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The Honorable Mr. Baki Ilkin Visits Thunderbird

By Artur Leng
Poland/U.S.A.
Co-Editor

On October 12th Thunderbird had the privilege of hosting the Honorable Baki Ilkin, the Permanent Representative of Turkey to the United Nations, in an intimate dialogue about his country's foreign policies. The round table meeting was attended by about 25 students, staff, and faculty. Mr. Ilkin spoke for thirty minutes and then fielded questions from the audience, many of which addressed topics that are significant to Turkey's interests.

Mr. Ilkin's career began in 1965 as a Third Secretary with the

Directorate General of Turkish-Greek Affairs. He continued his career with roles in the embassies of Greece, the USSR, and the United Kingdom. In 1987 Mr. Ilkin was appointed the ambassador of the Republic of Turkey to Pakistan. He continued to serve as an ambassador to Denmark, The Netherlands, and the United States of America. He was appointed his current role with the United Nations in 2004.

Mr. Ilkin started the round-table by speaking about Turkey's current foreign policy. He stated that currently Turkey bases its foreign policy on a number of policies that prioritize good international relations, a lead in foreign initiatives, being a strategic partner for the United States, integration in the EU,

being an active global citizen, peacekeeping initiatives, conflict resolution, promoting cooperation, helping the less fortunate.

The United Nations

Mr. Ilkin remarked that, although the United Nations is imperfect, it is the only organization of its kind and its mission is noble. Turkey is a founding member of the United Nations and has seen its role and scope evolve over the years. The United Nations' reach is so wide today that it is difficult for any one country to be involved in discussion on all topics. Therefore, Turkey chooses the issues that it follows that are most important to its foreign policy. These include: world development, disaster

management and assistance, terrorism abatement, peace keeping and peace building, energy security

The European Union Accession Mr. Ilkin stated that Turkey is very western oriented, and has been so not just since the 60s when the European Union was evolving, but as far back as the Ottoman Empire. It holds a prominent role in NATO even leading the peace-keeping troops in Afghanistan. Turkey has recently made significant strides in doing its homework related to political terms from the Copenhagen agreements and the economic terms agreed at Maastricht. However, based on the size of the population and predominance of the Muslim religion, the EU is considering partial membership

for Turkey. Mr. Ilkin believes that, although full membership is ideal, even without EU membership Turkey will continue its western views and will succeed similarly to Switzerland and Norway which are not EU members.

Turkey's relations with its neighbors in the region

Turkey has good relations with Romania who it helped get into NATO and is a supporter of Turkey entering the EU. At one point, Bulgaria and Turkey were at the verge of war due to the Russian communist regime forcing the Bulgarian Turks to change their Muslim names to Christian names. However, over the years the relationship has warmed and now there are not even troops on the borders. The relationship with Greece is also

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An Invitation from Dr. Cabrera to Participate in the Thunderbird Sustainable Innovation Summit

BY DR. ANGEL CABRERA, Thunderbird President

Dear Thunderbird Community,

It is my pleasure to announce the launch of the Thunderbird Sustainable Innovation Summit to be held on our Glendale campus from March 21-24, 2007. This event will fuse the Thunderbird Innovation Challenge and the Global Citizenship Challenge into a singular signature event that represents the best of Thunderbird's heritage and mission and leverages two of our five institutional pillars: Global Entrepreneurship (Innovation) and Global Citizenship (Sustainability).

The Thunderbird Sustainable Innovation Summit is an opportunity for graduate students from around the world to test their innovative capacity and creativity in addressing real business challenges against the best of their peers. In recognizing that successful long-term business strategy relies on the relentless pursuit of innovation, the Summit calls on participants to also address the social and environmental sustainability implications of commercial enterprise in order to maximize long-term stakeholder value.

The world's leading organizations including General Electric, Merck Corp, Wal-Mart and Starbucks have embraced this vision and are steering their firms toward innovative solutions that are sustainable in financial, social and environmental terms. In doing so, these firms are asking their managers and engineers to approach business in innovative ways that create sustainable value on numerous levels.

The Thunderbird Sustainable Innovation Challenge will ask corporate partners to pose their current business challenges to teams of students from around the world. Student teams must register by February 11, 2007 to begin the online round of the Challenge on February 12, 2007. The final round of the Challenge will be held during the Summit in conjunction with panel discussions, workshops and career fair to help develop participants' skills and match top global talent with top corporate leaders in sustainable innovation.

In the spirit of fostering a new generation of innovative managers that can lead business to a prosperous and sustainable future, I hereby invite Thunderbird students and your peers at other graduate institutions to participate in and accept the Thunderbird Sustainable Innovation Challenge by registering now at www.innovationforgood.com.

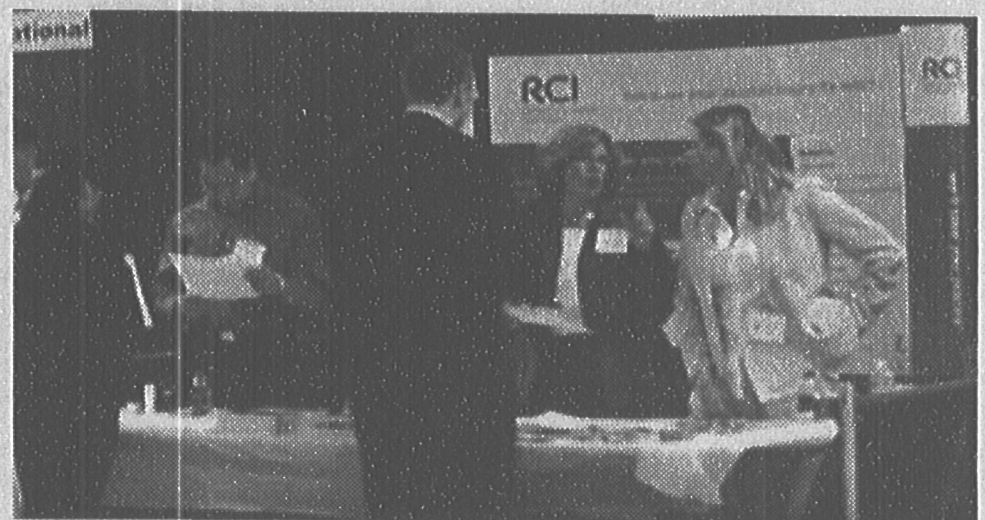
Thank you.

Asian Night

All photographs by Tak Yamada



Career Fair



See page 8 for more Asian Night and Career Fair photos.

Das Tor Snap Shots... Look For These Stories Inside This Edition of Das Tor

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From the Founder

"Wherever we travel, whenever we pass from one country to another we must go through a gate. However, Das Tor means more than simply the traversing of borders; it stands as a symbol and artery of communication through the barriers of superstition, ignorance, dogma, racism and prejudice; traditional enemies which continue to be a detriment to progress and global peace. Idealistic though it may sound, it has now become the responsibility of our generation, the future leaders of the international community, to make every effort to widen these gates and succeed where previous generations have failed. Das Tor must therefore be an open forum for debate, a clearing house of ideas that may further prepare us for the international community and further augment the reputation of this youthful institution."

Bob Marabito,
Founding Editor, 1969

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Thunderbird Professional Oath Of Honor Presented To World Business Leaders

Thunderbird Oath of Honor was presented and discussed with leading management scholars, business executives, civil-society leaders and government policy makers from around the world during joint UN Global Compact and Academy of Management conference at Case Western Reserve University in Ohio from Oct. 23 – 25, 2006

The director of Thunderbird's Center for Business Ethics, Dr. Greg Unruh and Thunderbird President Dr. Ángel Cabrera presented the oath on Oct. 24 during a session titled "Management as a True Profession: A 'Hippocratic Oath' for Business."

The three-day conference Oct. 23-25, Business as an Agent of World Benefit: Management Knowledge Leading Positive Change, united the efforts of the UN Global Compact, the

Academy of Management, and Case's Weatherhead School of Management. Over 400 leading business executives and management scholars from around the world explored ways in which business can be a leading force in eradicating poverty, enhancing the environment, and advancing peace — while still prospering financially.

"Global management is an honorable profession that requires technical competence, professional skill and a non-negotiable commitment to ethical professional practice," said Dr. Cabrera. "The presence of the oath will help remind every member of our community that as professional global managers, we remain committed to a responsible exercise of our duties and to having a positive impact in our communities."

The UN Global Compact was established in 2000 by UN

Secretary General Kofi Annan. Its members are businesses, universities, civil society organizations, and government agencies throughout the world working to bring the idea of global citizenship into business practice. The Academy of Management, founded in 1936, is the oldest and largest scholarly management association in the world. It has more than 15,000 members from 94 nations.

"On behalf of Secretary-General Kofi Annan and the more than 2,400 participants of the UN Global Compact, we are very excited to partner with the Academy of Management and Case," said Georg Kell, executive director of the UN Global Compact. "This worldwide forum may well prove a tipping point in the development of global corporate citizenship, helping to create a more sustainable and inclusive

global economy."

"This state-of-the-art forum will challenge 'the great trade-off illusion' — the belief that firms must sacrifice outstanding financial performance if they choose, strategically, to address societal challenges. Business as a force for eradication of extreme poverty, or ecological restoration, or peace and security in the midst of conflict zones — these are all happening," said Kell. "Innovations, research studies, and stories from around the world are today beginning to converge. Companies do well by doing good, and this conference will help achieve a critical mass by bringing together top universities and researchers with executives and leaders from business, civil society, and the United Nations." ●

Thunderbird Private Equity Center Hired a New Director

Susan Boedy has been appointed the director of Thunderbird Private Equity Center (TPEC), which was established in 2003 as a center for executive education and industry research in the global private equity industry. Ms. Boedy, formerly with Venture Archetypes, comes with outstanding experience in global management, innovation, strategy consulting and venture capital. She will assume a primary leadership position with responsibility for all major facets of TPEC, including development of its business plan, private equity conferences, regional forums, the capital campaign, industry research, internships, partnerships, Web sites and student/alumni affairs.

One of her first priorities will be Thunderbird's third annual Global Private Equity Investing Conference: Success Stories from Around the World, March 29-30, 2007. The conference will focus on the opportunities, methods, risks and rewards of globalization, in keeping with the truly global mission of Thunderbird. By focusing on the key trends and

issues occurring as a result of the globalization of the private equity industry, the conference will create and execute a content-rich agenda with participating industry experts that will provide a unique forum for senior executives from Fortune 1000 corporations, private equity GPs and LPs, venture capitalists, entrepreneurs, faculty, alumni and students.

In her role as director, Boedy will work closely with the Advisory Board of TPEC and the new Executive Committee which has been established to help guide overall strategy, to establish external relationships and to support the center as it continues to grow. The executive committee is headed by John Cook, director of WJ Hopper & Co. The co-chairs are Peter Wolken,* founder and general partner of Associated Venture Investors, and Larry Mellinger, former head of the Inter-American Development Bank and former Head of Alternative Investments at AIG.

Ms. Boedy's background has involved management projects in Europe, Asia, and North America, including a three-year posting in Mongolia with the Peace Corps,

the Soros Foundation and the United Nations. She was most recently a partner of San Francisco-based Venture Archetypes, a business planning, corporate development, and strategic advisory firm that has worked with 70+ emerging technology and life science companies. She also built, managed and sustained relationships between the entrepreneurial and investment communities. Her background also includes professional assignments with Intel, the German Ministry of Economics and Labor, Roland Berger Strategy Consultants and the United Nations. She is actively involved with the Silicon Valley Association of Startup Entrepreneurs (SVASE), is chair and VC Moderator of the Entrepreneurs' Gathering, is chair of the Thunderbird Bay Area Private Equity & Venture Capital Forum and was co-chair of the Second Annual Thunderbird Globalization of Private Equity Investing Conference. She is a frequent featured speaker at various events in Silicon Valley.

She graduated Magna Cum Laude from Drake University in



Susan Boedy has been appointed the director of Thunderbird Private Equity Center.

1995, and from Thunderbird in 2002 where, among other achievements, she founded the Graduate Women in Business Organization, founded the Thunderbird Leadership Seminar and received the highest annual award given to any graduating student: the Barton Kyle Yount Award. She is proficient in Mongolian, German and Italian languages. ●

Corrections and Clarifications

"Thunderbird Introduces New Certificate in Global Communication Management" on the front page of the October issue of Das Tor (Volume 41, Issue 2) incorrectly identified the name of the new certificate as "Certificate in Global Communication Management." The correct name of the certificate should be "Certificate in Global Management Communication."

The same article also failed to mention that the Global Management Communication Certificate will be managed by and administered out of the Garvin Center for Culture and Languages by Prof. Elizabeth Macdonald.



GLOBAL LEADERSHIP SPOTLIGHT:

Dr. Sully de Luque Reveals the Importance of Leadership



By Tomas Denmark
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Das Tor Staff Writer, Tomas Denmark, sat down with Dr. Mary Sully de Luque to ask her about leadership education and development at Thunderbird. Dr. Sully de Luque taught the Global Leadership course in the first module of this fall trimester.

TD: What's unique about leaders from Thunderbird? Are these characteristics taught or are they natural instincts of T-birds?

MSDL: Students and faculty are attracted to Thunderbird because it's a different place to learn and work. With wide ranging experiences and interests, people leave here with a broader perspective on global and organizational realities. Cross-cultural techniques, leadership training, and team management, these are all unique examples of the

Thunderbird approach. There are few places in the world where this type of environment would work. We challenge professors and other students to think and act differently. While other places simply talk and study diversity, we bring multiple ethnic groups and their culture into the classroom. This ensures a better grasp of reality. I agree with Cross Cultural Communication being taught later in the curriculum. It gives the students time to have developed their own experiences that better prepare them for the class later.

TD: We're not all leaders; is there room for "followers" at Thunderbird and in the workforce?

MSDL: Every organization has to have followers. A leader cannot be a leader by herself. Followers are responsible for what is done and accomplished.

Learning about leadership is just as important as leading. Recognizing good and bad leadership helps us understand the quality of our work, or the source of potential problems: 'is it me or is it bad leadership?'. Leadership can be constructive or destructive of the office climate. With leadership training we learn to recognize when there is a leadership void, and can do things differently to balance the dynamics and inequity of those leaders. Followers are essential.

There is a distinction between more empowering leadership

(participative and collaborative styles) and less empowering leadership (authoritative and autocratic styles). Take, for example, GE where leadership is taught and expected from each employee. This is very empowering of the followers. Or look at Southwest Airlines where people are drawn to and stay with this organization because they are empowered by the organizational culture and the learning process, through which they gain leadership experience. Empowering leaders needs followers to facilitate the process, play an active role in spreading the message, and living the vision. Those followers take on an important role in the organization. Followers expecting to be empowered while working for an autocratic or authoritative leader on the other hand will be waiting for something that may never happen. Often, followers who work for less empowering leaders, yet who seek to be included in decision-making or organizational learning find they can't grow in their positions, so they leave.

TD: Are there differences between leading in government, at a small NGO, or at a 100 person group at a Fortune 500 company?

MSDL: There is a range of leadership styles and approaches, but authentic leaders don't try to be something that they're not. Followers pick that up right away,

Sure there are differences in government and corporate leaders, and there are studies currently being done to make this distinction. I think it has to do with the motivation within the organization. Followers need convincing in other ways, creating a need for leadership with different priorities. This leads to different structures.

While there are universal characteristics that most leaders share, it is the mission that most differentiates leaders. At Thunderbird we're putting out leaders who play a unique role in the world. Whether we know it or not, we're building bridges between public and private sectors.

That's why Dalai Lama came here: bringing the mission closer. Leaders from Thunderbird stretch themselves in new roles, taking on different challenges, and creating new possibilities.

TD: What's the most important goal of a leader? Is it winning? Do leaders set different goals for themselves than for their people?

MSDL: Success is defined by the person: developing the people or the organization; mixing personal goals with professional accomplishments; or building sustainability in your role. It can be any number of things. Leaders tailor their goals to themselves, to the organizational culture, and to their followers.

TD: Who do you see as the most inspiring leader?

MSDL: I have many inspiring role models, mostly socialized and charismatic leaders like Martin Luther King Jr.; subdued, profound leaders like Mother Theresa and Gandhi; or leaders that work for the greater good of the organization or society like Herb Keller.

TD: Which books would you recommend to students of leadership?

MSDL: Bill George's Authentic Leadership; which tells us to be ourselves, and strive to be greater than ourselves.

TD: Why and how did you get involved in the leadership research/field?

MSDL: Through four years in the U.S. senate, I learned the importance of leaders making decisions, shaping society, affecting the way we live and work. I'm interested in how leadership can make a difference and how policy interfaces with the business community to affect society.

TD: Do you have a leadership role model?

MSDL: My grandmother is one. She was a teacher, a strong, quietly strong person. She was a woman who accomplished many "firsts" in the family. My mother was also an amazing role model.

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Mr. Ilkin Visits

>> Continued from page 1

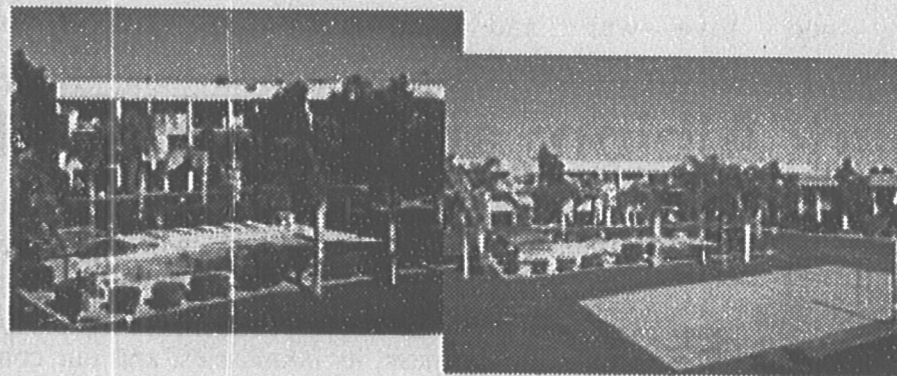
warming with over 23 agreements of trade and tourism being signed recently. Unfortunately there are still core issues that prevent better relations between the two countries. Azerbaijan is very close to Turkey as its citizens are of the same culture and speak a similar language to Turkish. Its problems are felt in Turkey. There has not been much progress with Armenia, which Mr. Ilkin feels, could benefit much from better relations with Turkey. Syria has historically let terrorists base themselves in Damascus, however, after years of talks, relations have become much closer. Since the Iranian revolution there have been problems between Turkey and Iran because, according to Mr. Ilkin, the latter believed that its government is so righteous that it should be exported. Currently relations have settled, but Turkey is concerned about the possibility of a nuclear Iran and what it means for the region. Afghanistan is on a bad path. As Mr. Ilkin put it, if someone wants to commit suicide there are only a number of times that they can be stopped

before she succeeds. Finally, Turkey is concerned about Iraq and its destabilizing effect in the region. He supports the United States, however the looming threat of a civil war in the country is a treat that could cause even larger problems in the region drawing other countries in.

At this point Mr. Ilkin opened up the floor to questions. The first question was regarding the Turkish blockade of Armenia. Mr. Ilkin stated that Armenia cannot be given any concessions if it maintains its current policies. On one hand it attempts to discredit Turkey and on the other it occupies Azeri land. So until Armenia ends its policies, it cannot be rewarded with the lifting of the blockade. The next question regarded the possibility of an independent Kurdish state in Northern Iraq and what that would mean to Turkey. Mr. Ilkin stated that Turkey is open to multiculturalism in the country, especially if the culture represents one-fifth of the country. Turkey has lifted its ban on speaking and broadcasting in Kurdish. There has been a cease-fire in effect

between Turkish security forces and the separatist terrorists. Next, the EU entrance debate. Mr. Ilkin noted that Turkey as a part of Europe is a very biased subject. Turkey is European when soccer and NATO are concerned, but suddenly there is debate when the EU is mentioned. The question of size is also negligible as Poland, with a population that is 2/3 that of Turkey, was assimilated without this question. Mr. Ilkin believes that Turkey has been making the sacrifices that the EU has requested, but the EU is not willing to make sacrifices of their own. It boils down to a question of culture and religion. Mr. Ilkin states that by accepting Turkey into the EU it will show that Europe does not believe in cultural and religious differences.

Instead it would be opening a huge and developing new market. Turkey can easily thrive without the EU, but it would be a great member bridging the gap between Europe and the Middle East. ●



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Project Artemis Gives Afghan Women Skills to Change Their Lives

In early November, fifteen businesswomen from war-torn Afghanistan arrived at Thunderbird as participants in the second annual Project Artemis program that runs from November 4-17. This program is designed to provide them with entrepreneurial training, coaching, mentoring and access to resources, so they can help rebuild their ravaged nation by starting small businesses in their homeland.

These women, as did members of last year's inaugural Artemis class, hope to return to Afghanistan to put their training into action. The success stories of last year's women are heartwarming and a mirror image of their spirit, resolve and hard work. One of them, Rangina, has accomplished much in the past year, since completing her fellowship in Thunderbird's Project Artemis. At 28 years of age, she is the owner of a business with more than 500 employees that exports products worldwide. She does all this in a patriarchal, war-torn environment where women still have no legal protection.

"The other women and I dedicated to this project know that working is the only real alternative to insecurity," says Rangina, whose business makes embroidered shawls, pillows and wall hangings. "We have given up on the men in this region, who only know—and love—war and



destruction. We women have taken it upon ourselves to stitch the future of peace for our children. Embroidery is the skill we have, and love and patience is what we can give to our families and our country. We will work to help rebuild this war-torn nation."

Others from last year's class include Kamela, who grew her Kabul-based construction company and now has nearly 300 women making gabions, which are wire boxes used in the building of dams and foundations. She also started teaching other Afghans the skills she learned at Thunderbird. Another Project Artemis fellow, Katrin, developed a human resource consulting practice in conjunction with her existing micro-finance business. To date, she has loaned more than \$200,000 to 3,000 clients.

Project Artemis participants are selected for the program based on the strength of their business ideas, level of business knowledge, experience, personality and perceived ability to do

well in the program.

Some of the brave and hopeful women attending Project Artemis 2006 are:

- Habiba, an engineer who formed the Association of Women Engineers in Afghanistan. Her business is the construction of small villages.
- Lima is the owner of Made By Afghanistan. She is a dress designer in Kandahar who creates office clothing for young women and men. She speaks four languages and is learning a fifth.
- Maliha, a basketball player and the owner of Alizai Azizi Ltd., currently exports cars, but her passion is to bring sports to the women of Afghanistan.
- Nargis started Venus Fitness Center. She identified a gap in the marketplace and opened a gym, so women would have a place to exercise.
- Tahera operates a company that manufactures washing powder in Kabul. Tahera is looking for ways to compete with imports from China and Pakistan.

Local women business owners and Thunderbird alumnae will again serve as mentors to these Afghan women, and the local business community will host the group at various locations across the Valley. His Excellency Tayeb Jawad, Afghanistan Ambassador, will preside over the graduation ceremony at the program's conclusion. ●

Mark Albion: an Honorary T-bird



By Tomas Denemark
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I think we should make Mark Albion an honorary T-bird.

Dressed in black, faded slacks and worn-away loafers, he brought his rousing message of personal responsibility to the Thunderbird campus on a typical Glendale evening. During his presentation to the Net Impact and Entrepreneurship group, Mark, the founder of the national Net Impact Association, showed remarkable T-bird characteristics: a passion for life, devotion to business, and eagerness to improve the world. I'm not sure that Mark lives and breathes the Thunderbird Mystique like you and I do, but I do know that he left Lecture Hall 53 filled with a buzz of positive energy and enthusiasm that would make most Thunderbird professors envious.

Mark was a Harvard Business School professor who has since then devoted himself to challenging our traditional notions of business, its boundaries, and our constant need for a salary. In the process he has established a number of organizations that inspire, motivate, and support other businesses in their pursuit of the triple bottom-line, which along with economic and shareholder benefits, emphasizes environmental and social benefits. Through Net Impact, Mark has brought Corporate Social Responsibility debates to countless campuses across the United States, and has helped turn it into a mainstream topic for boardrooms around the world.

He elaborated his simple message—"use business to contribute to our communities"—with various anecdotes about companies ranging from Ben & Jerry's, Ashoka, and Bain Capital. And for those of us who won't be immediately working at such organization, he presented four tips on how to be a change agent:

1. Create a solid Economic Argument
2. Make your boss look good
3. Develop a small cohort of friends/supporters
4. Understand the politics of the company

While there was some debate about the practicalities of Mark's roadmap to reaching meaningful and fulfilling work in our careers, his enthusiasm and devotion to the cause were self-evident and inspiring. He did indeed set off a spark in most of us that evening, and Adam Croan's bear hug at the end of the night seemed to resolutely state the affirmative: "I will do more to pursue seemingly naive ideals that somehow got tucked away in the attic." I say "Yes!" to being responsible to my own passions and making the Thunderbird MBA work for me and my community.

Thanks Mark, and you can walk with me in December. ●

PROJECT Artemis

Program Status 2006

- The second class of Project Artemis will run November 4 to 17, with the women departing the US on November 19.
- There are 15 Afghan women attending. There was to be 16 women, but one was denied a visa. One woman is the Chairwoman of the Afghan Women's Business Federation. Their businesses range from a women's gym, high end fashion design, manufacturing of washing powder and honey, leather goods production (soccer balls), day care and nursery schools, women's sports, retail stores, and handcraft.
- English was not a requirement this year in order to reach a segment of the population that has not been served by previous training programs. There will be three translators on hand for the program.
- Of the 15 mentors participating in this second class, 13 are Thunderbird alumnae. They are flying in from all over the United States to participate, one coming from France.
- The curriculum is again centered on giving the women the learning, tools, and contacts that will allow them to start or grow their businesses in Afghanistan. The women will be led through a series of classes on marketing, management, finance, and the Afghan business environment.
- During the classes, they will be filling out a workbook that asks them to apply the lessons to their own business. The workbook is patterned after a business plan and can be easily converted into a full business plan after the course is complete.
- Dr. Steven Stralser will again be the Academic Director of the program, responsible for creating the curriculum. He is joined by Co-Director Mary Sully de Luque who will direct the program classes and teach classes on management. Two other female Thunderbird professors will also teach: Lena Booth (Finance) and Karen Welch (Negotiations).
- Several mentors from the first class are returning to help with the second session. Mentor and T-bird alumna Lenora Peppers Greene will be teaching marketing and personal branding. Mentor Pam Hait will be teaching a course on public relations. Both are female entrepreneurs running business in the areas that they are teaching.
- Past mentor Elise Collins-Shields has taken on the role of Mentor Coordinator for the program. Elise has run mentoring programs in the Middle East previously and runs a foundation that does work inside Afghanistan.
- The program will also benefit from some excellent guest lecturers. Dr. Mohammad Qayoumi will be speaking about the economic conditions of Afghanistan. He is the first Afghan-born president of a US university (Cal State East Bay). Thunderbird alum, Bill McFarland, who recently worked inside of Afghanistan and is Thunderbird's Assistant Controller, will run a hands-on finance workshop. Athena Katsaros, a life coach who has run several training programs inside Afghanistan, will be conducting a working session with the women and their mentors to set solid goals for their return.
- His Excellency Said Tayeb Jawad, Ambassador of the Islamic Republic of Afghanistan to the U.S., and his wife Mrs. Jawad will be visiting the program and both will have opportunities to meet with the women. The Ambassador will be the Commencement speaker for their graduation ceremony and join them for several events. In addition, Mrs. Jawad will be meeting privately with the women to learn about their businesses.
- Site visits to local businesses will again be part of the program. The women will have the opportunity to meet local entrepreneurs and tour their businesses.
- The program is close to being fully funded, and we expect to raise at least this amount in the final days and throughout the program. We have a stretch goal of an additional \$30,000 to \$50,000 funding that would allow us to deepen the mentoring portion of the program.
- Donors for the program include corporations (Cisco Systems, Microsoft, Affinity Insurance, Microsoft), private donors, and USAid (through the Center for International Private Enterprise.) Donations included laptop computers (Caroline Firestone) and computer software and "tech buddy" support (Microsoft).
- CIPE and the Afghan Women's Business Federation have been

continued on page 7

A World Class Education...Why Not World Class Consulting Firms Too?

By Nayef Perry

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While Thunderbird's ranking remains on the up and up, the expectation for campus recruiting climbs. This year's Consulting Club is taking a dynamic approach to increasing the number of consulting firms that visit campus and improving the resources available to students in anticipation of their arrival.

With 234 members and over 438 registered consulting club alumni, the Thunderbird Consulting club is embarking on an aggressive pull strategy to increase the consulting industry's presence on campus and getting students geared up for the challenges of breaking into the industry. This year's strategy, steered by Co-Presidents Megan Hundley and Roland Schleicher, includes a three-part agenda, which involves becoming an Association, incorporating a second Trek during 2007, and an alumni and targeted industry newsletter to externalize the Club's efforts and lure recruiters.

The goal for the anticipated Association status is to align the Consulting Club with a discipline and increase funding for the club's activities. The club is focused on increasing "Crack the Case" type visitors and resources to get T-birds ready for the challenging case-based interviews, for which the industry is notorious. Under leadership of Gustav Toppenberg (CMC and Trek Relations Chairman), the Club is preparing for a Spring '07 Trek, geared for accelerated track students, and aimed at doubling Thunderbird's presence onsite at firms like CapGemini, AT Kearney, and other big names. "If they can't come to us, we'll make sure and go to them," said Gustav Toppenberg.

Finally, at the helm of the newsletter, Nayef Perry (CMC Chairman), is piloting a newsletter, which is aimed at externalizing the Consulting Club's efforts on campus to alumni and to the industry. He says, "If the alumni and the industry are not aware of what's going on and how prepared Thunderbird students are for the consulting industry, we will miss out and so will they." The newsletter will highlight the type of preparation Thunderbird students are pursuing, such as workshops and case sessions, and most importantly highlight "campus visitors" with names like Deloitte and AT Kearney, in hopes of drawing mid-sized consulting firms to campus and encouraging Consulting Club alumni to remain active at Thunderbird and push their firms to recruit on campus.

While the Club is still knocking on recruiter's doors, prospects for next year's class look brighter. As Roland Schleicher put it, "We are looking to ensure that the Consulting Club's leadership remains strong and continuous. Our hope is to engage the alumni and our members and keep our communication with them constant." ●

T-BIRDS FOR THE CURE:

Raising Awareness and Making a Difference One Step at a Time



By Jennifer Knippen

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Breast cancer is the second leading cause of cancer death for all women, and the leading cause of death in women between the ages of 40 and 55. Both its cause and the means for its cure remain undiscovered. Currently, one million women in the U.S. have the disease and probably won't know about their potentially fatal illness for another five to eight years. Breast cancer has challenged over two million survivors in the U.S. and it continues to wreck havoc on families and communities all over the world. Increased awareness means more survivors and more

survivors mean more hope and a step in the right direction.

We call ourselves "T-birds for the Cure" and we are a group of students, faculty, friends, and family that are dedicated to raising awareness about breast cancer through the Susan G. Komen Breast Cancer 3-Day. We would like to thank the entire Thunderbird community for its overwhelming support. We have raised over \$16,000 both individually and as a team. You were there with us while we cheered on the Phoenix Coyotes at the Sports Business Club's hockey event, which raised over \$500. You were there with us while we sipped wine at the GWIB and Wine Club's first ever charity

gala, Taste for the Cure, which raised over \$1,500. And now we're hoping to see you all at SBC's Phoenix Suns game and an upcoming night out in Scottsdale where we will continue to raise awareness and support for this very important cause.

We have set ambitious targets and pushed ourselves to the limit, but it will all be worth it when we proudly represent Thunderbird at the 3-Day Event on November 3-5. We'll be fighting blisters, braving the elements, and becoming intimately acquainted with one another as we arrive at our final destination...60 miles in three short days. ●



Changing the Name but Keeping the Vision



By Susan Wilinski

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In the fall of 2001, several females students got together to form a club specifically designed to support and promote professional women endeavors. What is that club? GWIB (Graduate Women in Business). You have probably heard about GWIB and its golf lessons. Or maybe you attended the welcome luncheon and industry roundtables. Now that you are comfortable with the name and understand what it stands for...we are going to

change it on you.

To what, you ask? NAWMBA—National Association of Women MBA's. Recently, the national chapter of GWIB changed its name to NAWMBA and we figured we would follow suit.

NAWMBA (formerly known as GWIB) will continue in its mission "to be the foremost professional and educational information resource for female students as well as women in corporations, faculty, alumnae and other professional business women in the Phoenix area."

In fact over the years, our professional women's club has grown to offer many networking and leadership development opportunities to Thunderbird students. In the past, the club has offered mentoring opportunities with alumni, sponsored professional roundtable discussions, worked with Admissions to bring more female students to Thunderbird, organized special event speakers such as T-bird's new trustee Lisa Gable, and of course golf lessons.

This trimester the Thunderbird NAWMBA continues to sponsor events that help our members build their leadership skills and develop their networks. On October 31st, NAWMBA sponsored the Industry Roundtable Luncheon in which local female business leaders and our very own professors in the areas of finance, marketing, international development, technology, entrepreneurship and

human resources gathered in small groups with students. Students were able to learn about the challenges these female business leaders faced and the skills needed to excel in their industries.

NAWMBA – GWIB is also working with IDA, TMA and TFA on Project Artemis. We are collaborating to help support these brave female entrepreneurs from Afghanistan who will be on campus from Nov. 6-17 learning business skills. We need volunteers in finance/accounting, management, and marketing to help the entrepreneurs work on their business plans. Check out the club website for more details and to sign up. You can also volunteer during the Project Artemis class time by going to Aysun Biggs's profile and looking at her appointment calendar. Find the time that works with your schedule and sign up!

Other NAWMBA events will include a roundtable discussion with Myrna Blyth who is the Commission Chair for the President Commission on White House Fellows and former Editor-in-Chief of Ladies' Home Journal for 20+ years. Sign-ups can be found on NAWMBA's club page.

Keep a look out for a new workshop on Salary Negotiation to be held this trimester. A new student/continuing student mentorship program will begin next trimester and we hope continuing students will join the program to provide guidance to new students. Please bear with us as we transition into our new name. You will still posts and flyers with NAWMBA – GWIB this trimester as we adjust to our new name. But our vision is still the same. ●



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THUNDERBIRD
THE DAVIE SCHOOL OF
INTERNATIONAL MANAGEMENT

A Night with Wine and Sassy Sommelier

By Andrew Strider

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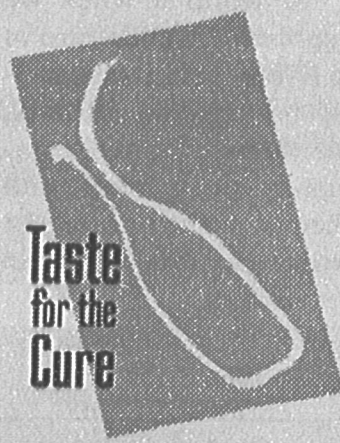
On Friday, October 20, as nearly all the First Tri's were freaking out about cash flows, balance sheets, and all other things Rankine, the Wine Club had what was arguably its best event yet. In a torch and candlelit setting, not only did members learn a thing or two about this most famous of grape juices, but managed to raise more than \$1500 for Breast Cancer research.

Hours before the event, the dedicated organizers ran back and forth across campus, making sure everything was set and that our stakeholders (you all) were able to find the new location behind the Executive Inn. Once all the ribbons were tied, the tablecloths were perfect, the appetizers were put out, and most importantly, the wine was corked, we heard a lecture by the Sassy Sommelier herself, Lizbeth Congiusti. Covering wine basics and etiquette, as well as how NOT to make a fool out of yourself in front of a client, it was a great start to the night. Over several flights of both red and white, we also began to get into scents and tastes (though I'm pretty sure I still can't taste the "oak" or "light fruit" in the aftertaste).

By the time the lecture had finished, people were starting to trickle in and we were treated to both DJ tunes and some incredible acoustic guitar. Thanks, Lester and Alex! This music provided the background as we ate, drank, and were as merry as could be. We enjoyed wines from Hungary, New Zealand, Australia, and California, ate wonderful bruschetta, cheeses, and other gourmet appetizers, talked to friends and enjoyed the wonderful atmosphere and weather.

The best part, however, was that while all of this was going on, so was a silent auction of goods to benefit Breast Cancer research. Prizes ranged from resort stays in Napa Valley to a signed Jeremy Roenick Coyotes Jersey to bottles of wine. Not only was there something for every taste, but there was also the satisfaction that your money was going to a great cause. The philanthropic orientation of Thunderbird had been evident on campus this semester and as far as I know, this was the most successful event to date. It all culminates in a 60-mile walk by seven T-birds on homecoming weekend for the Susan G. Komen Breast Cancer Foundation.

Thanks to Jen Knippen, Suzanne Henrickson, Brooke Bower, T-birds for the Cure, the T-bird Wine Club, all those who donated, and of course, the rest of the members for putting on an event to remember. ●



Fall Ethics Day 2006 – A Celebration of Ethics in Management



By Abhishek Agarwal

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On November 9, 2006 Thunderbird celebrates Fall Ethics Day 2006—the hallmark event for the ethics initiative at our business school under the joint umbrella of the Thunderbird Honor Council and The Lincoln Center for Ethics in Global Management. The event will feature Dr. Quinn G. McKay, a renowned Ethics Consultant and author of "The Bottom Line on Ethics," as a keynote speaker, and a panel discussion on the topic of "Ethics as a competitive advantage." The panel will include Dana Telford, Business Consultant and Author of "Integrity Works," Warner Woodworth, Social Entrepreneur and a professor at Brigham Young University, as well as Dr. McKay, and will be moderated by Professor Gregory Unruh, Director of The Lincoln Center for Ethics in Global Management.

There will also be an invitational luncheon at noon and an open cocktail reception in the evening cosponsored by the Thunderbird Finance Association (TFA) and the International Development Association (IDA).

The event will also include a presentation of two framed copies of the Oath of Honor to President Angel Cabrera signed by the graduating classes of Spring 2006 and Summer 2006.

The history of the oath is a vibrant story of student initiative at Thunderbird. In November 2004, Dr. Cabrera delivered the keynote address in the first ever Thunderbird Ethics Day. He introduced the concept and a pro-

posed 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.

A discussion board was created to solicit input from Thunderbird students, faculty and alumni. Spirited debate ensued. An Honor Council subcommittee was formed and tasked with managing the response effort and drafting a preliminary text. A wiki-board was created to which students

Following that meeting a recommended version was created and considered by an editing committee made up of Honor Council members, TSG representatives and Thunderbird faculty.

In the spring of 2006 written feedback was solicited from Thunderbird faculty. About twelve faculty members were selected and requested to review the oath. Revisions were made reflecting their comments and the oath was presented to the Faculty Senate. It was unanimously approved and adopted.

In May 2006, 102 members of

THUNDERBIRD PROFESSIONAL OATH OF HONOR

As a Thunderbird and a global citizen, I promise:

I will strive to act with honesty and integrity;

I will respect the rights and dignity of all people;

I will strive to create sustainable prosperity worldwide;

I will oppose all forms of corruption and exploitation; and

I will take responsibility for my actions.

As I hold true to these principles, it is my hope that I may enjoy an honorable reputation and peace of conscience.

This pledge I make freely and upon my honor.



and alumni responded and made recommended changes. After several weeks of live editing, over 140 versions of the document were archived.

The oath subcommittee sifted through the wiki-entries and found 4 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.

the Spring 2006 graduating class signed the oath by volunteering their commitment to its tenets. On June 2, 2006 the oath was unanimously approved and adopted by the Thunderbird Board of Trustees. This oath is a testament to Thunderbird reaching the cutting edge of ethics education and practice.

We look forward to celebrating the Fall Ethics day 2006 with participation from the entire student community at Thunderbird. ●

Come to the Volunteer Fair and Support Thunderbird Cares



By Aida Walali

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"You must be the change you wish to see in the world."

-Mahatma Gandhi

After a successful Thunderbird Cares Day earlier in the trimester, we are planning a volunteering fair on November 30th from 11 am to 2 pm, in collaboration with Net Impact and Mandi Strombeck. We are bringing to the fair roughly a dozen local not-for-profit organizations, which need volunteers on either a regular or sporadic basis. The goal is to connect Thunderbird students with local volunteer projects. Many organizations

may offer opportunities to leverage students' business backgrounds in completing projects. It will be a great way to gain experience while giving back to our local community. More details will be provided in the very near future!

In addition, please save the date for the weekend of November 11-12th for our second Thunderbird Cares event of the trimester. More details on the volunteer projects will be advertised on MTB shortly! ●

Thunderbird's Mission: "We Educate Global Leaders Who Create Sustainable Prosperity Worldwide."

Change Equals Opportunity



By Shane Spears
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At the coffee shop I frequented before moving here to "Glentucky," the owner had posted a little sign over the doorway. It read, "resisting change is like holding your breath; do it long enough and you will die."

The Taoist who wrote that understood the fundamental truth in life and encouraged us to not only to stop resisting change, but also to embrace it as an opportunity to find enlightenment. If it were only so easy. In my life, I find that as much as I talk about wanting change, I fight it when it requires that I step out of my comfort zone.

The point of this is that here at Thunderbird, many changes are afoot. With the implementation of the new curriculum, many of us wonder just what is going on and how the changes will affect us. Much seems unclear and the state of flux has caused confusion and even some resentment. The gap in this case lies in the distance between envisioning the change and its actualization.

Those of us who just finished the class *Competing Through People* spent the module really looking at change and how to make it work for the betterment of the organization. Sometimes it is done out of desperation (as is the case with Thunderbird, as far as I can tell) and sometimes it results from a proactive decision. In either case, the objective is to maintain a competitive advantage. If Thunderbird wants to keep its position as the premier provider of international business education it must adapt to the current environment. I truly believe that Dr. Cabrera understands this and has created a vision to lead the school into the future from a position of strength.

Having said that, I must now comment on the execution of the vision. The order of the day is confusion. Students are confused about the Winterim/Summerim requirements. Post MBA students are confused about course offerings and the mechanics of getting an MIM. Even

the name of the degree is unclear. It sometimes seems that the administration makes pronouncements from the mountain top without making sure someone is there to carry them out.

For example, I have a friend whose company pays for her schooling. This company represents a fantastic chance for the school to show this very large multinational just how valuable a Thunderbird education is. This could open many doors for future expansion of the program. So what has happened? The student has met obstacles all along the road and I doubt very much that the school has received a positive evaluation. What a wasted opportunity. I venture to



guess that if Dr. Cabrera had known of this, he would have winced that his vision of an entrepreneurial institution ready to meet contemporary challenges withered in the face of the realities of implementation.

So where does this leave us, the poor helpless students who have been victimized by such bungling. First of all, get over it. Frankly, real life means that you have to roll with the punches. Not everything is going to go your way. Stop holding your breath.

After breathing, get involved. TSG managed to get the Winterim situation resolved and those of you who choose not to go, don't have to. I know it sounds like I'm saying to go out and complain, but the difference is that working to resolve problems through engagement takes on a constructive air. I know of several people who put out the effort to get students involved on the MTB discussion board. They also went to the campus meeting and their efforts were rewarded.

While I may ultimately feel that the Winterim offers good value, I respect the right of students to seek redress. I suggest as an alternative, however, that instead of viewing the

Winterim requirement as burdensome and unnecessary, see it as an opportunity to expand your network and gain further insight into a country. Visiting a country with a professor who has developed an extensive contact list offers the potential for a good marginal return. I'm heading to Switzerland because no matter how hard I try, I can't figure out how to get into UBS or J & J Europe on my own.

In the end, both students and the school have a part in making the school better. For starters, the administration needs to work on the execution of its vision. This begins with clarity. Time and again, students have said that the school could do a better job of communicating where we are headed and how the vision for the future will enhance the degree. For instance, explain why the change to Global is better than International on the diploma - most of the students I've spoken with think that International evokes a more sophisticated, less trendy image of what the school is about. Additionally, the whole Winterim debacle resulted from a lack of clarity more than from anything else.

For our part, we need to embrace the idea that the school is changing. No longer can classes of three study Tagalog. Offering the new Masters' programs will expand course offerings for those of us in the MBA program (not to mention that the MBA will be able to have higher work experience requirements). There is nothing wrong with having to spend some time overseas in an international business program (notice I used the term international). Finally, we need to make the change work. Acceptance of change doesn't mean that we become doormats. Staying involved will help guarantee that as the school adapts it doesn't lose focus of who its customers are. ●

PANDORA
created by the Music Genome Project™

WHAT: Pandora: The Future of Music with Tim Westergren, founder

WHERE: AT&T Auditorium, Thunderbird - Garvin School of International Management

WHEN: Sunday, November 12th, at 6PM

WWW.PANDORA.COM

Dr. Sully de Luque

>> Continued from page 3

Another person was a U.S. senator. He was very bright, and had an appreciation for gaining knowledge, reading, being up on what's going on, listening to people. He used all sources to influence his decision-making techniques. It was fascinating to see what information he brought to decisions and how he synthesized that information to make decisions. I also had a mentor at Wharton, Dr. House, who was a scholar on leadership. He had a talent for bringing people into his research and his work. He really advocated an expanding the pie theory of knowledge where everyone who worked with him gains something.

TD: What do you think of the Leadership Edge program at Thunderbird?

MSDL: It's a good program. In fact, I believe it should include more people and there should be more of it. That said, outside of the Leadership Edge Program, Thunderbird is a rich environment where student organizations of all types function as leadership incubators: hands-on opportunities for real world, cross-cultural leadership. Getting back to why T-birds are different: they choose to be here, they seek out genuine leadership development opportunities and get the most out of their experiences on campus while keeping their eyes on the prize: the degree.

But to answer your question, one program isn't going to accomplish everything. Students could benefit from more of them, with more people in them! ●

Artemis Program Status

>> Continued from page 4

the on-the-ground partners and are coordinating all visas and travel arrangements. They are also providing a traveling companion/translator.

• The women will also get to experience some of the cultural aspects of Thunderbird and Arizona. They

arrive during Thunderbird's Homecoming weekend and will have access to hundreds of alumni for networking. During their time in Arizona, the Artemis fellows will have an opportunity to travel to the Grand Canyon and other local sites. ●

Dodgeball Tournament a Success



By Jonathan Dowling
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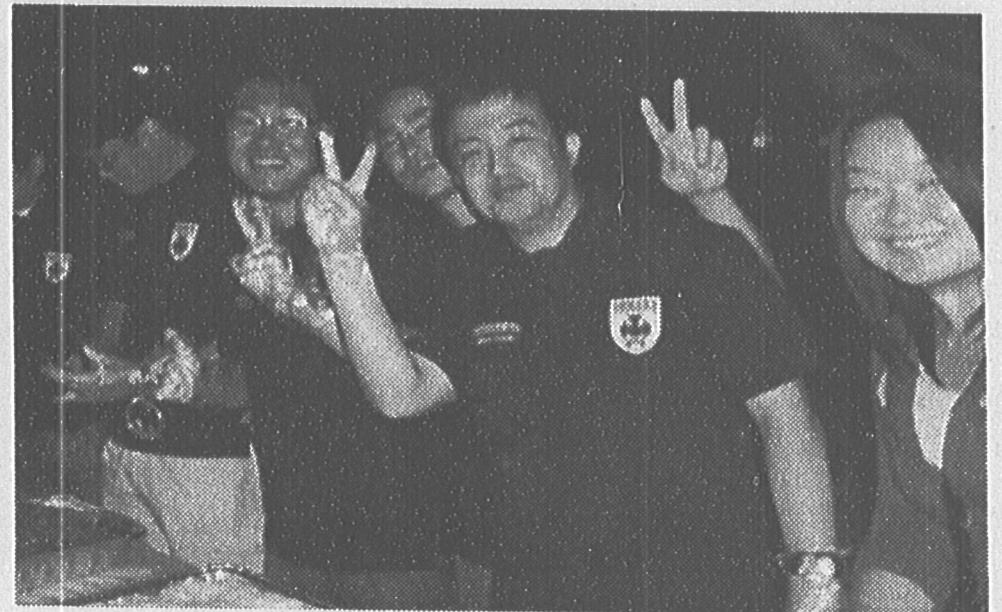
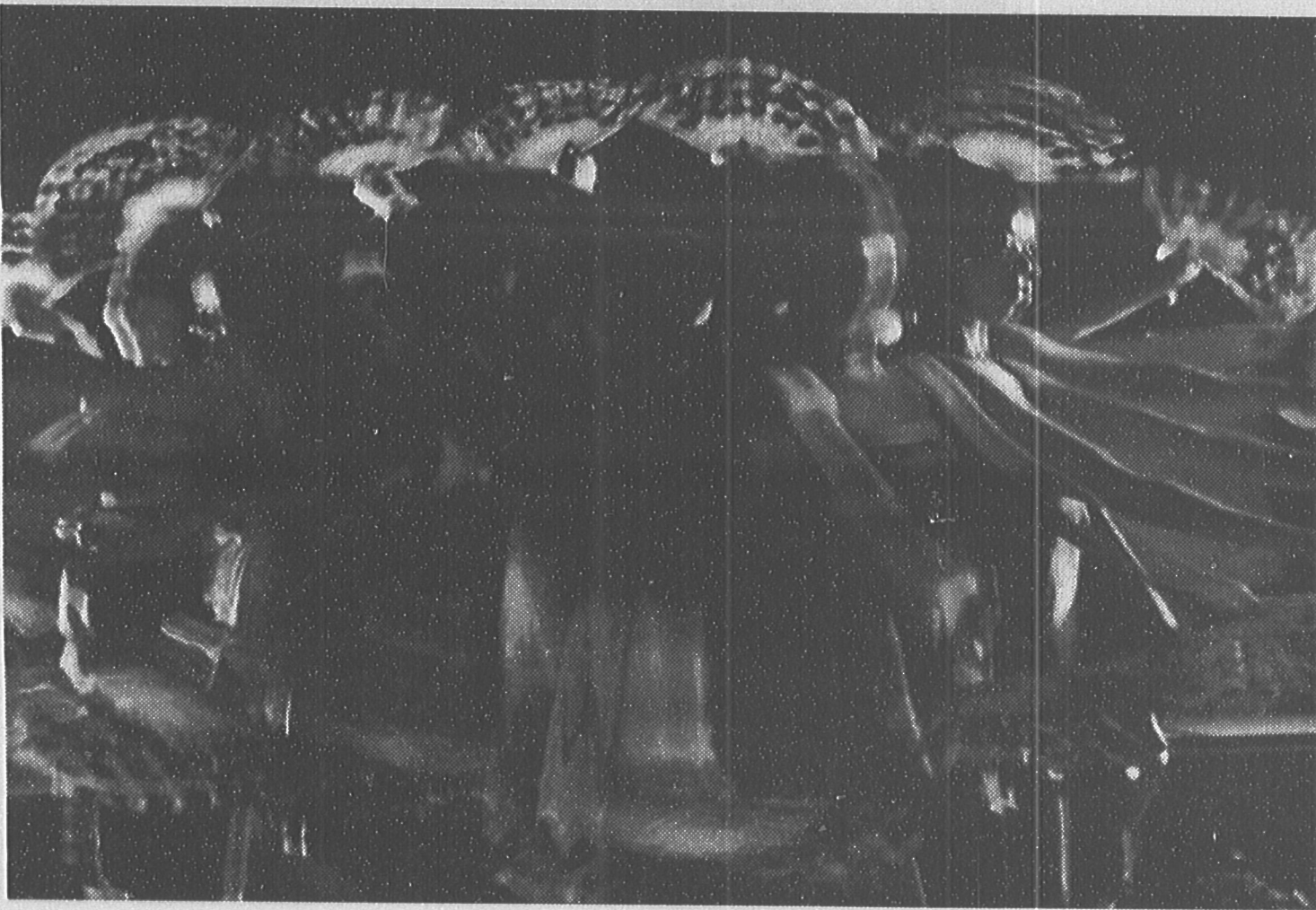
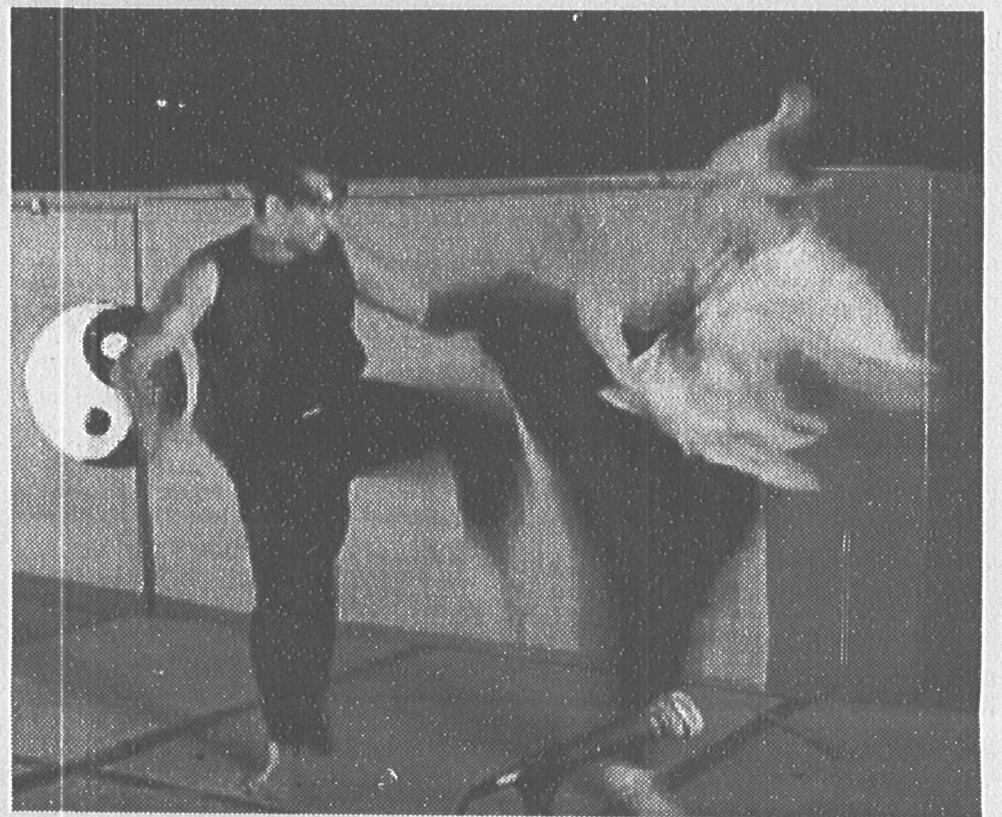
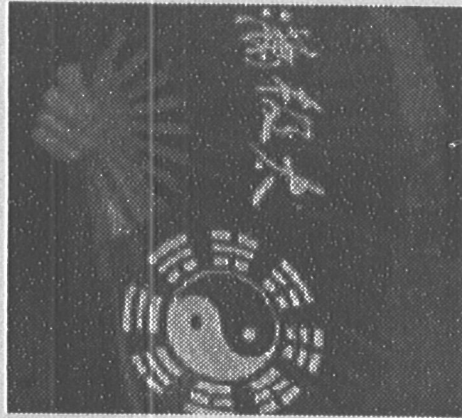
Regardless of the full day of student activities on Saturday, October 21, there was a strong turnout for the Fall 2006 Dodgeball Tournament at the tennis courts. A total of 12 teams, each consisting of five students, battled it out to be the top doggers on campus. After 90-minutes of play, the Glendale Dodgers, a team of first trimester students, defeated the Flying Dragons, a team of third and fourth trimester students, for the championship.

As the TSG Athletic Affairs Director, I am primarily responsible for increasing the school spirit and personal pride of students through a number of campus-wide athletic events. Although the competitive atmosphere was high throughout the Dodgeball Tournament, this event brought together many students from different trimesters and backgrounds.

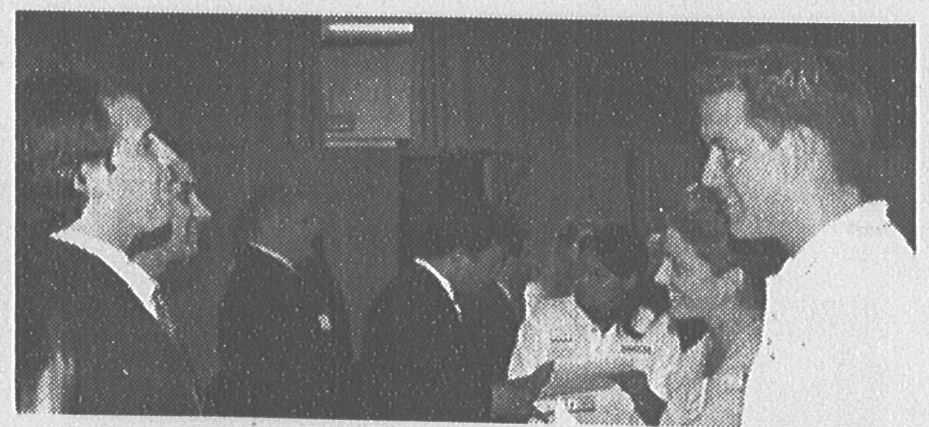
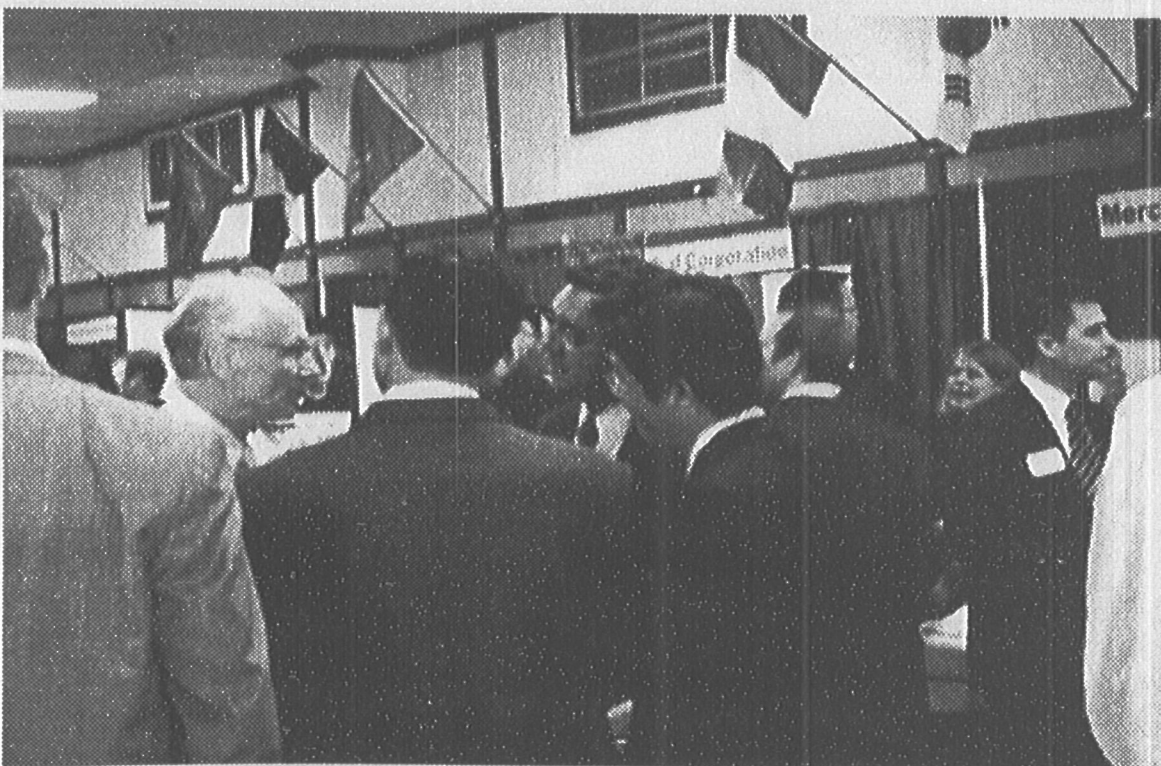
The next activities planned for the Thunderbird Community are the ThunderOlympics and a Miniature Golf Tournament. Stay tuned for official times and locations. ●

Asian Night

All photographs by Tak Yamada



Career Fair



CAMPUS



Global Sales Skills Workshop Coming in December

By the Marketing Association, the Consulting Club, and the Entrepreneurship Club

Be it Marketing, Finance, or International Development, you will have to sell your ideas, investments, or projects. Selling is in every aspect of business. Wikipedia describes selling as "the heart beat of any business." But a sales position at the MBA level is very misunderstood. Unfortunately, for some, the word "sales" conjures up the image of the crafty car salesman lurking around who will do anything to "make the sale".

Irene De Negris, director of global university recruitment for Johnson and Johnson and a member of the Thunderbird Global Council, comments: "If schools provided more insights about selling, it would make their MBA graduates more competitive. Understanding the connection between sales and marketing is critical."

Recognizing this challenge, three of Thunderbird's largest campus organizations – the Marketing Association, the Consulting Club, and the Entrepreneurship Club– are working together to present the first

annual Global Sales Skills Workshop this fall: "The Power of Persuasion". The workshop will bring business professionals with remarkable sales skills experience in numerous industries to campus to share their global sales expertise with the student body and invited guests. The leadership of the three organizations will bring to campus senior level guest speakers to deliver actionable sales skills pointers for T-birds planning careers in global marketing, consulting or those interested in an entrepreneurial enterprise. "Even if students choose not to go into a career in sales, they need the multifunctional expertise to get into general management," notes Doug Rafferty, P&G's vice president of customer business development.

The full day workshop will start the evening of December 1, with a keynote speaker and welcome dinner. During the morning and afternoon of December 2, the workshop will combine guest lectures with exercises and competitions where students will practice and receive feedback on the sales skills shared with them by the

experts. The group will use Thunderbird's global faculty expertise to ensure the workshop covers all areas of global sales skills. You would be doing yourself a great injustice if you choose to miss this event. Look for more information as the event draws closer. ●

Innovate for Good and Win \$20,000 – The Thunderbird Sustainable Innovation Summit



By Adam Croan
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Thunderbird is both pleased and proud to present the Thunderbird Sustainable Innovation Summit to occur March 21-March 24, 2007. The Summit will host the final round of the Thunderbird Sustainable Innovation Challenge. The online round begins February 12, 2007. Form a team now and register early at www.innovationforgood.com to save \$50 off the cost of entry (\$100 early registration fee split amongst four to five teammates - \$20 to \$25 per person). Your entry cost also includes admission to the Summit in March that will host speakers, break out panels, and a career fair featuring industry leaders in sustainable innovation.

What is sustainable innovation? It is a transformative idea, process or device that has an enduring positive financial, social and environmental impact. The Sustainable Innovation Challenge merges goals of the Innovation Challenge, i4 Challenge and the Global Citizenship Challenge to create a unified event that strongly aligns with Thunderbird's core mission, "Educating global leaders that create sustainable prosperity worldwide." While it makes sense from a strategic and logistical standpoint to merge the Fall and Spring challenge, this is certainly no marriage of pure convenience. The concept of sustainable innovation is becoming increasingly mainstreamed and an imperative of industry thought leaders.

For example, at the recent Net Impact National Conference in

Chicago, the Vice President of Product and Packaging Innovation at Wal-Mart, led a panel on sustainability and its efforts to innovate its operational model and product selection to align with corporate social responsibility goals. The same Wal-Mart executive later sat next to a marketing manager from Whole Foods on a panel discussing organic products and the need for supply chain innovation to ensure supply/demand equilibrium. Two other panels featuring Hewlett Packard, IDEO, United

Thunderbird's core mission, "Educating global leaders that create sustainable prosperity worldwide."

Technologies Group and product innovation experts discussed design as a bridge between profits and social change. An innovation convergence is occurring that aligns people, the planet and profits; companies failing to do so are becoming increasingly penalized in the marketplace.

Thunderbird invites you to help lead this next revolution in innovation by responding to our corporate sponsors' real-world challenges and then learning from and networking with industry champions of this movement at the Thunderbird Sustainable Innovation Summit. Form a team now, register at www.innovationforgood.com and compete to win \$20,000 and be crowned the Global Champion of Sustainable Innovation. ●

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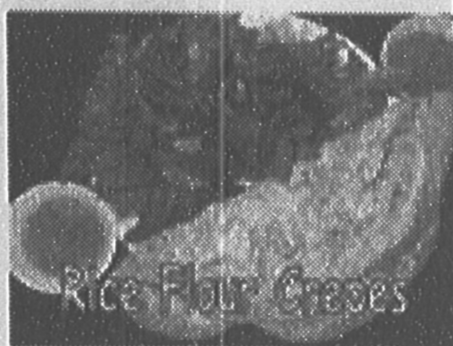
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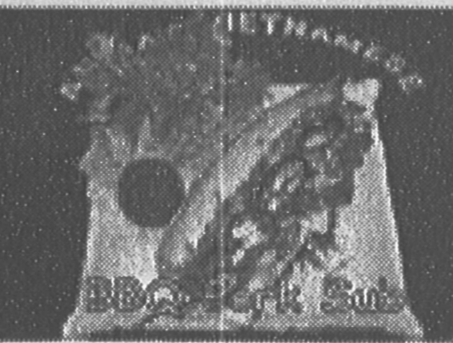
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Thunder Safety: You Can Help Make Thunderbird Campus a Safer Place



By Zach Wyer
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It's easy to become complacent with security issues and to feel safe on campus. Most of us have little time on our hands and Thunderbird feels almost like an island within Glendale. As a result of this perceived isolation, it's easy to believe that everything is safe and to become less concerned with security issues than before arriving. It is true that the Thunderbird campus has less crime than the surrounding areas. However, incidents do still happen and security and safety must be a concern to us all. In the recent months several crimes have occurred on campus ranging from petty theft of Honor Fridge items, bicycles, and laptops to much more serious crimes like grand theft auto. Students are beginning to feel less safe on our little island.

Many people might not be spurred into action by these crimes on campus, but my experience over the summer made me want to make the campus and the surrounding area a safer place for T-birds. In July, a good non T-bird friend of mine was visiting me on campus and, while we were within walking distance from campus, a date rape drug was put into her drink. She did

not feel well so I took her back to campus and went to gather my belongings back at the bar. When I returned she had disappeared. She was found the next morning in a ravine in Peoria, the victim of a sexual assault. Although my friend was not drugged on campus, we were across the street at an establishment frequented by other T-birds. It is out of this genuine concern for T-bird students that I ask that you become involved with helping the administration make the campus a safer place.

Several students have been working with the administration to address safety concerns and to make Thunderbird more secure. On October 6, the group held a Safety Party at the Pub seeking student feedback and suggestions, distributing informative coasters, and highlighting the new shelving for drinks installed in the restrooms. Although many complain that the school has dragged its feet on the issue, much progress has been and continues to be made. At the last Town Hall meeting, President Cabrera addressed the issue, stating that security patrols have increased, safety training is being offered, and that a third party assessment team has been invited to provide recommendations on how to make the campus safer. Additionally, Dr. Keck and Head of Security Tom Baker have met with student leaders to discuss further advancements, including installing locks on dorm windows, exploring addition-

al outside security services, replacing outdoor lighting, filling the Thunderbird security staff, and reviewing bids for an improved video surveillance system (proposals received thus far are close to \$200,000).

Change takes time and in spite of the administrations' efforts, the campus will not be a safer place until we all begin to take more responsibility for our safety as a community. According to Mr. Baker, "self prevention is 90% of security." To help teach the Thunderbird community about self-prevention, the administration has scheduled several sessions with the Glendale police department. These sessions address how to identify risky situations, practical ways of protecting yourself, responses to physical and verbal aggression, and ways to defuse a situation. The next session will be on November 7, from 2:30-5:00 pm. Additional sessions may be scheduled if student response is high. In addition to these sessions, the Security department includes a list of safety tips on MTB that focus primarily on preventive measures. Highlights from this list are listed below.

Progress in security improvements is a two-way street, however, and T-birds must contribute if these and further changes are to be adopted. Those concerned about personal safety should become visible on campus. One way to do this is to attend the security trainings being

SAFETY TIPS

Thunderbird Campus is a safe place, however, there are certain precautions you can take to help minimize your chances of becoming an unexpected victim. The majority of crimes committed are those of opportunity.

- > Do not walk alone after dark; have a friend walk with you or contact campus Safety & Security for a campus escort.
- > Be aware of your surroundings.
- > Lock your doors and windows, even when you leave for only a short time.
- > Engrave valuables, i.e. VCR, stereo, camera, etc.
- > Remember to always lock your car.
- > Do not leave valuables in your car and if you must, lock them in your trunk.
- > Keep your purse under your desk or in a drawer out of site.
- > Keep your bike secured with a good U-shaped lock.
- > Register your bicycle at Safety & Security.
- > Know the people you allow in your room.
- > Do not leave your backpack, wallet, purse, books, or laptops unattended, even for a minute.
- > Trust your instincts. If you feel uneasy about any situation, assert yourself and do something about it.
- > Do not keep large amounts of cash in your room or in your wallet.
- > Avoid vulnerability. Over-consumption of alcohol can lead to sexual assault. Know your limitations.
- > Report all suspicious persons or activities to the Safety & Security Department immediately.
- > Report theft or other crimes to the Safety & Security Department immediately.
- > Maintain accurate records of your belongings and their serial numbers.
- > Do not prop exterior office or residence hall doors open.
- > Never copy your building keys. Report lost keys to the Safety & Security Department immediately.

offered by the Glendale Police Department. Another way to become involved is to be a participant in re-vitalizing a student-run night escort program. Volunteer students would be available to escort classmates to their dorms or apartments on Thursday - Saturday nights. If you are interested in learning more about this program, please contact Megan Hundley or Zach Wyer. Finally at a bare minimum, students are encouraged to keep a lookout for suspicious visitors or behavior and to alert security if necessary.

Security and safety is every T-bird's responsibility. Recent serious crimes are a grim wake-up call for Thunderbird that we aren't the safe island many come to feel we are, but rather an open

campus subject to the same unfortunate crime as the rest of the community. Some of your fellow classmates are now victims and ask only that we come together as a tightly knit student community and help prevent this from happening again. I challenge you to think about security issues on campus as if you were one of the recent victims of these crimes; like my friend who was drugged and assaulted over the summer, one of the several students whose rooms was broken into this trimester, or the faculty member whose office was robbed this trimester. Please help us create a space where crimes like these are not possible on our island. ●

Thunderbird Safety Security Department Campus Crime Statistics 2005

Last updated: 8/8/2006

	January	February	March	April	May	June	July	August	September	October	November
Property Damage											
Vandalism		1	1		3					1	1
Burglary/Larceny/Theft	1	3	1				4	3	3		2
Aggravated Assault				1			1				
Motor Vehicle Theft											
Liquor/Drug Violations											
Accident/Injury	3	1	1		1	1	3		2	1	3
Other	1	5	3	2	6	1	5	1	1	1	1
TOTALS:	5	10	6	3	10	2	13	4	6	3	7

In compliance with Crime Awareness & Campus Security Act of 1990, each institution of higher education is required to annually prepare a report listing campus crime statistics.

Bollywood to Hong Kong: A New Student Club Is Born



By Colin T. Williams
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Whether it's Hollywood, Bollywood, or Hong Kong, the film industry's global reach crosses cultures as well as borders. At some point in our lives, the thought of being a silver screen starlet or a director must have crossed our minds, even if just for a moment. And who hasn't enjoyed late night gastronomy ses-

sions with friends and your favorite movie? We have all been touched by the creative or "content" side of the film industry. But film is just one part of the entire Media & Entertainment industry (M&E). Global spending in the M&E industry is predicted to reach \$1.8 trillion by 2009, with Asia/Pacific as the fastest growing market. As soon-to-be MBAs, have you considered an international career on the "business" side of the M&E industry?

If you have, come join Thunderbird's new Global Entertainment & Media Management Association

(GEMMA). GEMMA is addressing the increasing interest in media careers among MBAs and will enrich Thunderbird's presence in the M&E industry both in the U.S. and internationally. GEMMA is an opportunity for the wider Thunderbird community to share professional knowledge and interests encompassing management in publishing, film, television, radio, and music, as well as in gaming, new technologies, and new media.

Students have already shown considerable interest in having an M&E club at Thunderbird. Swati Jain '07 said that before coming to

Thunderbird, she was working for a record label in India. "I love the M&E industry. I have been thinking about International Development, but the M&E industry is so interesting and exciting. I am definitely looking forward to the club activities." Events for Fall and Spring will include Speaker Symposia with alumni and industry experts, Media Career Treks to L.A. and New York, and this year's highlight will be attending the MBA Media & Entertainment Conference in February organized by NYU, Columbia, UCLA, Wharton, and Duke.

GEMMA's President, Pierre Lescoat, says he is very excited about the club Resume Book. "This year, GEMMA is putting together an online Resume Book specifically for M&E and we will be connecting with alumni through our monthly newsletter with industry news, featured alumni, upcoming events, and a 'day-in-the-life' section. The club web page will have a host of resources for anyone interested in M&E."

An important part of the GEMMA experience will be its focus on corporate and social responsibility (CSR) in the M&E

continued on page 15

T-BIRDS IN ACTION

Why 30 T-Birds Jumped off a 50-foot Telephone Pole...Sordid Tales of Bravery and Courage from Prescott, Arizona



By Adam Croan
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“You’ll be okay. Your body knows what to do,” came the instructions from the ground team leader as T-bird after T-bird attempted to balance precariously atop a 50-foot telephone pole, prior to jumping off. And remarkably, our bodies did know what to do. Even more remarkably, and thanks to a harness, rope and belay, the group of 30 students accompanied by beloved leaders Kay Keck and Kip Harrell, all returned to Glendale largely unscathed.

The annual Leadership Edge outdoor ropes course retreat sponsored by Citigroup brought the team of student leaders to Prescott, Arizona for two days, where they were challenged to explore new constructs for leading and encouraging each other to achieve personal goals. For some, their goal was to overcome a fear of heights and complete a high ropes circuit.

For others it was to “challenge the process” and do a back flip off a platform 50 feet above the ground and zip-wire upside down for 300 yards. Regardless of individual growth goals, the group performed a united deep dive into the leadership goals for the weekend, Challenging the Process, Encouraging a Shared Vision, Enabling Others to Act, Modeling the Way, and Encouraging the Heart (for more information on these frameworks, see The

Leadership Challenge by Kouzes and Posner).

For those of you not familiar with the ropes course and outdoor leadership training practicum, imagine the following activities:

- Climbing to the top of a ladder and then falling backwards off of it into the outstretched arms of eight friends.
- Climbing 40 feet off the ground and then, walking on tightropes and suspended logs, leaping across airborne platforms and crawling across a mid-air spider’s web to the safety of a platform that you will dive from to zip-wire to the sorely missed earth. Only your rope, a harness, and your bravery support you.
- Climbing to the top of a 50 foot telephone pole and jumping off. Again, only a rope, a harness and your bravery support you.
- Being encouraged by licensed social workers to juggle stuffed animals, toss them at each other with eyes closed, and then innovate leading edge dance techniques and execute them in a smorgasbord parade around a sealed room.

The experience is best described by its participants. In responding to the question of: What from the Leadership Edge Retreat would you most like to share with the Thunderbird community, some responded...

Elena Imaretska: I don’t think that jumping from a 50-foot telephone pole will become my favorite pastime, but I can say that the experience was proof that with the right emotional support and motivation, anything is possible.

Ryan Schuchard: My favorite takeaways included comparing and contrasting personal leader-

ship skills with others and growing my skills. Learning some great new high fives. Feeling that good warm fuzzy feeling and the total absence of cold pricklies, in addition to seeing a wild pig.

Fred Opere: Some challenges that appear to be physical in nature are actually more mental. The mind is the biggest barrier to accomplishing anything.

Jessica Bellows: Thunderbird is a community of independent and wildly different individuals who are asked to trust, be open with and count on the people with whom they have been thrown together with at the beginning of the year. Going through a process similar to Leadership EDGE ropes course would be a phenomenal experience for new students to go through together to learn not only trust of each other but belief in self. The bond forged between the students would be one that could overcome potential miscommunications and teach respect and patience for each other during the major life transition of joining Thunderbird.

Tomas Denmark: Quite simply: I was on top of the world.

Peter Eliassen: New models and methods of communication were developed between students to strengthen bonds. I hope one day, all students will practice the Happy Salmon and the ThunderBlau!

To all my fellow Edgemates, I salute you and offer everyone at Thunderbird a heartfelt Thunderblau! To learn more about Leadership Edge and how you can apply to join, check out the Leadership Edge page on MTB. ●

Hello Mate, It’s Called Mate (Mah’ Tey)



By Laura Cholak
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Numerous people have been asking the few of us on campus carrying around our mate (pronounced mah’ tey), what exactly it was and why we were carrying it around. A definition taken from a mate website (www.ma-tea.com) says, “Yerba Mate comes from the dried leaves and stemlets of the perennial tree Ilex paraguariensis and is often said to be the most nutritious plant in the world.” It is a good source of Vitamins B-1, B-2, A, iron, potassium and magnesium and provides energy, but contains very little caffeine and does not cause muscle tension, so you are alert yet relaxed at the same time. Drinking mate is quite popular in South American countries including, Argentina, Uruguay, Paraguay and Bolivia, where people often don’t leave their houses without it. In order to drink mate, you need a thermos of hot water, a gourd or cup, a bombilla/straw that filters the tea, and some patience. You fill the gourd with Yerba Mate, a little hot water in the gourd, sip it through the straw that has a filter on the bottom of it, and repeat. It takes some time to prepare, is cumbersome to carry the thermos and gourd around, and takes a while to actually drink, so one may wonder, “Why take the time?” especially nowadays, when a quick energy kick can be achieved through a convenient coffee, red bull or green tea drink.



Mate, with gourd, bombilla and yerba leaves (picture sourced from Wikipedia)

First off, I should explain where and why I picked up the habit. Some of you may know that I had the pleasure of spending my two year Peace Corps service in the country in the heart of South America, Paraguay. I arrived in May 2002, during their winter season and spent three cold months in training. During the training I quickly learned that in order to keep myself warm in the un-heated houses, drinking mate by the thermos was the only remedy. So that first cold winter, mate drinking was a constant part of each day and became a habit I have not yet broken.

Mate drinking (or tereré drinking, the ice cold version of mate) was an essential part of my training and Peace Corps experience, as it is a social activity in Paraguay that is an integral part of their culture. It was a great way to learn about my community and the people with whom I lived and worked since everything was discussed over mate in the winter, or tereré

in the summer. If I refused mate (or tereré) at someone’s house, I risked offending him or her. If I went to talk to someone about anything business related, it was always over some mate. There were also various rules associated with how to properly prepare the mate, how to pass the mate (never use your left hand), and Tomas Denmark’s favorite, never touch the bombilla, which acts as both a straw and a sieve, when drinking the mate (this is a warning for anyone joining him for some mate around campus). By the time I left Paraguay two years later, I didn’t go anywhere without my thermos, yerba mate, gourd and bombilla. I think one suitcase was packed with only yerba mate.

Drinking mate back in the United States not only helps to keep me wake up (newcomers might have slight heart flutters after a few sips), it also brings me back to my Peace Corps experience and keeps all this crazy business talk and job search stress in perspective. I actually like the inefficiency of the preparation and drinking processes that forces me to slow down my pace for a moment and share a conversation over a thermos of mate. While it is an acquired taste, feel free to join in if you see me or the other mate drinkers around campus and try it out! ●

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T-BIRDS IN ACTION

Yemen: A Reclusive but Good Friend to the World



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This article is the second of a two-part series on the democratic Republic of Yemen, as seen through the eyes of two current Thunderbird Graduate students.

The World Cup final in Germany was still a few days and 5227 kilometers away, but there was already a buzz in the air. Interestingly, the city dwellers of Sana'a, the capital of Yemen, are avid football fans and the match pitting the Italians against the French seemed to be of particular interest. Perhaps, this was due to the fact that these nationals were the usual, though infrequent, tourists to Yemen. But somehow there seemed to be a greater connection than just that. Perhaps, for them, this was the time they could feel associated in some small way with the greater world around them.

From the first day, we had an interesting selection of hotels to choose from. First there was the "Movenpick," a beautifully designed five-star steel and glass structure with all the modern amenities: wireless high-speed

Internet, espresso bar, business center, even a pool and a disco that served alcohol. Unfortunately, they did not offer student discounts and the \$175 nightly rack rate seemed like a small fortune to a couple of third-tri Thunderbird students. We had heard there was a Sheraton Hotel somewhere in town but no one suggested it was even worth a visit. Another choice was to stay in one of the six-story mud-brick dwellings located in the old walled city; however, the plumbing hadn't been updated in the last 500 years. There was a nice "boutique" hotel near the Presidential palace but we decided on staying close to the city center in the "Hill Town" (read Hilton) Hotel. The front deskman spoke good English and the rates were reasonable, but it was the dank smell of a place well worn by travelers that was most appealing.

In true Yemeni fashion, our

Johnson & Johnson Company contacts had arranged a full agenda of sightseeing. This included a detailed tour of Sana'a, a visit to the famous ancient Rock Palace and several small World Bank sponsored villages a couple hours drive on fresh pavement outside the capital city. We chose the later. It was there in a fortified village perched high on top of a militarily impregnable plateau that we came across our first (and last) hostile encounter. Upon learning that an American was present, several villagers approached us and I was pressed to explain the mess in Iraq. In the interest of safety, I explained that I essentially agreed with them on all their points. After a musingly friendly denunciation of G.W. Bush's foreign policy, we all shook hands, smiled and parted ways. It was then did it occur to me that these village people had no access to cable TV. How could they possibly know what was really going on in the world without the benefit of 24 hour "fair and balanced" news programming available to Americans?

Back in Sana'a, with two days leading up to the World Cup, time was spent investigating what the capital of Yemen had to offer. Not only did we find authorized Apple computer dealership, a

busy Kentucky Fried Chicken (KFC) restaurant but also plenty of elegant dress shops for women, including a sprinkling of lingerie stores. This was particularly surprising given the fact that 90% of the women were dressed head-to-toe in burqas (black gowns) lending no details to what one wears underneath. During our daily and nightly walks, the only encounter with the Yemeni authorities occurred when I photographed the KFC restaurant. Unknowingly, I had partially photographed a walled military compound situated across the street. Two policemen carrying Russian AK-47s approached me and, without much of a struggle, basically took my camera. Having lost cameras before in Siberia during the days of Soviet control, I decided not to lose another one in the Middle East. After fifteen or so minutes of negotiations (courtesy of my Thunderbird Global Negotiations class), I managed to find my ZOPA... "Zone of Potential Agreement." Without exacerbating extenuating conditions, I positively deleted the KFC/military photo and happily retrieved my South Korean made digital camera.

A HUGE Japanese engineered projection screen had been erected in the capital's main stadium

for people to watch the World Cup. That night, I chose to dress modestly in local fashion: the stately head covering called a Ghutra, a shoulder to ankle white cotton flowing thob and the traditional 8-inch curved dagger strapped to my waist. I somehow thought I could sneak in with my Chinese-Canadian partner and sit in the back rows to watch the game with the "guys." The Yemeni would have none of it! We were literally hand escorted to the VIP section past armed guards and onto the lush green lawn, front and center with the 40-meter tall TV screen. Wow! It was the most optimal place to be, aside from actually being at the World Cup in Germany.

Americans and Chinese-Canadians are certainly a rare treat for the people in this corner of the world. The hospitality, understanding, courteousness, and respect the Yemeni people showed us was remarkable and smartly touching. Given that Yemen is a country of 22 million people, half of whom are under 16 years old, it seems such a logical place for the world to share its friendship, especially when the Yemeni people proudly showed that their country is a good, albeit, reclusive friend to the world. ●

Tiananmen Square – My Daughter's First Field Trip



By Joab & Emily Meyer
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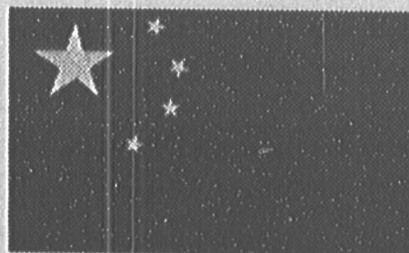
"**M**ing tian wo men qu Tiananmen," said Miriam's teacher when I picked her up from Chinese preschool in early October. I thought I had heard her wrong as I gathered up my daughter to leave. However, a moment later one of her teachers came running up to me and said (in English), "Tomorrow we are all going to Tiananmen Square to celebrate Chinese National Holiday, and we want Miriam to go with us." I smiled and headed out the door, hoping my silence would communicate a subtle "no thanks."

I did not think much more about Miriam's potential field trip during the rest of the day. Traveling by bike to my daughter's school through the streets of Beijing is itself a fascinating exercise. Cars, donkey carts, bikes, buses and motorcycles do a kind of polluted dance as 15 million people try to move about this city daily. Each day, our family goes a hundred directions at once; we navigate everyone's schedule within the dance of Beijing.

Joab has been working at a U.S. consulting company learning everything from how to register a company in a tiny African island called Mauritius, to how to explain spreadsheets in Chinese. I attend a local university three days a week where I study Chinese. While at school, our one-year old son, Asa, is watched by a wonderful Chinese lady, and Miriam, our nearly four-year old daughter, goes to Chinese preschool.

As we finished bed time prayers that night, Miriam announced, "I want to go to Tiananmen Square tomorrow." I really did not know what to say, but I knew that if she had to confidence to go I needed to let her. That next crisp Autumn morning as I talked with Miriam on the bike ride to preschool, she asked, "Mommy why do they want to all go to a big square," and, "why do people in China like their flag?" I tried my best to answer her queries, but ended up just feeling more confused myself. When we arrived at school she happily dismounted, quickly clasped onto the hand of her favorite teacher and bounded off to her classroom in no time.

And then it hit me like a ton of bricks: What have I just done? Did I sign a permission slip for this trip? No I hadn't. How many par-



Living in China has expanded my children's worldview in ways that are unthinkable for an Iowa girl whose first field trip was to the local pumpkin patch.

ent volunteers are going along? None. Again, I was full of more questions as I realized I was entrusting my little girl's safety at one of the most popular tourist spots in all of China, and to teachers with whom I could barely communicate. I could not stop crying as I rode away from preschool that morning. I cried because I knew my little girl was growing up and I cried because she was going on an adventure within the context of a culture I myself was still struggling to understand.

I am not sure what I expected

living here in China. In some ways I had no expectations because I did not want to be disappointed if they were not met. I knew it would be polluted and crowded. I knew I would face a steep Chinese learning curve by beginning my studies at age 30. I had read up about culture shock, talked to T-birds who had done this before, opened a Skype account, assured my Mom we had not gone off the deep end by moving half-way across the world, and prayed like crazy this would all work out.

However, what I am discovering is that China is changing me. I am growing as a person as I strive to understand how to live in a completely different culture and nurture my children to appreciate and flourish in this environment. Learning Chinese has been one of the most satisfying challenges of my time here in China. It is like making the commitment to spend your money on the best tools in order to build a solid foundation within a new culture. People here love it if you simply say two words in Chinese, let alone ask them how their kids are doing. Sure, I mess up and feel pretty stupid most days, but like a five year old learning how to ride a bike, you just have to keep getting up and try again and again.

In the end, though I have an increased disgust for pollution, I have been totally surprised to discover how much Beijing feels like home.

It took me a while to find Miriam among the hundreds of kids streaming off the massive tour bus the preschool had rented for the trip to Tiananmen Square. Chinese kids finally gave way to my blond haired, blue-eyed Miriam. As soon as she saw me, she ran over and announced, "I had a happy heart at Tiananmen Square." She also recounted how big and crowded the square had been and how she was glad to come home. Living in China has expanded my children's worldview in ways that are unthinkable for an Iowa girl whose first field trip was to the local pumpkin patch. As we made our way home, I began to wonder about the types of things Miriam might want to do when she is thirteen, if she has braved the crowds of Tiananmen at nearly four years old. Until that day comes, I will hold my kids close and enjoy the dance that is Beijing. ●

The IDA Interview Sessions: Chatting with the Corporate Citizenship Company

By John Ross

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This interview was conducted by the International Development Association. Currently Shannon Skaggs '04 is a Manager for the Corporate Citizenship Company based in London. The IDA plans on facilitating these interviews for every Das Tor edition in order to give current Thunderbird students who are interested in ID an opportunity to read about alumni working in the ID field.

John Ross: Who is the Corporate Citizenship Company, and what do you currently do for them?

Shannon Skaggs: The Corporate Citizenship Company is a small UK-based CSR consultancy. We offer research, consulting and publications to help businesses succeed as good citizens of our changing global society. We have developed special strengths in strategy development, supply chain integration, benchmarking, social and economic impact assessment, community program evaluation, and reporting. Our clients include major global corporations such as Deloitte,

Vodafone, Unilever, Ford, Deutsche Bank, Cadbury Schweppes, Diageo, and BP.

I currently manage the London Benchmarking Group (LBG) of over 100 corporate members and advise on the application of its community impact measurement model. I have over ten years of experience in consulting and project management in the corporate and non-profit sectors including strategy, community investment, and reporting. In my current role, I have consulted companies such as Cadbury Schweppes, L'Oreal, Reuters, and Yell on how to more effectively apply the LBG model to better measure, manage and report on their community investments. A recent project includes evaluating Deloitte's global volunteering day and its link to wider CI and CSR strategies.

JR: Where else have you worked since graduating from T-bird? How did T-bird prepare you for these positions?

SS: For the first two years out of Thunderbird I worked in finance and operations for the conservation organization, World Wildlife Fund, at its international headquarters in Geneva, Switzerland.

It was my first management position and Thunderbird helped prepare me in terms of learning to work in and motivate groups, effectively allocating core competencies within a team, as well as communicating cross culturally. The team of ten that I managed was comprised of nine nationalities, we spoke both English and French at the office, and I worked with colleagues in the Netherlands, the UK, US as well as in Africa and Asia.

JR: How have you found your positions out of Thunderbird: through alumni contacts, in-person interviews, CMC resources, etc.?

SS: I found my position at WWF and at TCCC online through CSR-related websites and then networking with contacts who knew people inside the organizations. I also made proactive personal phone calls to the contacts hiring for the job which helped.

JR: What activities or courses did you focus on while at Thunderbird that provided you with experiences that you have leveraged in your professional roles?

SS: The courses I found most

useful were Operations, Project Management and IPE.

JR: What advice do you have for students looking to enter the IDA or CSR sectors?

SS: Do your homework! The arenas of IDA and CSR are growing and changing everyday and also are country and sector specific. You must do your research on the company/sector/country before approaching a company for a job. There is a lot available online now. Many companies publish a CSR report alongside an Annual Report. Register for websites, newsletters and blogs related to CSR. CSRChicks or Blokes are especially good, as well as Lifeworth.com.

JR: What motivates you to do what you do?

SS: I am lucky to have such an incredibly dynamic job where I get to work with over 100 companies every week to help them build strategies, processes and report to stakeholders on how they, as big multinationals, are offsetting their business risk by giving back to the community and the environment. The CSR agenda is growing daily so it is rewarding to be growing profes-

sionally in the field at a time where companies are also building their own global CSR strategies and integrating them into business operations.

JR: What's been your most favorite country to work in? Which country is your favorite for vacations? What's next on your list of places to go see?

SS: Favorite country to work in was Chile, where I ran my own adventure travel company in Patagonia for three years. The people are warm and welcoming and the landscape was diverse and rugged. Also, because Chile has led the way in South America in terms of developing from a third world to second world economy.

My favorite country for vacations...well that depends on the type of vacation. Again Chile for a diverse plethora of outdoor extreme adventures but the Maldives was amazing for a relaxing beach vacation surrounded by an extensive natural aquarium of underwater life and great weather.

I'll be off to Thailand and Cambodia for my honeymoon in January. ●

NSHMBA Conference: T-birds Pound the Pavement



By Shane Spears
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What do you get when you put 7,000 prospective MBAs in a large room with over 200 companies? Mayhem and utter chaos? No, you actually get the nation's largest career fair and a chance to see T-birds in action. Dozens of students from the school converged on Cincinnati last weekend to pound the pavement, shake a few hands, and hopefully land a job (either a permanent one or an internship). The CMC pushed the career fair as a chance for first-try students to make connections and build momentum for the upcoming hiring season for internships. Third- and fourth-try students went for the opportunity to interview (and even get an offer or two).

For the most part, the students had a positive reaction to the fair. John Frazier, a first trimester student searching for internships primarily in the energy field explained his experience. "It was a worthwhile experience. There are lots of opportunities but I wish

I had gone more prepared. I could see going back next year if I have to." Several other students shared this sentiment. In fact, a number of students had interviews lined up even before they left, making the task of getting face time at a busy conference unnecessary.

Other students, however, feel that the conference was oversold by the CMC. "They (the CMC staff) said that this is where all the internships are—that might be true for finance or marketing, but I didn't find much in my area," said a student who prefers to not be identified. "I think that I could have had better luck just spending the weekend doing intensive research and networking with alumni," he added.

Perhaps the biggest challenge faced by students attending the conference stems from the difficulties in getting sponsorship for a work permit. Students from Mexico and Canada spoke of their disappointment at the lack of sponsorship. "I saw the list of companies that said they are willing to sponsor, but when I spoke to them they said that they weren't doing that anymore."

Whether or not students get the offer of their dreams, conferences like NSHMBA present T-birds with the chance to network and

build the all-important contact list. The real key, according to Chad Ronis, "is to approach the companies with confidence. They want to hire good talent, so show them you have that to offer. After you get back, follow up with the companies to let them know that you are serious."

Finally, there is a story that needs to be told that speaks of the dedication and resourcefulness of T-birds. Several students found their flight from Phoenix to Chicago delayed by several hours. Upon arriving in Chicago, they rushed to the departure terminal for their connection to Cincinnati only to find the bridge pulling back from the plane at the exact moment of arrival. For the next six hours they attempted to get another flight, only to be thwarted again and again. At midnight the last flight left without them (they were bumped in favor of those who had spent more on their tickets). Discouraged, but not defeated, these survivors rented a minivan and drove almost eight hours through pouring rain and bad road conditions to arrive at the conference in time to participate. Here's to you, Cincinnati Super Crew! ●

United Nations Global Compact Internship

By Stephanie Schlecht

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Kofi Annan has a brilliant presence. I was about a car's length away from him standing in the General Assembly as I and 175 other interns shared the stage for a photo with the UN Secretary General. I have been interning at the United Nations Global Compact office since early September. The work is very engaging. I have been working on the operations side of the initiative—creating ways to "enforce" (without being regulatory) policy and create processes to alleviate growing pains while sustaining credibility for the UN. The latter can be the most difficult at times.

The Global Compact was created in 1999 by Kofi Annan, and it operates under the office of the Secretary General. As a result of these close ties, we are not subject to as much of the bureaucracy as other offices of the UN. The Global Compact office runs like a business in some respects: a result orientation and strong customer (signatory) focus. Yet the way in which the Global Compact navigates through the uncharted territory of "corporate citizenship" is highly strategic and political.

Thunderbird has an interesting connection to the Global Compact. This relationship largely can be credited to Dr. Cabrera. On my first day at the UN, I was introduced to the head of our "Academic Networks," Manuel Escudera, who was Dr. Cabrera's academic advisor in Spain. Dr. Cabrera will also sit on the new Global Compact Academic Council, whose mission is to advise the Compact in the areas of business education.

The United Nations Global Compact office is always looking for interns. The internship will place you at the forefront of CSR and expose you to the concerns of business and non-business actors on a global scale. Internship opportunities are posted on the website, www.unglobalcompact.org. Check it out and if you have any questions please don't hesitate to contact me! ●

Don't Miss Out on Upcoming Executive Education Cultural Dinners

By Hanes Roberts

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This semester I have been working to encourage all full-time MBA students to take part in the Executive Education Cultural Dinners. This is how these dinners work:

- 1) Executive Education Students choose a culture they are interested in learning more about such as Chinese, Indian, European, etc.;
- 2) I form dinner groups comprised of six full-time MBA students for the cultures requested;
- 3) Students and executive education

students have a brief orientation on the purpose of the dinners;

4) Thunderbird pays for the food, drinks; and transportation to the restaurant.

Exxon Mobil and Baker Hughes are two companies who have taken part in these dinners this past semester. Some challenges that I have faced while recruiting for these dinners have been accommodating all interested students and making sure that students who commit to these dinners do not cancel. Executive Education has accommodated the demand by having multi-cultural dinners and catering to students whose interest is in a certain field (i.e. energy) as opposed to just a culture. I have instituted a "No Cancellation" policy, whereby stu-

dents who sign up for the dinners are accountable and required to attend. Both have resulted in more student participation. If you are interested in a cultural dinner please contact me.

For the second module, I hope to encourage more student participation with visiting speakers. I also hope to get a high-ranking official from the U.S. Department of State to come to campus to speak or at least have a tele-conference with a select group of Thunderbird students. As the semester goes on, I want to invite all students to not get so consumed with their schoolwork. Instead, take advantage of some great opportunities outside the classroom! Have a great second module. ●

Vote Now for TSG Awards

By Ben Shuster

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Marketing and Communications Chair
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For the second consecutive trimester, TSG is proud to host the "TSG Awards Ceremony." For this trimester, the ceremony will be held in the atrium of the Herberger Administration building on Wednesday, November 29th, beginning at 5:00 PM. The event is open to all members of the Thunderbird community, including spouses and significant others. Business attire is a must, and there will be plenty of free food and drink (including wine and beer!) for everyone. Please join TSG in celebrating the best of the Thunderbird community.

TSG is going to award people based on YOUR selections. To nominate an individual and/or club for an award, please send your nomination(s) via e-mail to TSG@t-bird.edu before 12:00 PM on Friday, November 24th.

Description of the TSG Community Awards

Extraordinary Thunderbird Community Member Awards will be presented on Wednesday, November 29th, 2006. They are given from the Thunderbird Student Government to individuals and clubs who have exhibited the True Spirit of Giving back to the Thunderbird community. There are currently five awards to be considered:

1. Community Excellence / Social Accomplishments

This individual has made extraordinary efforts to advance the community spirit at Thunderbird. They have worked outside of the bounds of the club structure to accomplish great things that benefited their colleagues and fellow Thunderbirds. Some examples of social accomplishments are:

- Arranging social events to benefit the students
- Running charitable campaigns
- Playing a support role in major TSG events
- Enhancing the image of Thunderbird in the outside community

2. Professional Advancement

This individual has selflessly worked to advance professional development not just for themselves, but for their Thunderbird colleagues. This can be from within a professional association or club, or as an individual. By their actions, they have directly contributed to the professional skill development of their constituents. Some examples of professional advancement are:

- Conducting interviews or career prep sessions
- Bringing professional development speakers to campus
- Working on Career Trek preparations to benefit the Trek groups
- Advancing the agenda of professional clubs

3. Cultural Enhancement

This individual (or cultural group) has provided a culturally rewarding Thunderbird environment. They have done this through holding cultural events that bridge the gaps between their constituents and the broader Thunderbird community as a whole. They have also been counted on to support Regional Nights and show the true spirit of

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Get Out There and Get Involved



By Brandon Upchurch
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Have you studied in the Yount until 2:00 am in the morning, used the IBIC for your primary sleeping quarters, or had dreams of Data Analysis simulations at night? Well, I have and after finishing our first module I have come to the conclusion that there is a

striking difference (one of many) between college and grad school. The opportunities that exist in grad school far exceed those of college and although academics are a vital part to our time here, at one point you have to ask yourself, "At what cost is that 4.0 GPA?"

I focused primarily on achieving a close-to-perfect GPA during my first six weeks and now, in retrospect, I missed out on some key opportunities including several company presentations, club meetings and chances to meet a

few more people that I had not been introduced to yet. I'm not condoning a boycott of academics but rather suggesting that everyone do a cost-benefit analysis on ALL activities here at Thunderbird and plan accordingly. Thunderbird has a lot to offer and would be perfect if there were 34 hours in a day, but unfortunately there aren't. So explore all options and absorb the Thunderbird experience collectively. Good Luck! ●

Two Big Events; One Small iPod



By Aysun Biggs
Turkey
aysunalyson@gmail.com

Simply attend two Global Speaker Events in November for a free iPod nano!

Yes, you have heard it right. James Sayno, TSG President, and Executive Speaker Events Representative, Aysun Biggs, have decided to promote the Global Speaker Events in November by giving away a brand new 4GB iPod nano valued at \$199!

All you have to do is attend these two events in order to be eligible for the drawing on November 17th. The entry box will be left outside the assigned event rooms, and

it is ultimately the student's responsibility to enter their name and contact information for the drawing. Students can enter their names only once for each event, and a minimum of two separate dates of attendance would qualify to enter into the drawing.

Attend two Global Speaker Events in November for a chance to win a free iPod nano!

As you may know our Global Issues Forum speakers come to our campus voluntarily, and the least we can do is to join these events. Please view the upcoming two events for November, and note these in your calendars.

We look forward to seeing you at these events! ●

GLOBAL ISSUES FORUM SPEAKERS NOVEMBER

Nov 14th, Tuesday
Industry Term Speaker
Mr. Robert D. Johnson
Chief Executive Office
Dubai Aerospace Enterprises
"Creating a Competitive
Entry in the Marketplace."
Lecture Hall 53
Time: 1:10 - 2:20 pm

Nov 16th, Thursday
His Excellency Said Tayeb
Jawad Ambassador of
Afghanistan to the United States
Artemis Program
Commencement
AT&T Auditorium
Time: TBD

Regional Nights Strengthen the Thunderbird Mystique



By Linda Florio
Italy
Student Activities
Chair
lindaflorio@global.t-bird.edu

As the Student Activities Chair (SAC), I support and coordinate clubs and their initiatives. I also supervise the planning and execution of campus-wide events and activities, including Regional Nights. I have recruited a group of students, called ThunderPlanners, to serve as volunteers who assist in making sure that the student events are a success. ThunderPlanners work with the SAC specifically on organizing the four Regional Nights of the semester, making sure that all regional clubs are engaged and represented, and that food, entertainment and ambiance all reflect and respect the regional culture. So far this semester Americas Night and Asia Night were a great success and showed wonderful collaboration between the team and the heads of the regional clubs.

Regional Nights are great channels for the expression of the creativity and enthusiasm of our diverse community. It is an important part of the lasting memories of our experience at school. The common trait of all these activities is something that T-birds increasingly like to call ThunderSpirit: the inclusiveness of different cultures, interests and of all groups, students, faculty and staff.

In the second half of this fall semester my focus will be on building continuity for the next SAC and the next team of ThunderPlanners. I will do this by ensuring that there is a written record of the event planning practices developed so far.

I will be working with the various club presidents and the ThunderPlanners to plan the next two Regional Nights. We will celebrate Europe on November 18th and Africa, India and the Middle East on December 2nd. Above all, I will continue to encourage students' creativity in expressing ThunderSpirit and to work with the various groups to find ways to strengthen the unique Thunderbird mystique. ●

TECH TALK

Protect Your Computer and Data



By Dustin Overbeck
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It happens to the best of us. Our computer hard drive fails and we lose our files, which can include our emails or address book. So many of us store our photos on our computer and the loss of which would be megabytes of irreplaceable pictures and other memories that are forever lost. Or worse still, our laptop is stolen and we have no backup. I would like to outline some ways to protect your computer and your data in case there ever is a disaster.

Backup Your Data

One of the best ways to recover from a disaster is to regularly backup your data. It is relatively inexpensive to buy external hard drives that are large enough to copy over the entire contents of your laptop. It is best to create a regular schedule for backing up your data, such as on Friday. That way, if you do lose a hard drive or have your computer stolen, you will have lost nothing more than six days worth of work. There are

also web-based businesses, which can back up the contents of your hard drive automatically for off-site storage.

Physical Deterrents

Unfortunately there have been incidences of theft on the Thunderbird campus so it is best to be vigilant about protecting your property. One way to prevent theft of your laptop is to use a physical cable lock. Most laptops have a slot where a standard laptop cable lock can be attached so you can tether your laptop to a fixed object, such as a desk. Also, you may wish to engrave your name and phone number on the laptop to identify ownership in case somebody tries to sell it.

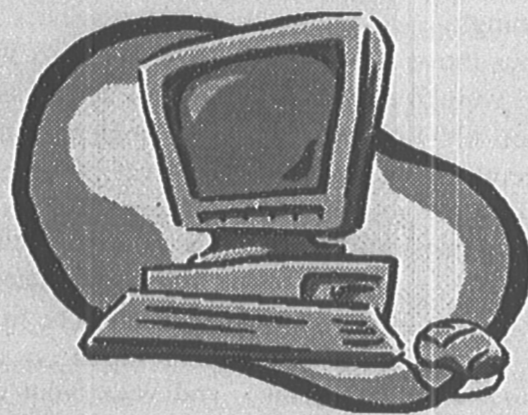
Software Deterrents

Perhaps the easiest way to protect unauthorized access to your computer's contents is to use password protection. Make sure you disable automatic login when your

computer starts up and enable password protection for your screen saver. That way if you leave your laptop powered on and unattended for several minutes, you would prevent prying eyes from reading the emails you wrote to Dr. Love.

Property Recovery

It is possible to subscribe to software that you can install on your laptop, which can relay the location of your computer if it is reported stolen. Once piece



of software worth checking out is LoJack for Laptops (lojackforlaptops.com), which offers a 1-year subscription for \$49.99 or a 3-year contract for \$99.99. Some asset-recovery software programs can even snap pictures automatically from your built-in camera and email them, making it much easier to work with the police in identifying and prosecuting the thief.

Vote Now

>> Continued from page 14

their culture. Some examples of cultural enhancement include:

- Sponsoring events that educate others about their culture
- Encouraging mixing of their cultural group with the broader community
- Supporting TSG cultural events such as Regional Night

4. Faculty Member (Student-selected)

This member of the faculty, selected by the entire student body, represents the best that Thunderbird has to offer in terms of both teaching AND facilitating learning. This individual not only made classes interesting, but also went beyond class to make the subject "come alive." This award has been offered by TSG in the past, and the current TSG would like to restart this tradition. This award is completely separate from the teacher award voted on by each graduating class.

5. Staff Member

This award seeks to highlight the member of the Thunderbird staff who has made a significant impact on the lives of the students in the past trimester. Whether it be through selfless actions or tireless determination, this staff member has made and enacted positive changes that affect the Thunderbird community, and this is the students' opportunity to say thank you. ●

AROUND TOWN

More to Arizona... A Culinary Adventure

By Elizabeth Edwards

U.S.A.
Staff Writer

Continuing with this column's mission to acquaint T-bird's with life outside of campus, this month we embark on a restaurant adventure. In a town where over 30% of restaurants fail (according to the Arizona Republic), starting a restaurant can be risky business, though it beats the estimated 60% plus failure rate in other cities cited in a restaurant trade publication. Despite the risk, the Valley of the Sun offers hundreds of enticing restaurants.

One such delightful place is Postino Winecafé. Craig and Kris DeMarco opened Postino Winecafé in April of 2001. The café recently offered my two companions and I a delightful evening full of little surprises. We first ordered the raspberry chicken salad (\$8) – organic chicken salad made with pecans, apples, gorgonzola and mayo served with raspberry vinaigrette over a bed of fresh greens. The mayo made a smooth addition to an old classic. While waiting for the rest of our order to come, we took in the full effect of the small restaurant.

Situated in an old post office in the corner of a swanky part of Phoenix, the restaurant was abuzz with activity on a Tuesday night. Couples sat at wing-backed chairs leaning into small tables over a glass of wine, while groups of eight or 12 crowded around traditional tables or on small stools and couches around a smattering of small coffee tables pressed together. The restaurant was opened to the patio by two large garage doors

A short time later, our main selections came – bruschetta and panini. We chose four out of ten bruschetta selections (\$12), which came on a long platter, with each of the four cut into three or four manageable pieces. We sampled prosciutto with figs and mascarpone, roasted peppers with goat cheese, salami with pesto and smoked salmon. An error on the part of our waiter failed to deliver the right combination of bruschetta, but

the fruit and nut.

Bruschetta was followed by panini (\$8.50) – prosciutto with triple-cream brie, figs and arugula dressed with balsamic vinegar and olive oil. This unusual combination proved my favorite, once again amazed by the chef's ability to transform figs into a delectable experience.

The meal was aptly concluded with a rich chocolate torte served with vanilla gelato and caramel. The torte was appropriately moist, while the gelato provided a smooth rich in flavor, but light in texture complement.

Postino's is of course billed as a winecafé, and provides an admirable atmosphere to match. An appropriate, though not extensive, wine list is offered, which we chose not to sample, but it would have complemented the meal well.

Overall the food was wonderful, the atmosphere charming and the company delightful. Postino lived up to its tag line – light fare, wine, goods in "a favorite spot for the community to meet."

Check this column next month for more on living in Arizona... adventures to avoid as well as must haves of your Arizona experience. ●

A meal for three, without wine, cost around \$48 on a recent week night. Postino is located at 3939 East Campbell Avenue in Phoenix. 602.852.3939. Monday – Saturday 11am until 11pm. www.postinowinecafe.com

that were lifted to bring the outdoors in, creating a seamless flow in and out. Live music played in a corner next to the bar and in front of several extensive wine displays. It's a cozy place with apparent attention to detail, including some unusual detail, such as the logo-embossed toilet paper display in the women's restroom.

Postino's commitment to service quality was shown when the mistake was quickly and graciously corrected. While the roasted peppers and goat cheese is always a favorite classic, I was pleasantly surprised with the prosciutto. Although I normally detest figs, this was my favorite of the three, combining the salty smooth taste of prosciutto with the sweets of

Bollywood

>> Continued from page 10

sector. While the industry may not have the "direct" environmental impact that other industries do, it has a profound influence on cultural attitudes and behaviors, making ethics an increasingly critical issue in the business. When asked why she joined GEMMA, Elena Imaretska said, "the CSR component really interested me the most; it puts the entertainment industry in a new light." Working with speakers, faculty, and other Thunderbird clubs, GEMMA will take a critical look at career leadership strategies in corporate and social responsibility in the M&E industry, both globally and locally—something few, if any, student M&E clubs address.

Keep an eye out for GEMMA's events calendar, sign-up sheet, and club info in the Commons over the next few days. If you would like to receive GEMMA's newsletter, please email Colin Williams at cwilliams@global.t-bird.edu or sign up online at the club's web site: <http://my.t-bird.edu/folders-display/displaymgrframe.asp?partid=197708>. ●

DR. LOVE

Editor's note: Due to a heated discussion in the Thunderbird community regarding the inappropriateness of Dr. Love's advice, Das Tor contacted Dr. Love's competitor Dr. Evol to provide useful insights into ThunderLove from a different perspective. We hope his kind words will sooth your scarred hearts and bring relieve to your heart aches.

Dear Dr. Evol

I am working on a group project with five other people for my international marketing project. The group comprises of five guys (myself included) and one girl. We work well as a team, however, over the months I have found myself falling for the girl. She is smart, engrossing, forward, and beautiful. My feelings are beginning to affect my group work. I am afraid of talking to her about it because that might disrupt the group further. I am torn between my feelings and my obligation to the group.

Sincerely,
Lovelorn Marketer

Dear Lovelorn Marketer,

You are quite right, you are in a bit of a predicament. Firstly, you have to respect her as an equal team member, by this I mean you cannot treat her differently now that you have feelings for her when you are both in the professional environment. There are six contributing members of the team and

you have to make sure that despite seeing her differently from the other members, you must still treat her the same. Do not show her favoritism or coddle her if she makes a mistake. This is for a number of reasons. Firstly, it would be unfair to the rest of your team if you showed her extra attention or were overly biased in her favor. Furthermore, it might jeopardize the integrity and quality of your work. If you don't judge the quality of everyone's work objectively, the end product might be sub-par. So when the two of you are in a professional setting together, treat her just as you did when the project started, a competent peer.

Outside the team it is a different story. You need to let her know how you feel. It will relieve you of the tension you feel around her and it will give her the opportunity to decide whether or not she reciprocates the feelings. You should sit her down and tell her how much you respect her for her intellect and contributions to the team. How you enjoy her company, wit, and humor. And finally how her beauty makes the moon dim in comparison and her eyes light up the sky more than even the brightest star could. After that you must give her the opportunity to either accept or reject your wooing. You must remember, a woman has the final say in the wooing process and you must respect her feelings and decision. To help the process

along I recommend some flowers. A nice bundle of roses makes a strong statement. However, be careful of the color, as they have different meanings. Red: romantic love; Purple: love at first sight; coral or orange: strong desire; yellow: joy and friendship; pink: gratitude and appreciation; peach: sympathy or gratitude; white: reverence and humility. In this case a combination of coral and white. They show you are interested and respectful, and the color combination looks stunning!

So make your move Lovelorn, just remember: woman are equals in the workplace AND in love. So be respectful, gentlemanly, and professional! And don't forget flowers, especially fragrant ones! Yum!
- Dr. Evol

Dear Dr. Evol,

My roommate in B-dorm has a new boyfriend. We used to be the best of friends spending every moment together talking and laughing and having a great time. Now she is always with her boyfriend and I never get to see her anymore. I am happy for her, but miss having my friend and confidant. How do I approach the situation without losing a friend or hurting her relationship?

Sincerely,
Alone in A-dorm.

Dear Alone in A-dorm,

You are in a situation that is a very common occurrence. When couples first start dating, they are often caught up in the moment; the excitement of a new relationship can be quite overwhelming. This often translates into a honeymoon period when your friend is lost from the world and only see their partner. This is a perfectly natural occurrence for young lovers and is something that is not to be worried about. However, it can affect friendships and in this circumstance it could be unhealthy. It is also unhealthy if this seclusion from the world continues for an extended amount of time. It is very important that you play your cards right to keep your friendship and make sure that your friend continues a happy, healthy relationship.

What you need to do is to communicate. The first step is to talk to your friend on a one-on-one basis and voice your concerns about the growing distance between you. Do not in any way blame this on the boyfriend as your friend could get defensive and protective. Just tell her that you miss her as a friend. This statement of friendship is often enough to bring the situation to light for most people. The next step will be to create a new place for yourself in their united world. You can do this by finding an activity that the three of you all enjoy individually. For instance, going to Starbucks, visiting

the flea market, or having a picnic. Organize a day when the three of you are free and go to do the activity together. Make sure that you are all in the understanding that you are not the "third" wheel here, but that you want to develop a new friendship with your friend as part of a couple. The fact that the three of you did that activity individually before the relationship helps.

After the new boundaries are established, you will find that your friend will once again start spending more time with you. However, you must remember that the dynamic has changed. You will no longer get as much individual attention as you did when your friend was single. This will make the time you share even more special and meaningful. You will also have shared time with her. This means that the three of you will spend time hanging out as a group. This can be very rewarding in itself. Although the interaction you have with your friend will be different then, a group has more diversified opinions and views making for more riveting conversation. Plus who knows, maybe you and your friend's boyfriend will become fast friends as well in which case you will not only retain your friend, but gain another! And what could be better than that?!
Group hug!

- Dr. Evol

MR. MANNERS — THE CAREER FAIR EDITION

Dear Mr. Manners,

I really enjoyed the Thunderbird Career Fair earlier this month, especially the company presentations. However, when I asked about a company's pension plan, the presenter did not seem to know much about his company's specific set-up. Why is that?

Truly,
Worried About the Future

Dear Worried About the Future,
The company presenter came here to sell the company and to attract people to work there. Asking about the company's pension plan and then voicing your "concerns" about that plan (which YOU did) is really outside of the scope of what the presenter came to Thunderbird to accomplish. Shame on you for wasting the presenter's time (and that of the audience). Please let them finish the presentation and address all of your "worries" to him/her afterwards privately.

- Mr. Manners

Dear Mr. Manners,

When is the best time during a company presentation to ask if first-year hires get stock options?
Thanks,
Bank Rolls

Dear Bank Rolls,

Is there ever an appropriate time to ask such a question, especially in today's day and age? The answer is a resounding "OF

COURSE NOT." Like the previous question, this is a query that you should make in private, if at all. Everyone coming out of Thunderbird will be well-paid, even you, so don't worry about the stock options before getting the chance for an interview.

- Mr. Manners

Mr. Manners,

Can you teach me the best way to

shake someone's hand? I seem to be having trouble with this practice.

Thank you,
One Limp Fish

Dear Limp Fish,

As your name implies, do not offer a meek or weak hand to someone; it shows that you are meek or weak. Instead, look the person in the eye, extend your

hand, and grip that person's hand in what I would call a "medium" grip. You are certainly not trying to break their hand, and trust me, they will NOT be impressed with your display of hand strength. Instead, grip their hand firmly and shake it no more than three to four times maximum. Even after drinking several cups of coffee, do not exceed the four "shake" rule, you do not want to

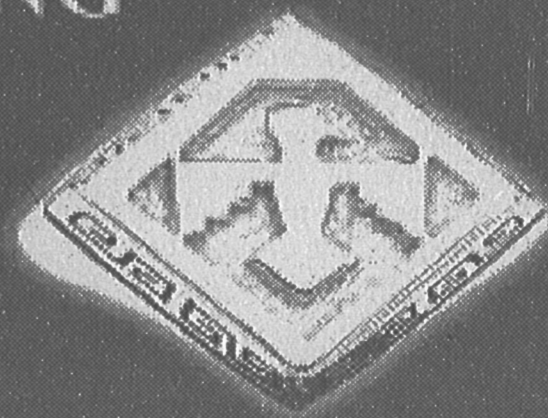
be mistaken for a meth-head. After shaking, disengage and let the person you are meeting have their limb back, as another's hand is definitely not a life preserver.

- Mr. Manners

THE THUNDERBIRD RING

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