

## A Minefield in the Desert: Thunderbird in the 1970s

By David M. Sugrue

Thunderbird's seventh president, Dr. William Voris, arrived in August, 1971, into a minefield of social upheaval. The abrupt dismissal of his predecessor, President Robert Delaney, had left the campus shell-shocked. Delaney's overnight attempts to whip Thunderbird into a top-notch business school had created enmity between those who favored his iron fist approach and those comfortable with Thunderbird as a sleepy outpost for executives-in-training heading to South America. Voris' first task was to stop the bleeding and bind the wounds of the past. His second task was to repair the damage to Thunderbird's reputation and threat to its accreditation as a institution of higher learning caused



Dr. William Voris at the helm

by the Delaney debacle. His most challenging task would be to create the aura of today's Thunderbird.

Voris brought a wealth of professional and academic experience to the job. A former professor at the University of Tehran and American University in Beirut, Voris had left his post as the Dean of the University of Arizona's business school to assume the helm of Thunderbird, a school with greater potential for international education. His healing started by calling

all of the faculty together and telling them that he was proud of Thunderbird's faculty and the school's image as a training school for international business. Yet, he also stated that together, in a spirit of collegiality, incremental improvements in the school's admission standards, curriculum, and teaching requirements were high on his list of priorities, thus striking a balance between the two sides. Voris and his wife, Mavis, moved onto campus to be closer to both students and faculty. Students who approached the new president found him open to new ideas. One student proposal, a student bar, found a ready ear and opened soon after his arrival in 1971. This would be the Voris trademark for the remainder of

his 18-year term of office. His proximity and familiarity with the students would provide him with a continuous mandate for the changes needed to make a professional graduate busi-



Some things never go out of style

ness school. Academically, Dr. Voris gradually started to fill the faculty with established teaching professionals with Ph.Ds for credentials. New World Business Department professors were

pragmatic in their pedagogy. While Thunderbird had always been strong in languages, it needed greater resources in business administration education to make it a worthy school of international management. International Studies professors had not only the necessary academic training, but the international experience and communication skills to discuss culture and regional differences as experts. The Department of Modern Languages branched into new areas of instruction. Under his guidance Japanese was introduced in 1971, Chinese in 1975 and Arabic in 1976. English as a second language was offered from 1972. In fact most of the professors teaching today, all native speakers of their respective languages, came to Thunderbird during his administration.

Dave Voris also tightened admission standards. New applicants were required to have at least a B.A. and a 3.0 GPA in addition to a

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### Domestic Violence on Campus

By Alicia M. Fal

Domestic violence—not a happy subject—but, all too often is a common occurrence in today's society. Do we ever for a moment think that it could invade our quaint little world here at Thunderbird? Certainly, it could never happen to you and if it did, you would get out of the situation without thinking twice, right? Well, it's easier said than done.

I am a victim of domestic violence. It's very strange to say that, but I cannot deny the changes that have occurred so recently and so abruptly in my life. I want to share my experience with other students because everyone on campus should be aware that there are people out there, unfortunately, even Thunderbird students, that commit violent crimes and don't think it is wrong. A scary thought, but very true.

I am lucky enough to be here to talk about this situation. This article was written to make certain that more students are aware that this type of behavior exists in all walks of life regardless of where you come from or where you are going. The one thing that saddens me the most is that victims, like myself, do not stand up for their rights and they continue to take the abuse until it's too late. I chose to leave while I still had the chance, and I have to say that it was the hardest decision I ever made.

It was a fairy tale beginning and a nightmare ending. The person I loved and planned to spend the rest of my life with assaulted me without remorse or guilt. What hap-

pened in approximately five minutes turned my life completely around, upside down and came close to ending it with one blow. The hospital nurse said that one more centimeter could have taken my life. I wouldn't have known what hit me, and never would have found out. I was never so scared in my life. For someone who says that they love you, to do this and then feel nothing is inhumane, inexcusable, and unforgivable. I am very thankful that I have been given a second chance and for many other things: my family, who have supported me 100 percent and even though they were right they don't remind me; my friends, who welcomed me with open arms and hearts; the faculty and security, who have been very cooperative and helpful—I thank you all and hope to repay you for your kindness. It is greatly appreciated.

There actually is a happy ending to my story. I pressed charges and will have to testify at the trial, but I am willing to endure the pain for a little peace of mind. I have successfully separated that part of my life and I am trying to deal with it one piece at a time. Some people ask if I miss anything about the relationship. I can honestly say that I don't. How can someone miss a relationship that revolved around blame, jealousy, and control. There were so many times that my gut feeling told me that the things he did and said were wrong, but I didn't listen. It's hard to hear when you have what you think is love stuffed in your ears. No one can tell you

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### Class of 1996 Gift Campaign Makes History

Today, the Thunderbird Class of 1996 announced the Campaign for the Class of 1996 Endowment for Technology, the first Class Gift effort by current students in the school's history. This campaign marks the beginning of a new tradition at Thunderbird in which each class pledges a gift to the school before it graduates.

Members of the Class of 1996 have already made pledges totaling \$30,320 during the leadership phase of the Gift effort, when various student leaders were asked to become Gift Captains. Captains were asked to make their own pledge and also talk to others about pledging. The top Gift Captains included Michael Shell and Nicole Seward.

"The members of the Class of '96 are to be applauded for launching their Class Gift Campaign," said Thunderbird President Roy A. Herberger. "They know that for a school to grow and prosper, it must have the support of its alumni. They truly understand the concept of investment in their institution. The efforts of these students about to graduate will provide a meaningful gift to

those who follow and strengthen their own stake in the school."

"The Class of '96 knows that for a school to grow and prosper, it must have the support of its alumni."

-Dr. Roy A. Herberger, President, Thunderbird

With a minimum of \$50,000, the Class will establish a permanent Endowment for Technology. Once the endowment is established, interest earned from the fund will be allocated to technology-related student needs. The Class of 1996 Gift stipulates that all items purchased through the endowment must be available for use by students at no charge.

**"The Class of '96 knows that for a school to grow and prosper, it must have the support of its alumni."**

-Dr. Roy A. Herberger, President, Thunderbird

The important thing is not how much you pledge, but rather that you make a pledge," said Class Gift Committee member Kelly Kerr.

By stressing participation, the committee hopes that students will get into the habit of giving back to Thunderbird, which would have long-term beneficial effects for the entire institution.

Here is how it works: No money is being asked of current stu-

dents now. Students are asked to make pledges to contribute a specific dollar amount each year for a four-year period, beginning no earlier than July 1997, or a later date if one prefers. All those who pledge will receive a special Class of 1996 T-shirt as a token of appreciation.

Each year, decisions on how to spend proceeds from the Endowment for Technology will be made by a special committee that includes several student representatives (Information Technology Club, Student Development Committee, ASLC), a member of the Class of 1996, and a representative from the Information Technology Services Department. One year, the committee might decide to allocate funds for new laser printers, thereby eliminating the current 15 cents per page charge. Other possible purchases include a color laser printer or a scanner.

"The nice thing about having an endowment is that once we reach at least \$50,000, our class will be able to buy technology items for students every year through our 50th reunion year and beyond," said Jay Austin, another committee member.

In addition, participants in the Class of 1996 Gift are more likely to stay involved with the school after they graduate because they will have a vested interest in what is happening on campus.

"It is important to note that

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# ASLC

## Calendar of Events

### Corporate Career Week

The Spring 1996 program will bring together a rich collection of multinational organizations who have joined with Thunderbird in developing an on-going partnership of interests. These companies recruit students for a variety of functional, industry, and regional full-time and internship positions. Students are encouraged to attend presentations throughout the week in order to develop a better understanding of careers and position requirements at each of the participating companies.

### Corporate Schedule February 19-23, 1996

Monday, Feb. 19	Motorola
Tuesday, Feb. 20	Federal Express
Wednesday, Feb. 21	Federal-Mogul
Thursday, Feb. 22	Cargill
Friday, Feb. 23	EDS

Each of the programs will start at 5:00 pm in the AT&T Auditorium. A reception at 6:30 pm (or immediately following the presentation) will provide students a chance to meet company representatives.

### Immigration Attorney Panel

The Office of Programs for Foreign Students and scholars (PFSS) is sponsoring an Immigration Attorney Panel on February 23, 1996 at 1:40 pm in World Business Meeting Rooms 1-2-3. Immigration attorneys Shoshana Tancer, Fatsy Kraeger, Danielle Boyd, and Joannes Stark will be speaking about temporary employment visas, green cards, and much more.

PFSS will be holding Practical Training information and application sessions on:

- Tuesday, February 27 at 3:00 pm
- Wednesday, February 28 at 1:30 pm
- Thursday, March 7 at 10:00 am
- Friday, March 8 at 1:00 pm

All sessions are held in WB Meeting Rooms 1-2-3. Questions, please call Angela Colyvas, Graduate Associate at 978-7805.

### Peace Corps Information Session

For anyone interested in the Peace Corps, there will be an information session and barbecue on February 22 from 5:00-6:00 pm at the Pub.

### Black Historical Art Exhibit

The BLACK ART EXHIBIT organized as a celebration of "Black History Month" by the student club JARAMOGI (The Traveler), in collaboration with the Starfire Gallery, will be on display this week in Room 236 at the World Business Building. Take a look and get an insight on the diversity of black cultures. Pieces of African-American, African and Caribbean artists are on display.

### Election Results

Last Tuesday, elections were held to elect a new ASLC Vice President and five new ASLC First Semester Representatives. Voter turnout at the election was approximately 20 percent, with 230 members of the registered student body turning out to cast their ballots. Thanks to the candidates and to all the students who showed their concern by coming out to vote!!!

The winners are (in alphabetical order):

**First Semester Representatives:**  
Cori Anton, Shane Bennett, Greg Buford, Russ Hubbard, Elena Prato

**Vice President:**  
Tracy Lyn Joynor

### Counselors Needed

Two Academic Peer Counselors for Spring Semester. This is a paid position which requires 5-7 hours per week. Applicants must have a 3.3 GPA and be at least in their second semester. Interested parties should apply by Friday, February 23 in the ASLC office.

### Responsible Business

By John W. Pruett

Environmental problems are no longer peripheral issues of management to be fine-tuned with a crooked smile and a press release. Business leaders have finally realized that economic growth and environmental protection are not necessarily incompatible and that conventional manufacturing processes need not generate tons of waste and pollution. In fact, a growing number of firms are assuming more social, economic, and environmental responsibility in defining their roles. Some of the most admired corporations, such as 3M, Johnson & Johnson, Merck, Lyonnaise des Eaux, P&G, and Rubbermaid have pioneered the shift to greater efficiency through pollution prevention and materials substitution, resulting in safer products and cleaner technologies.

The majority of companies, however, fail to identify the many opportunities to reduce liability risk, recover expensive resources, and recycle waste of all kinds. Product engineers and brand managers are just beginning to re-examine the entire life cycle of goods and services—they must assess environmental impact "from cradle to grave." By evaluating each and every stage of production not to mention packaging, distribution, and disposal, one may discover areas for improvement in environmental efficiency and at the same time, save money by using fewer raw materials and generating less waste. Of course, most cases of product redesign or reformulation ultimately lead to higher quality as well as better positioning in the marketplace as green consumers recognize these efforts and reward the responsible firms with their purchases. This requires companies to abandon the norms of current business practices and forge new relationships with

### From the President's Desk

LIVE IN CONCERT!

THE TEMPTATIONS AND THE CRANBERRIES

Last week, while flipping back and forth between the Temptations on my 8-track player and The Cranberries on compact disc, I looked at the distance between two technologies and found an analogy to our student careers.

It seems that we concentrate on the issue of involvement by constantly urging students to get involved. While I have no problem with urging involvement, I have just begun to realize that perhaps we have been going about it the wrong way. We are asking you to "Come to us and get involved!" when, in fact, there is a lot of student work already being accomplished in the process of constantly improving our experience and the reputation of our institution.

The danger in the simple, "Come see us!" approach is that, in this unusually accelerated environment, we can spend most of our time issuing "8-track complaints" while the CD's continue on the path of a quiet revolution that risks being quashed by "8-track thinkers" at the first sign of even a small problem. Based on my discussions with many students, I believe that there is a strong undercurrent of positive activity in our student body that we might not know about. From this scenario, I have drawn two approaches. Neither of which happens to be a Nobel caliber discovery; however, both of them in practice will be powerful tools.

1. We will seek out your talents
2. We will provide avenues for their expression

Since our time is short here, I believe that your student government should find some ways to facilitate the exchange of information and ideas between all of us in the Thunderbird community. You don't have time to poll the house to discover all of the possible mutual interests we might have. Our clubs are a great tool for this, but, on top of this, I am specifically seeking the individual talents among us that might be going unused. So, when we ask you to help, please consider this message as a background for the request.

P.S. I still like my 8-tracks. They make for good memories. Please call ahead for demonstrations.

Eric Henderson  
ASLC President

## Das Tor

### The Gate

"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 Morabito, Founding Editor, 1969

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Das Tor 15249 North 59th Avenue, Glendale, Arizona 85306  
(602)-978-7119 Fax: (602) 978-7971  
E-Mail: 74333.343@compuserve.com

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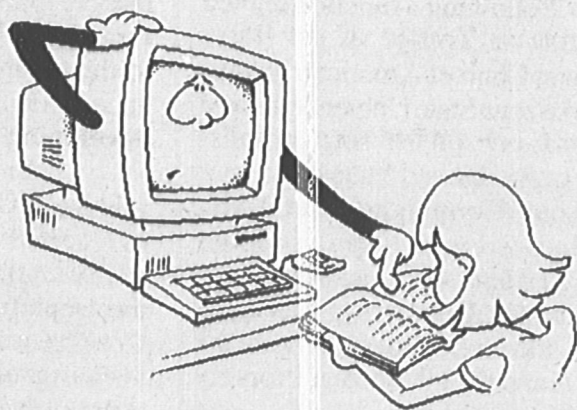
# CAMPUS NEWS

## Virus Outbreak!!

By Pete Zapf

In case you missed the presentation on viruses at the Information Technology club's first meeting, here are some of the main points we discussed:

Vi-spy was updated a week ago to detect a new strain of the Ken Desmond Virus. If you got vi-spy last semester, make sure you get this updated copy. You can download it from the main menu of the computers. You can also load it on your machine at home.



Students aren't the only ones hit by viruses. In 1994, two-thirds of surveyed businesses were hit by a virus. Costs to businesses were \$1.9 billion, with an average clean-up cost per PC of \$254. That translates into a lot of dollars to clean up the virus incident that happened on campus last semester.

How do you know you have a virus? Well, by design, you usually don't until it's too late. Viruses have to first replicate before they do anything destructive. While they are replicating, the only good way to know if your computer (or disk) is infected is to scan it with a program like vi-spy.

Viruses are getting more prevalent. In 1986, there were only 4 known viruses. Now 3 new ones are created every day. In fact, a windows driven Virus Creation Laboratory with on-line help is now available for people that want to create viruses.

It is assumed that the Ken Desmond virus was created in Phoenix. Techniques used by the author are similar to those used by people in Eastern Europe and Taiwan.

The top four virus producing countries are, in descending order, Bulgaria (home of the notorious Dark Avenger), the US, Germany, and Taiwan. Your best chance for avoiding a virus is prevention. Scan all floppies used on your computer (you don't know where they've been). Write protect your floppies if you put them in someone else's computer and you're not going to save anything on them.

If you get infected with a virus, stay calm. Then get vi-spy and run it on your computer. Usually, a virus infection doesn't cause you to lose data. But the longer the virus stays on your computer (giving it enough time to replicate), the more likely it will do something destructive (release its payload, in virus speak).

At our next meeting will learn how to build documents for Netscape and the World Wide Web. It's reasonably easy, only requiring the addition of some tags (text) to a standard text document. You don't need to know how to program or anything like that in order to build a web document. Everyone is invited. Watch for an announcement of time and location of the meeting.

Speaking of the Web, these are some good sites: The Wall Street Journal is on line, with full text of many of its daily articles. You have to register by providing a user ID and password, but there is no fee. The Wall Street Journal's URL is <http://update.wsj.com>. If you haven't found it yet, another good search engine is Yahoo. It also breaks down different web sites hierarchically into categories. This is a good place to go to find web sites that have country specific information or to find out if your favorite magazine/newspaper is on the web. It is at <http://www.yahoo.com>. A company doing innovative things on the Web is Federal Express. If you have your package number, you can go to the FedEx site and check on the status of your package (if it's on a van, plane, or if it has been delivered). The information is updated just about every minute. Cuts down on calls from customers. See it at <http://www.fedex.com>. And lastly, Thunderbird has finally begun putting itself on the web. The URL is <http://www.t-bird.edu>.

## SRB

Continued from page 2

producers, suppliers, consumers, and regulators.

Examples of firms that have successfully introduced life cycle analysis to evaluate cradle-to-grave implications of different product options include: BMW and Volkswagens now manufacturing cars for disassembly and reconsumption; P&G making phosphate-free laundry detergent in concentrate form; and Patagonia offering organic cotton clothing and PET-recycled plastic fleece. Clearly, life cycle analysis will continue to serve as a vehicle for positive change as an inventory of energy, resource use, and emissions during each step of a product's life and as an action plan for improving a product's environmental performance. Leading corporations as diverse as Waste Management, Asea Brown Boveri, Whirlpool and DuPont exemplify this new industrial ecology and therefore, demonstrate their commitment to sustainable development to customers and shareholders alike.

The new generation of MBAs and MIMs certainly does have a major role to play in fields such as purchasing, promoting, packaging, financing & investing. Graduates of this institution shall do more. T'birds can and should lead the world in this transition from outmoded design to leaner, cleaner, and indeed greener products and technologies. By acting as multilingual corporate environmental managers and policymakers, we'll be able to accommodate lawyers and scientists as well as the staff on the factory floor in preventing pollution, reducing packaging, and substituting more eco-friendly materials in more durable, higher-quality products. As students, we can prepare ourselves to become new leaders for better business by taking electives in both the World Business and International Studies departments: International Environmental Management with Prof. Mike Woolverton, Global Green Marketing with Prof. Gillian Rice, and International Environmental Policy with Prof. John Conklin.

To further explore career opportunities in the fields of environmental management, green marketing and advertising, waste minimization, commercial recycling, etc., get involved in SRB—Students for Responsible Business, the only nationwide organization dedicated to integrating issues of social and environmental responsibility into the workplace, market place, and community. The Thunderbird chapter invites you to our next meeting. Look for flyers around campus. Join us to help launch projects and organize events with the Environmental Club, Volunteers Club, and International Business Women this semester and beyond.

## "The Path is the Goal"

By Loren Gosline-Churchill

How am I going to say what I want to in four paragraphs or less and get to the great meaning in a statement such as, "The Path is the Goal"? Well, I probably won't, but we'll give it a try and see if we can't somehow get a little gold dust or even a nice shiny nugget from it anyway. The thing to understand is that a phrase like this is in its very meaning going to take a lifetime to master, however it can be approached bit by bit and used as an exercise much like warming up for a serious yoga session with five or six sun salutations and can help you avoid injury while at the same time leave you hungry for more.

So, it is with the word "more" that I will start my explanation and probably where it will end. You see, the word "more" implies that there is something other than what has just been experienced. If you went to Disney World and rode on the Magic Mountain ride twenty times and had an incredible mind bending experience you still might want to go back for more. If you went to your grade school where you grew up and listened to the sounds of children playing and remembered the way you were ten years ago you would laugh at what you found important then and would not think twice about the process of leaving that time behind you so that you could go on to learn more about this fantastic mystery we call life.

Why is it so? What is it that propels us through life and demands that we never be satisfied? Only last week I spoke with more than a handful of students as they left my class describing their desire to be done with their last semester here and on to the next great piece of the puzzle. Why? There will still be fears and anxieties there. There will still be questions about the fulfillment of your life purpose. There will still be the same challenges that face you today and tomorrow and when you were sixteen. We go through our ups and downs and remember how we like to play guitar. Then we say, "If I could only get that guitar and take some lessons, then I would be happy". We say, "Oh, that time in Mexico was so divine, if I could just get back there I know that I would feel wonderful again".

It may be true that these things would be nice and add a rich flavor to a dish dying for some salt and pepper but like anything else it will fade away and you will long again. HaTha Yoga or the Union of the Sun and the Moon means that we are choosing to bring together the night and the day, to bring together the ups and the downs, and see something which continues through both states. You are that thing which you desire to get or become. You already are that guitar player or multinational business woman. That part of you which continues in sleep and in your waking and in your playing and in your illness is what you long to know and become one with. So, for a moment just take a nice deep breath. Smile. Know that you are complete and whole. Know that your efforts are not in vain. Know that you are not alone and go forward in this spring semester contented with where and who you are on the great path of a life time with out needing a single thing more.

## MASSAGE

by Lorraine Doman, L.M.T. - (and a T-Bird too!)

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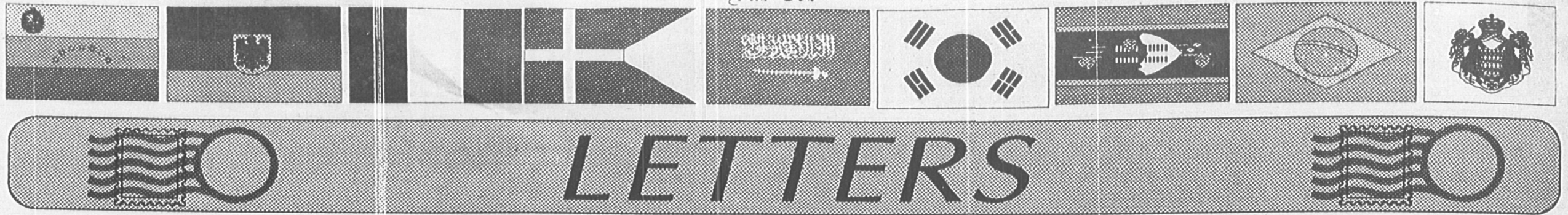
### A T-BIRD Favorite For 2 Years

	ITEMS SERVED OVER RICE	mini	small	large
MAUI	dark chicken - trimmed & marinated	1.88	3.17	4.23
OAHU	chicken breast - like Maui but white	2.17	3.73	4.91
JAMAICA	chicken breast - spicy hot Caribbean	2.26	3.84	5.02
FIJI	beef - thinly sliced steak	2.17	3.73	4.91
TAHITI	pork - slow cooked luau style	2.26	3.84	5.02
KODIAK	salmon - fresh off the grill	-----	4.36	5.29
CATALINA	vegie - stir fried with sauce	-----	3.09	4.23
SINGAPORE	chicken in curry sauce	1.98	3.41	4.56
CAYMAN	combo 2 items (salmon add .47)	---	3.96	5.07
BIG KAHUNA	16" - 4 item platter - feeds eight people			Prices Vary

--> BOWLS - SALADS - SANDWICHES - GOODIES <--

ISLAND TERIYAKI --- THE GENUINE ARTICLE





## Accountability: C+

By Anne C. Yaeger

It's quite obvious how students are held accountable for their work. If all assignments, papers, exams are not completed - they either fail a course or receive an incomplete. My question is "Who holds the professors accountable?"

I ask this seemingly simple question because it is now the third week of the spring semester and I have not received grades on many large projects, which comprised a significant percentage of course requirements last semester. Why is it that professors can assign group projects, which demand a considerable time commitment as well as work, and yet some do not even bother to return them to the students? Many times these projects comprise from 30-60% of your course grade. Is it our responsibility to hunt these professors down like a pack of dogs?

Better yet is when you receive term papers back with little to no comments. This makes me wonder what is the purpose of the paper? If the purpose is for the students to learn, then the only way that this will be accomplished is if the papers are returned with comments and advice as to the content and conclusions. If the purpose of the papers is, perhaps, for individual research then that should be explicitly stated.

This topic is particularly

pertinent right now, as many students are forming groups for large group projects this semester. Syllabi state that you should begin immediately and spend a great deal of time and effort on these projects. Yet, as these projects are due, sometimes the very last day of finals, how can professors spend a responsible amount of time reflecting on the contents? I ask again, why are we held accountable and the commiserate amount of consideration is apparently not held on the other side?

Another stickler is the ever popular participation grade. I certainly agree that this is an effective tool to prod students into remaining current with the course material, and to enliven discussions for the benefit of all. But when was the last time a professor explained, on paper or otherwise, why or how you received your participation grade? It seems to me that unless a person is made aware of their deficiencies, they can not work to improve on their proficiency.

This letter is not meant to attack any one professor or all on the Thunderbird campus, but I believe that it is a fair question considering the amount of time, personal commitment and money we give to our courses and the value that we deserve to receive upon completing courses and our MIM.

## Dear Editor:

This year's Norton Lecture, "Coming to Grips With an Aging Population: Ethical Choices & Considerations" was the most successful in the Lectureship's six year history. A successful campus event does not happen by accident, but is the result of the contribution and efforts of many individuals.

I would like to thank those of you who attended Larry Mirel's informative speech for your support. Specifically I want to express my appreciation to the following people: Ms. Sandi Middleton-Smith for arranging the luncheon, lecture hall and invitations; Brian Bates for suggesting the speaker and his Monday morning E-Mail; Scott Wallace and Jennifer Barrett of Das Tor; Jennifer, for her excellent article about Charles Olin Norton; and Eric Henderson, President of the ASLC. Finally I would like to thank my colleague and friend Bodo Schlegelmilch, Director, CIBER Institute of International Business Ethics for campus publicity and overall support of the event. Last, but certainly not least, I would like to express my thanks to Bonye and Howard Norton for making this event possible.

Sincerely,  
Robert S. Tancer

## US Trade Commissioner

— On Campus

By Mary Valvano

Following a function related to her role as Trustee of the Barry Goldwater Chair of American Institutions at Arizona State University, Carol Crawford, one of the six Commissioners of the United States' International Trade Commission (ITC), visited Thunderbird. Commissioner Crawford attended a luncheon hosted by Professors Robert and Shoshana Tancer and later spoke to both the NAFTA and the Intellectual Property classes.

After graduating from Mount Holyoke College, Commissioner Crawford began her career in Washington assisting such legislators as Congressman Robert V. Denney (subsequently U.S. District Court Judge for the District of Nebraska) and Senator Bob Packwood. She then went on to attend the Washington College of Law at American University.

Representing oil industry clients in formal and informal agency proceedings before federal agencies, she practiced law for two years in Washington DC before becoming the Executive Assistant to the Chairman of the Federal Trade Commission. In this position, she advised then FTC Chairman James C. Miller, III, regarding development and implementation of policy goals and objectives.

Commissioner Crawford eventually was promoted to Director of the Bureau of Consumer, the first woman to hold this position. As one of the three Bureau directors, she was responsible for developing and implementing the FTC's statutory mandate.

In 1985, she began working at the Office of Management and Budget as one of four Associate Directors of Economics and Government. Her

responsibilities included preparing the President's budget recommendations to the Congress and providing guidance to departments and agencies in developing policy.

In February of 1989, Commissioner Crawford assumed the role of Assistant Attorney General for Legislative Affairs where she represented the Department of Justice before the Congress. Her other duties included seeking implementation of the Administration's legislative program and policies and communicating the Administration's views regarding matters within the Justice Department's jurisdiction.

It was in November of 1991 that President George Bush appointed her as one of the ITC Commissioners, a job she will hold until the year 2000.

At the luncheon, Commissioner Crawford detailed her role at the ITC. The ITC is an independent, quasi-judicial entity in the Federal government that acts mainly as an administrative agency. There are six commissioners who head up the Commission, all of whom are appointed by the President and confirmed by the Senate. A Commissioner serves a nine-year, non-renewable term and no more than three Commissioners can be appointed by one political party. Stressing the importance of the ITC's objectivity and non-partisan nature, Commissioner Crawford said that the ITC is "not permitted to have views," insulated from all political and special interest lobby groups.

According to Commissioner Crawford, the ITC has two primary functions. First, the agency hears

Continued on page 8

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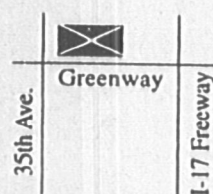
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## What's New at DPII/ISRC?

### NEW BOOKS:

**Buy-outs - A guide for the management team -** "The purpose of this book is to prepare the management team or the general reader for the process described and to give them some advance notice of what to expect once they have decided to embark on an MBO. The book seeks to identify the key considerations which may arise during this once-in-a-lifetime experience and to give the management team an appreciation as some of the principles involved." The book is an excellent manual for the management team. Published by Euromoney Books in association with Montagu Private Equity.

**Saudades Do Brasil - A Photographic Memoir -** wonderful new book with a photographic memoir of Brazil of Claude Lévi-Strauss, internationally known anthropologist and recognized authority on Brazilian's Indian.

**Fimsterra -** great photos of Portugal and PALOP by Orlando Ribeiro a Portugal's leading photographer.

### OTHER PUBLICATIONS:

**Russian Debt Securities (November 1995) -** includes: Political Situation, Economic Overview, Debt Securities Market, Regulatory and Market Update. Published by Worldsource Analytics Inc.

**Simplified Privatization -** information on Investment Opportunities in Hungary and Company Briefs - published by Hungarian Privatization and State Holding Company.

**Privatization Monitor (September 30, 1995) -** published by Hungarian Privatization and State Holding Company.

**Doing Business in Vietnam -** gives a quick overview of the investment climate, taxation, forms of business organization, and business and accounting practices in Vietnam. Published by Ernst & Young

**Turkish Economy - Monthly Summary (October 1995) -** published by AKBANK.





# INTERNATIONAL

## Monarchy in Africa

By Angela Colyvas

While most African kings are little more than tribal figureheads with limited power, that is not the case in Lesotho, a tiny mountain country located in the middle of South Africa. With a population of 1.7 million, many of them herders, King Moshoeshe II represented the ultimate shepherd of men. Unfortunately, he died in late January in a car accident.

Moshoeshe II, the direct descendant of the founding father of Lesotho, is the only royal head of state in Africa aside from Swaziland. Other monarchs, such as Zulu King Goodwill Zwelithini of South Africa, are battling to maintain influence in competition with modern-day political parties and other ethnic groups.

The monarch in Lesotho has an enduring place in the hearts and minds of the nation's largely homogeneous Basotho ethnic group and is a source of grass-roots unity. Historically, the role of the king and his 22 primary chiefs has been a unifying force in protecting the identity of Lesotho, which has struggled over the past three centuries to retain its sense of independence. Since the economy is dependent on South Africa, the primary source of income for thousands of Lesotho migrant workers, many believe that if it were not for the kingdom, Lesotho would be absorbed by South Africa. In the past, Lesotho's government asserted its independence by giving haven to black liberation's activists of Nelson Mandela's ANC.

The first King Moshoeshe founded the Lesotho nation in the 19th century when, in defending his Basotho people from attacks by Boers and Zulus, he enlisted the protection of Britain which later granted independence in 1966. The constitutional monarchy was reinstated after various coups, and the king was brought back for the stability of the country. There is a good relationship between the king and the prime minister. Moshoeshe's son, Letsie III has been chosen by the country's chiefs to succeed his father as king and he, too, is expected to respect democracy.

The most pressing worry for the people of Lesotho is who will be the next prime minister. The current prime minister is ailing and aged, and his aides believe he may not finish his

term, which ends when the next general elections are due in 1998. Of course, until Letsie III is married with children, the populace will also be concerned with the continuation of the monarchy.

Africa's last absolute monarchy, Swaziland, is a deeply traditional society, stratified into clans of royals, nobles and commoners. The young King, Mswati III, and Queen Mother Nthombi Tswala rule the country by decree. Swaziland, a tiny mountainous territory, is landlocked between South African and Mozambique.

Recently, a democratic wave has swept through this part of Africa. South Africa, Mozambique, Malawi, Namibia, Zimbabwe and Zambia are now democratic with neighboring Angola now on the road to peace and multi-party rule.

On January 22nd, a massive strike shut down Lesotho's economy for a week and stunned the traditional hierarchy. In an attempt to force democratic reforms, the country's largest labor federation, the Swaziland Federation of Trade Unions (SFTU) led the strike.

In unprecedented civil unrest, Swazis looted shops and sabotaged government utilities. But, after the King threatened "war" the strikers returned to work. Behind the strike was growing dissatisfaction with the autocratic rule of the monarchy.

The labor federation backed down, suspending what remained of its strike to "allow effective and meaningful dialogue" with the government. The question now is, did empty pocketbooks and hunger send the people back to work, or is the power of traditional values and respect for Mswati equally important? Mswati is held in high regard by much of the population. Even the strike organizers were careful not to challenge him directly. They propose to retain the monarch, but be constitutionally accountable.

South Africa plays a major force in Swaziland as it dominates this much smaller economy. Diplomats there say change is merely a matter of time and that the king is in favor of reform. The fear is that if a solution is not found soon, unrest will come again in a few months — something this tiny country cannot afford.

## العيد المبارك بهدايا مباركة

By Kelly Eide

## Celebrating — — Eid al Fitr

## Carter vs Clinton

By Reid Flamer

We've celebrated Christmas and rung in the New Year. What's the next holiday that you are looking forward to? For a billion Muslims the world over, Tuesday is the beginning of Eid al Fitr, the celebration commemorating the conclusion of Ramadan. In Islam, Ramadan is the Holy month in which the Koran was revealed to the prophet Mohammed, peace be upon him. Did you know that since day one of Orientation week, Thunderbird's Muslim students and professors have not eaten, drunk, or smoked during daylight hours? Did you know that last week, for the first time in history, members of the US congress fasted together. Let me tell you why.

Islam is a system of values and a code of conduct which transforms human experience and knowledge into an order which reflects all aspects of life. It is built upon a five-pillared foundation: *as-shahada*, testifying that there is only one God and that Mohammed is his prophet; *as-siam*, fasting during the month of Ramadan; *as-salat*, praying five times per day; *as-zakat*, charitable giving of alms to the poor; and *al-haj*, making the pilgrimage to Mecca during the month of Haj once in your lifetime.

The fast of Ramadan offers an opportunity for personal redemption and represents a symbolic spiritual cleansing. During Ramadan a Muslim must conduct himself with the utmost piety and abstain from food, drink, and tobacco between sunrise and sunset. The fast is not only about food, however. The goal is to set your mind in religion so that you fast from all evil things including bad words, bad thoughts, bad habits and temptation.

The 'maghreb', or sunset call to prayer, marks the breaking of the fast each evening. At this sacred hour, families gather together to join in a meal known as 'iftar'. The fast is broken with dates and soup; a tradition dating back to the rituals of the prophet Mohammed, peace be upon him. The remainder of the evening is spent playing sports, shopping for Eid or working before venturing out to many of the Egyptian-style coffee shops, 'ahhwa' or to a friend's home to eat the morning meal known as 'suhour'. In the 'ahhwa' friends will meet to play cards and backgammon or smoke the fruit flavored 'sheesha', an Arabic water pipe also referred to as 'hubbly bubbly'. If you're a visitor, it's not unusual to arrive at eleven for a one o'clock meal.

Ramadan is a unique time to be in a Muslim country. Business hours change. Life-styles change. Attitudes change. Non-Muslims should show respect by refraining from eating, drinking or smoking in the presence of a Muslim during daylight hours. In some Arab countries such actions constitute a punishable offense. Now imagine yourself a Muslim here at Thunderbird. T'bird Ghassan Al-Fallati from Jeddah, Saudi Arabia says, "when you're in the United States you miss the gathering, the family, you miss the food...you don't feel Ramadan as if you're there." To fill this void, Ghassan helped to arrange an iftar last Friday night in The Tower. Everyone fasted the day and prepared traditional iftar dishes from their country, effectively bringing the Ramadan spirit of camaraderie to Thunderbird and allowing Muslims, like Ghassan, to feel a little closer to home.

The completion of Ramadan is celebrated in all Muslim countries when the sliver-shaped, new moon is sighted in the dark night sky. The Arabic word for festival is Eid (pronounced eee-d) and the end of Ramadan is marked by Eid al Fitr. Eid is a huge feast and three-day long holiday. The first day starts with a special Eid prayer at sunrise and is celebrated with family and friends over all of the three days. Houses are open to all visitors and well-wishers and everyone is turned out in their best new clothes.

Look around this week. Do you know anyone who is Muslim? If so, shake their hand and greet them with a friendly "eid mubaarak". It's their holiday, their celebration...Be a part of it!

People always ask me who has been a better president so far Carter or Clinton. I have decided to explain my views in this important issue by using certain benchmarks that I think every president should be graded on.

**Family:** Jimmy Carter had a nicer wife, a smarter baby brother. Time will tell if Chelsea can beat Amy's record of schools attended.

**Job Experience:** Jimmy Carter had once held a job before politics.

**Military Record:** Carter, comparatively speaking was a regular Audie Murphy. Carter integrated women into the military while Clinton integrated men who dressed like women into the military.

**Greatest Military Maneuver:** Carter tried to rescue the hostages in Iran. Clinton tried to rescue Zoe Baird's nomination to the Supreme Court.

**Exercise:** Carter walked to the White House inauguration day, Clinton jogs to McDonald's.

**Music:** Clinton likes U2. Carter listened to Salt II.

**Winning Political Team:** Bert Lance could make a bigger splash doing a cannonball into the Camp David pool than Webb Hubbell. And Hamilton Jordan could beat Mack McClarty at arm wrestling.

**Supreme Court Appointees:** No one can say a word about a Carter Supreme Court appointee.

**Economy:** One thing about Carter-era inflation, the money might have been worthless but at least we had some.

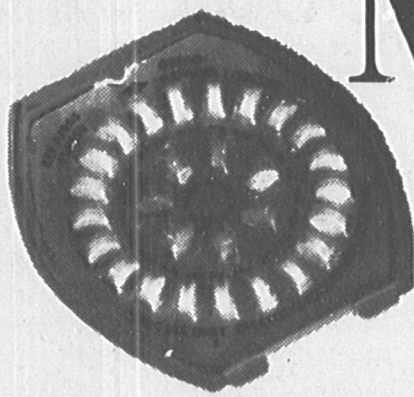
**Biggest Worry:** Carter worried about national malaise, Clinton preoccupied that the US wouldn't have enough mayonnaise.

**Political Ratings:** Carter had a much higher rating in Iraq. To sum it up, I think Clinton is a better president. Why you ask?

Because Carter gave us something that Clinton never did....Ronald Reagan.

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# RELATIONSHIPS

## “Darling, Where is this Thundership Going?”

By David M. Sugrue

Darling, where is this Thundership going?” she whispers tenderly. A blank look covers his face, the eyes staring without seeing, almost as if his mental hard drive had crashed under the weight of the question. The past semester with her, his last before graduation, had been fantastic. From that Thursday night when they met in the pub she had been a constant in his life. Long lunches together had led to late night cups of coffee, drives out into the desert, and finally, to quiet evenings of videos and pillow talk. Yet now, with his job starting in Tokyo in the summer, the relationship was no longer a Plug 'n Play peripheral to his life. Now he was facing the wall that all T'birds who become romantically involved confront when the end is near, The Thundership Dilemma.

The Thundership Dilemma is not something conceived by Triffin or Gilpin. Rather, it is the inherent weakness that plagues all T'bird love intrigues of whatever depth. Among Thunderbird students exists a compatibility many have never found anywhere else. They meet significant others that share their dreams of life abroad, others that have visited that little café in Prague. Yet when graduation arrives, many find that their new jobs take them in different directions. He is going to work in Costa Rica, she's going to Hong Kong. Is there room for compromise? Can long-distance relationships work? No way. It's over. The Thunderbird Dilemma has kicked in. As an international business school, Thunderbird brings in world travelers with an affinity for life on the international track. Yet it is precisely because Thunderbirds tend to work in exotic locations that any relationship is limited to the time when both partners are here. After all, how many people do you know waiting around in Glendale for their partner to graduate?

A closer look at relationships on campus, Thunderships, places them in a bizarre netherworld between a corporate internship and a romantic relationship. Real life experience is gained through hands-on contact with the other's various assets and liabilities. Both can be an intensely fulfilling learning experience that can shape the rest of your life and many times may result in a "job offer". If you decide to formally consummate a romantic relationship, benefits will immediately follow. You will start right at the top as a partner in the new firm with immediate responsibility and decision-making power. With joint incomes, one's assets are effectively doubled and expenses halved overnight, an accounting feat not even Professor Ferris could accomplish! Lifetime job security with a family of subsidiaries is a definite possibility as long as you maintain your physical plant and change with the times.

Compromise is often the price of this new wealth and opportunity costs can be high. One may have to forego personal ambitions and job offers in different locations to make this new relationship work. Many times they are simply too high and love ends with graduation. After all, Thunderbirds came here for the education, not love, right?

Actually, according to senior Melrose Place residents, finding that lifetime joint venture partner is high on the agenda of many T'birds, both male and female. A new student I met over lunch mentioned very casually that he planned on finding a bride during his time here. A final semester woman confided to me, "The first day of my French class, this one woman included in her introduction the fact that she was looking for a husband here. Five semesters later, I see she is still single. People here simply go off in too many directions for relationships to last."

Like many of us, she still hasn't found what she's looking for. Thunderships: love with a short shelf life. Best if used before graduation.

## Morbid Valentine

By Mia Love

Do you ever feel lonely and blue? Are you still jealous over your roommate's Valentine roses? Do you find yourself sneering at the sight of happy couples? Do you go to the pub, always hoping, waiting, wishing...? Does the term "beer goggles" hold spe-

it: get your friends involved as go-betweens. Favorite strategies include: dinner parties and BBQ's, pre-pub gatherings, movie outings, etc.,- anything to put you two together in a non-threatening way. The more extreme form is getting set-up, but this generally puts too much strain on all parties involved. I only advocate using friends as go-betweens for the extremely shy. The risk here is that your designated target may always see you as a friend of so and so's - not as a potential date.

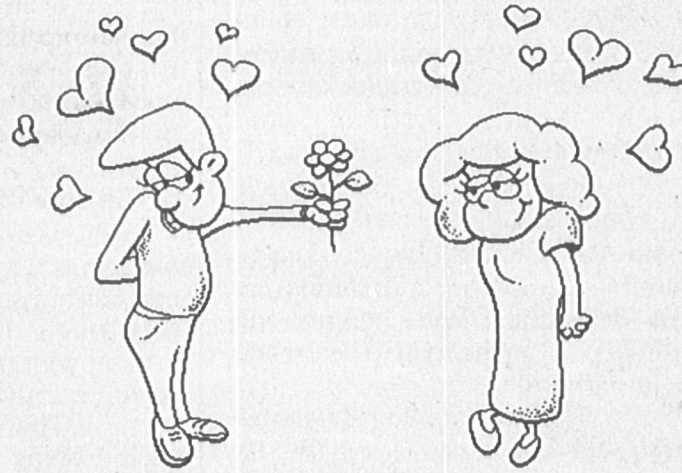
My favorite strategy is what I call the sneak attack. This means that you must find all sorts of devious excuses to interact with the object of your desire. Perhaps you can suggest that you need a ride home, without mentioning that your car is already parked on campus. Try to catch up with your target on the way to the post office. Become friends with his or her roommate.

My personal favorite is to call the target and invite them to go jacuzzing with all your friends. Then, get your friends to agree to leave early. This strategy has the highest success rate because everyone knows what is going on, but no one has to admit to anything. That way if the sparks fly, they fly (after all, you'll be in a Jacuzzi), but if there is no mutual interest, you can both innocently pretend that you are just friends hanging out.

**Step Five - Take the Plunge.** This means implement your strategy. Analyze your successes and failures. If you are doing well, don't change a thing. If you were rejected, go back to step two and better luck next time.

**Step Six - Calm down!** If you've been dumped, realize that not every date will turn out that way. Go ahead, curse that person's very existence for a moment, but realize that it just wasn't meant to be and that it's better to find out sooner rather than later.

If you've hit the jackpot, do not run and hide, claiming that you are not ready for a relationship! These fears are only temporary. Don't let a good one go because you have a fear of commitment. So what if your planned futures don't interact, if you speak French, and your friend speaks Japanese. Live for today, and you might find that by the time the future hits, you just might make new plans. Besides, you'll have a better Valentine's day next year.



cial significance to you?

If you answered yes to any of the above questions, I'd say you're a prime candidate for my guide to Thunderbird Loving. The first six steps in my guide are called, in true Thunderbird style, "Marketing Strategies for Thunderlovers."

**Step One - Admit you have a problem.** Go ahead, admit to yourself that despite all your denials, you'd really like to meet someone special. You're sick and tired of one-date wonders, post-pub partying, or worse, Paella pick-ups. You've been looking for love, but in all the wrong places.

**Step Two - Define your target market.** Now you must admit to yourself who it is that you really want. Is it that person who sits across from you in Advance Corp. with the beautiful eyes? Your studymate? That foreign student with the sexy accent?

**Step Three - Create industry buzz.** Admit your new insights to your friends. This is important because your friends and "the chosen one" might know each other, thus gaining you inside information. This way you can get red light/green light signals. Besides, your friends probably already knew about your crush and they will feel relieved that you are out of closet (so to speak).

**Step Four - Set your game plan.** There are three basic strategies you can adopt: The first I like to call the Bold One. Basically, you call up your designated target and ask them out on a real date. However, with high rewards come high risks, and the rejection rate is high with this strategy. Your date may not have developed feelings one way or the other for you, and therefore you can never be sure if a "yes" response is simply the dreaded mercy date.

Another strategy I like to call Cyrano's plan. You guessed

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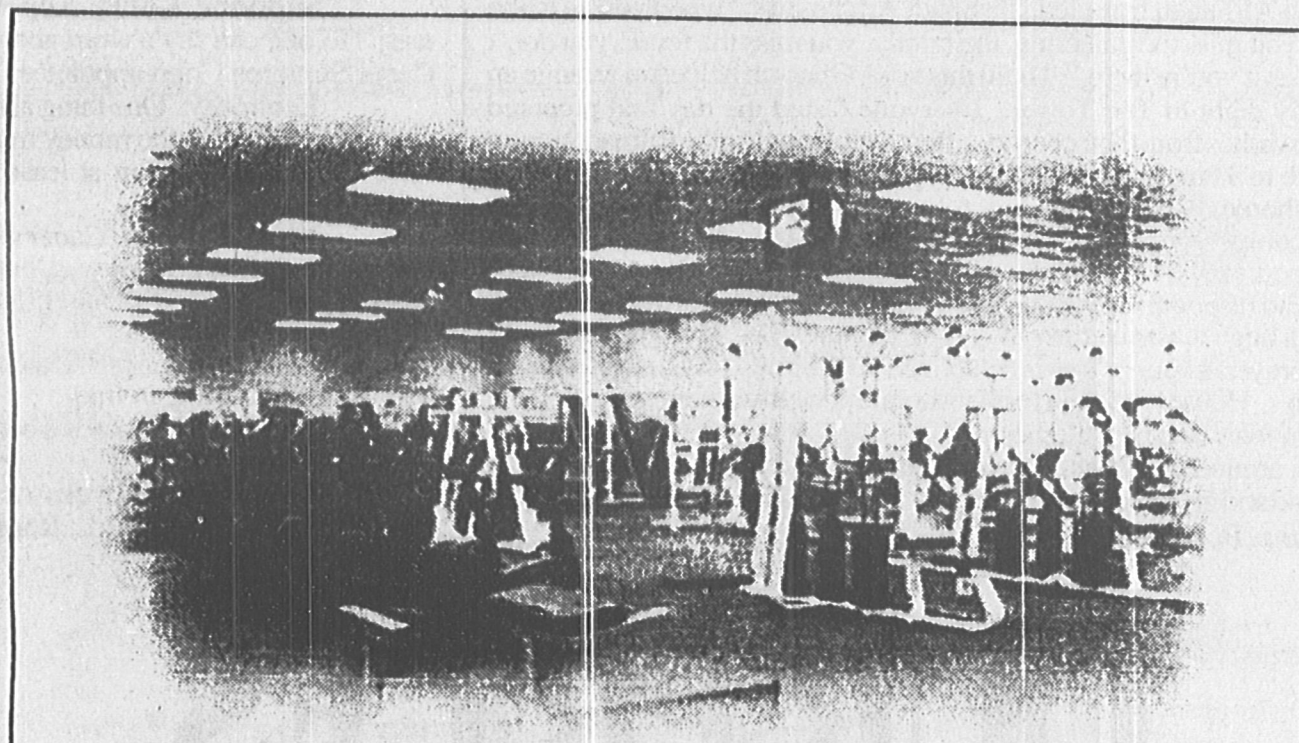
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# CRITIC'S CORNER

## Weeping Tile's



## Cold Snap

By Mark Cochrane  
Das Tor Music Critic

**Cold Snap** is the first full-length release from the Toronto-based band Weeping Tile. The texture and content of their music is uniquely Canadian. Their sound and lyrical tone has clearly been sculpted by Canadian history arts and by the landscape itself. The lyrics reference everything from Robert Service's classic Yukon poem "Sam McGee" to the Westray Disaster (a mining accident in Nova Scotia). The lyrics are generally constructed so that each song tells a story in the first-person narrative form. The speaker repeatedly conveys a sense of ineffectuality and isolation that stems from the expansive and solitary landscape that sounds him/her. As a result, a diminutive sense of the self is often portrayed in singer/song-writer Sarah Harmer's poignant lyrics.

Weeping Tile further extend this sense of helplessness to the narrator's personal relationships. In doing so, they widen the narrator's sense of helplessness by coupling the indifferent environment that surrounds the speaker with set of dysfunctional personal relationships. An excellent example is "Pushover" which opens with the lines: "I am so light I get swept up / onto the dust pan with dust / and when it comes to her / I am a pushover" This notion of the weakness and insignificance is also developed in the fifth song "Good Fortune" in which the narrator complains: "Along Canadian Shield coast moss / covered cervices line / the inside of my brain / I got lost in the overgrowth". These sentiments are typical of the bleak and lonely songs that collectively form **Cold Snap**.

Weeping Tile manages to complement this desolate lyrical atmosphere using a musical soundscape that is clear and resonating, yet still overwhelming like the situations they seek to create and describe. **Cold Snap** is almost completely electrically based. Yet, a folk/acoustic-like atmosphere still prevails throughout the album in much the same way that Neil Young can play an electric-folk style of music. The primary tool that Weeping Tile uses to create this musical background is a bright, undistorted and omnipresent electric guitar. Although the electric guitar is present on most of the fourteen tracks, they do effectively use other instruments too. The solitary piano that Sarah Harmer plays on the dark and cryptic ballad called "Handkerchiefs and Napkins" is a good example of how well Weeping Tile uses the music to accentuate the mood of the lyrics.

The end result of combination of the well-constructed lyrics and strong musicianship is a powerful and honest debut album for this four-piece band. If Weeping Tile can maintain this level of quality in their subsequent releases, they will no doubt be at the forefront of the Canadian (and US college) scene in a matter of a few years. Unfortunately, since the band was (until very recently) independent, the album is not readily available in the US. However, it can be ordered through the band's Internet address which is: EGGPLANT@INFORAMP.NET.

## Heard it

## Through the Grapevine

By Jon "Laz" Lazarow  
Das Tor Wine Critic

Okay, you budding viticulturists, I'm back to give you an introduction into the wild world of wine. The first lesson is how to serve and open wine. The temperature at which wine is served does have an impact on the way it tastes. The reason is that flavors, aromas, and textures are masked when certain wines are served too cold, or simply go flat and dull when served too warm. A wine served too cold will taste one-dimensional and acidic, making it difficult to identify the grape variety, let alone its distinctive flavor characteristics. A wine served too warm will taste overly alcoholic, losing its bouquet and harmony of flavors as it becomes diffuse and unfocused.

While proper temperature won't save a wine which lacks substance, as a general rule white wines are served "chilled" and red wines at "room" temperature. Few white wines should ever be served at U.S. refrigerator temps (40°F). Try 50° to 55°, which can be achieved easily by removing the bottle 15 to 20 minutes prior to serving. Full-bodied reds actually show more character when they are slightly below 70°, say from 62° to 67°. Many prefer lighter reds slightly cooler, around 55° to 60°. I don't know a lot about rosé or blush wines, but have had them served from 45° to 55°, which seemed to work for me.

So, you're ready to open the bottle. It really doesn't matter what you use to get it open (corkscrew, wine waiter, or other contraption), as long as it is solid enough to do the job and it doesn't destroy the cork. There is nothing worse than getting ready to dive into a beautiful Beaujolais and have your corkscrew betray you. While some respectable wineries are experimenting with screw-cap and other methods of closure, this is usually an indication of a lesser-quality wine. You may find some good deals which taste great to you, but I avoid screw-caps as a rule.

You'll find some corks more stubborn than others, particularly with wines which have been imported. This is probably due to improper storage or use of different cork varieties, or both. If a wine has been stored properly at an angle or on its side, the base of the cork should be moist. If the cork appears saturated, or if there are thin streaks of wine around the neck of the bottle (most seals should turn freely around the neck), then the wine has likely been exposed to rapid or wide temperature variations. While this won't necessarily ruin the wine, it indicates air has come in contact with the wine and may cause it to taste overly bitter or sour. Watch out for this when wine shopping.

You've surely been at a restaurant where you see the wait-person hand the cork to the person who ordered the wine and the person takes a big sniff of this finely-aged cork. What the heck is this person sniffing for? The answer is nothing. People have just seen so many other people do it they figure this is part of the ritual (guilty as charged). In fact, when smelling a cork, one smells - you guessed it - cork! So, for all you cork-smellers, you should actually take the cork and examine it visually for saturation, mold, brown coloring (with red wines this may indicate over-aging), dryness, or sediment. Sediment, which occurs often in older and/or unfiltered reds, may indicate the wine simply needs decanting.

With your handsome bottle now open, you are ready to taste, but you'll have to wait till next week to learn some basic tasting techniques and vocabulary. I'm going to recommend, rather than review, three wines from the Parducci 1994 vintage — Chardonnay, Pinot Noir, and Merlot.

If you are a newcomer to wine, these three are exceptional values which should be widely available at your grocer and can introduce you to several basic grape varieties. They are Wine Spectator "Best Buys" which earned 87, 87, and 88 respectively on their 100 point scale. The magazine lists the prices as \$8.00 each, but I recently found them all on manager's special at Smitty's for \$4.99! You bet I stocked the wine rack with this one, particularly the Parducci Merlot. I found it to be rich with wild berries and mild tannins, nicely complementing our meal of pasta and sun-dried tomatoes. I challenge anyone to find a better deal on a Merlot of this depth and character. I've tried all three wines, and though the Chardonnay was a bit tart on the green apple flavor, they are all good. All are well-oaked and can be drunk now. And remember, the wine is only as good as it tastes to you. Happy swirling!



## Sushi for Beginners

By H. Joseph Ehrmann  
Das Tor Food Critic

Generally speaking, before I moved to the architectural void that is sunny Glendale, one of my rules of thumb was to avoid strip mall restaurants; however, if you were to do that here you would certainly miss a good majority of the area's offerings.

The strip mall restaurant of choice this week opened two months ago and is within walking distance of campus. It sits on the end of a strip mall full of automotive specialty and repair shops (take 59th to Bell, left on Bell, and it is about fifty yards down on the left, behind the Perkins family restaurant). The floorplan consists of a walk up sushi bar, a few regular tables, and six Teppan Yaki tables. At these tables eight people can sit around a cooking station where the Teppan chefs flip, flop, and stir-fry your choice of fourteen different entertaining dinners. The walls are ornately covered with Japanese frescos. The dining room is divided by a manmade waterfall/pond complete with colorful fish, Bonsai trees, and architectural statuettes.

This is a beginner's assessment of Sushi; however, Ah-So is a full Japanese restaurant offering more than just sushi. My first visit (yes, Ah-So did warrant a return trip) was with a group of five, most of which had

some knowledge of the different styles of sushi available. Our waitress (the same on both occasions) was very helpful in describing the different textures and tastes of items we did not know. My second visit was with some local sushi aficionados, or "sushionados" (I was an English major, I'm allowed to make up words). It was Valentine's day, so they were "in the weeds" (restaurant jargon for "excessively busy"), but our sushi chef's humor made up for any lag in service.

On both occasions we found the food to be fresh, high in quality, presented beautifully, and priced averagely. For logistical reasons, I must state what may be obvious to some but new information to others: sushi is predominantly raw fish. I made the following observations of my favorite items: Spicy Scallop (\$3.50) - Small scallop pieces mixed in a spicy sauce over rice and wrapped in seaweed. Fresh water Eel (\$3.75) - The only cooked piece of sushi that I had, this tasty treat was tender and flaky with a touch of Teriyaki sauce. California Roll (\$4.50) - A pseudo-sushi concoction of imitation crabmeat rolled with rice and veggies designed to allow people who are grossed out by the concept of sushi to order something and still feel chic and cool. Spicy

Yellowtail Roll (\$4.50) - Yellow tail has a soft, tender texture with a smooth, almost buttery taste. This roll has veggies, sesame seed, and other Japanese spices (medium hot). Spicy Tuna Hand Roll (\$3.50) - A hand roll looks like a small seaweed cone filled with rice and the sushi of choice, and, of course, veggies, which ornately protrude from the top of the cone. The tuna was shredded and mixed with some great spices (definitely hot). There are many more offerings on the menu, but unfortunately, I could not try everything. Other than the sushi, I enjoyed the Japanese Seafood Noodle (\$13.95), a rich blend of thick rice noodles, fresh scallops, shrimp, mussels, and veggies in a garlicky buttersauce with a hint of peanut. The house promotes specialty drinks from their full bar, and the wine list is short with a couple of nice offerings in the low 20's.

This is a 4 H (out of 5 possible Hs) welcome addition to our "walkable" restaurant scene. Next week: I haven't a clue. Recommendations, comments, questions, and phone numbers: < ehrmanhj@t-bird.edu> Peace and good grub.

## Beautiful Girls

By Marnee Reiley  
Das Tor Movie Critic

Basically, the bottom line is that any film including Uma Thurman among its roster of actors is going to have some sort of reference to a beautiful girl. Any guys going to see this movie for its title alone are going to be a smidgen disappointed to realize that not only is Uma Thurman only in the movie for a few brief scenes, but that the title would be more accurate if stated in the singular case. Not that Martha Plimpton, Annabeth Gish, Rosie O'Donnell, Mira Sorvino (remember "Mighty Aphrodite?"), Lauren Holly, and Natalie Portman aren't lovely and talented actresses, but we are not talking "goddesses" here, in my humble opinion.

As if I haven't listed enough strong performers, the cast is rounded out on the male side with Matt Dillon, Timothy Hutton, and Michael Rapaport. If the truth be known, the movie is more about the lives (and get-a-lives) of these small-town boys. I use the word "boys" intentionally, as these late twenty-something guys are still caught up in the memories of their high school heyday. Unsatisfied with the way their lives have turned out, they complain over beers about the down-hill slides of their relationships with women and their loser jobs (a couple of them work graveyard shifts plowing snow from people's driveways).

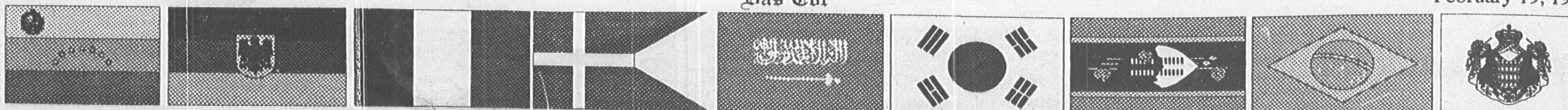
This "slice-of-life" film has some great lines and funny scenes. In particular, look for Rosie O'Donnell's tirade in the local pharmacy about breast implants and liposuction. As Bob Fenster in the "Arizona Republic" notes, "Beautiful Girls" is not a movie version of "Friends," as the previews would lead you to believe." It is fun, though, to watch the dynamics between the characters and how their stories intertwine. "Beautiful Girls" has a great cast, a quick-witted script, and is thoughtfully directed by Ted Demme.

One stand-out performance comes from the young Natalie Portman ("The Professional"). I think that you can pretty much bet on her becoming a major star. She shines on the screen with an intelligence and clarity seldom seen in actors her age.

"Beautiful Girls" is rated "R" for profanity and is currently playing at the Harkins theater on the corner of 51st Avenue and Bell Road. Call 843-3500 for showtimes.







# ENDNOTES

## Domestic Violence

Continued from page 1

what to do, you are responsible for your actions and you have to make your own decisions. I saw the good, forgave the bad and almost lost myself in the process.

I'm fortunate to be such an optimist and I intend to remain in that state of mind. Anyone can do it, you just have to believe in yourself and take responsibility for your own life. Returning to school was the best thing for me and I look forward to getting on with my life. I cherish everything I have and everything I have gained through this experience. The only feeling I wish I could eliminate is the fear. The fear that one day, he will be right around the corner. As long as I am surrounded by caring and good people, I will be safe. But, I will never be the same. Funny, I don't think I would want to go back to the way I was, because now, I am stronger, more aware, and overall a better person. I know I did the right thing and I will continue to learn, and share with others.

A real man does not hit a woman, and a true woman does not condone the behavior. Strong statement, but I believe it with all my heart and soul. I am no one's punching bag and NO ONE deserves to be treated in such a manner—not men, women, children or animals. My word of advice to anyone involved with an abuser: the earlier you leave, the safer you will be. Don't be fooled by the "I'm sorry...I'll never do it again" routine. The only way they can try to deal with the problem is by getting professional help and even that is no guarantee that it will never happen again. You cannot change people, the way they think or their basic values. Once an abuser, always an abuser. Yes, in rare instances, few can be helped. But, why live in fear? There are millions of good people in the world who are not violent. So please, don't wait for something to change, because you could be taking the last chance of your life (literally).

My story is one of triumph. My actions hopefully will save others from such a horrible and unforgivable act. Unfortunately, there are sick individuals who justify their actions and think they have a right to do it. Well, justifying something like this is just another way of saying it is acceptable. Human beings don't accept violence; society doesn't allow it; so how can anyone justify it? I will never understand that way of thinking and I will never forget what happened. My strength has helped me overcome my fears for the moment but, I realize that even the strongest person can feel vulnerable.

## Class Gift

Continued from page 1

students came up with the idea for this gift. Students are planning and running the Class Gift, and students will benefit from this class' generosity for years to come," said Brian Bates, Vice President for Student Affairs and Admissions.

The Class Gift Committee, whose members also include Mark Dullen, Christiane Krauss, Jonathan Lutz, John Paulonis, and Gretchen Weitzel, started the gift effort in the summer 1995 semester. The Class of 1996 voted on the Class Gift in a special ballot last October in which nearly a third of the student body participated. The Endowment for Technology won the ballot.

The Gift Committee then planned the leadership phase of the campaign, in which pledges were gathered through word of mouth by Class Gift Captains. The goal was to gain momentum for today's announcement by being able to announce that a substantial portion of the goal had already been pledged.

"The students' enthusiasm is infectious," according to Jan Mueller, Manager of Alumni Programs. "Their efforts will benefit the school both now and in the future. Corporations and foundations take note when institutions have broad alumni support. The precedent that the Class of 1996 is setting can really help in raising money for the school from other sources."

The Class of 1996 Gift Campaign will run throughout the rest of this year. Those students who started this semester did not receive Class Gift appeal letters today, but will instead be officially asked to participate beginning in the summer semester.

## Thunderbird

Continued from page 1

minimum score of 450 on the GMAT. Minimum GPA requirements for staying in school were also put into place.

Thanks to his tireless fund raising efforts, Thunderbird built and paid for nine new buildings on campus, all while keeping tuition unreasonably low. During 1989, his last year in office, Voris was raising \$1 million a year from corporate supporters to subsidize tuition and new construction, enabling tuition to remain at a little over \$2,000 a semester.

Perhaps Voris' greatest legacy is the creation of the face Thunderbird projects outward today. Back in the early 1970's, Dr. Voris set upon what is perhaps the school's strongest selling point: The Thunderbird Mystique. This mystique would stem from the unique blend of students from all over the world living together in the Arizona desert, speaking foreign tongues, and sharing cultures. Voris saw the empty, desolate fields surrounding the campus as one of its greatest assets. Students would be forced together in an isolated setting that would foster interaction and understanding. Despite the growth of Glendale, this is still the image Thunderbird projects today.

Burned out by the stress of fund raising which had become 70 percent of his job at that time, Dr. Voris retired at the age of 65. One of his final tasks was to choose his successor, current Thunderbird President, Roy Herberger. Although lacking Voris' international experience, Herberger was chosen from a host of other candidates for his ability to raise funds and liaise with the corporate community. The path he would venture upon from 1989 would not only radically change the shape and nature of the Thunderbird experience, but the cost of it as well.

Next: *President Roy Herberger and the Rise of the Professional Thunderbird*

## USTC

Continued from page 4

cases concerning violations of US trade law by foreign companies, mostly alleged "dumping", illegal subsidies, and intellectual property violations. US companies or industries file these suits with the ITC in order to take advantage of the faster decision-making process offered by the agency. Comparatively, the Federal Court process takes much longer.

The second function of the ITC is as a research organization. With a number of Ph.D. economists and a "stable" of approximately 150 industry analysts broken down by SIC codes, the ITC's research arm does a variety of research work related to international trade issues. Petitions for such studies can come from the United States Trade Representative's office, the Senate Finance Committee, and the Senate Ways and Means Committee; no random committee can make such requests. One of its more important roles is analyzing the likely effects a specific trade agreement, such as NAFTA, will have on different sectors of the economy. These studies are strictly on a fact-finding basis and do not provide any policy recommendations.

Another important product of the ITC are its competitiveness studies. The staff analyzes in great depth a specific industry, such as telecommunications, determining what is presently happening in the industry, which factors are causing its success/failure, and what determines its competitiveness. The goal of these studies is to inform the reader, typically individuals in the business community and policymakers, about the strengths and weaknesses of the industry and to provide guidance for solutions to specific problems. The ITC is well-known in Washington for its thorough, unbiased research.

During the classes.....(I will ask Dr. Bob, Oscar)

Commissioner Crawford told me that she hopes to be back at Thunderbird to give a lecture sometime in April, schedule permitting. An announcement will be made....

## Classifieds

**Advertising Works!** To place a Classified Ad call 978-7119 or fill out a Classified Ad form in Das Tor's office.

**Internship:** Marketing, local company needs creative people to develop marketing program. Positions available immediately. Call Ryan @ 991-6478.

**International company** needs confidant, professional, teamplayers to lead expansion efforts. For appointment, call 780-3815.

**T'bird owned bookkeeping service** will prepare your US Tax Return. Call Direct Link @ 777-1400.

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**Cats and Kittens** need temporary or permanent homes. All had shots, over six months, already fixed. Lovely pets, very sweet. Please call 938-3505.

**1987 Ford Mustang Convertible**, loaded, great shape, 78,000 miles, Austrian owner left the country. Friend must sell. \$5,900 or best offer. 439-0359

**Looking for babysitters.** Please call Paula Parker. 439-3591, Deborah Akra, 547-1737. Lisa Patrolic, 843-9139.

**Sundial Research:** Gathering information for that paper, group project, or last-minute fly-back? WE save you hours so you can devote your time to succeeding instead of searching. DON'T wait until the last minute to call! FREE consultation / Affordable student rates. CALL STACEY, 843-9391.

**Cheap Travel?** Call Envoy Travel and ask for Mary at 1-800-451-6343 for the best possible rates.

## The Class of 1996 is proud to announce its historic Class Gift Campaign, the Endowment for Technology.



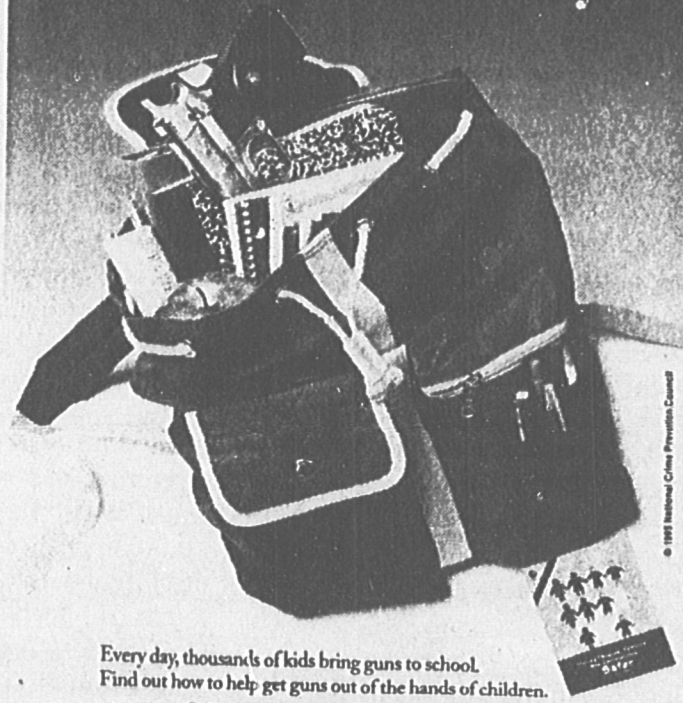
Pledgers as of February 14, 1996:

- |                         |                        |                        |                          |                       |
|-------------------------|------------------------|------------------------|--------------------------|-----------------------|
| Ms. Jessica Aulbach†    | Ms. Tabatha Chapman    | Mr. Jim Ji+            | Mr. Sebastian Ottmann    | Mr. Brent Shedd†      |
| Mr. Jay Austin§         | Mr. Marty Cotton       | Mr. Kelly Kerr§        | Ms. Lisa Pacholek        | Mr. Michael Shell+    |
| Mr. Aaron Aylsworth     | Ms. Ana Crabtree       | Ms. Ariel King         | Mr. Sanjay Pai           | Mr. Yun Shen          |
| Ms. Ann Baker           | Mr. John Crosby        | Mr. Gerhard Koehler†   | Mr. Deepankar Pant       | Mr. Philip Sotok      |
| Mr. George Ballaseux+   | Mr. William Crower†    | Mr. Andreas Kraemer+   | Mr. John Paulonis§       | Mr. Andrew Springer+  |
| Ms. Kathy Bamber†       | Mr. Griffith David†    | Ms. Christiane Krauss§ | Mr. Kevin Peck†          | Ms. Tanya Spyridakis  |
| Mr. Lance Barnett       | Mr. Mario De la Mora†  | Mr. Bo Kristensen†     | Mr. Juan Peña            | Ms. Tracy Starr†      |
| Mr. Francis Belford     | Mr. Anton Dimitrov     | Ms. Gloria Loredoz     | Ms. Heather Petropoulis- | Mr. Henry Suryanto    |
| Ms. Laura Bellows       | Mr. Coumba Diouf       | Mr. Jon Lazarow†       | Shimonishi+              | Ms. Valerie Sydney†   |
| Mr. Gregory Bellush     | Mr. Mark Dullen§       | Mr. Aaron Lemons       | Ms. Barbara-Ann Philip   | Ms. Caryn Sykes†      |
| Ms. Tonya Benton†       | Mr. Le N. Duong        | Ms. Maria Lemos        | Mr. Keith Powers         | Ms. Claudia Tabacinic |
| Mr. Christian Biggs     | Mr. Daniel Edwards†    | Ms. Paloma Leonato†    | Mr. John Pruett          | Mr. Jehan Tamboowalla |
| Mr. Amer Bourghol†      | Ms. Tara Epps+         | Ms. Julie Licklider+   | Mr. Todd Ranney          | Mr. Tim Tarrant       |
| Mr. Joerg Brennen       | Ms. Ximena Escobar†    | Ms. Leah Lovett†       | Mr. Kurt Reuman+         | Mr. Tripp Taylor      |
| Ms. Courtney Brooks†    | Ms. Kimberly Fiechko   | Mr. James Lowe         | Mr. Chris Rightmeyer†    | Ms. Mai-Ning Thayer   |
| Mr. Stefanus Budihardja | Ms. Laurena Gies†      | Mr. Jonathan Lutz§     | Mr. Alex Rizo            | Mr. David Thoresen+   |
| Ms. Hillary Busch       | Ms. M. Christina Glad  | Mr. Dirck Lyon†        | Ms. Allyson Sacks        | Mr. Ameet Tijoriwala  |
| Mr. L. Charles Carter   | Ms. Margarita Guerrero | Mr. J. J. Markee†      | Mr. Alvaro Sanson        | Mr. Claus Tropitzsch  |
| Mr. Andrew Chai         | Ms. Corinne Gutfran    | Mr. Douglas Mathieux   | Ms. Kim Sargeant         | Mr. Bernd Valtingoer  |
|                         | Mr. Motilal Gyamiani   | Ms. Gwendolyn McNeil   | Ms. Donna Schiffert      | Mr. Pascal Viaud      |
|                         | Ms. Karen Habra†       | Ms. Deborah Miller†    | Ms. Tania Schrader       | Ms. Albertine Vibert  |
|                         | Mr. Janelle Hanson     | Mr. Ramy Mora†         | Mr. Reid Schultz         | Ms. Casidy Ward       |
|                         | Mr. Eric Henderson     | Ms. Kimberly Myers†    | Mr. Dusty Scott†         | Ms. Gretchen Weitzel§ |
|                         | Mr. Matthew Hilger     | Ms. Carol North        | Ms. Nicole Seward+       | Ms. Michelle Wolf     |
|                         | Mr. Shawn Jarrett      | Mr. Ronald Okenfuss†   | Mr. Tarang Shah†         | Mr. Luis Wong-Campos  |

† Gift Captain  
+ Gift Captain who brought others into the Class Gift  
§ Gift Committee

Thank you! The students above have pledged a total of \$30,320 toward the goal of \$50,000+ to establish the Endowment for Technology.

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