



Photograph from Thunderbird Archive

**Kandahar Treasure.** A sewing co-op for women in Kandahar, founded by Project Artemis graduate, Rangina, is employing many home-bound Afghan women. Article on p. 2.

## A "Leaner" Thunderbird Poised to Affirm Its Leadership Position

In the Spring 2006, Thunderbird's new strategic vision, Thunderbird 2010, was unveiled with much fanfare, satisfaction, and hope. The new mission statement and the five pillars of global management education are indeed lofty ideals, and realizing them will clearly require a whole-hearted commitment from the entire Thunderbird community. It is summer now. What else have we done vis-à-vis Thunderbird 2010? And what have we accomplished so far? What can we expect? Das Tor's Editor-in-Chief, Agus Sutikno '07, sat down with Frank Neville, Thunderbird's Assistant Vice President - Corporate Communications to find out about the implementation of Thunderbird 2010.

**Agus Sutikno:** When did you join the Thunderbird staff? Where did you work before?

**Frank Neville:** I joined Thunderbird in November 2004. Prior to that time, I worked in East Asia and Latin America as a U.S. diplomat.

**AS:** Was there a specific mandate or immediate problem that you had to tackle right away?

**FN:** Upon joining Thunderbird, I was asked to focus on bolstering our public relations efforts. There

was concern that Thunderbird was not receiving sufficient news media attention locally, nationally, or internationally. Since then we have greatly increased our exposure in virtually all of our major markets. Some of the biggest accomplishments have been Dr. Cabrera's appearance on CNN International, getting several features in the Financial Times, securing worldwide coverage for the Dalai Lama's visit, the Artemis program, and our #1 rankings, and regular articles on Businessweek online.

**AS:** We know Thunderbird 2010 necessitates a number of changes and reorganization. Can you tell us where we are at the moment?

**FN:** The most important change over the past year has been the clear re-affirmation of our Thunderbird identity, centered in the Mission and Beliefs outlined in Thunderbird 2010. Defining who we are and what we stand for is critically important because it provides a compass by which we make decisions on everything from course content to long-term investments to business development. Simply put, by staying focused on our core competency as defined by our mission, we are much more likely to be successful. At the same time, by clearly articulating our identity,

we will be much more effective in marketing the school to prospective students and corporate clients. Finally, by consistently articulating our identity we are much better able to differentiate our brand in an increasingly crowded marketplace.

At the same time, Thunderbird has transformed itself into a leaner, more efficient, more focused operation. This was done in order to prepare the institution to implement our new strategic vision, Thunderbird 2010. We are now in the initial stages of implementation of Thunderbird 2010. Key steps that we are focused on at the moment include the launch of the two new early career master's degrees, the establishment of the research and knowledge network, and the implementation of a balanced budget for 2006-2007.

**AS:** What are some of the biggest obstacles to implementing these changes?

**FN:** I don't see any large obstacles at the moment. These changes will certainly require considerable work but we are currently very well positioned for success. The management education market seems to be

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## Ambassador Dr. Zac Nsenga of Rwanda Visits Thunderbird

By ARTUR LENG  
U.S.A., Fall '06



Artur Leng

On June 30, Thunderbird had the distinct honor to get a visit from the Honorable Dr. Zac Nsenga, the Rwandan ambassador to the United States. Dr. Nsenga attended a luncheon hosted by the school that was attended by about thirty people representing a mix of faculty and students. Also attending was Dr. Douglas Jackson, the

philanthropic organization that distributes new, surplus, and overstock medical supplies to the neediest peoples throughout the world as well as connects volunteer medical professionals with clinics that are in desperate need of assistance.

After a short lunch, Dr. Nsenga played a brief documentary spotlighting Rwanda today. The film showed an overview of the country and addressed the issue of how Rwanda is evolving today given its tragic past. Perhaps the most interesting part of the film was that the makers interviewed Rwandans on their view of Rwanda. The tone was generally optimistic and full of hope for the future.

The highlight of the luncheon was a presentation by Dr. Nsenga himself. Instead of a traditional ambassadorial speech, Dr. Nsenga brought a Powerpoint presentation, which he narrated informally. Dr. Nsenga began by



Photograph Courtesy of the Rwandan Embassy

describing the geography and topography of his nation to give the audience more bearing. He proceeded to tout the natural beauty of the country and the many treasures it has to offer. However, the presentation took a more somber turn as he related Rwanda's history. Inevitably this centered on the 1994 genocides.

Dr. Nsenga described the colonial period in Rwanda's history and how that instigated ethnic tensions and divisions. Before World War I the Germans colonized part of Rwanda. During this period, the Europeans were interested in the study of race. Their studies indicated that the ruling Tutsi class was more "white" than the Hutus. They established the Tutsis as the ruling class during this period. After the war, Belgium gained control of Rwanda. They continued to rely on the Tutsi power structure and favored them over the Hutus in education, teaching many in catholic schools. This process deepened the rift between the peoples.

Throughout the years these ethnic divisions galvanized, leading to many bouts of political instability and ethnic violence. Some 150,000 Tutsis were exiled in 1959 and the Hutus ruled the country. In the 1990, due to a floundering economy and food shortages, a civil war erupted with organized Tutsis attempting to overthrow the Hutus in power. Although a cease-fire took effect in 1992, the shooting down of a plane carrying President Habyarimana and Burundi President Cyprien Ntaryamira in 1994 erupted into the mass slaughter of Tutsis by the Hutus. Dr. Nsenga presented some staggering numbers: 100 days, over 900,000 dead, almost 10,000 murdered daily.

After these sobering numbers, Dr. Nsenga turned to a more encouraging topic: Rwanda today and in the future. He said that his country is in a state of reconciliation. It was surmised that the International Court of Justice in The Hague would take about 150 years to try all war criminals. Since Rwanda needs to focus on the now, they organized trials on the village level where victims and their

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## Ambassador Dr. Zac Nsenga ...

*Continued from Front Page*

families were able to confront their assailants. He also said that Rwanda has sent troops to Sudan in order to prevent similar atrocities from being committed in Darfur. This process of confrontation and reconciliation has developed a relative calm in Rwanda. Economically, Dr. Nsenga said that Rwanda is a large coffee exporter. However, he pointed out that the current government is focusing on IT and high-end tourism as future sources of revenue.

Dr. Nsenga proceeded to take questions from the audience, all of which were quite poignant. The first question addressed the issue of the world not getting involved during the genocides. Dr. Nsenga answered by elaborating on the present state of the United Nations (UN). He stated that the structure of the Security Council is such, that in many instances, the differing interests cannot come to a unanimous agreement and thus the UN is prevented from action. Dr. Nsenga also stated that in these cases he supports unilateral intervention that circumvents the UN. The next question inquired about current measure to prevent future atrocities in Rwanda. Dr.

Nsenga emphasized the importance of education and remembrance. He described how school children are taught about the events of 1994, coupled with teachings of tolerance. He believes that the new generation will not be weighted down by the same ethnic divisions. Finally, Dr. Nsenga was asked to speak about the current state of Sudan. He expressed his concern about the conflict in the region and reemphasized the fact that Rwanda has sent peace-keeping troops to the region to prevent escalation.

Perhaps even more striking than the message he brought, was the man himself. Despite the serious issues that he discussed, Dr. Nsenga is a personable and informal person. He introduces himself by his first name and his down-to-earth demeanor does not imply his esteemed position of ambassador. He made everyone in the room feel as equals by talking to us as opposed to at us. It is truly with such distinguished individuals that Rwanda can hope for a much brighter future.

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## A "Leaner" Thunderbird ...

*Continued from Front Page*

recovering from the decline of recent years, the early career market is growing rapidly, and we have transformed our business operations specifically for the purpose of delivering on the plans laid out in Thunderbird 2010.

AS: *Are there changes that were planned but never implemented because it was too difficult to do so?*

FN: No. While we will certainly have to be ready to adjust our strategies as necessary, all of the projects envisioned under Thunderbird 2010 are still very much alive.

AS: *Now that we are more or less done with the major restructuring, what results do you hope to see in the coming months? In the coming years?*

FN: Having transformed ourselves into a leaner, more efficient operation, we expect a balanced operating budget for 2006-2007 and substantial revenue growth in the coming years as our

new programs come online and our investments in marketing, lead generation, and business development pay their full dividends.

AS: *In your opinion, how would that affect the current students?*

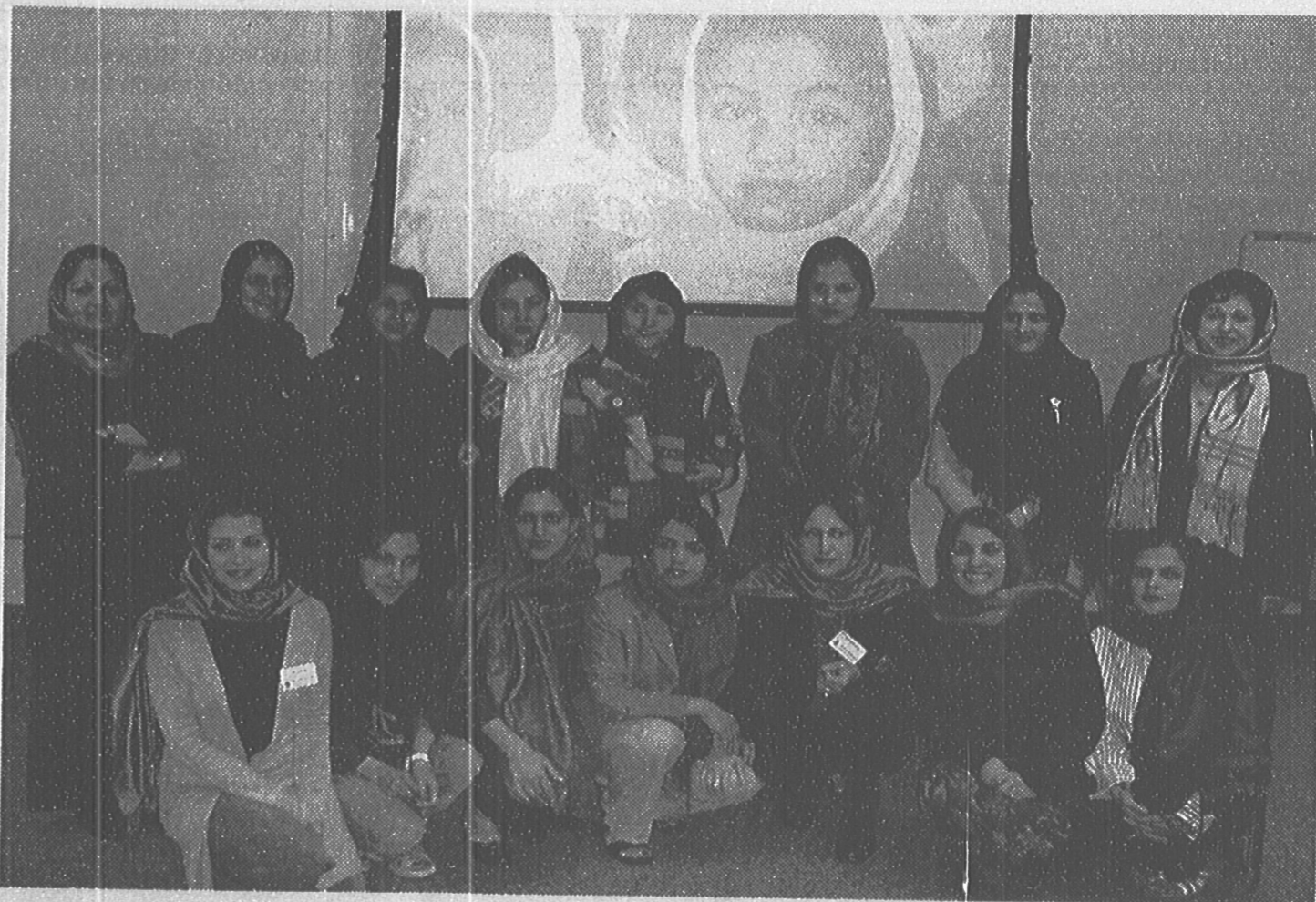
FN: Thunderbird is already the recognized leader in global management education. The investments we are making in current and future programs should enhance this status and increase the value of a Thunderbird education. At the same time, changes to the curriculum and a greater focus on our mission should result in a more enjoyable and productive overall campus experience for full time students.

AS: *Any regrets for ever deciding to come to Glendale?*

FN: Not at all. I like the desert. It's a dry heat!

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## Project Artemis Returns to Thunderbird



*Photograph from Thunderbird Archive*

**Artemis fellows.** Fifteen women entrepreneurs from Afghanistan gathered for a group picture after they completed two weeks of business training at Thunderbird last year. The next fifteen Artemis fellows will arrive in Glendale later this year.

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



Kellie Kreiser

**"It's often been said that the future of the entire Islamic world depends on Afghanistan and the corollary to that is the future of Afghanistan depends on its women."**

*-- Barbara Barrett, Member of the Board of Trustees and Founder of Project Artemis*

In November 2006, Project Artemis returns to Thunderbird. Project Artemis is a "Thunderbird for Good" project where fifteen Afghan women entrepreneurs will come to the Glendale campus for two weeks of business training. While here, the women will take classes from top T-bird faculty, interact with students and alumni, and will have opportunities to visit American businesses.

Each woman will arrive with an idea for a business she has either started or would like to start. Through courses on marketing, management, finance, and leadership, the "Artemis fellows" will build the foundation for a business plan. Additionally, each Afghan student will be paired with a businesswoman mentor from the Arizona community. The mentors pledge to work with the women for

at least two years via the internet to help them get their businesses started.

The goal of Project Artemis is that the women will return home to Afghanistan with the tools, support, and connections necessary to be successful in business. And that their success will have a ripple effect on other Afghan women through employment, training, and mentoring.

This is not the first time Thunderbird has hosted Project Artemis. In January 2005, the first class of Artemis fellows visited the school for entrepreneurial training. The women ran a variety of businesses; construction, marketing communications, freight forwarding, human resources consulting, and handicrafts were all examples of their diverse interests. There were even three women doctors who wanted to open up women's health clinics back home.

In the year and a half since that group received their training, there have been some wonderful successes to celebrate. Rangina returned to Kandahar to run a woman's sewing co-op called Kandahar Treasure, which employs many home-bound women. "Kandahar is in the midst of fire[fight] and more and more international funders are turning their attention away from this region," she says. "Together we have started this important initiative for women where over 500 women are now benefiting from this project. Kandahar Treasure has learned to crawl and it is now time to teach it to walk..."

Another Artemis graduate, Kamela returned to not only ramp up her successful construction

company, but also start her own training company to teach other women how to write business plans. "When I first became interested in business, it was very hard to work under the Taliban and I had no access to training or funding," Kamela explained. "I was able to learn more about business, and participate in training at Thunderbird University [sic] in Arizona. I myself have trained 900 Afghans so they can learn better business skills."

Many of the women felt that their T-bird experience made it possible for them to return to their country and be successful. "Just knowing how much faith these people have in us inspires us to go back and really make our dreams a reality," said Artemis fellow, Katrin. She runs a micro-loan organization which has given out \$200,000 in loans to over 3,000 Afghans.

These women were an inspirational group that made the decision to run another class of Artemis an easy one. The next group is currently being selected and there are many promising candidates, ensuring that once again, Thunderbird will be able to stand by its mission of creating sustainable prosperity worldwide.

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*Continued from Front Page*

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## Can Supermodel Heidi Klum Help You Network?

By MICHAEL COTTRELL  
U.S.A., EMBA



Michael Cottrell

When I read the posting "Supermodel Heidi Klum to Visit Thunderbird This Saturday," it was reason alone for me to hang out at the Pub. In the slim chance that the MTB posting about her was real, I wanted to be there just in case. The TSG, coincidentally enough, happened to be hosting a Student Mixer at the Pub with free food and beverages for all attendees. Although Heidi never did show up, the event turned out to be a success; it was the first-ever event that brought together full-time MBA students with EMBA students from Phoenix and from LG's program in Korea. Although nobody from the Prague program was able to make it to the mixer here in Glendale, some of us schemed about how we could get TSG to sponsor an excursion to Prague for the next student mixer event.

Close to a year ago, our EMBA program had a one-week kick-off in Glendale where we acclimating ourselves to the campus and started re-learning how to study. In January of this year, our class spent another week on campus for our language immersion studies. A common

denominator for both these stays and a regular staple after classes on Friday is, of course, a visit to the Pub. During my many visits to the Pub, I noticed an interesting phenomenon: the EMBA students and the full-time MBA students really didn't mix that much. If one group was playing pool, the other kind of stayed away. I'm not sure why this is the case, but I sense it is simply human nature to stick with the group with which you are comfortable.

The Student Mixer was successful in helping to break down the walls among the different student groups by encouraging everyone to introduce himself to somebody that they did not know and to start a conversation. As it turns out, the full-time MBA and EMBA students have a lot in common. Beyond having to endure countless nights of studying until early in the morning, write case studies, take on the burden of enormous student loans, indulge in Tuzzolino's wit and take challenging exams, we all share a passion for Thunderbird and what it stands for. Much of the evening was spent discussing the changes at Thunderbird and what the plans for the future are. Each of us made a conscious decision to choose Thunderbird over other EMBA and MBA programs. What I found was that most of us made the final decision based upon the differentiation of a

degree from Thunderbird versus other MBA programs. The value of this differentiation is found in the ability to obtain knowledge of culture and language alongside the rigors of a traditional business school education.

It was encouraging to hear from fellow students that they have the same concerns about maintaining and growing Thunderbird's long standing tradition of excellence. We have the same concerns about maintaining the value of a Thunderbird degree in the marketplace. It is not just about rankings in the newspapers, but the actual quality of the education we receive and the professors who teach us. It is the concern about the cultural and language component of the degree programs and the lifetime value they add to our degree and employment opportunities. There is concern about the overall shrinking student population and the associated long-term consequences for the school and alumni. Although the method in which we as EMBA students obtain our degree is different from full-time MBA students, our desires are very much the same. We all expect to receive an internationally recognized quality education, delivered by strong professors, combined with cross-cultural capabilities to prepare us for success in our desired profession.

To ensure alignment of full-time MBA goals and the

EMBA classes, Thunderbird needs all students to work together to ensure that channels are appropriately leveraged and that a common voice is heard. I find it interesting that TSG has a representative assigned to Executive Education; however, to my knowledge there is no counterpart from the students in the Executive Education program. Why is this? The EMBA students' voice is through the Executive Education faculty. I would encourage TSG to consider seeking student representation from the Executive programs, or at a minimum, seek input and feedback from Executive students. This input and integration is even more critical as the administration's stated intent is to grow the Executive and alternative education (custom, online etc.) programs to increase revenue and the number of Thunderbird graduates.

More events like this should be arranged in the future as it provides a casual forum for exchange of ideas and information between all types of Thunderbird students. Involvement between MBAs and the Executive students shouldn't stop at the mixers. The Executive students are a wonderful resource available to the full-time students and vice-versa. Many of the EMBA students work for multinational companies that are employment targets for soon-to-be graduates. I often see postings

on MTB asking if anyone has a contact at a given company, to which many reply, "seek out alumni." While past graduates are an excellent source, don't pass up the opportunity to utilize the EMBA contacts that grace the campus every other Friday and Saturday. Who knows, an invite for beer at the Pub just might turn into something further. Furthermore many of us in the EMBA program have personal contact with other T-bird alumni working in our companies and sometimes we hear about their need to fill positions in their departments. The synergies between the full-time MBA students and the EMBA students can and should be exploited to drive long lasting relationships and meaningful dialogue for the benefit of students and Thunderbird.

Although Supermodel Heidi Klum was a no-show to the Student Mixer, don't be disappointed. Your fellow EMBA students (although less beautiful) are a great resource for networking opportunities as well as great conversation!

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## Executives Are Cool!

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



James Sayno

On June 17, your Thunderbird Student Government along with Executive Ed/Corporate Learning sponsored an EMBA/Full Time MBA mixer at the pub. Guess what? Executives are cool! The mixer included a free barbeque, a get-to-know-each-other icebreaker called "High Fives" and wine provided gratis (thanks TSG!), which was elegantly selected by the leaders of the Thunderbird Wine Club. My thanks go out to Jocelyn Wyatt '06 and Artur Leng '06, who did a very nice job helping to organize the event and pouring wine for all the participants.

Even though it was a warm Saturday evening, the event drew

approximately seventy people who came to mingle and taste test a variety of wines selected by the Thunderbird Wine Club. There were forty full-time students, fifteen members of EMBA Class XV and around fifteen participants from the Korean LG Corporate Learning Group who joined in. We even had an On-Demand student who happened to sneak in! Throughout the evening everybody had an opportunity to meet new people and discuss a variety of topics from culture, fine wine and food to management techniques, while munching on the great burgers that were grilled up. I personally had the unique opportunity of discussing a case study from Professor Booth's Finance 2 class, Diageo plc, with a one of the EMBA XV students who worked at Diago. (My apologies go out to Christina, who might not have been as captivated with the conversation as much as I had been.)

The event was a huge success in bringing together a wide variety of Thunderbird participants. My biggest take-away from the experience is that these types of events need to occur more often. Although I had seen several of the EMBA and

LG participants on campus for weeks, it wasn't until this event that I had a chance to personally get to know many of them. I can promise the student body that TSG will make every attempt to support these types of events in the future in order bring together the full-time students with all other participants in the Thunderbird learning experience. Every student should make an effort to participate in these events, especially when presented with an opportunity to mingle with other students and executives in a casual and fun atmosphere. You never know who you will meet, and maybe you too will discover that executives are cool!

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## Want to Create Sustainable Prosperity Worldwide? Start by Recycling!

By MEGAN HUNDLEY  
U.S.A., Fall '06



Megan Hundley

Most Thunderbird community members would agree that recycling has few negative impacts. For example, recycling helps reduce waste and the consumption of natural resources. Additionally, recycling also helps decrease landfills. Amazingly, recycling and reusing products also helps Thunderbird achieve its mission of creating sustainable prosperity worldwide. In the past few months, Net Impact, a club on campus, has worked to increase recycling efforts

on campus. This article will address the new opportunities and changes that are occurring on the Glendale campus around recycling.

As a result of the hard work of many faculty, staff, and students, a new recycling plan will be introduced in the Glendale campus in August; the City of Glendale will become the new campus recycling partner. This transition will be seamless for most of the campus community. However, as a result of this new partnership, more items will be available for recycling on campus. The items that the City of Glendale will recycle are listed below:

**Paper:** Newspaper and mixed paper, including advertising inserts, magazines, junk mail, catalogs, brown paper bags, and telephone directories.

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# Don't Slam That Door! And Please, No More Make-up Classes

What do T-birds think of the state of etiquette on campus? How do they feel about the recent flurry of make-up classes? Das Tor's Co-editors, Dustin Overbeck '06, and Das Tor's Business Manager, Ajay Sasikumar '08, recently asked the students on campus to share their thoughts and feeling. Here is what they said:

## Classroom Etiquette

The majority of students are oblivious, and slamming doors seems to be the norm. Lateness, which occurs far too often, is tolerated.

- Ben Shuster '07

It is very disruptive and impolite to let the door slam and to walk in front of the professor [when coming to class late].

- Lyn Hall-Fore '07

I don't like it when foreign student speak to each other in their mother tongue when it is not contributing to the class discussion. If it's not about class, it shouldn't be discussed then.

- Yoko Omae '07

I think etiquette is really important and I think professors need to address it. I had a professor who addressed this issue on the second day of class and who said that if we were going to come late to class that we shouldn't come at all. Because of this, people were courteous in the class. Everybody came on time and was

worried about coming on time.

- Anonymous

Leaving class is understandable, showing up late and slamming doors without consideration to class proceedings is not.

- Malek Temsah '06

Eating in class should be stopped. They should go out for five minutes and finish.

- Alope Bhowal '07

Quietly eating in class is not a problem, but others are noisy.

- Anonymous

If you're more than five minutes late for class, you should not bother coming.

- Anonymous

Coming to class late is extremely rude to others and very unprofessional. You wouldn't go to a meeting late would you? Also, I can understand if you have to step out of class for a few minutes but don't allow the door to slam on your way out or in, this is very disruptive to fellow students who are actually trying to pay attention in class!

- Anonymous

At the MBA level, you'd think people would have learned to turn off their cell phones, PCs and arrive late/leave early quietly. And can't we dress nicely for business presentations?

- Zach Wyer '07

Some people are not mindful that there are different levels of noise tolerance

- Anonymous

The door is pretty loud and everyone looks when somebody comes in just out of curiosity.

- Anonymous

I don't think we do a very good job of projecting a business school environment. Students can arrive to class whenever they want; they can leave as many times as they want; they can be as disruptive as they want. The professors don't say a word. I feel like we've created a community-college environment instead of a renowned business school. The faculty should set the tone in class and expect students to respect them and the other students in class.

- Anonymous

## Make-up Classes

Make-up classes add an element of uncertainty and throw one's schedule into disarray.

- Malek Temsah '06

Make up classes are arranged on too short of a notice. It's hard to organize the day. Everything should be well planned and it should be posted well beforehand.

- Alope Bhowal '07

This is horrible and very stressful, since there is not enough

time to prepare for both make-up and regularly scheduled class work. Splitting and double-time classes have also had an impact on coursework. A three-unit course done in one module is too much! Stop the insanity!

- Lyn Hall-Fore '07

I do not like evening make-up classes. It's a necessary evil, but this trimester it was way too frequent. Every Friday this trimester I had a make-up class. Sometimes I'm on campus for twelve hours straight, which happened three times to me.

- Anonymous

The intent is very good but do make-up classes really do any good to students? [Having] make-up classes in the evening after [having to] attend classes during the day time and letting us know about the time [of such make-up classes] in short-notice, just before exams, certainly build up pressure for many students who are busy with many other activities. This tends to disrupt the routine for one's planned preparation. We can avoid this practice by implementing well-planned classes beforehand.

- Anonymous

Make-up classes have gotten out of hand. Many of us plan trips based on the academic schedule, which then shifts twenty times.

- Zach Wyer '07

Make-up classes are OK, but lately they have been a bit out of hand. I receive my class schedule at the beginning of the trimester and plan

my time around that. If I am expected to follow that schedule then I would expect the professors to follow it as well.

- Anonymous

In some cases make-up classes are not the professors' fault because of the conflicts the administration creates with the Exec. Ed. program.

- Anonymous

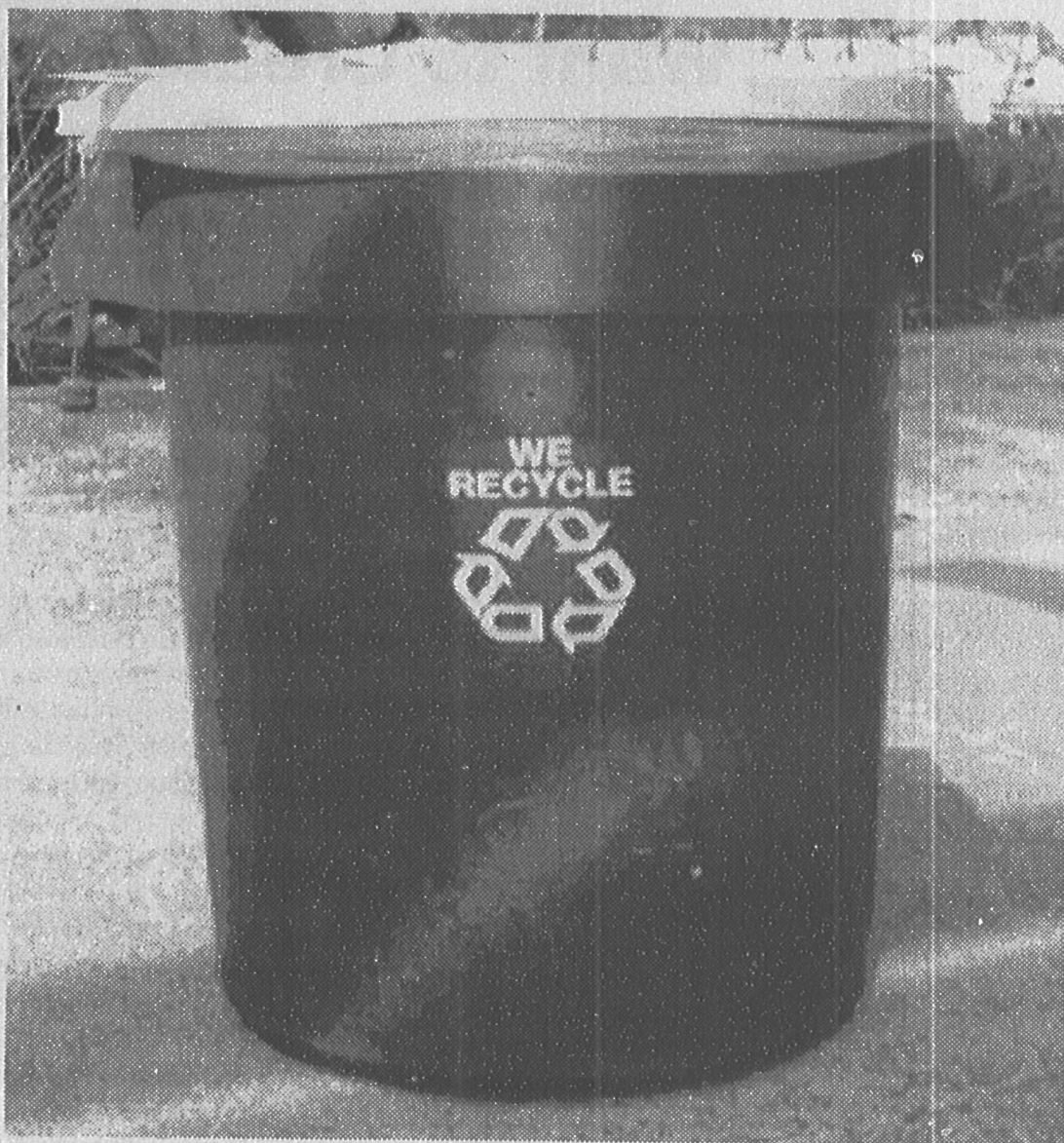
Make-up classes are necessary but I feel things have gotten out of hand. There are professors leaving for conferences and to teach in overseas campuses in the middle of the trimester. Hence students in Glendale have to pay for their schedules. Glendale students should be given priority since this is the main campus.

- Anonymous

If the professor has inconvenienced the class by needing to schedule a make-up lecture, there should be at least two options to make up. Make-up classes should be scheduled at least a week ahead of time. I had one professor who had scheduled a make-up class more than one week ahead of time, and who, two days before the scheduled make-up class, decided to have one big make-up class, which meant that I had to reschedule a previous meeting.

- Anonymous

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## Do you know what this is?

These bright blue containers can be found all over campus. They are used to collect recyclable materials.

Currently only these items should be placed in the bins:

- Aluminum cans
- Paper
  - White & Colored Office Paper
  - Magazines
  - Newspaper
- Cardboard

When other items are placed in these bins the bin is considered contaminated and contents are unable to be recycled.

If we are able to reduce the level of contamination on campus we will be able to offer a more comprehensive service in the future!

Please help us make Thunderbird a truly "Green" campus!

Making recycling work on campus is quite a task. Please thank the Facilities and custodial staff for all of the hard work that they do to ensure that Thunderbird is a more environmentally friendly place.

Sponsored jointly by Net Impact and Das Tor

## FORAD on Steroids

By THOMAS F. ERICHSEN  
Norway, Summer '06

**F**ORAD in seven weeks—not exactly a Barry Bonds season (circa 2001), however a Ruth-ian feat for those that survived. I am writing this article with a week left to go in FORAD and I can hardly feel anything; yes, I have gone numb. This had been the most bittersweet class I have ever taken. I am bitter for the fact that my mind feels like a classic Texas tomado just ripping through some middle-of-nowhere cow-towns while allowing it to ask for more. The class is sweet because the FORAD game that we play is absolutely cool (please note that I could not think of another word to describe it). Perhaps the most awesome aspect is that in order to get our competitive juices flowing we need to revert back to core classes in order to refresh our memory; this allows us to stay competitive. The experience in itself is worth it and by far one of the best classes I have ever taken.

As for my team, it is one of the best teams I have ever been on. I have already used examples from our struggles regarding working with people from other cultures in interview settings with companies. Team nomE—that is my team (if you are wondering what nomE stands for, read it backwards)—is made up of folks from Korea (Jade Ok), Iceland (Siggi Gunnarsson), Republic of Texas (Nicholas Yeager), Canada/New York (Matt Skelly), Philadelphia (Al Horenstein), and Norway (Thomas Erichsen).

The classroom setting was actually quite amusing. Class time began at 8AM on Tuesdays and Thursdays, three hours per day—yes, six hours of FORAD in a week. People walked in with gallons of coffee and red bull—some perhaps tipsy or hung over due to the World Cup. But who really cares since Norway did not qualify, right? Anyway, the FORAD game is over now and we came in third place. We have already had our "coulda shoulda woulda" meeting, but there is

nothing we can do about it now. We did, however, learn a great deal, which is way more important than the third place finish. Fine, we are pretty \$%^\*@ off about where we placed, but we fought the good fight. Throughout the game, our fighting sprit could be attributed to Dr. Moffett's "git-r-done" philosophy, which is actually quite infectious.

Finally, I must congratulate team ProFit LLC for winning the game. Team Galacticos and SNAFU put up a great fight. Team Nada finished dead last. It would have been very embarrassing if Team Nada finished anywhere but last. If you are wondering why, please go ask Dr. Moffett.

[erichsen@global.t-bird.edu](mailto:erichsen@global.t-bird.edu)

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## Want to Create ...

*Continued from Page 3*

**Cans:** Aluminum and steel/tin, for example beverage cans, clean foil and foil baking pans, soup or vegetable cans.

**Plastic Containers:** PET or #1 plastic containers and HDPE or #2 plastic containers, such as water bottles, soda bottles, milk jugs, detergent and fabric softener bottles. No plastic bags.

**Boxes:** Cardboard and chipboard, empty of all packing materials and broken down; for example, corrugated boxes, cereal, cracker and cake mix boxes (without inserts).

Please remember that these changes will not occur until mid-August. Please continue to recycle paper, cardboard and aluminum cans as usual until a campus wide announcement is made announcing the change.

In addition to recycling, there are other important changes occurring on campus that focus on reducing the environmental impact of our campus. Students are working with the staff at the Document Source and college administrators to offer students the option of printing double-sided copies.

Also Chartwells, the dining provider on campus, is introducing a Green Thumb program. Through the Green Thumb program, Chartwells, the IBIC, and Net Impact have worked together to create a common To-Go-Mug that is IBIC approved and will allow students to purchase

fountain beverages in the Commons at a discount, without having to use Styrofoam cups. Look for these cups to be available in mid-August.

Finally, a special project that is more overarching in scope has been created for the Business Intelligence class in the Fall. This project will allow students to explore the impact of the Glendale campus on the climate. Students who participate in this project will benchmark the Glendale campus' output against other universities and businesses, identify an audit methodology, determine where to register the campus emissions data and to develop a reduction strategy, and formulate a communications PR plan. Findings will then be presented to the President's Office. Implementation of this plan will be undertaken by students in subsequent Business Intelligence classes.

In addition to continuing to recycle and reduce your waste, you can be a part of these exciting recycling efforts on campus by contacting Net Impact using MTB or by contacting any Net Impact member.

[meganhundley@global.t-bird.edu](mailto:meganhundley@global.t-bird.edu)

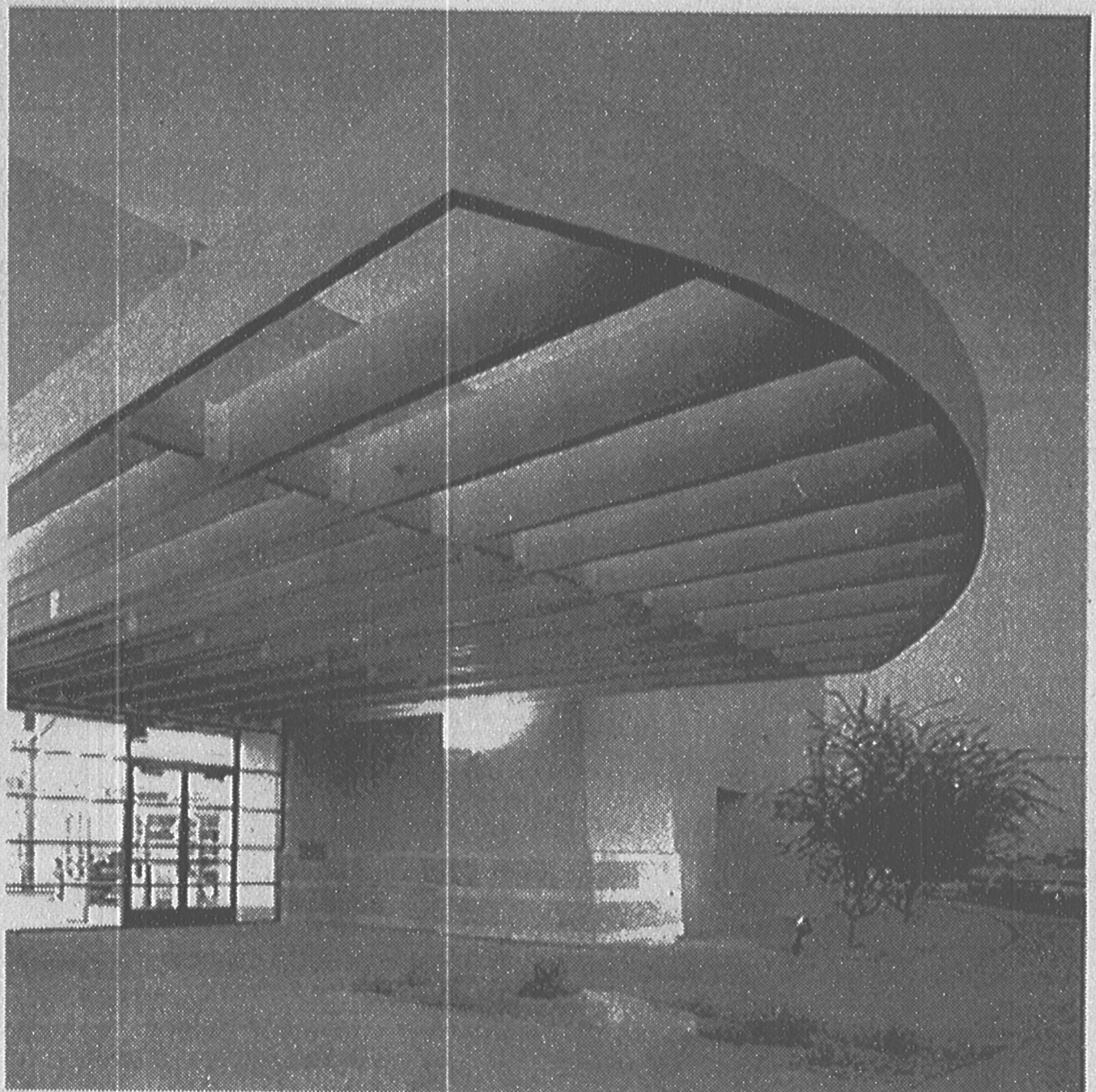
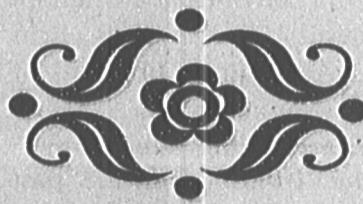
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IBIC circa 2004

Photograph from DASTOR Archive

## International Career Right Here at Thunderbird

By JAY BRYANT  
U.S.A., Alumni '04



Jay Bryant

When starting as a student at Thunderbird, most of us do not know what lies ahead in our professional career. We all have big dreams of international jobs and few of us ever think that Glendale, Arizona is going to be the place where we find such a job. However, when you look around Thunderbird, it only makes sense that if you have an interest in the international education industry it is the best place to be!

This explains why more than fifteen Thunderbird graduates are currently working in various capacities around the school. Take for example James Scott from the class of 1996 who now is the school's Registrar or Joy Lubeck from the class of 1986 who is our Associate Vice President of Global and Corporate Partnerships. Have you ever been to the Global Market? Next time you are there you can ask Dean Warner how the campus has changed since he graduated in 1957.

The Corporate Learning and Executive MBA area of the school are populated by quite a few former T-birds. Olivier Bouclier graduated from the EMBA program in 2005 and now serves as the Senior Director of Corporate Learning. Cassy Allen from the class of 2003 is the Associate Director of Knowledge Management. Kara Zeimet who

will be graduating in Fall 2006 is a Program Coordinator.

When asked why she recently joined the Thunderbird staff, Bonnie Cameron Wells '93, Director of Open Enrollment Programs, said, "I've always had a passion for Thunderbird and its global mission. I wanted to escape the corporate world but pursue a career that challenged me, and I had missed the global focus since leaving the international home entertainment marketing at Twentieth Century Fox a few years before. For me, Thunderbird Corporate Learning is the best combination of a satisfying career challenge and an entrepreneurial environment.

Riangky Majaya '98 and Manuel Fernandez '01 both work as Finance Managers. Nikolas Hagleitner '04 and Shashi '99 both work as Principal Consultants in the Thunderbird Learning Consulting Network. Phil Schlesinger '82, whose father was a Thunderbird professor, is the Assistant Vice President of Marketing.

Upon her graduation in 2004, Kellie Kreiser was asked to be the Director of Thunderbird for Good. "After I graduated, I wanted to do something entrepreneurial. When Dr. Cabrera approached me with the opportunity to start up the new department 'Thunderbird for Good', it was the right kind of challenge. Besides, how often in your life are you offered a position where your job is to 'do good'? It was too unique of an opportunity to pass up!"

The Global Recruitment Office boasts the largest number of T-birds working in one department. Led by Senior Director Jay Bryant '04, four other T-birds are the face of the school at all of the recruiting events worldwide. Annie Gabriel

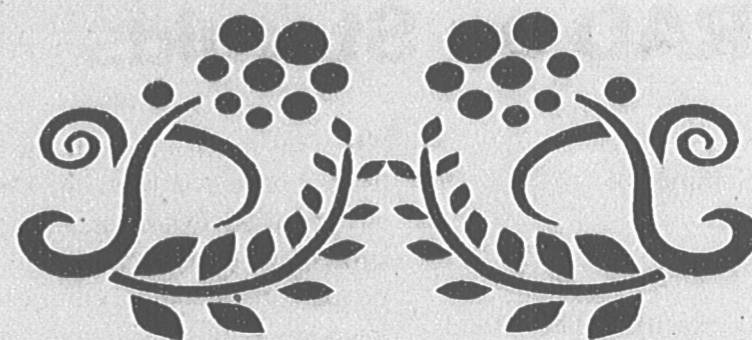
'03, Tom Brennan '05, Erin Wilson '06 and Clark Morris '06 are charged with reaching out to prospective students to help them learn about the Thunderbird Mystique and what makes our community so different from other MBA schools. Between the months of September and December, this group will present Thunderbird programs at more than 60 venues worldwide. Joe Patterson, the only member of the recruitment team who does not currently hold a degree from Thunderbird, is intending to begin the Global MBA On-Demand program this September.

"I feel very passionately about what this school does. I believe in the Mission and I believe in the people. I knew that joining the Recruiting Team would allow me to help continue the tradition of getting a diverse group of top-notch students to come to Thunderbird as well as spread the word about what we do. It was also definitely a plus that I get to travel (in the true spirit of a T-bird) and stay involved in some of the activities at the school that I really love," says Erin Wilson, Assistant Director of Global Recruitment.

These--along with numerous other T-birds over the past sixty years--have worked to ensure that the experience students have at Thunderbird today matches the fantastic global experience that they each had. Make sure to take the time to meet members of the Thunderbird staff as you will find that the people behind the scenes are often some of the most "T-bird type" you will ever have the chance to meet!

bryantj@t-bird.edu

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## Life after Thunderbird: An ID Student's Perspective

By ALEXANDRA LEPIONKA  
U.S.A., Alumni '05



Alexandra Lepionka

It has been almost two years to the day since I gave up life as I knew it and left behind the cube-dwelling culture of the banking industry in pursuit of that ever elusive 'missing piece'. You know...the one that never fully defines itself, but always seems to hover in the subconscious as a reminder that there is more to life than a paycheck.

Ever since college I have harbored an interest in the condition of developing nations and what can be done to help them realize their true potential. Upon entering the so-called 'real world', it did not take long before the daily exposure to drab institutional carpeting and petty office politics led me to realize that I was hardly being true to the enthusiastic undergrad student, who only a few years before, had dared to question the moral fiber of multinational corporations operating in the developing world. It took a bit longer to gather the courage to admit that a change was in order, but I eventually concluded that it was time to pick up the books again and try to put myself back on track.

When I began looking at various graduate programs, my choices were very quickly narrowed down to one: Thunderbird. This was the only institution that would allow me to continue building my resume in the business sense, while simultaneously providing an opportunity to focus on International Development. Lucky for me, the deal was further sweetened by the presence of a thoroughly diverse student body, the world's most fabulous roommate, and stellar professors like Wetzel and Babarinde.

Thanks to the encouragement and education I gleaned from these people, I was able to strike out on an unusual path after graduation. Rather than

following the income option as I had done previously, I chose to join the MBA Enterprise Corps and become a volunteer. Now don't misunderstand me...there were plenty of folks who questioned my sanity upon hearing that I was moving to Sudan to work 'for free'. However, an overwhelming majority realized that my desire to do this was born, not out of some misguided fantasy to change the world--although I certainly hope that my work is contributing to the greater good--but rather out of my need to gain relevant work experience which will bring me nearer to understanding that 'missing piece'.

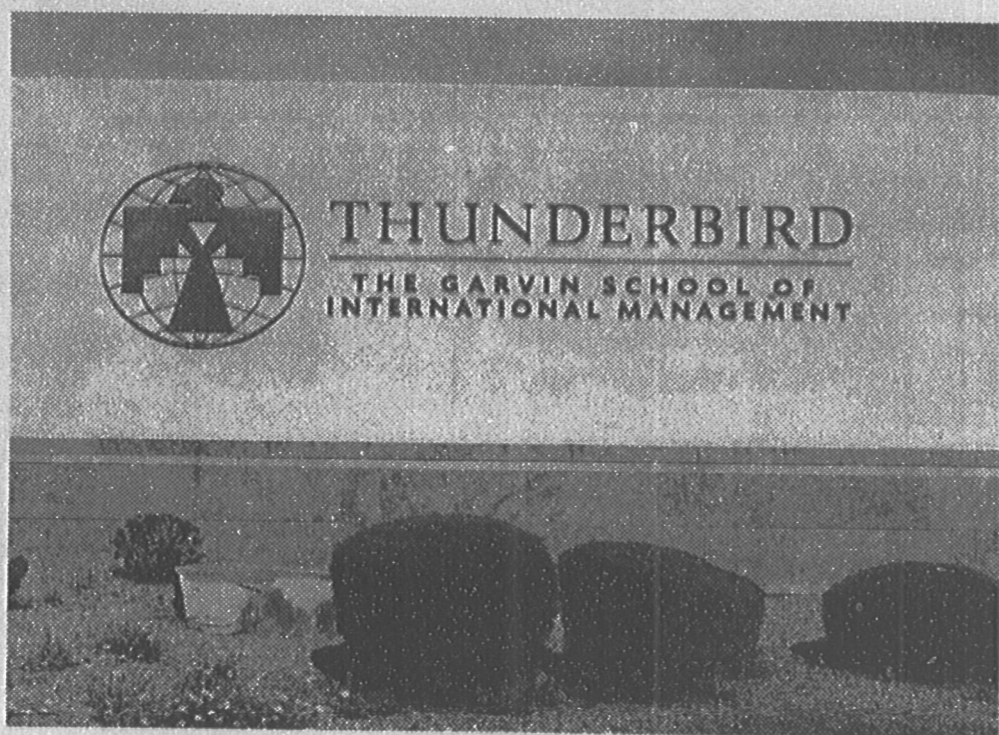
So here I am in Rumbek, Southern Sudan. I work with the Southern Sudan Centre for Census, Statistics and Evaluation (SSCCSE), where I advise the SSCCSE staff on the development and implementation of various organizational systems at all levels. My primary focus is to help create a functioning organizational structure for the Centre, complete with job descriptions for each role. Who knew a person could go from number crunching in the Risk Management department of a corporate powerhouse in the United States, to human resources management in an independent government institution in a post-conflict nation?

This diverse use of skills, which I was not even sure I possessed, is by far one of the highlights of this experience so far. I won't pretend that my work is always exciting--whose is?--but the difference is that I am never quite sure what to expect from one day to the next. In the same week, I can go from doing a relatively mundane task like developing a new filing system in the office, to flying down to Juba (the capitol of Southern Sudan) for a conference with representatives from various government ministries.

So have I managed to get a good handle on that 'missing piece', you ask. The honest answer is: not yet... but I am definitely closing in on it! And in large part, I have my experience at Thunderbird to thank for that.

alepionka@yahoo.com

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Thunderbird Entrance circa 2004

Photograph from News-Tor Archive

JULY 14, 2006

## NEW DVDs in the IBIC June/July 2006

 By CAROL HAMMOND,  
IBIC Director


Carol Hammond

### The Syrian Bride.

When Mona crosses the border into Syria to be married, she will not be allowed to go back to her beloved family in the Druze village of Majal Shams. This is a story of borders of many kinds and what it takes to cross them. Filmed on location in Israeli-occupied Golan Heights. Winner of the best film at the Montreal Film Festival in 2004. In Arabic, Hebrew, English, Russian, French, with English subtitles. VIDEO Ar 32.

### En Las Arenas Negras.

From Mexico. A Mexican girl is studying pre-Hispanic myths and as a part of that, meets many characters who are prisoners of their own beliefs, which leads her to reflect on her own. In Spanish with English subtitles. VIDEO Sp 359.

### 10th District Court.

This is a rare look inside the French legal system. Many cases come before this Parisian court and we see human behavior along with law enforcement and racial perceptions that influence decisions of guilt or innocence. In French with English subtitles. VIDEO Fr 336.

### L'Amour Dangereux.

A teenager robs a delivery truck and then runs off with his girlfriend in her father's car. In French with English or Spanish subtitles. VIDEO Fr 335.

### The President's Last Bang.

From Korea. A story based on actual events. A "re-creation" of the 1979 assassination of South Korean President Park Chung-hee and the political chaos that ensued. Described by one critic as "a nasty, profane and utterly bracing black comedy" and by another as "contemporary Asian cinema at its most courageous and audacious." In Korean with optional English subtitles. VIDEO Za 150.

### Swindled.

A small-time hustler meets up with some big time con-

artists and together they plot a real estate scam worth millions. Once into the scheme, who can be trusted? Fast moving and full of twists and turns. In Spanish with English subtitles. VIDEO Sp 357.

### Saturday.

A "melancholy" comedy about 6 young people in Buenos Aires looking for a way out of their tedious lives. From Argentina; in Spanish with English subtitles.

### Sixtynin9.

A film by Pen-Ek Ratanaruang, from Thailand. Shortly after losing her job, Tum finds a mysterious noodle box full of money on her doorstep. The clever beauty attempts to hold on to the loot and soon finds herself at the center of a thrilling, high-stakes caper between Thai boxing gangsters, corrupt executives, and the bungling authorities. In Thai with English subtitles. VIDEO Za 151.

### Muerto de la Pena.

The story of Leopoldo, who decides to make a break with his old life and simply disappears, leaving his wife and children searching for him. TV covers the quest as a major news story,

creating a new form of reality TV. In Spanish with English Subtitles. Video Sp 360.

### The Boat Is Full.

A film about an odd group of refugees during WWII who manage to get out of Germany and into Switzerland, where an innkeeper agrees to let them stay. One of the refugees is a young boy who speaks only French and must be made to understand he will give them all away if he talks, since they are in a German-speaking area. Directed by Markus Imhoof, in German with English subtitles. VIDEO Ge 18.

### Cache.

"Like Hitchcock, only creepier" if that is possible! A psychological thriller about an anonymous stalker who spies on a couple and reveals their secrets. In French with English or Spanish subtitles. VIDEO Fr 337.

### The Buffalo Boy.

A coming of age story set in Vietnam in the 1940's. A boy is sent to find grass for the family's two buffalos. He soon falls in with a band of rough buffalo herders and learns about life and himself. Beautiful scenery showing rural

Vietnam. This film was chosen by the Global Film Initiative, a project that promotes cross-cultural understanding through cinema and selects films from developing countries to tour the United States. In Vietnamese with English subtitles. VIDEO Za 152.

### Arcibel's Game.

This is a film in which fantasy and reality blend to portray the condition of many Latin American countries. Arcibel writes about chess for the newspapers, and finds himself imprisoned as a subversive because of one of his columns. In jail he designs a game, and finds real players that succeed in inciting a revolution, using his game. In Spanish with English subtitles. VIDEO Sp 361.

### South from Granada.

A romantic comedy based on the real-life adventures of British author Gerald Brenan, who fled England in the 1920s and lived in a remote Spanish village. He arrives with his books and no knowledge of the local culture. In English and Spanish with Spanish subtitles. VIDEO Sp 362.

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## Keeping Up: Getting Information from IBIC Databases

 By WES EDENS  
Electronic Resource Librarian


Wes Edens

To paraphrase Gordon Gecko, Michael Douglas' character in the movie *Wall Street*, the most important commodity in the world isn't oil, gold, or pork bellies; it's information. When information is fresh, we call it news. And as we all know, the news can be fascinating.

Some of IBIC's databases are heavily news-oriented. Each database provides its own unique content and user interface.

### Factiva

Factiva is a broad database that covers thousands of news sources in dozens of languages. Most Thunderbird students are acquainted with this database, but don't know about the treasure trove of news that Factiva hides under a tab on the main search screen-the News Pages.

Click on the News Pages tab in Factiva and you'll initially be

presented with a U.S. newsstand that displays the current stories from the *Wall Street Journal*, *New York Times*, *Washington Post*, *Chicago Tribune*, *Los Angeles Times*, *Newsweek*, *Business Week*, *Barron's*, *Forbes*, and *Fortune*. Browsing these publications-for example, going to the Arts section of the *New York Times*-is easy with the pull down menus.

And that's just the U.S. newsstand. There's one for the U.K. with the *Economist*, *Times*, *Daily Telegraph*, and *Guardian*. There are similar newsstands for several other countries and languages, including those in non-Romanic alphabets. There are also industry-specific newsstands for major industries such as pharmaceuticals or telecom.

### Newsbank

Newsbank covers 617 major and regional newspapers around the world. The Newsbank menu allows you to quickly zero in on one location. For example, if you were researching a private company (perhaps a potential employer) in Florida, you could search all the Florida newspapers at once for any mention of the organization. Newsbank is also a simple way to access the full text of the *New York Times*.

### ProQuest Newspapers

ProQuest Newspapers has the full text of the *Financial Times* (1996 - Present), *FT.com* (2001 - Present), and the *Washington Post* (1987 - Present). A useful feature of ProQuest (along with EbscoHost) is the ability to set up alerts. Let's say you wanted to be alerted to any FT article that mentions private equity. All you need to do is conduct a regular search in the database for "private equity" and when the results come back, click on "Set Up Alert." The next time an article comes out on private equity, you'll be notified immediately by email.

### ISI Emerging Markets

Many people don't know about the news section of ISI Emerging Markets. Like the name suggests, this database focuses on dozens of emerging market countries. ISI is heavy on industry and macroeconomic information, but it also contains plenty of business and political news.

The menu is driven by geography, so the first thing to do is select a country. This will immediately open the News tab for the chosen country, in both English and the local language. The default display is today's news, but you can open up a menu that gives you access to backfiles and a selection of news by category and source.

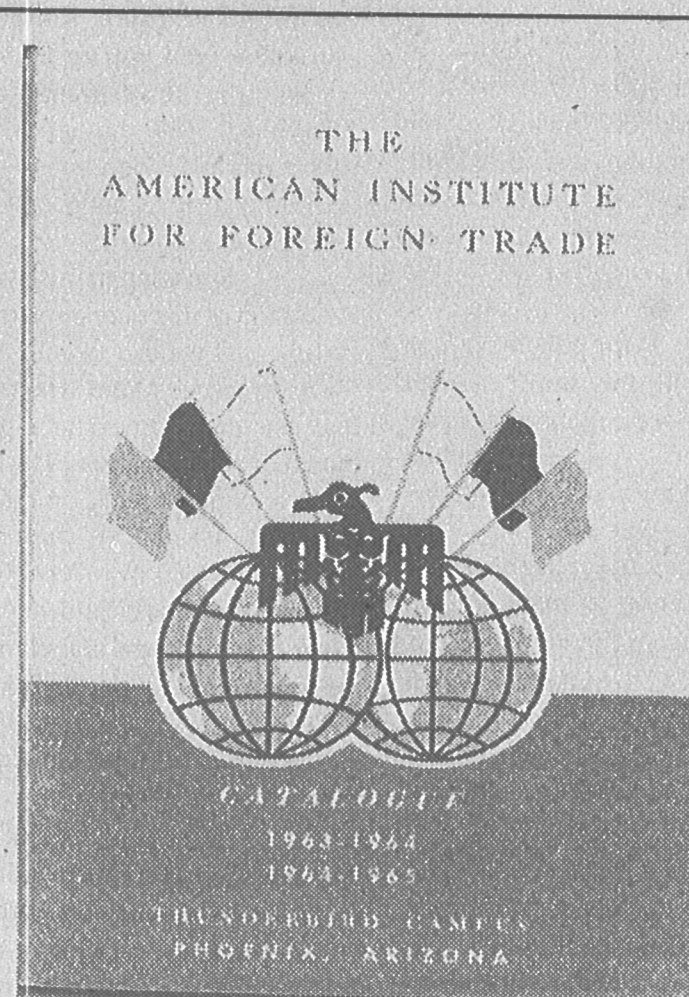
Also, ISI provides RSS newsfeeds for many of the countries in the database. Look for the bright orange XML icon. Right click on that, copy the link, and then paste it into the RSS feature of My Thunderbird, and you'll have a constant stream of business headlines for that country. (Some of our other databases are working

on implementing RSS, but ISI is the easiest to use in this regard so far.)

Happy reading!

[edensw@t-bird.edu](mailto:edensw@t-bird.edu)

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Thunderbird Catalog Cover from the 1960's

## Wiki: A Tool to Streamline a Team Project Work

By DUSTIN OVERBECK  
U.S.A., Fall '06



Dustin Overbeck

As a Thunderbird student, you are accustomed to working on team projects and tight deadlines. The challenge becomes how to manage all the data and information your team compiles and processing it into a deliverable for the professor (or client). There is now a tool available to help streamline the collaborative efforts of a team project and it is called a Wiki.

Chances are you have heard of one of the largest examples of a Wiki in action, Wikipedia (<http://www.wikipedia.org>), which is a fusion of the words "Wiki" and "Encyclopedia." Wikipedia is ranked

in the top twenty most visited sites according to Alexa Internet, a company that provides information about web traffic. Wikipedia is an online encyclopedia that allows visitors to add and edit content. Over 7,000 registered volunteers have contributed 100,000+ articles to the website since 2001.

A Wiki is essentially a knowledge-base of information to which any member can contribute. Think of a Wiki as an MTB discussion board on steroids. Instead of having a single page to post information and upload attachments, a Wiki allows any member to create pages based on a topic and to modify those pages. Different pages can be organized by topic and it allows the information to be organized in a logical fashion. Once a page is created, other members can contribute to it by adding comments, summarizing their viewpoints, and uploading attachment (PDF, Word document, JPGs, etc.).

Imagine that you have a Marketing Research Team Project where your team is looking to launch

an existing product in a new market. You can create a Wiki that gives each team member access to the Wiki website. You may delegate different duties for each of the team members. For example, you may have somebody research the target market's competitive landscape and environment. That person could create an "environment" page and upload all the details she finds about the target area as well as the restrictions and limitations in the business environment. She could upload PDF files from the local governmental website and summarize her findings about how to do business in the target market. Additionally another team member may research Competitors X, Y, and Z. He could create a Wiki page dedicated to each competitor and include all information found. Any member of the team could view all the posted information.

The great thing about a Wiki is that it has many tools and features wrapped into one easy-to-use package. It can provide your team with a turnkey platform for

constructing a knowledge-base for all members to post comments and summaries in a forum (communication tool), centrally organize all the data and analysis (data management tool), and give each member full transparency to all the knowledge that has been gathered (collaboration tool).

There are several available Wikis that are hosted online, which can get your team project up and running quite quickly. For a complete list, follow this link: [http://en.wikipedia.org/wiki/List\\_of\\_wiki\\_farms](http://en.wikipedia.org/wiki/List_of_wiki_farms). Note that some of the companies offer free limited-function Wikis while many are fee-based, which gives extra features for a subscription fee.

Some of the things to consider when choosing a Wiki are:

- Backups. Is it possible to back up the Wiki for off-line archiving?
- Ease of Use. Are you able to modify pages without learning a difficult mark-up language?
- Attachments. Can a wide range of attachments be uploaded and posted

on any of the pages?

- Security. Are the pages password protected to prevent unauthorized access?

- Cost. Is there a monthly subscription fee needed to utilize all the tools and features your team requires?

Over the past three weeks I have tested out several different Wikis. Ultimately I settled on JotSpot (<http://jotspot.com>), which had many of the features I was looking for. It was extremely easy to set up an account and transfer over all the data from a team project's MTB discussion board. I encourage you to try out a Wiki the next time you have a team project that requires a group effort to collaborate, communicate, and manage all the research and information you find—you'll be glad you did.

[dustin@global.t-bird.edu](mailto:dustin@global.t-bird.edu)

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## TSG

### Juggling a Rubber Chicken to Build a Team

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



James Sayno

These are the true stories of thirteen strangers, picked to run student government and deal with each other every day. Find out what happens when people stop being polite, and start being real...

Why do the people on *Real World* fight all the time? After watching my one-millionth episode (including every weekend marathon that had me on the couch for days at a time), I finally realized what was missing: they are not a team. But it takes specific effort to make a team and have that team function together. I didn't want TSG to turn into a bunch of camera hogging drama queens (insert your own joke here) so I thought we should start our team off in the right way.

Matt Kieffer is an entrepreneur who founded and runs US Team Building in Phoenix. He came with two of his facilitators to help us out by putting us through a

seminar called the Strategic Challenge. The goal of this seminar was to have each member come together and use their strengths in order to succeed as a team.

In our first event we accomplished a team juggle with various objects such as stuffed animals and a rubber chicken. That helped break the ice, got us comfortable with each other and allowed us to refer to each other by our nicknames (Slice, Radar, Janky - you know who you are). After that we had a series of events such as a blindfolded walk through a maze of rubber rats and mousetraps. This built up our communication and trust in each other.

Speaking of trust, we had to have a ton of that plus some muscle to complete in another event that called for us to rescue a rare wild tree duck that was trapped next to a tree by a bunch of rubber snakes. The problem was we couldn't walk on the ground to save it. Instead, we came together and decided to throw a rope to the tree and had our fearless Student Activities Chair don a harness and climb down the rope to retrieve the duck and back. Let me tell you, that was exciting. Oh and a word of caution, watch out Bettina is STRONG!

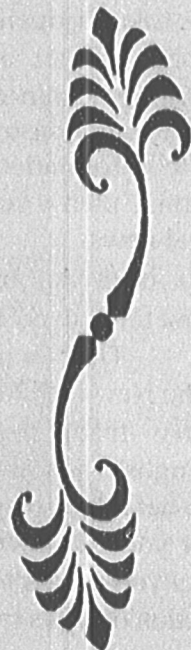
At the beginning of the day, we started with thirteen individuals. At the end of the day we had a team. I mean you really can't juggle a rubber chicken with someone and not call

them a teammate.

PS. A BIG thanks to Matt Kieffer and crew from US Team Building for helping us out. If you want to get a feel for our events or need other info, you can check them out at <http://www.usteambuilding.com>.

[jsayno@global.t-bird.edu](mailto:jsayno@global.t-bird.edu)

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Park Bench in the Snow

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## Tokyo's Shaking: Salsa Fever Is Spreading Quickly

By ELENA IMARETSKA  
Bulgaria, Fall '06  
VP ThunderDance



Elena Imaretska

It wasn't until the late 90s that big salsa fever started to conquer the dance floors in Japan. The first signs of the yet to come salsa mania were the pioneering all-Japanese bands such as Orquesta de la Luz, who started in 1990 and gained international fame, as well as Son Reinas, a female band, which started in salsa clubs all over the world. The Japanese audience gradually developed its taste for Latin music, and dance schools and clubs started springing up all over the country. Currently there are about twelve Latin clubs that provide passionate tunes and hot dance floors every night of the week just in Tokyo.

After a wonderful night of dancing in a local Yokohama Latin club, frequented by Peruvians, Japanese, and Dominicans, I managed to interview one of the singers of Orquesta Conquistando, the number one salsa band in Japan, featuring thirteen amazingly talented musicians. Willie Pagan, a native of Puerto Rico, used to sing with Grammy award winner Olga Tanon's band. Currently he is working on

developing the salsa scene in Japan and creating original pieces of music with the band, together with Walter Riva, former musical director for Peru's leading band Camaguey.

*Elena Imaretska: Why do you think salsa has become so popular in Japan?*

Willie Pagan: From my Latin perspective, I can say that the Japanese people feel attracted to the rhythm of the music that is so different for them and so enjoyable to their ears. In a way, salsa, being such an openly sensual dance, is very far from the Japanese ways. I think that there is a cultural change happening in Japanese society, where women and men are looking for different ways to express themselves and salsa is a great way to do it.

*EI: Where do you see salsa going in the next few years?*

WP: I see it growing and growing. Right now there are about ten big salsa bands in Japan, but the demand for Latin music is rapidly increasing. Our band is playing every weekend and we are not even making any effort to market ourselves. Now even older people are getting into salsa and taking lessons.

*EI: What style of salsa is most popular?*

WP: Many people first get involved with Latin music through Cuban music and stick to it. I'd say about thirty percent of the Latin fans follow

Cuban music or Timba Cubana. The rest is Puerto Rican, New York, and LA style dance salsa [note: the first two are danced on two, following the beat of the conga]. My band plays mostly the latter although we cater to our audience and vary our style.

*EI: Tell me more about the salsa band scene. Are most of the bands all Latin or mixed?*

WP: Right now the salsa bands in Japan are all mixed. It is difficult for a Japanese singer to sing in Spanish but they still do it. I am very impressed with their effort. It is hard to transition a band to a full time schedule, though. All of the bands currently are composed of musicians who have additional jobs. Since life in Japan is so intense and busy, it is hard to find time for practice. We from Orquesta Conquistando would like to turn into a full time professional band, but it will take some time. I am confident that as the salsa scene grows, we will be able to grow with it.

*EI: Well I am looking forward to hearing your band again in two weeks at the Odaiba celebration. See you then!*

WP: Yes, thanks a lot. It was a pleasure.

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### Quick salsa history (or what else I learned from the salsa buffs)

Salsa originated in Cuba where the country dances of England and France brought by the French were mashed in with the rhumbas of Africa to create a unique Afro-Latin beat. However, it was in Puerto Rico that the "dancing salsa" we are most familiar with today started. From Puerto Rico it spread to the Dominican Republic, Colombia, Mexico and shortly after to the U.S. via New York. The name itself was created in the 1970s by Richie Ray and Bobby Cruz who based it on the diversity of sounds and rhythms that salsa combinés (rumba, guaracha, mambo, cha cha, guajira, cumbia etc.).

Salsa does vary significantly depending on the region, band, and individual dancer. It is continuously evolving and staying true to its original mixed essence, constantly gaining new elements and flavors. Salsa dancers in Japan are particularly crafty at complex turns, flashy arm movements, and twirls.

Remember the movie "Shall We Dance"? What most people in the U.S. have seen is the recent, Hollywood-ized version of a Japanese comedy. The 1996 original carries a lot of cultural insights and plays with the idea of men feeling passionate about dance, Latin dance in particular, and pursuing their interest although society puts boundaries around them. In ten years a lot has changed. Now, not only is salsa dancing acceptable but there is also a large number of incredibly skilled dancers.

What I have seen on the Tokyo dance floors is quite encouraging for the future of Latin dancing and Latin music in Japan. Salsa enthusiasts, do not worry, you shall not be alone in the land of the rising sun.



From the Founder

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Bob Marabito,  
Founding Editor, 1969

A Respectful Community

By AGUS SUTIKNO  
U.S.A./Indonesia, Spring '07  
Editor-in-Chief



Agus Sutikno

Some things seem very hard to change. Coincidentally, they usually are things that also must be changed. Take etiquette, for example. Many of us currently on campus probably still remember having to sit through a session during foundation week about professional behavior in the classroom, during a job interview, or while attending a company presentation on campus. Those who never had the privilege of or do not remember ever having to sit through such a session only need to check out the All Current Students discussion board on MTB. Every trimester a few concerned students invariably would post their frustration on the board about what they perceive as lack of professionalism on the part of their

peers. Sadly, all these efforts at etiquette education and the constant peer admonition seem to have had very little effect.

Etiquette education is not and should not be a policing-like attempt to turn everyone at Thunderbird into a prim and proper individual. On the contrary, at the core, it should be about respect: respect for our institution, respect for the professors, respect for the student body, respect for the staff, and most importantly, respect for each other. And a meaningful respect must be given voluntarily, not out of fear.

We all have seen it happen: a late-comer making a grand entrance, first by letting the door slam behind him, then noisily, like an over-excited bull, marching down the center aisle to get to the available seat on the first row of the lecture hall. Or how about a super-busy student with no time for lunch, taking her vengeance by having a multi-course meal in class: sandwich, soup, and that oversized Chartwell cookie? One professor commented that during a recent session, several students in her class took turns leaving the room at regular intervals. She knew they went out to check the score of the World Cup

soccer match. One may argue (tenuously) that checking the score of a World Cup match is a legitimate excuse to disrupt the class, but what excuse does a student have for constantly coming in and going out of the classroom during a lecture when there is no World Cup match taking place at the same time? Unless they have a medical condition, very few people need a bathroom break every fifteen minutes.

But respect is also a two-way street. Disrupting a class is a sign of disrespect, but so is disrupting the student's entire class schedule. And there has been plenty of schedule disruption during the first module of this summer trimester: six-week classes turned into five-week ones; three class sessions, a review session, and a final exam all within a span of six days; virtual bookstore that for several weeks after the trimester had started still had only virtual merchandise. We are all aware of the significant changes that are happening at the school. The reintroduction of summerim, the departure of several faculty members, the introduction of the new curriculum in the fall—all these may contribute to the slipshod

nature of this trimester. While this disturbance may just be a temporary phenomenon, one can't help feeling treated as collateral damage in the process of creating a better future for Thunderbird.

Ultimately, each member of the Thunderbird community has the responsibility to ensure that each of us is treated as a respected member of the community. Professors could ask a student who has gone out of the classroom once (maybe twice) to not come back if he tries to go out for the second or third time. Students could make a bigger effort to open and close the door gently if she comes in to class fifteen minutes late. And how about starting the class at 1:20 PM to allow students who have a class at 11:20 AM to have time for a quick lunch? (After all, we already start classes at other odd times: 9:40, 11:20, 2:40.)

Aretha Franklin said it best when she belted, "R-E-S-P-E-C-T. I got to have a little respect (just a little bit)." We all got to. And it got to start with each of us giving it (respect).

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Quitters ...

Continued from page 11

yourself off of the physical addiction. These products mostly help with the psychological addiction and are healthier options to actual smoking.

Option seven: Acupuncture or hypnosis. These methods are not proven and are only right for certain people. I cannot give an opinion on these methods as I personally do not believe that they could be effective.

Option eight: Bupropion. This is a prescription drug that is marketed under the Zyban and Wellbutrin labels by GlaxoSmithKline. It is basically an anti-depressant that is effective as a smoking cessation aid. It dramatically reduces physical cravings. Zyban is not covered by insurance (smoking cessation aid) while Wellbutrin is (anti-depressant) even though they are the same drug. Many doctors will prescribe Wellbutrin for you in lieu of Zyban so your insurance can cover it. I must warn you, this is technically very illegal as it constitutes insurance fraud. This is the method I used and I must say it is the only thing that worked for me. I was easily able to resist the urge to smoke and the effect of the drug itself was minimal on my behavior. The only noticeable effect was that I could not get mad—not a bad side-effect.

Final option: Varenicline. This was just approved by the FDA in May 2006. It is a drug discovered by Pfizer and marketed as Chantix. The drug partially activates nicotine receptors in your brain, reducing your cravings. Also, if you smoke, the drug impedes your smoking satisfaction. Since this drug is so new, I have not heard how effective it is, but the description makes it seem like this could potentially be the best treatment available yet.

Quitting smoking is difficult. Each of the methods described above will help in the process, but with varying degrees of success. If you really want to quit, you must have the willpower to do so; otherwise nothing will

truly be effective. The benefits of quitting are so numerous and extreme, that wanting to quit should be the easiest part of the process. If you're smoker who is thinking about quitting, just remember that Quitters are

Winners. Good luck!

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## Quitters Are Winners

By ARTUR LENG  
U.S.A., Fall '06



Artur Leng

The match slides along the strip of phosphorus. The friction ignites sulfur and potassium chlorate into a small, flaring explosion. You raise the match to the tip of the cigarette and inhale. Fire meets tobacco, there is an almost inaudible crackling as the ember heats up to 700 degrees Celsius and creeps up the cigarette

vaporizing tobacco in its path. The glorious vapors fill your lungs and all tension immediately leaves your body as you waft out a cloud of smoke into the air.

This is a process that all smokers know and experience multiple times daily. I, myself, am a former smoker, and know that feeling well. Quite frankly, smoking is fun. It's a social process, goes well with alcohol, and gives you that ability to blow rings. But that's about it. When we look at the other side of the balance sheet, we see that the negatives are quite numerous and much more serious.

According to the 12th World Conference on Tobacco or Health, there were 1.5 billion

smokers in the world. The WHO estimates that there were fifteen billion cigarettes sold daily world wide in 2002; every eight seconds someone dies of smoking-related diseases. Mr. Peto and Mr. Lopez in their paper "Future worldwide health effects of current smoking patterns" estimated that by 2020, nine million people annually will die from the effects of smoking. The WHO estimates that by 2030, one in six people will die from cigarette-related diseases. It is the single greatest preventable cause of disease and premature death in the world.

If that doesn't perk your interest, consider this: there are more than 4,000 toxic or carcinogenic chemicals that have been found in tobacco smoke. Each cigarette you smoke *shortens your*

*life by five minutes*, which just happens to be how long it takes to suck one down. At this point, you smokers should be asking yourself what you can do about it. You've tried quitting, heck, you've *been* quitting since almost when you started. I know, I've been there. It is one of the most addictive substances in the world. It is almost impossible for a non-smoker to understand just how difficult it is to break this habit. I personally have quit, and started, and quit, and started, and finally quit again. So I will tell you the options you have in your quest to quit.

*Disclaimer: the average quitter fails three times before finally quitting so don't be discouraged.*

The first option, and perhaps the most common world-wide, is what we Americans fondly refer to as "cold turkey". This means we just stop smoking one day without any aid. This is hard--very hard. In my opinion, if you are able to accomplish this feat, you should be able to move buildings with your mind. The mental resolve is super-human. But to be fair, it has been done and it is possible. My grandmother smoked for 40 years. She decided to quit on her 60th birthday and smoked two and a half packs the day before (of Polish, communist, filter-less, kick-your-ass cigarettes). She then went to work without cigs the next day and hasn't smoked since. She is now 84.

The second option is Transdermal Nicotine Therapy, or "The Patch." This is basically a large

circle or square with adhesive on the outside and a jellified substance containing nicotine in the center. You stick this to your skin, much like a band-aid, and the nicotine slowly releases into your system creating a constant level of nicotine in your blood stream. There are different strengths depending on the amount you smoke. The treatment generally takes eight weeks with a step-down in dosage at week four. Does it work? Let's put it this way, the only way I could have quit using this product is if I had put a patch over *each eye* so that it would have made it impossible for me to find my cigarettes. I still craved cigarettes and often ended up removing the patch just to smoke one. This is not recommended as the nicotine from the patch still leaches into your system and you could actually overdose on nicotine.

Option number three: the Nicotine Inhaler. This is basically a plastic cartridge that has a porous nicotine plug in it. You suck on it, much like a cigarette, and nicotine vapor is inhaled. About eighty puffs equal the nicotine in one cigarette. You are supposed to puff on it every time you have a craving and it is by prescription only. In my opinion, this is a ridiculous method for trying to quit. You exchange a plastic cigarette for a real one. You might not smell like smoke or inhale carcinogens, but you are *still technically consuming nicotine*.

The fourth option: Nicotine gum. This is a gum that contains nicotine. You chew a piece every time you have a craving or every couple of hours. As you suck on the gum, nicotine is released into your mouth to stifle your craving. The gum comes in regular, mint, or citrus flavors. The problem with this method is that all flavors taste awful and bum your mouth. Even worse though, you are still putting nicotine in your system, and thus you are still addicted to it. In fact some people, albeit a small minority, actually get addicted to the gum and have to start smoking to quit the gum. Finally, you actually have to use it. I bought the stuff and never actually chewed a piece of the gum; I just kept on smoking.

Option five: Nicotine lozenges. It is similar to Nicotine gum, except you suck on something like a cough-drop rather than chew it.

Option six: Nicotine Nasal Spray. This is a vaporized liquid that contains nicotine that you spray directly into your nose. It is supposed to provide you with enough nicotine to suppress cravings. Much like the inhaler, the gum, and even the patch, this is only a nicotine replacement therapy. You will still be get nicotine and need to slowly wean

*continued on page 10*

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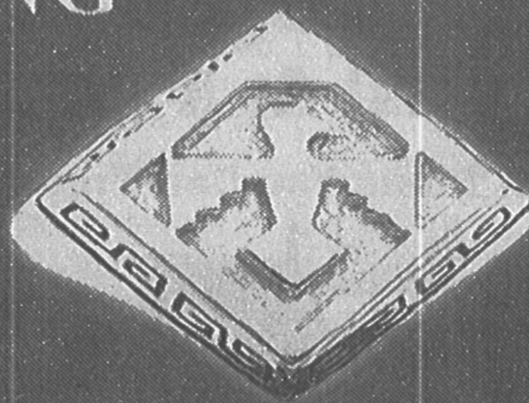


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Dear Dr. Love,

It took me a long time to gather the courage to write to you, but I don't know where else to turn to. I have always been somewhat, uhm ..., inhibited when it comes to love. So imagine my, uhm ..., consternation when two--let me repeat, TWO--cupid's arrows pierced my heart almost at the same time this summer. The problem is: I can't choose between these two gentlemen. One is so perfect that I don't want to leave the bed when I am with him; my heart is on fire. The other one is also so perfect that I don't want to go to bed when I am with him; my mind is on fire. Who would expect that Thunderbird would be the place where I finally find fulfillment!! Can't I have them both? Would I risk being called the 's' word in polite society?

- Confused

Dear Confused,

Don't worry, you are not alone; this is a problem women face that is as old as the world's oldest profession (well, it might be the second oldest, no one has yet answered the question: which came first, the pimp or the ho?) You see, guys come in three flavors: 1) hot and sexy with amazing sexual prowess and a magical tongue; 2) intelligent and sensitive with amazing mental prowess and a silver tongue; and 3) me, who has everything. Since you can't have me, (well maybe... send me a picture!) I'll help you work this out.

One stimulates the mind, the other stimulates the loins; one strokes the intellect, the other strokes the loins; one penetrates deep issues, the other... well you get the idea. You are using two men to fulfill your desire for the one perfect man. Unfortunately,

this is not a long term solution, unless there is a gender-reversed Mormon religion out there. Right now you are having your cake and eating it too. The main problem is that all men, if they like you, want the same thing in the long run: the horizontal Mambo. So while your Fabio sex god is content staying in bed all day and not having to actually talk to you, your Mark Twain wordsmith will eventually want to ravage your body along with your mind.

If you have to choose, then you have to decide your priorities: short or long (and I don't mean inches). The sex guy is the better short term option; good, not-so-clean fun that might or might not last past the bunny-rabbit stage of relationships. The other guy, if he's not totally incompetent at pleasing a woman (meaning avoid Trekkies, IT specialists, mathematicians/physicists, dudes who live with their mom, and 99.63% of the German male population), is the better long term option; when all else ends, and your breasts droop to your knees, you want someone you can talk to. (In the rare case that the "other" guy is great in bed as well, then the choice should be simple.)

In my experience, women, the silly creatures they are, almost always choose the former, regardless of circumstances. Then they get hurt, whine to their friends that all guys are scum, eat Ben and Jerry's, and paint their toenails. Newsflash: the whole "we want a nice guy" routine--we all know it is BS. Panties fly at Axel Rose, but I have yet to see a pair on Kenny G's stage. You reap what you sow, so stop whining.

However, there is one other solution; this is known as the "gay boyfriend." You have your regular boyfriend who gives you "O's" that make you ululate louder than an Al-Qaeda training camp. Then you have another, platonic male friend who does all the things that you actually like to do besides sex, like talking, cultural events, shopping, maybe even holding you when you are sad or

some other nonsense like that. Basically, he gives you everything else you need that your boyfriend can't/won't give you. He's like a supplement, or a condiment. Warning: it helps if the dude is ACTUALLY gay; a straight "gay boyfriend" leads to serious problem like sexual tension, pissed-off real boyfriend, confusion, and plots to 42% of those damn romantic comedies.

Now if you are doing both of them, and they are cool with it--if they don't know about each other you should really tell them; I do love fisticuffs--then you are golden for the time being. Eventually it will blow up in your face, but have fun for now; sometimes the tequila and Quaalude binge is worth the hangover.

As for the 's' word, according to my estimation, there are 29,062 's' words in the English language. Slut is just one of them. It's a word; it has no power unless you allow it to. Hell, to a guy it's a compliment. So take that badge and wear it proudly. You're young, you're in peak sexual condition, and you find willing partners to enjoy that condition, so life is good. Who cares what prudish ignoramus say? Plus, who the hell wants to be among polite society anyway?

Dr. Love

Dear Dr. Love,

I have reached my 2nd tri here on campus, and I am \*SO\* frustrated with the men here! Why is it that every time I go to the Pub I have to deal with Thundemen who have gone from being nice and intelligent and funny to being drunk and stupid and hitting on me like crazy? How do I handle this in a way that I can still be friends with and respect these men in the morning?

- Frustrated

Dear Frustrated,

I'm not touching this with a ten-foot pole. Fortunately, I have hired

an "intern" from campus for the summer and I shall defer this to her.

Thanks, Dr. Love. Frustrated, I can understand your dilemma completely. Not a term goes by without another group of frustrated Thunderwomen complaining about the men here on campus. However, it's actually pretty easy to diffuse all the attacks on your sensibilities. After years upon years of experience here, let me offer you some insight into the different types of men there are at the pub:

**The "grease ball."** These types do so love their hair product, proving that it is indeed possible for there to be a shady metrosexual in existence. (And you thought that meticulous grooming and hours of gym time was a good thing!) The moment you encounter one you can practically feel the ooze of testosterone encapsulating you. They stand too close, like to talk about themselves, and have perfected the art of flirting with you and making you feel like you're the only one in their world while their peripheral vision checks out every other woman within a twenty-foot radius.

**The "rico suave."** If his gyrating salsa hips don't cause your loins to tremble in anticipation, his smoldering eyes and husky latino accent will surely make you melt right down to your knees. The problem of course, is that his hips don't lie; they gyrate at every eligible (and not so eligible) woman in sight.

**The "egomaniac."** He is the world, and if you are lucky, you can be the one he plucks from his skies to explore his terrain for the evening. He is an all star player, loves his sports and beer as much as his opinions and narcissistic impressions of himself. Don't be fooled by his love of fast, expensive cars into believing that he will treat you right. He's big talk and big money, but he's got miniscule speed and action when he gets behind the wheel.

**The "drunken ninjas."** Much like the title might suggest, these are the

ones who seem stoic and calm when you meet them outside the pub. One drink later, the sneak attack has begun.

These lightweights are fascinating to observe (unless you're the hit for the night), turning from polite and respectful to machismo and impossible with a speed even Dr. Jekyll and Mr. Hyde couldn't match. These men will have no qualms about sizing you up and grabbing a handful. Nothing short of a KO will stop them in their tracks. If only they could find a Thunderlady who enjoys turning the bedroom into a scene from The Secretary, they might actually luck out.

**The "wingman."** Ever the classic, the wingman takes one for the team, chatting you up like you're his best friend while your girlfriend gets roped off by either the grease ball or the rico suave. Of course, there's nothing more flattering for a woman than to be the second choice for the real players \*and\* to be courted by a guy who clearly wishes he had game enough to be catapulted into Thunderflirt fame rather than be talking with you.

**The "incompetent one."** These come in two forms. There is the fairly innocuous Thundergeek who could be a wingman if he weren't constantly flubbing his lines or simply standing there drooling. He means well and he might even honestly like you. The problem is that he fixates on you and won't leave you alone, showing up not just at the Pub to worship you but also following you around wherever you go, fantasizing mostly from afar. The other incompetent one is closely related to the "drunken ninjas," except this variation doesn't need to be drunk to spout off their lines to anyone and everyone. While they can be grating to listen to, one has to give credit to anyone who can, with a straight face, ask a girl to learn the Kama Sutra with them. Hamlessly incompetent yet thoroughly entertaining, this is the type to enjoy stringing along for a few drinks and many laughs at his expense.

I could go on and on about the many Thundemen I have encountered here, but I think you get the idea. My girls and I pondered many a time how best to dodge the bullets from these fine pieces of Thunderculture, but our only conclusion has been that really there's no way to avoid them. Let's face it, ladies. We wouldn't be agonizing over all the players if we weren't tempted to partake in the game ourselves. Look at the Pub as a place where ideas converge and lessons are learned about how to interact with people from other cultures. Then you are truly being friends with all these men. Just remember to take photos so that if they don't respect you in the morning, they'll still think twice about talking (particularly effective when used on the egomaniac).

Yours,  
Ms. Love



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