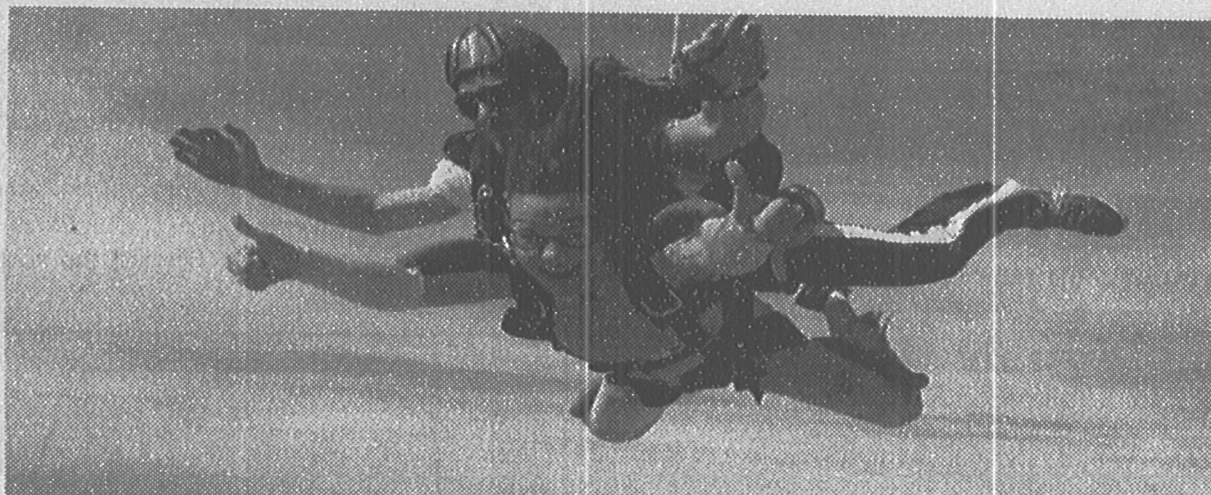
"Super fabulous...this is f*cking wild!...my mom is sooo going to kill me!" – Grace Kim

"Ready to rock out!" – Luke Brennan
"I am looking forward to the rush!" – Linda Jensen

"I am not going!" – Loren Johnson
"It's like riding a bike" – Nathan Mee
"I am wicked stoked" – Suzanne Matson
"I just need someone to push me off (the plane)" – Hector's Dad
"I feel impatient" – Christine Goffinet
"I will be much happier when I get done with

it" – Cyrille Gassian
"I feel like shit...give me my money back!" –

Sisiak



QUOTE OF THE DAY:

"We have never lost any tandem jumper ever.....we always find them in the desert somewhere!"

Hans Ho
"Overwhelmingly excited...I hope I don't pee in my pants!" – James Sayno
"I did not sleep for three weeks" – Martin Sisiak
"I am hoping to have an air-gasm" – Tobin Joseph
"I'm money!" – Xavier Stephan
"Very bad...I am petrified!" – Zusannah

AFTER THE JUMP
"Most fun you can have with your clothes on!" – David Heap
"I feel like doing it again" – Suzanne Matson
"That was the coolest thing ever!" – Amanda Eble
"It was like ...I don't know...totally awesome!" – Grace Kim
"I don't have to do it again...do I?" Loren

Johnson
"Wow...it is so awesome!" – Hector Robinson
"Didn't change my life...didn't change my hair" – Bjoern Sossong
"That was amazing!" – Christine Goffinet
"Almost as good as great sex, better than bad sex" – Marc Johnson
"I am going to have a grin plastered on my face for three days!" – Luke Brennan
"Oh man, oh man, oh man...oh oh oh!" – Jim Geraghty
"That was awesome...I left my stomach up there!" – Tobin Joseph
"There is nothing like it!" – Martin Sisiak
"Skydiving is life, baby!" – Eli D. Mercer
"O mommy!" – Xavier Stephan
"Totally tubular!" – Cullen Evans
"The freefall was great..." – Zusannah Sisiak
"That was fantastic!" – Laurel Geraghty
"I didn't die!!" – Tiffany Walker
"I would do it anytime!" – Hector's Dad
"I feel like a million dollar baby!" – Ivan Novakovski
"Best adrenaline I've experienced since my 'first time'!" – Tomerio Harris

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"You Speak English?" Or my adventures in a homogenous society

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

If, when I started at Thunderbird, you had told me I'd be spending my second tri (and my third, and maybe even my fourth) in Armenia, I would have laughed and called you crazy. And then I would have run to a map to see where Armenia is located.

But a visit from a representative of the Institute of International Education (IIE), combined with a presentation from two T-birds who'd been EMDAP advisers, changed all that. Except for the map part – that I still had to do.

EMDAP, the Emerging Markets Development Advisers Program, is a ten-month grant from USAID, administered by IIE. It is a chance for graduate students (and those who have recently graduated) to work

on a USAID project in a developing country. Currently, there are four T-birds in the EMDAP program: two in Jordan, and two in

Competitive Armenian Private Sector (CAPS) project.

Armenia is a small country, roughly the size of the state of Maryland, with a population of around three million. Yerevan, its capital city (where I'm currently located), is home to one million Armenians, and is packed with businesses and cafes. Throw a rock and you'll hit a café. It even says so in the Lonely Planet guide. What is most evident, however, is the



population's almost mono-ethnicity. I expected to see at least some ethnically Russian people here, but even they are few and far between. So imagine what it's like being a half-Chinese, half-Filipino American

in a land full of similar faces.

A question I commonly get in shops and cafes is, "Do you speak English?" At first, this baffled me, since I thought I'd be instantly pegged as an American. Then I came to realize that their idea of Americans is tall, blonde and blue-eyed, not short and Asian. Most people here think I'm from China or Japan, and just happen to speak English really, really well. While this comes in handy most of the time (no one bothers trying to get a bribe out of me) sometimes it's not so fun (no, my name is not Jackie Chan, and stop staring – it's creepy!). For the most part though, people are incredibly friendly, and always enjoy a good laugh at my horrible attempts at speaking Armenian. Nothing says "Welcome to our country!" quite like an old woman laughing at you while you try to buy apples.

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Team "Unridiculously Blue Vestibule" emerges victorious from Havasupai

By ADAM CROAN
U.S.A., Fall '06
Historian, Team "Unridiculously Blue Vestibule"

Perhaps it was the crystal blue water that ran throughout the canyon tantalizing us to rope swing into its blustery March glory. And likely this six person team's name was heavily influenced by the ludicrous size of the vestibules springing from their tents and weighing on their backs. Mix in a bit of endorphin, rock formations baffling to even the son of a paleontologist, the inspiration of an 11 mile hike down into the Havasupai Reservation in the Grand Canyon and you've got team "Unridiculously Blue Vestibule."



ADAM CROAN



The team of Jay Moss, Camley Panayiotou, Elena Imaretska, Adam Croan and two compatriots from San Francisco, the fine Tara Croan and Mike "What You Say" Musgrove, stormed into Havasupai Falls on Friday, March 24 and hobbled out on Sunday, March 26. What happened a five hours drive from Thunderbird

and deep in Havasu 'Baaja Native American territory lining the floor of the Grand Canyon during those few days remains a mystery shrouded by low hanging clouds, an ibuprofen haze and the drippings of Cliff shots and tuna fish rations that sustained them. However, the following details have surfaced:

- The team was last seen at the Pub prior to their departure the evening of Thursday, March 23.

- The team was next spotted at the Flagstaff Brewing Company evaluating pale ales and porters.

- A desk attendant at Grand

reported witnessing a group of six backpackers making the 3000 foot, 11 mile descent from the Hualapai Hilltop Trailhead to the campgrounds on the Grand Canyon floor.

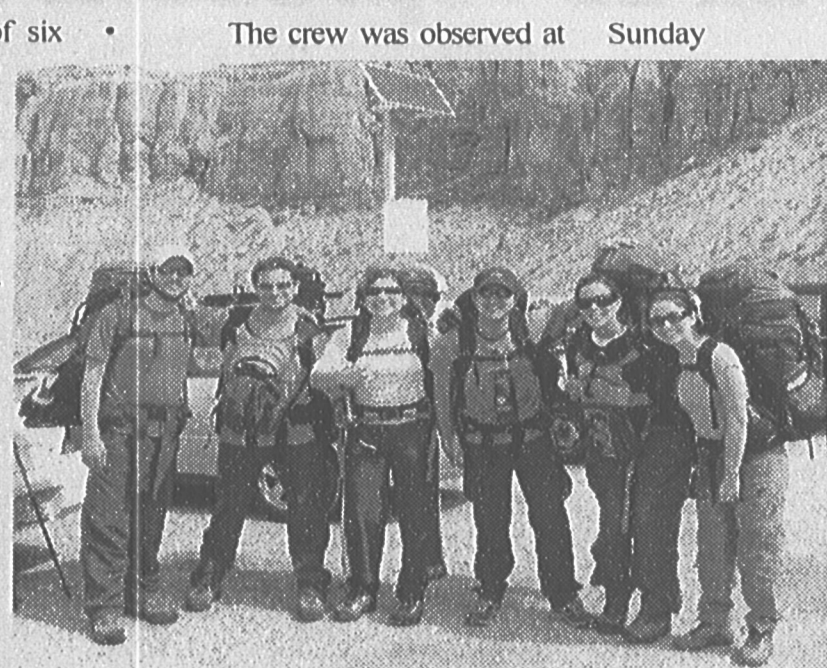
- A village café chef in the Havasu village at the base of the canyon reported later that day encountering six mongrels mumbling something about a vestibule, tying their shoe and "insania" while demanding Indian Fry Bread Burritos (the ingredients for which had been muled down the trail or helicoptered in along with all provisions for the village of 450 residents).

- A group of Alaskans at the campgrounds observed this same crew sneak into a campsite under the cover of darkness and adeptly set up three tents at dusk.

- The group awoke the next morning for some day hiking and an exploration of several nearby spectacular waterfalls. Another hiker recalls locating one of the hiker's abandoned Camelbak at the top of a steep descent through water laden caves, down makeshift steel chains and over a muddy dropoff that deposited them at the base of Moody Waterfall.

Canyon Caverns, a Route 66 motor inn decorated with dinosaurs and doppelbock, reported being awoken by the travelers at midnight for check-in. This is the last place to procure provisions, gas or rest prior to the 90 minute drive through the Havasu Reservation to arrive at the trailhead.

- Several mule train drivers



The crew was observed at Sunday

morning.

- A store clerk in the village, a three mile walk from the campgrounds, reported being mobbed by a frozen chimichanga seeking group of six that also took a prurient interest in her bottled water supply.

- A Havasu boy spoke of a

mysterious group of six that arrived at the top of the trailhead late that afternoon. They reported to him great tales of the beauty of their eight hour hike that day before accepting his invitation to raid the ice cream freezer of his family's rv parked atop the trailhead.

- The same Alaskan camping crew recalls having run into a mangy group of six, three hours west of Havasupai Falls in Flagstaff, Arizona at the Beaver Street Brewery. They shared a communal toast of a very strong Indian Pale Ale prior to feasting on a well deserved hot meal.

the bottom of the falls to be consuming more tuna fish and Cliff products while jumping giddily onto a rope swing, splashing into snowmelt fed pools and swimming into underground caves behind waterfalls.

- The same camping Alaskans reported taking a pause in their filet mignon pan fried dinner on Saturday night to hear the following ravenous mumbblings from the neighboring camp, "Has everyone had one piece of beef? You can now have a potato," as they passed around one communal can of Campbell's soup to complement tuna and jelly sandwiches.

- A Havasu ranger recalled having been greeted by the word, "Commode," a mispronunciation of the Havasu word for "hello," by a group of hikers leaving camp late on

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Editor's Note: This article was not sponsored by Cliff company, although it gives me an idea for next time.

Dine with team "Unridiculously Blue Vestibule"

By CARNLEY PANAYIOTOU
Alabama/Greece, Spring '07
Chief Chef, Team Unridiculously Blue Vestibule

Growing up the daughter of a chef, I have pretty big shoes to fill when it comes to cooking. My father can produce a world-class meal from what looks to the untrained eye to be an empty refrigerator. Much like a magician pulling a rabbit out of a hat. So, in upholding my daughterly duties, I enjoy exercising my culinary prowess from time to time. The rules are simple: 1.) No recipes allowed, 2.) Only use available resources, and 3.) Substitutions are solutions. A recent weekend at the Canyon seemed like the perfect place to "kick it up a notch." There's nothing like a hearty meal cooked over an open flame after a long day of hiking!

Camping out 11 miles from the rim and three miles from the nearest village, the rules had suddenly changed. No camp fires, and no running water. Between six of us, we had one pot, three mugs, two



sporks (a cross between a spoon and a fork, very useful), two cans of soup, one loaf of bread, three packs of tuna, a jar of strawberry jam, and a limited amount of gas in our camping stove. Desperate times called for creative measures, and thus the challenge began. And the result was a three-course-meal we enjoyed the most. My father would be proud!

Soup course

Ingredients:

1 can Campbell's Select Beef Stew

Directions:

Open and heat 1 can of beef stew. Portion stew into 3 mugs making sure to get an even distribution of meat and potato in each. Campers must pair-up 2 per mug and rotate the 2 sporks among the groups.

Soup Course (part II)

Ingredients:

1 can Campbell's Select Clam Chowder

Directions:

Immediately begin heating 1 can of clam chowder in same pot used for beef stew. While the guests are dining on the second soup course, take one spork out of rotation to prepare the main course. (This course should take longer due to sharing 1 spork among 6 people)

Main Course

Tuna with strawberry jam on whole grain bread

(Serves 6)

Ingredients:

3 pouches Starkist chunk light tuna packed in water (700g each)

12 slices whole grain bread

Smuckers Strawberry jam

Directions:

Open tuna packs. Lick all traces of chowder and stew off the spork. Spork 1/2 a pouch of tuna on 6 slices of bread. Lick spork again. On the remaining 6 slices of bread place 1 sporkful of strawberry jam. Place strawberry and tuna sides together and BON APETITE!

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NEXT TO
7-ELEVEN

TSG & the student body: Where do they meet?

By ABHISHEK AGARWAL
India, Fall '06
TSG First Tri Representative

To most entering students the abbreviation TSG means little if anything at all. Over the course of the first few weeks you come to learn that it is the Thunderbird Student Government, a body of students administering campus events. With the growing pressure of assignments, projects and midterms you all but forget the TSG even exists yet alone what it stands for. This is normal.



ABHISHEK AGARWAL

To those of us who are a part of this venerable organization it is something more, something bigger. It is a chance to take control of our student lives. It is a chance to alter our student history as it unfolds. To learn that each of us pays towards the TSG budget is the first in a series of informative clues to finding out the power of the student body that the TSG represents. It is at first a surprise and then over time we grow to accept exactly how seriously the University administration takes us and what we do. President Cabrera takes out the time to meet with students regularly at presentations/luncheons and pub events at the behest of the TSG. Kay Keck, our Vice President can be

found in every TSG weekly meeting representing the administration and guiding the members on school policy. These are people who consider their time important and consider what we are trying to do equally important.

The new TSG offices in the Yount Building make for a sprawling base of operations reflecting the ever growing responsibilities of the TSG as the organization matures. This is an organization of student leaders who represent the interests of the entire student body. They take these responsibilities seriously and the organized efficiency with which motions are tabled, votes are accumulated and implementation is executed is a hallmark of the

stringent standards to which this organization adheres.

An organization is empowered by its members and the members are empowered by the community. We take our commitment to the students at Thunderbird as seriously as we take our own growth as professionals and individuals.

A series of new initiatives such as the TSG Suggestion Box and the recently concluded Student Petition to improve Commons access on weekends, are aimed at increasing the direct involvement of the students. We understand that our students expect to have fabulous regional nights and sustained institutional development and treat these as the bare minimum

we at TSG must deliver. But we do not strive for customer satisfaction, we strive for customer delight.

Going forward with a new change of guard, we will need greater support and ask for your increased involvement. If you can find the time join us in our meetings, as well as take advantage of our facilities such as student conference rooms and the Yount lounge. Finally help us serve you better by giving us constructive feedback so that we can have constantly evolving expectations to meet and to exceed.

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Kick off the summer trimester right...at the MBA/EMBA Mixer!

By SUJANA PATEL
India, Fall '06

In accordance with the vision of a truly global MBA with one world, TSG, along with the Executive Education program, invites all students to the very first MBA/EMBA Mixer at the Fish on the evening of May 21 with the idea of blending EMBA and full-time MBAs.



Sujana Patel

While EMBA's form an integral part of the school, their limited time on campus, in addition to their full-time careers, do not permit them to get better acquainted with campus events and students. Full-time MBAs, on the other hand, busy with their assignments and course work, often do not have the chance to reach out to their fellow

EMBA classmates and benefit from this wonderful networking opportunity. The MBA/EMBA Mixer will be a fun event, as well as an opportunity for both types of students to better understand each others' lives and cultures. It will also provide an opportunity for full-time MBAs to acquaint themselves with the high-profile careers of the EMBA students. The Mixer, scheduled for the evening before the summer trimester starts, will provide an excellent forum for both parties to touch base and take a peek into each other's lives.

So, here is your big chance to kick off the summer in grand fashion with a barbeque by the pool. There will be games/sports, free food and beer, and great company! Need we say more? Be there or be square...!!!

sujana@global.t-bird.edu

By JAMES SAYNO
U.S.A., Spring '07
New TSG President

When Matt first let me in on the One Thunderbird concept, I was extremely excited. If you were standing next to me, you would have seen the light bulb go on in my head. It is almost too simple to be real. We have all of these various learning



James Sayno

programs - Traditional full-time in Glendale/Prague, On-Demand, Executive MBA, Global MBA for Latin American Managers where we learn about concepts such as global business, leadership and cross-cultural communications.

However, we leave the classroom/computer terminal/executive inn/facilitation room and then we forget what we

learned. We stay within the same groups of people, rarely include individuals from outside of our program in our activities and have an "us versus them" mentality towards everyone else.

Does anyone see this strategic disconnect? How am I supposed to be a global business leader, facilitating work projects in various locations around the globe and giving presentations to top level executives when I can't even do this within my own student body?

Quite simply, we are all Thunderbirds. I don't care about what method you receive your learning and or how you interact with the institution of Thunderbird itself - you are a Thunderbird. It is my goal to make the connections between the student groups and attachment to the school just as strong if you are sitting in your office watching a Tegrity video, chatting on-line with your project members, freezing in Prague during

the winter or dancing at regional night.

You will hear more about this subject as the torch passes from Matt and Jade to Ajay and I. I look forward to collaborating with students from each group as we develop new ways to enhance our sense of community and grow our Thunderbird mystique.

One Thunderbird!

jsayno@global.t-bird.edu



GRADUATION GALA COMING ON MAY 5

Buy your tickets and reserve your spot right away: say goodbye to your friends who are about to join the real world

"One Thunderbird" A uniting vision for the new TSG

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

"One Thunderbird" is a vision to bridge the gap between the different Thunderbird communities, creating One Thunderbird community. The different communities include: Full-Time, EMBA, Latin America (LatAm), and On-Demand.



Matt Harker

Each of these groups is a community with degree-seeking students. This vision is a result of two different philosophies. The first is from Frans Johanssen's book, "The Medici Effect," which states that innovation occurs at the intersection of different cultures. The likelihood of successful innovation does not increase with more funding. Moreover, successful innovation is a result of two converging cultures or backgrounds.

The other philosophy is from Thomas Freidman's book, "The World is Flat." Mr. Freidman makes the case that information around the globe is almost free. As a result of ten separate, but converging world events since 1989, information is now readily available around the world. Information infrastructure is now in place for people from the four corners of the earth to communicate and collaborate simultaneously.

These philosophies, combined with the knowledge that Thunderbird must continue to differentiate itself and avoid being commoditized into the general MBA world, led me to the One Thunderbird vision. This vision leverages both Thunderbird's increasingly diverse cultures, and the decreasing cost of information exchange via the internet.

The purposes of the One Thunderbird vision include: (1) Create more opportunities for the intersection of cultures and innovation; (2) Strengthen the Thunderbird network; (3) Create stronger sentiments of "T-birds" of every kind so that alumni will be more likely to give back to the school; (4) Provide students with an opportunity to be a part of, and to lead virtual, truly diverse teams; (5) Provide communities with challenges not yet discovered.

Tactics

First, let me say that I do not have a complete, exhaustive list of tactical options available to Thunderbird to realize the vision of One Thunderbird. I have shared the vision with several people and together we have come up with the following proposed tactics:

1. Align all Foundations Weeks to take place at the exact same time. This will provide one opportunity in which the different communities can actually meet each other and interact. After the different communities separate to their respective geographic locations to study, MTB can be a

main source of interaction. The foundation of introducing people to one another, face to face, will help establish long-lasting bonds.

2. Provide at least one class where students from each and every community can participate at the same time. This can be done in the distance learning room in the Yount building. This class will require students to work on projects in teams created from each community, giving these students the opportunity to deal with the issues of the global business environment, where team members may be in different time zones and dealing with their own separate cultures. Since these teams will be graded on their work together, they will have incentives to work together and complete their projects.

I imagine that two years from now a standard question from recruiters will be: "Tell me about a time when you led a virtual team." Being a leading global business school, T-birds should have the best response to this question.

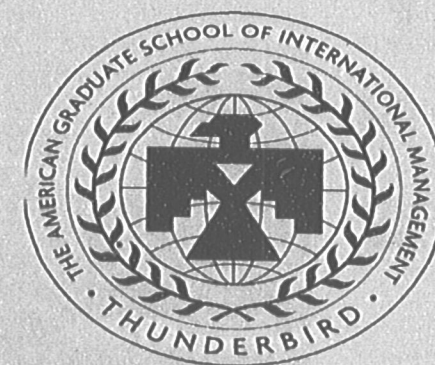
You don't have to wait for a class to be created. For the next business plan competition, search MTB for students in a different program than yourself and invite them to join your team. Proactively look for the challenge of managing a diverse, truly global team. Your hard work and extra effort will be noticed and appreciated.

Small steps have been made to facilitate One Thunderbird. The elected leaders of the first two on-demand cohort

groups have been added to the TSG leadership discussion board. TSG hosted a Trivia Night with On-Demand students and Full-Time students before the Spring Trimester began. TSG also plans to facilitate a "Pub Night" with an incoming EMBA cohort and the Full-Time students the night before the Summer Trimester begins. We've also tried to communicate to students virtually by creating weekly TSG videos - updating our virtual communities on Thunderbird events. More needs to be done, but we are finding small, easy ways to begin bridging the gaps.

I challenge you - administration, faculty, staff, and the future student leaders - to find and execute different ways to realize this vision. Seek opportunities to bridge the divide and create virtual teams. Create One Thunderbird!!!

mattharker@global.t-bird.edu



Interview with Kip Harrell: What's new at CMC

By MATHIEU AUSSERMEIER
TSG CMC Chair
Germany, Spring '06



Mathieu Aussermeier

MA: In light of recent departures, the CMC has started a process of recruiting new advisors on a full-time and/or temporary basis. What are the most significant changes that have or will occur?

KH: Beth Miertschin from Georgetown will start on April 18th and lead the career advising and education team. Since the number of students here over the summer is less than half of the number here in the spring, we will have a reduced need for advisors but only for about 10 weeks. There are 3 additional candidates at various stages of the interview process, each with deep career advising skills from an MBA environment.

MA: When are Jason and Chas leaving and will there be enough advisors to respond to student needs?

KH: Jason Passe graduates in May and will depart shortly after that. We will miss him greatly as he has been an incredibly valuable asset for the Career Management Center. We wish him well in his new career at Cisco. Chas Brennan was brought in on a short term temporary basis and will not be here for the summer.

MA: Do you foresee any changes in the CMC seminars in terms of content and delivery?

KH: The seminar will change but not

dramatically. In the fall, the new curriculum will require the Career Management Center Seminar of all entering students. It is already being customized to fit into a 1/2 trimester format to coincide with other 1.5 hour credit modules. In addition, we will take some of the content and offer it at different points in time during the year as stand alone workshops.

The delivery timing has yet to be determined (first half or second half of the first trimester). There are tradeoffs to both delivery timeframes.

We are also developing a version of the Seminar for our Global MBA On-Demand and LatAm programs.

MA: What are your biggest concerns in terms of students finding jobs? What do students do right and wrong? How could we solve these issues?

KH: That's a great question. We primarily want students to start as quickly as possible with their self-assessment. The success of finding a job is about 3 times higher if you start in your first trimester than if you begin after that.

Secondly, students need to help us help them. Take advantage of advisors. Career Search is a self-directed activity. Nationally, the average for MBAs getting jobs through career offices is around 40%. At Thunderbird we are running at 48% year to date. The Career Management Center can't network or interview for you. What we can do, however, is provide you with a source for advice, coaching, counseling and resources. Take advantage of our advisors!

Another area concerns etiquette

issues including 'how to ask an alumnus for information' to 'how to network' to 'how do I approach a recruiter'. These are areas where we can all use improvement. The good news is that we can help and advise you on the issue.

MA: How does reporting job offers affect rankings?

KH: This is true. Reporting job offers is important. We follow the MBA CSC standards established for MBA schools. First, having salary information, which is kept confidential and not shared on an individual basis, for 85% of those accepting jobs helps us meet the required minimum for being listed in the media (US News, WSJ, Business Week, etc.) in the future. This is a new requirement taking effect at the end of this academic year.

While some information about the school can be shared and published in the media, not all of our data will be published if we can't get those students accepting job offers to report their data.

Second, the media rankings look at the number of job offers and the number of job acceptances at different points in time. Each of those numbers may be used in various calculations as a part of the overall rankings.

Employment rate is just one of many factors including average GMAT scores, selectivity, faculty qualifications, alumni success, student assessment, peer assessment, average work experience and recruiter feedback. Some media rankings do not use employment success in their calculations. For those that do, the weighting

of the employment success factor ranges from 2% to 4%.

MA: For those students that will participate in the Fall 2006 Career Fair, will the CMC and the School allocate a CMC week with no classes?

KH: Career Week is scheduled for Oct. 2 through 6. Classes will be held on Monday only of that week (as a make-up day from one of the Monday holidays). We will begin the events on Monday night and you can expect many similar events as last year with some changes. We will not have a workshop for international students doing a US directed search since the turn-out was so low. We will do an alumni networking event and bring back some of our fabulous speakers. Company presentations and the fair itself will take place on Wednesday and Thursday of that week. We hope that students will take advantage of all of the free events and workshops being offered.

MA: What is the best way for students to be ready for this Fall career fair?

KH: Get your resume ready in advance and review it with an advisor now or during the first four weeks of the Fall trimester.

Do your company research when the list of participating companies is released. We have many recruiters who provide feedback and one area for improvement has always been the preparedness level of our newer students. Practice, practice, practice your pitch so it comes across as natural, unrehearsed and as you know what you are talking about.

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Top Tips for a Successful Internship

You have secured that internship, and are now trying to do a great job and impress your boss in hopes of securing a full-time job offer. Here are ten things you can do to help make a good impression:

1. Make your job a priority – despite the distractions that may be available, don't forget you were hired to do a job.

2. Don't be afraid to talk to people.
3. Ask for things to do.
4. Learn all you can about the organization and industry.
5. Expect to do a limited amount of "grunt" work without complaining. Remember the FedEx commercial: They have MBAs in the mailroom.
6. Take advantage of the fact that other employees always

want to help students.

7. Find a mentor for the summer.
8. Always show your interest and enthusiasm to learn.
9. Ask to attend meetings, workshops and events.
10. Remember the Student Referral Program (SRP). If you are working at a company that doesn't recruit at Thunderbird, there may be a way to earn an extra \$250.

From the Career Management Center:

For those of you graduating this spring, you will begin to see the CMC Survey pop up on MTB each month. Fill it in. It only takes about 30 seconds and it will help us help other T-birds. If you have a job, let us know so we can share the good news with others. It helps us all stay hopeful.

For those of you still looking, let us know where and in what area if you haven't already. Companies sometimes call us if they are still trying to fill a

position and ask for résumés of students interested in a particular function or area.

Drop in to see us or make an appointment. Feel free to meet with any of the career advisors to get a perspective on your search strategy. We can't create a job for you, but we want to help ensure you are using all the resources available to you in your search. **Summer jobs can take many forms.** Internships do not have to be highly structured or

compensated to be of value. Find something meaningful that advances your knowledge in the field where you want to find full time employment.

We are here to work with you beyond graduation. There will be graduates who continue to seek employment beyond graduation. You will continue to have access to the student job search tools on MTB as well as alumni career management access.

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APRIL 22 2006

Bomb Squad wins 1st annual T-bird flag football tourney

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

Five teams, composed of 30 Thunderstuds, battled for over three hours in the hot

Glendale sun to crown the 1st Annual T-bird Flag Football Tournament Champion.

The championship game, worthy of being named an ESPN Instant Classic, went into six overtime

periods, before Bomb Squad's quarterback Nicholas Yeager rifled a fourth-and-goal laser pass to Chris Campbell for the game-winning touchdown. The dynamic duo of Yeager and Campbell combined to complete four fourth-

and-goal touchdowns during the final seconds of regulation and overtime. A single incompletion would have given the title to Team Victory. Bomb Squad's hard-hitting defense was led by Christian Henrichson, Dan Kryzanowski and John Sweeney.

The championship game placed the modest, but determined Bomb Squad versus the self-proclaimed favorites, Team Victory, and their arrogant captain, Mike Reidy. Reidy et al. advanced to the championship game following a commanding victory over Brian DeFee's Team No Name. Overall, the competition was fierce, as many of the games were decided by just one touchdown.

Team Sleazy, led by David Heap and T-bird import Jamie Ghigiarelli, lost a first-round heartbreaker to Team Victory, as Chris

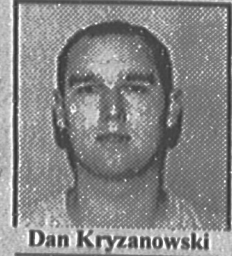
Kanstrup weaved his way through all five Sleazy defenders to send the game into overtime. Team King Ding-a-Ling also came up short in each of their first round games, although Chris Eddy and Zach Smith filled up the highlight reel with many crowd-pleasing catches. The day's top performance came from No Name's Ephraim Ellsworth, who scored two touchdowns and one game-saving interception in a victory over Ding-a-Ling. Alex Bona was named International MVP of the tournament.

The Flag Football Club plays on the Rugby Pitch on either Saturday or Sunday



afternoons. The games are open to male and female T-birds, family, and friends. Please contact Mike Reidy (mreidy@global.t-bird.edu) if interested.

dankryz@global.t-bird.edu



Dan Kryzanowski

Diary of a mad man: Reflections on day one of the World MBA Rugby Tournament

 By KEN BIEBER
 U.S.A., Spring '07

My coffee sits to the northwest, my water in its shadow. My eyes are entertained by the rain falling on the façade of our folksy Danville hotel. A Holiday Inn Express, I came in expecting to be blessed with the mental acuity of a

genius, as purported in their commercials, but nonetheless remain but a half-drunk rigger with a sore hip and bruised thumb.



Ken Bieber

We arrived here late last night to take part in the World MBA Rugby Championships hosted by Duke University. After about 12 hours of travel and five hours of sleep, we hit the pitch at 9 this morning for the first of three games. As we had just barely enough players to field a team, we came in a little apprehensive of our

chances, but our doubts were quickly dispelled by dealing the boys from Yale a fine drubbing. When the final whistle was blown, Iron Mike Bruneau emerged with a hat trick, the team emerged a 27 point shutout in only forty minutes of play, and Naotaka from Osaka was naked and drenched with beer. One game in and it was clear that we had a special and talented team. Our apprehensions lifted with the clouds and the rugby gods smiled widely.

Around the same time, a line judge for a different match, apparently lost in reverie by the slow play before him, became so absorbed in thought that he didn't have time to dodge a couple of players hurdling towards him. The poor bastard wasn't even playing and ended up with a broken leg. Proof that not playing rugby is just as dangerous as playing, I guess.)

Our next game was against the Ivey School of Business from Western Ontario. Lucky for them,

their rugby team is a lot better than their case studies. They averaged a freakishly fit six foot two frame, such that I felt like I was watching a bad eighties movie about homogeneously sculpted Russian super-athletes. With the rugby intelligence to match their



size, they are clearly one of the best teams here. We played a very hard game against them and competed well, but walked off with a 30-3 loss. It is quite clear that they are going to go far.

The last game of the day

was against Wharton and was another easy victory for T-Bird. Thanks to a couple of tris by Sean Kerrigan, former rugby club vice-president and fall '05 alum, and Stephen Sheldon, Thunderbird walked away with a 31-5 victory.

Over the next few hours we watched and waited for the day's matches to finish so that we could see where we would be seeded going into tomorrow's playoffs. Out of the 22 teams there we were all fairly certain that we could make the top playoff bracket of eight teams, but we wouldn't know for sure until that evening. What to do with our time? What would John Rambo do? We gave the Yale boys a chance to redeem themselves via simpleton drinking contests. Sadly do

I note that they beat us in consecutive boat races. Multiple pints and hours later, the results were posted while the teams from six or seven schools were joining us in singing Happy Birthday to a special birthday boy from Japan. In looking over the results, there was good news and bad news; we made the top eight, but are seeded eighth.

And so it is we begin are day at 10:00 tomorrow morning against last year's champions, The Smurfitt school of business from the University College of Dublin. I watched them play their last match today and it was absolutely beautiful—rugby as it was meant to be played; fast, efficient, and smart. The rough average of their three games today was 70-0. Nobody scored on them and nobody could stop them. Let's hope that we are the first to do both.

Thunderbird lost to Smurfitt 41-6. Smurfitt went on to repeat as champions with an 8-7 victory over Ivey.

Men's soccer put forth great effort in Austin, didn't win but had a great time

 By SAMUEL K. TAM
 Ghana/Greece, Spring '06

The Thunderbird Men's Soccer team fell short this year of repeating their amazing performance that left them in 3rd



Samuel Tam

place at last year's Texas Winter Classic. The Texas Winter Classic is an annual soccer tournament hosted by McCoombs (University of Texas, Austin MBA program) that brings together a multitude of top MBA programs from

around the country. This year the tournament took place on the weekend of Feb. 24 and featured 23 teams including Harvard, Wharton, UCLA, Kellogg, Columbia and Chicago amongst others. All schools are randomly placed into five groups consisting of four teams and one group of three teams. After a round-robin phase, the winner of each group, as well as two second place teams with the best record, proceed into the quarter-final round.

Thunderbird's group consisted of Kenan-Flager Business School (UNC), Wharton Alumni, and University of Chicago Graduate

School of Business. The first game of what turned out to be a very wet and rainy day was against UNC and it showcased two teams of equal strength. The ball was mostly controlled in the middle with each team missing a few critical chances that could have sealed the fate of the match. After a strong effort by both teams, the match eventually finished as a 0-0 draw. This made the next encounter with Wharton Alumni a very decisive one. Wharton Alumni had beaten Chicago in the other game of the group so a win would most probably put us through to the next round whilst a loss or a tie would most

definitely send us home packing.

Having this in mind the team came out strongly in the first half and put a lot of pressure on the Wharton Alum defense. The opponents however possessed a very solid team and that withstood the constant T-bird attack. With approximately five minutes left in the 1st half however, a superbly placed free kick by Zach Smith from about 12 yards out bounced over the goalie into the net and put an elated T-bird squad up by one goal. The second half however was a completely different story. Wharton came out determined, well organized, and constantly

attacked the T-bird goal. The T-bird squad could not withstand the pressure and eventually lost the game 3-1.

Knowing that both teams were eliminated from the next round, Chicago and T-bird played a stress-free match which saw a lot of players playing positions that they normally did not play. On a barrage of goals, T-bird took the final game with a score of 5-2 and ended the tournament on a high note. The T-bird team bid farewell to the fun city of Austin and the 9th Annual Texas Winter Classic with a record of 1-1-1.

samtam@global.t-bird.edu

5K race: Everyone is welcome to enjoy a stress-free run and great atmosphere

 By HECTOR ROBINSON
 Honduras, Fall '06

Personally I've never been the athlete, so when I heard that there was going to be a 5K run on campus I never really gave it much thought. Then a little peer pressure and the conveniently placed sign up table in



Hector Robinson

front of the commons didn't help. So why not? I signed up. My initial plan was to go to the gym for two weeks and actually get some "runs" in before the big day. That never happened quite as planned and the day crept up slowly but surely.

The day of the race I was anxious to get out there and see what it was all about. I had no plans of running nor walking, I was going to steadily jog at my own pace. It was refreshing to see the diversity of the

participants at the starting line, from veteran tri-athletes that had actually participated in a triathlon that same morning, parents ready to push their children in their strollers throughout the two laps, faculty members and of course newbies like myself.

The race began and the seasoned racers quickly separated themselves from the casual runners. Not a minute in and the most heartbreaking moment of the race was Memo's son, almost in tears when he

couldn't keep up with everyone else, exclaiming how everyone was going to beat him. There was no way I was not going to finish after that.

So thirty seven minutes later after winding through pretty much the whole campus twice, I completed the race. In that time I soaked in the sun, listened to the tunes our generous DJs spun at two locations on the circuit, heard the support from spectators and race staff and unfortunately came to the

"surprising" conclusion that I was out of shape.

In the end it was more the company and support that truly made the experience worthwhile. I have no intentions of winning any of these competitions in the near future, but I am now pretty motivated to participate in the next one, for the atmosphere, to get into shape and most importantly, for the people with whom I'll share the experience. hrobinson@global.t-bird.edu

IBIC picks great books for summer reading

By BRENDA HOLLINGER
IBIC

"There are two motives for reading a book: one, that you enjoy it; the other, that you can boast about it."

- Bertrand Russell (1872 - 1970)

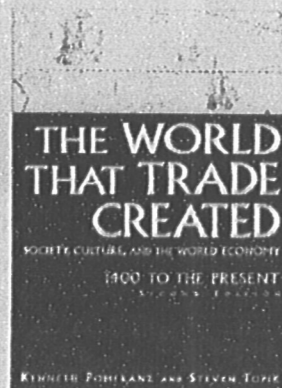
Summertime is a slower time of the year here in Arizona, and the IBIC is full of great books for your summer reading pleasure. Here are a few:

Hershey: Milton S. Hershey's Extraordinary Life of Wealth, Empire and Utopian Dreams by Michael D'Antonio (HD 9200 .U52 H4715 2006).



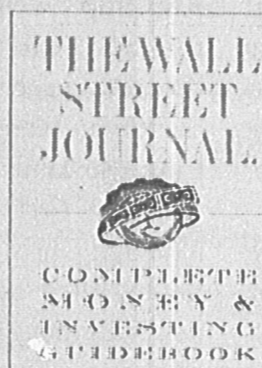
Hershey isn't just the name of an American chocolate bar; it was also the name of the candy's founder. Milton S. Hershey built a chocolate empire, including a company town in rural Pennsylvania. Mr. Hershey also founded the Hershey Trust, the world's largest private fund for children, and he built an orphanage on his family homestead. Although we know him for his chocolate candies,

many know him for his philanthropic actions and his business sense. D'Antonio writes this book as a reporter - and leaves you filled with new knowledge of the past, present and future of the Hershey candy bar.

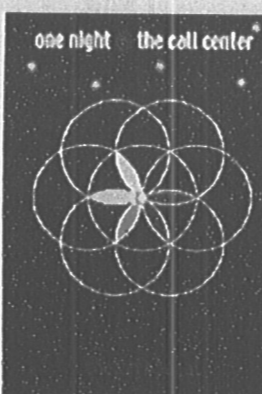


For history buffs, **The World That Trade Created** by Kenneth Pomeranz and Steven Topik (HF352 .P58 W67 2006) reveals many facts about economic history. Did you know that the transportation system of Beijing and Delhi allowed for fewer riots than did the systems in London and Paris? That "local" time got in the way of railway transportation, hence leading to time zones demarked by lines of longitude? The chapters in this book were originally vignettes written by college professors and featured regularly in a magazine. Pomeranz and Topik have compiled them into short history lessons depicting the evolution of trade and of our lifestyles.

Have you ever picked up the Wall Street Journal and skipped the Stock Market Tables page because



it looked like gibberish? **The Wall Street Journal Complete Money & Investing Guidebook** by Dave Kansas (HG4521 .K258 2005) is exactly what you need: a guidebook. In an easy-to-read fashion, this book guides the reader through stocks, bonds, mutual funds, options, futures and retirement investing. In the chapter about stocks, a snapshot of The Wall Street Journal stock market table is deciphered; the chapter on money explains the WSJ currency table; and the mutual fund chapter offers a line-by-line description of the daily ETF (exchange-trade



portfolios). This is the perfect book for the person who wants to read the WSJ for more than just the front page.

One Night @ the Call Center by Chetan Bhagat (PR9499.3 B424 O54 2005) is a novel about six employees at a call center in Gurgaon, India. Each of these

employees has a "call center alias," and each has his/her own reason for taking on the job. One night, the Call Center received a truly unexpected phone call... (Noted Bollywood film director Rohan Sippy has bought the rights for producing a movie based on this novel. The author, Chetan Bhagat, will be the screenplay writer for the movie. The casting for the movie is still undecided.) Chetan Bhagat is the author of the best-selling book **Five Point Someone - What not to do at IIT**, a book that the IBIC has on order and should be receiving soon!

Emily Post's **The Etiquette Advantage in Business** (by Peggy Post and Peter Post, HF5389 .P675 2005) isn't a book "just for women." It addresses the challenges of the 21st century workplace. In the global corporate culture, one must know how to help others, when to complain or be critical, how to manage a meeting, and what the decorations in an office/cubicle say about one's attitude. These days, electronic communication plays a huge part in our business world, and knowing the correct way to write an email can prevent unexplained mistakes and embarrassment. For example, an email's "tone" can be highly misinterpreted; lacking voice inflection or body language can wreak havoc on the message! The

Posts' book points out the basics and the specifics of etiquette in a workplace. Even if much is "just common sense," it helps to be reminded that our behavior isn't universal.



Finally, a book to read this summer to expand your business mind: **The Prepared Mind of a Leader: Eight Skills Leaders Use to Innovate, Make Decisions, and Solve Problems** (by Bill Welter and Jean Egmon, HD57.7 .W4543-2006). This book demonstrates ways to think with flexibility. The authors suggest eight behavior-based skills to integrate into decision-making and problem-solving. The book is easy to read and understand. The skills create a framework that is useful not just in business decisions, but in life choices too.

When I step into this library, I cannot understand why I never step out of it.

-Marie de Sivegne

Step into the IBIC this summer - and enjoy great reading!

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New DVDs in the IBIC:

Monsieur N. A film about Napoleon Bonaparte and his exile in St. Helena, where he presumably died after a few years. This story suggests he actually escaped and his plan was so good it was never discovered. From the same time period as "Master and Commander," the movie combines historical record and creative speculation. French with English subtitles. VIDEO FR 331.

He Loves me, He Loves Me Not. Starring Audrey Tautou, who was in the popular film *Amelie* in 2001. A film about love and obsession: a woman at the top of her career falls blissfully in love and needs to know if her handsome lover is on the same journey or not. French with English subtitles. VIDEO Fr 330.

The Best of Youth. Two idealistic Italian brothers take separate paths in life, divided by politics. The film covers a 40-year time period and how their lives intersect, showing tumultuous events from modern Italy. This film has been a favorite at numerous international film festivals. Italian and French audio tracks; subtitles in English and Spanish. VIDEO IT 77.

Ryan's Daughter. Winner of two academy Awards, a film by David Lean who directed *Lawrence of Arabia* and *Dr. Zhivago*. A married woman has an affair during the war with a handsome British officer, and her mild mannered husband stands by her as the affair becomes known and she faces charges of treason. English. VIDEO En 1018.

Visions of Italy. A travel film that covers both Northern and Southern Italy. VIDEO En 1016.

Visions of Sicily More Italian travel. VIDEO En 1017.

Lost Embrace. A slice-of-life comedy set in Buenos Aires' Jewish community. Ariel has dropped out of college but doesn't want a future working in his mother's lingerie shop. Called "witty and charming."

From Argentina. In Spanish with English subtitles. VIDEO Sp 335.

Good Night, and Good Luck. A film about legendary CBS newsman Edward R. Morrow and his 1953 clash with Senator Joseph McCarthy and his tactics of intimidation and fear. Both used the then-new medium of TV to build reputations and battle for public opinion. This film won six academy award nominations, including a Best Director and Best Screenwriter nominations for George Clooney who co-wrote and also co-stars. In English with English, French and Spanish subtitles. VIDEO En 1019.

Paradise Now. This controversial film is about two young Palestinian men who are lifelong friends and who are also on a mission as suicide bombers in Tel Aviv. Filming took place on site, in locations where real-life missile attacks took place and land mines blew up, a crew member was kidnapped, and film makers had to work with Israeli occupation forces and various Palestinian factions. In Arabic with English, French or Spanish subtitles. VIDEO Ar 31.

Enron: The Smartest Guys in the Room. Based on the best-selling book by Fortune reporters Bethany McLean and Peter Elkind, this film tells the story of America's seventh-largest corporation and its meltdown caused by "personal excess and a complete moral vacuum at the top." The DVD includes many special features including a gallery of Enron cartoons and an index of web sites with additional information about this huge corporate scandal in which billions were lost to employees and investors, and that resulted in many changes in how companies operate. English with Spanish subtitles. VIDEO En 1020.

"Win a \$50 American Express card! Just take the IBIC survey before April 23. Find the survey link on the IBIC MTB page - it just takes 5 minutes of your time to participate and win!"

Photo-op: Fashion show



APRIL 22, 2006

Thunder-stitious: Guide on how to attract good luck and avoid misfortune

By ULVIYYA ABDULLAYEVA
Azerbaijan, Spring '06

How do you, my fellow T-birds, learn about a new country that you visit for the first time, on business or as a tourist (or for a job interview)? Just like me, you most likely check the internet, smart books on "All you wanted to know about [certain country]," ask your friends, look for general country information, tips, places to visit, etiquette, do's and don'ts, etc. But have you ever thought about consulting with the so-called "folk wisdom" – superstitions and beliefs – to learn about a country's culture?

While there are many universal superstitions, or at least those that are true for many countries (such as black cat passing the road in front of you, unlucky number 13, breaking a mirror, etc), each country has its own unique superstitions, traditions, beliefs, fears and attitudes that to a large extent shape the country's culture.



Here's a collection of superstitions, beliefs and attitudes from around the globe – thank you to fellow T-birds for your input!* This is definitely something that you won't find in any GLOBE studies, yet, some of the superstitions and beliefs can tell you more about a certain country and its culture than any encyclopedia! And who knows, following them might really bring you good luck or help avoid misfortune.

If you are in Venezuela and see a 50-year old aunt of your fellow T-bird running around shops looking for yellow underwear on Dec. 30 - do not be surprised!

The aunt simply wants a great new year ahead – and having procrastinated the whole year (as my Latin friend said – being a typical Latino!) she is now shopping for the

lucky color underwear!

If you want to travel in the coming year, walk around the block with a suitcase in your hands right after New Year's midnight, or you could also jump off a chair holding a suitcase, just don't break an ankle, otherwise a year of good luck may turn into a couple of gruesome months (that I can promise you without any folk superstitions!)

And if you want to have an absolutely great year when all your wishes come true, you are supposed to eat 12 grapes 12 seconds before 12 o'clock – and make one wish per grape.

And finally, if you want the coming year to be prosperous – pass around money close to midnight – what goes around comes around!

Or if you simply want to have good time in Venezuela – watch your friends' aunts shopping for yellow underwear, neighbors running around the block with suitcases, and little cousins stuffing themselves with grapes running out of time and wishes close to midnight on New Year's eve!

In China:

People show each other fish images around the Chinese New Year - Chinese sound for "fish" sounds like "extra/left-over" - so there is always extra for the new year. Breaking dishes around New Year's by accident is also good luck, just make sure you don't break that priceless Chinese vase from Tsing Dynasty, otherwise see paragraph above on Venezuela for what happens to your luck when you break an ankle (read: vase in this case).

Fourteen (14), not thirteen (13), is considered bad luck. It sounds like "going to die" in Chinese, so buildings in China nowadays usually skip both numbers, and go from 12 directly to 15.

Brides wear red for weddings, white is for funerals, black...well, it's for robbers, not funerals. I was not given any information on the color of underwear though!

Bats are considered good animals - the sound for "bat" is similar to "lucky" in

Chinese.

When you visit France, make sure you place your baguette face up on the table (flat side on the table)-otherwise you will have bad luck.

And don't you dare go looking for owls at night in Palestine – it's a bad omen, could be even a sign of death (yes, it is hard landing that dream job of yours...but not that hard after all!)

In many of the former Soviet Republics– run as fast as you can if you see a woman with empty buckets approaching you, otherwise you are bound for bad luck for a long time! A bird flying through an open window into your apartment is believed to bring bad luck. On the other hand, if you get bird droplets on your new suit or hairdo – expect something amazing to happen to you very soon. If you are a young person in the "marrying" age – do not sit on the corner of a table – otherwise you will stay single for the next 7 years!! Ask Dr

Love – he (she?) will confirm this one to you! In Azerbaijan, if you drop a fork or a spoon on a floor – expect a female visitor, knife – male. A great way to wish someone a safe trip is to pour some water behind the person right after he/she leaves home. And for Novruz (New Year celebrated by Turkic nations and in Iran in March), it is believed that if you eavesdrop at your neighbors' doors and hear something nice – expect good news coming your way; if you hear neighbors fighting (even over a remote control) – expect a bad year! The morale is – be careful listening under your neighbors' doors! Or run a Monte Carlo simulation to calculate your odds of hearing something unpleasant from behind your neighbors' doors and ending up with an unlucky year!

Feeling good? Maybe you got bird droplets all over you? Whatever you do to celebrate the coming of good luck – do not whistle at home in Azerbaijan! You are

believed to "whistle away" your money if you do so. The money will be much better spent on charity, and if you enjoy whistling – join the local choir.

If you spill salt – get ready for a fight with the loved ones, and I understand it's a bad sign in many other countries too. The remedy to spilling salt in the US is picking up a pinch with your right hand and throwing it over the opposite shoulder.

When you visit Gbemi in Nigeria, just make sure you don't open an umbrella inside the house, shake a person with your left hand (also true in many Muslim countries), touch a person with a broom.... Oh, and ladies – don't eat escargot while pregnant in Nigeria (you probably won't want escargots anyway if you are pregnant!).

Ever laughed at your friends who stop every time they see a penny to pick it up? Well, in the US it is believed to bring good luck! "Find a penny, pick it up, the rest of the day you will have good luck."

Whether you believe in superstitions or not – it's absolutely a matter of personal preference...just remember that when I searched wikipedia for "superstition" it recommended me to see also...no, not a doctor! - conspiracy theory, paranormal, idolatry and obsessive-compulsive disorder! Oh yes, before I forget, you need to make 60 copies of this page, send them to 60 people in 60 countries within the next 60 minutes after reading this article – otherwise you will have bad luck in your next 60 reincarnations on Earth.. You have been warned!

Superstitiously yours,

Ulya Abdullayeva,

P.S. The only time I was assigned seat 13 on an airplane, on my way to Rome, the airline surely lost my luggage!

Special thanks to Jelueh Marquez, Renee Zhang, Pauline Courtiau, Maha Alattar, Gbemi Disu, Jarnei Stephanie Chen, and Michelle Gansle for their input!

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Photo-op
GC
Challenge

By Matt Goldberg

DR. LOVE



Dear Dr. Love,

It happened! I finally know what it is to fall in love at first sight. It's beautiful and remarkably moving. Unfortunately, as I am such a lucky girl, I fell in love with someone who is far away from Glenhell. Yes, it happened during the Global Citizenship Challenge, and, no, I didn't go crazy about one of the T-bird volunteers. I was mesmerized by the beautiful blue eyes and charming accent of one of the finalists who had flown all the way from Spain. How unfortunate! We shared an amazing night of passion until interrupted by his rude teammates who urged him to get ready and catch his early flight. Ah, what a loss indeed! He is not only incredibly sexy but also quite smart and so unbelievably socially responsible that I could not resist him. What should I do Dr. Love? Should I abandon my summer internship in the States and fly all the way to the old continent to pursue my global love?

Global citizen of love

Dear Citizen,

Same old story... An American girl mesmerized by a cute accent. When are you going to learn that you should start listening to what they say, not how they say it? Please don't tell me you believed this "gentleman" when he told you that he wants you to visit him... Or do you really believe in destiny? Do you really think you are "meant for each other" and you will end up having a passionate affair with him in romantic Spain that will of course end with a classic wedding and a classic mansion full of annoying bi-lingual children? No, darling, that ain't gonna happen. Moreover, let me remind you that women are so vulnerable when it comes to the sense of urgency. You were not in love with him, you were simply a victim of the old if-not-now-then-when syndrome. Have you noticed that if a woman knows she is about to lose something she clings to it harder than a Russian alcoholic to his vodka. Seriously, you thought he was sexy, you felt the chemistry, you wanted to have him, you got him, and that's it. Why do you have to bring in the love aspect and make everything so much more complicated... for yourself! Accept the fact that you had a hot, global one night stand, go do your internship and find someone who actually can be with you. That's it, girlie, and if you don't follow my advice, don't come back to me crying. Dr. Love has spoken.

Dr. Love

Dear Dr Love,

So I am familiar with the phrase... you can't turn a H@# into a housewife but can you turn a PMP into a PiMP? You may wonder why I ask this. Well, the reason why is because I need to know how to create a work breakdown structure and some risk mitigation strategies for this exact purpose. I am in love with someone whose name I shall keep anonymous. Let's just say he is "young" and certainly not "dull". I don't know what to do Dr Love. He is so smart and sexy and says the funniest things in class. However the SPR rating analyzing the probability of being caught as well as the severity of the consequences is a 3/3. There is also the small issue that he is happily married but that's not a milestone that matters to me. I need you to create an accelerated project plan that will enable me to achieve my goal. What say you Dr. Love?

- Project Manager

Dear Project Manager,

You seem to have fallen into the same triple constraint debacle common to all those in your profession. You should know that your scope is too broad, a PiMP is quite a challenging and costly feat to achieve given the limited resources that you have as well as the fact that I am sure you and your PMP have conflicting schedules. I will throw some more resources into crashing your academic life cycle here so you have more time after that milestone is accomplished to dedicate to your cause. There is always the option to kidnap your PMP and make him watch endless episodes of Snoop Dogg's Doggie Fizzle tapes and drink Lil' Jon's Pimp Juice Energy Drink for a smoother transition. As far as the risk, you should simply look at the NPV of this project. If its positive then go ahead, noting that his wife's payback period might be sooner than you anticipate. As I believe I have advised some of your fellow mates, having a one way ticket to an emerging country is always handy especially if you were embarking on such a risky venture. Good Luck and let us know if and when you reach a significant milestone.

Dr. Love

Dear Dr. Love,

I'm in love with a stripper!!! That's right I said it and I am proud. I was so worried when I arrived at Thunderbird that people will mock me if they found out my secret... I am addicted to visiting strip clubs. I go at least twice a week, every week. It helps me keep my head clear and focused. Imagine my surprise then Dr.

Love, when the very first week I was here, I was invited by a group of nearly a dozen students to go to Christie's Cabaret. I thought I loved the school when I came in but I really LOVE this school now! It gets even more ludicrous. I find out that we have students here on campus taking stripper class...erm, I beg your pardon, I believe its politically correct name is "Pole Dancing Class." Apparently it's the new fad in exercising around the country. This is how I came to know my true love. How do I approach her Dr. Love? I do not want to come across as a pervert who wants to use his "magik stick!" She may think I only want her for "her goodies","culo" "humps" or "laffy taffy". I certainly don't want her to tell me to "1,2 Step" or "I may lose control".

~Stripper Lover

Dear Stripper Lover,

I am very surprised that you haven't heard of the SLA (The Stripper Lovers Anonymous) given that you claim to be the strip club veteran. Anyways, this is a great group of people to meet and share your thoughts and truly clear your head. What would you like me to tell you? I certainly cannot condone you stopping this girl from her chosen profession, I mean if she's shaking what her mama gave her to pay her steep Tbird tuition then she is more than likely to "Rompe" your head for getting in the way. She certainly would not appreciate you revealing her identity on campus either once it becomes known what she does. Think about it this way, you are here to get your MBA not find your MRS, so just move on to a new season of love. I am sure it will come and there are many other happy people in their birthday suits that you can fall in love with on many of your other trips to the clubs. This could even turn out to being a money maker for you, I mean look at the former member of SLA that conquered his addiction by writing down his emotions and releasing the song "I'm in love with a stripper." I am so sick of sappy love songs that this was a reprieve to listen to. Great beat and honest lyrics...this man is obviously cured and so will you!!! Good luck, there's always Jerry Springer or Dr Phil if it doesn't work out with SLA.

Dr. Love

FINALLY THE INTERVIEW:

EI: So Dr. Love, you are really the talk of the town. Would you like to share with us a few juicy details so that people can finally figure out who you are?

DL: Well, Elena, I am a big fan of mystery (yes, I do enjoy mystery



books as well as Scooby Doo cartoons) so I would not reveal my identity. But, hey, it's always fun to feed people's curiosity and see how far they go in their contemplations, deliberations and gossipations.

EI: Would you like to share with us some of your hobbies?

DL: Sure. I am a big fan of women's beauty. I appreciate beautiful women every possible moment, and not be exclusive, but Asian women were created to be appreciated. I also enjoy music, I like to mix little love mixes for my friends sometimes. As any man, I love soccer...In fact I am planning on going to Germany for the World Cup with some friends of mine, so I will be advising you young T-birds from the land of Beethoven and Weisswurst this summer.

EI: I am glad to hear you will not leave us hanging this summer. But speaking of love advice, have you ever been in love?

DL: What are you talking about? Of course I've been in love. I've been in love so many times I can hardly remember them all.

EI: Well then let's learn something about the love of your life. Are you really married? If so how did you meet Mrs. Love?

DL: You mean the current Mrs. Love? Well, it was a hot steamy night in Thailand when I decided that I need to experience the culture and went to a high-end spa for some relaxing massage. This is where we met. Let me just tell you that Mrs. Love has many talents.

EI: Wow. True love indeed. So, Dr. Love, you have a pretty significant role in our love lives, our readers would like to know what qualifies you for that.

DL: Hm. Similar to you MBA students I have both academic credentials and significant real world experience. Let me just say that Mrs. Love is not the first Mrs. Love, and probably not the last. Hehe. Riing (Dr. Love answers his cell aka "The love emergency line")

DL: Sorry, it's a serious case I have to attend to. So many broken hearts, so little time.

End

