

# The Bottom Line

The Owen Graduate School of Management  
Vanderbilt University

## SUMMER INTERNSHIP SPECIAL

Erin Shinkle appraises the Pillsbury Doughboy's performance at General Mills. Her story is on page 10.



Featured gigs include Hayes Bryant at UBS, Olivia Nash pitching flavored vodka, and Anu Pardeshi at WebMD.

### First years react to orientation

Brian Douglas surveys students after going through the radically revamped first week at Owen. **Page 3**

### Trouble remains at the NYSE

Andrew Bogle says the Big Board must root out the conflicts of interest that foretold the Grasso controversy. **Page 6**

### Bill and Jim's Excellent Adventure

Deans Christie and Bradford hit the road this summer and returned with helpful advice. **Page 7**

### The Class of 04's big list of jobs

It's an awesome sight: all the internships of the now second-year class stuffed on one page. **Page 9**

## Upcoming Events

### Town Hall Meetings

Averbuch, October 3-4

### Training the Street Valuation Workshop

TBD, October 4

### Predators Home Opener

Gaylord Entertainment Center, October 9

### Exam Week Begins

OGSM, October 13

### Pete Yorn

Ryman Auditorium, October 14

### Annual New York Trip

New York, NY, October 22-24

### Halloween Party

Nashville, October 30

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## Cohen steps up as Owen's COO

Trusted professor values transparency, respect, and hiring top faculty

By Stephen Plauché

Earlier this summer, Mark Cohen was appointed Owen's Senior Associate Dean. Cohen joined the Owen faculty in 1986 and is also the Justin Potter Professor of American Competitive Business. He replaces former Associate Dean Dick Daft and takes on an expanded role in the day-to-day operations of the school. This entails the implementation of the strategic plan, research and

operating budgets, the hiring and promotion of tenure-track faculty, mentoring faculty, chairing the Committee on Instruction. He is also the primary point-of-contact for students and faculty on issues requiring the input of the Dean's office. In effect, Cohen is Owen's COO, ensuring that current programs are consistent with the school's goals.

Last week, Cohen sat down with THE BOTTOM LINE to discuss his new role.

**TBL: What is your agenda over the next 12 to 18 months?**

Cohen: My goals are, one, to make sure that Dean Christie is freed up to promote the school and, two, increase the transparency of the school internally from the perspective of both the students and the faculty. In the past, not only were the faculty not part of the governance of the school but decisions originating from the Dean's office weren't transparent to the faculty.

*Continued on Page 2*

## Venezia "stars" on Temptation Island

By Matthew L. Dadaian

This past Friday I, Matt Dadaian of New Jersey, was fortunate enough to sit down with Chris Venezia, a second-year Vanderbilt MBA student. Chris is a star on the new FOX show, Temptation Island 3 (TI3 for the layperson). TI3 is an unscripted, reality TV show involving unmarried couples, single tempters, an exotic location, and a lot of booze. During the three-week show, Chris played the role of a tempter.

After a long hard day out on the golf course, Chris was ready to tell THE BOTTOM LINE everything surrounding his experience on the island. My goal was to learn about the "Real Chris Venezia." As an added bonus, I was also lucky enough to have Ryan J, one of Chris's fellow tempters, at the interview.

**Matt: What is reality TV?**

Chris: Reality TV is a chance for people like me to get five minutes of national TV exposure. Ryan J: Or in Chris' case, five seconds of exposure. *I agree, that is about the amount of total airtime that he received.*

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Salsa girls: Zeyniye Deveci, Mirjana Jovanovic, Erin Sullivan, Paola Montalva, and Rasha Bader take a break at the "Carnival" LBA party.

## WSJ ranks Owen 15th in annual survey of recruiters, cites student character

By Andrew Vecci

On September 17th, *The Wall Street Journal* named Vanderbilt as the 15th-best MBA program in its 2004 b-school rankings. While the importance of rankings was downplayed in the spring, the news provides an added boost to improving school morale.

WSJ's unique rankings are based on the opinions of recruiters. In contrast, the *Business Week* and *US News* rankings account for such criteria as GMAT, GPA, placement and admission figures, and surveys of deans.

Owen also ranked 6th among small schools and 9th among private schools, ahead of Duke, Emory, Wake Forest, and Cornell.

Recruiters noted Vanderbilt's "finance program and its graduates' strong character and team orientation." Vanderbilt historically has done well in the WSJ rankings, despite sliding to 26th last year.

**Methodology**

From November 2002 to March 2003, WSJ conducted online interviews with 2,191 recruiters. Each were asked to "rate schools

*Continued on Page 4*

## Interest in student projects hits new low

By David Egner

Bruce Lynskey oversees many of the projects students undertake with local companies, and he's not happy with what he's seeing from the Class of 2004. Of 25 projects available to second-year students this fall, less than 10 are staffed, the lowest fill rate he has seen in the two years he's been at Owen.

Interest also sagged last fall, when 30 projects were offered, but the problem is worse this year.

Lynskey concedes there is a seasonality factor: students, fresh from their internships, "may not be in the mood" or are continuing projects started in the summer. Students are also not in residence until just before classes start and may not factor projects into their schedules. Filling a project often requires an interview, and an interested student may not be able to secure a project until after the drop/add period. Other students worry about being spread too thin.

Lynskey does not recommend a project as a fifth class, but he fears that students "avoid projects because they tend to be a lot of work and evaluations are more or less in the hands of the client sponsors."

Projects run for two mods, count four hours of course credit (new this year), and receive a letter grade, assigned by the faculty member overseeing the project.

Lynskey says, "Final grades are hugely influenced by the client's detailed evaluation. I'm surprised at how demanding the clients are. On the one hand, that's great for the students because it's not going to be any different in the real world. On the other hand, I do think that most students are conservative and risk-averse, and those are not good qualities for business."

"We strongly encourage students to be more adventurous and risk-taking and use the program to its fullest. Our program will impact the rest of their career. The worst thing they can do is be too reserved and conservative. Most of the projects, with large firms or start-ups, are highly entrepreneurial, an experience too valuable to turn down.

"The recent *WSJ* rankings, taken from the assessments of recruiters, not deans or students, noted that many graduates from top schools lacked 'entrepreneurial skills.' We need to take notice of this."

Stiff competition for the best projects and the mix of offerings may also turn students off. Of the 25 offerings this fall, 16 were marketing projects. For second years looking for work outside of Nashville, the appeal of projects going full-time may be lost.

Still, Lynskey feels the importance of projects cannot be overstated: "For the investment students are making, you should want to get the very most out of this. First, a project is an opportunity to apply what you've learned in the classroom in a supervised business setting. Second, it's usually a high-level corporate project, so you're getting great exposure, often more than what you would get in a summer internship. Third, it shows what kind of worker you are. There is a sea of difference between making good grades and taking a project that is not completely defined, formulating it, and hitting a home run. I hired fresh MBAs almost every year of my 'working' career and never hired one without 'project' experience."

Many untaken projects will be saved for the spring semester. Some projects will also be modified to start in Mod II. But the upshot of declining interest will likely be fewer offerings in the future.

"We don't like to tell companies that students are not interested in their projects, because Owen can't do enough to get more plugged into the business community. But my attitude now is to be more conservative about bringing in projects. It won't surprise me if in December we end up turning some students away."

## Cohen oversees Owen's daily operations

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A third goal is to restore the mutual respect that deteriorated last year between faculty, students, and the Dean's office. Last, I am very focused on the area of faculty hiring. We now have up to five positions that need filling in marketing, HOP, strategy, accounting, and finance. I am absolutely committed to bringing in the best faculty possible.

**TBL: What are your specific goals that fall outside the prescribed agenda of your office?**

Cohen: One area I am personally committed to is enhancing and improving the environment for faculty research here at Owen. By way of example, we have started having cross-discipline, school-wide faculty seminars where faculty presents their research to one another. This hasn't been done in the past so we're excited to see the results.

**TBL: You have a long history of working in the public sector. What lessons from your prior work will help you in your new role?**

Cohen: One thing you learn from government is to not emulate it in real-life. Typically, universities have beaten out governments in terms of bureaucracy. One of my main concerns in coming into this job was getting bogged down in a huge bureaucracy because I don't have a lot of tolerance for it.

**TBL: Should Owen target professors with real-life experience?**

Cohen: It is very important that Owen professors and administrators have some real-life work experience. However, that should never become a prerequisite because you always want to find outstanding people for the faculty whether they have worked outside of academia or not.

**TBL: Last year, several students felt their concerns with faculty fell through administrative cracks. How will you address the various complaints and requests that come across your desk?**

Cohen: I shared this with the new first years during orientation. The key thing is mutual respect and understanding between the students and the faculty. Professors are professionals and are, of course, concerned about student issues. My philosophy is that students should always address a class-related issue with their professor first. I would be disappointed if a student came to me first before taking up the issue with the professor.

**TBL: Most students do not understand why some professors don't feel they need to help students find internships or full-time jobs. What are your thoughts on this?**

Cohen: Step back for a second and realize that within any organization, there are always specialized roles. From the school's perspective and the student's perspective we have two outputs: high-quality research and high-quality students that get good jobs. Most students don't realize the value of high-quality research and how highly correlated it is with students getting rewarding jobs. The fact that we have a world renowned finance faculty, for example, has a lot to do with attracting top finance recruiters to Owen.

Faculty is Owen's main resource and we need to figure out how to use them to their best potential. Research, teaching, and providing service to Owen are the three things that fall into every professor's bailiwick. The real question is: What is the proper balance between these

"One of my goals is to restore the mutual respect that deteriorated last year between faculty, students, and the Dean's office."

MARK COHEN, SENIOR ASSOCIATE DEAN

activities? We hire a first-class CMC staff to identify and cultivate recruiters. Thus, while it is fair to ask professors to help find students work, we should not expect all faculty to have the same abilities in that area, and their time can be better spent on research or other service activities.

**TBL: What part did you play in restructuring the current first-year curriculum?**

Cohen: As head of the economics/strategy area, I played a large part in restructuring the curriculum over the last few years. This process was driven largely by student demand and employer demand for a strategy concentration. For instance, I had Introduction to Strategy (the one-credit hour course) added as a new course last year and moved to Mod I this year and had Core Strategy (the two-hour course) moved to Mod III last year. The notion here was that our students weren't getting the big picture until the end of the first year. Now, they get it up front.

**TBL: Last spring's rankings caught many of us, including the administration, by surprise. How much do you value rankings?**

Cohen: We have no choice but to live with the rankings – we all have to deal with it because it does effect who ends up applying and ultimately enrolling here at Owen. Objectively, we can look at this and ask, "Why did we fall in the rankings?" The fall might have been a good thing because a little crisis management has motivated us all to consider what we are doing well and not doing well in the school. However, we shouldn't let the rankings drive our decision making process here at Owen. In my view, our long-term objectives are consistent with being highly ranked.

**TBL: What is the most important area in regards to improving our rankings? Would you put in a system of rankings management?**

Cohen: We need to focus on better external relations, corporate as well as alumni. We are making great strides in improving that dimension with Dean Christie and Dean Bradford traveling all over to market the Owen brand across the globe.

With respect to a system of rankings management, I would say both yes and no. Yes to the extent that we are more aware of all the rankings that are out there, what they look at, and where we stand relative to our peers. No, in terms of actually managing the rankings because one ranking uses one or two different criteria while another ranking uses a completely different set of criteria.

**TBL: Students perceive that the administration has little public presence. Will we see more of the administration this year?**

Cohen: Perception is reality. One of the things we have done, with OSSA's assistance, is attempt to take part in things on a social level with the students. Like any executive, we have to balance the need to interact with our various stakeholders while at the same time hunker down and do our work. However, I will say that Dean Christie and I are committed to walking around the halls a bit more and talking to students.

Students should feel that they can come in and talk to me about their concerns. I do have an open-door policy, but it is important to understand what that means from a practical standpoint. If students have classroom concerns, they should talk to their professors before coming to me. Regarding non-classroom issues, students should first go through the proper channels which 99% of the time is OSSA. On a personal note, I greatly enjoy student interaction and am looking forward to getting out there more often.

# Incoming class survives busy, revamped orientation

By Brian Douglas

Owen took orientation and super-sized it.

Based on feedback from the Class of 2004, this year's entering MBA candidates got more than double the normal dose dished out to prepare student for the rigors of business school.

The prequel to the Owen experience ran from August 13-22 and was "vastly different" than previous editions, according to Kelly Christie, Director of the Office of Academic Programs and Student Services.

"We restructured the entire program using the comments and suggestions from the class of 2004 as a guide," Christie said. "We worked with other departments at Owen to pull it all together. The entire school became involved in the process and the end result was a combined effort of the many constituents to make the orientation experience very purposeful."

A push to include Stats Camp in orientation precipitated the change. Previous classes had Stats Camp at a separate time. But including it as part of the overall orientation broke it up and provided an opportunity to include a key group component to the incoming class.

"Once we decided to incorporate it, we realized even the students who were brilliant in Statistics could benefit from the group work," said Betsy Karounos, the assistant director of academic programs.

Other key changes included an expansion of the CMC's presence. Students had a chance to attend six different CMC sessions during

orientation, something Karounos said was a reflection of the times and a need for MBA students to get on top of the job search process.

Excel and PowerPoint workshops were added at the request of second-year students, some which assisted in teaching those classes. A daily lunch with faculty was another fresh addition.

There was also some subtraction as the normal curriculum session was removed and will be held later in the fall when students are closer to making class choices.

So what did the new class think about the revamped orientation?

"It was busy. There was an information overload," said Bryan Arndt, a first year from Franklin, Tenn. "Stats camp was good, but on the other hand, it seemed like maybe too much information was pulled out of the (regular) class. But I see where they were coming from. If you weren't taking Stats, then you needed that (extra information). I also liked Strategy, and I thought it was a good introduction. It was nice to hear cases without pressure."

Jon Nyswonger, a first year from Oklahoma, said he thought orientation was long but thorough, but was a little surprised by the lack of team building.

Nyswonger also felt there is one major improvement that could be made for next year: "They need to break up a couple of days," he said. "You're there, anyway. Offer a little more flexibility, some more free time and social interaction."

He was not alone. That was one of the more common themes in the suggestion box.

"Because we had done it in three days, with eight we thought we had so much time," said Karounos. "But when we started plugging things in it turned out to be packed."

"The overriding comments said people needed more free time. But from our perspective, a lot of it was optional. A lot of the students obviously pushed themselves to do it all."

Emily Dunn, a first year from Breckenridge, Colo., said the day sessions were effective.

"I didn't expect it to be so structured," Dunn said. "If I could change something it would maybe be to make it a more gradual process. But I ended up appreciating it because I was more than prepared for when class started."

But she also liked the atmosphere provided by the different social activities.

"I thought it was nice everyone was anxious to meet everyone else," Dunn said. "I think we all developed relationships quickly."

Karounos said next year there will likely be no evening social event planned the night before the final Stats Camp test (a complaint from several who wanted to attend the Sounds game but were afraid not to study), but overall any changes would be a result of needs her office perceives because the feedback didn't indicate any major problems.

"We evaluate (orientation) largely based on the student survey, and there was no one screaming for us to get or add anything," Karounos said. "We'll just try to schedule a little more free time. And no Stats exam after the baseball game."

## OUTSIDE THE VANDERBUBBLE

# If you get a break, check out a local park

By Jim Rodrigues

I realize that first years have been hard at work adjusting to life at bidness school, so you may not have noticed the world outside of Vandy. It took our class a while, but I think we've now found a few ways to distance ourselves from campus as much as possible.

To that end, I highly recommend taking advantage of Nashville's park system. You have probably seen **Centennial Park** across from Dudley field, but to truly escape, you only need to travel 10 miles down West End, Belle Meade Boulevard, or Granny White Pike (12th Avenue).

Going south on West End into Belle Meade Boulevard, you will run into one of the Warner Parks. The two parks in this system – **Percy Warner** (at the end of Belle Meade Boulevard) and **Edwin Warner** (at the corner of Highway 100 and Old Hickory Boulevard) – total almost 2,700 acres and make up one of the largest city parks in the country. The parks contain nine hiking trails which range up to 4.5 miles. After five minutes on any of the trails, you will forget that you are only nine miles from downtown. In addition, the parks also contain picnic areas, scenic roadways, an equestrian center (home of the Steeplechase), horse trails, running courses, and two golf courses, Percy Warner and Harpeth Hills.

Another piece of wilderness in Nashville is **Radnor Lake** – go south along Granny White, then turn left on Otter Creek Road. Radnor Lake, a state park covering more than 1,100 acres, has about six miles of trails. However, the wildlife, not the hiking, is the real treat at Radnor. This state protected ecosystem is home to a remarkably diverse group of wildlife and plant life including: songbirds, herons, geese, wood ducks, green snakes, rattlesnakes, frogs, toads, fish, otters, turtles, beaver, wildflowers, blackberry bushes, wild roses. Approximately 240 species of birds, 26 of these waterfowl, have been identified at the park. If you visit the park at dusk, you will see plenty of deer come to the lake for an evening drink.

Of course there are plenty of other parks in town and throughout the state that are worth visiting, but if you want to truly escape for a few hours, the Warner Parks and Radnor Lake are where you need to go. These places are part of what makes Nashville so unique, and if you never make an effort to visit them while you're here, you're really missing out.

For more information on local parks go to <http://www.nashville.gov/parks/parks.htm> or <http://www.state.tn.us/environment/parks/hiking.htm>.

## Study break

By Leland Kass

Can you name this student?

1. Unjustly called a nerd (I did say unjustly!)
2. NOT Russian (really!)
3. Goes to the "loo"
4. Yet to taste roasted marshmallows
5. Unable to pronounce Fort Lauderdale (or roller-coaster for that matter) in one go
6. Proud owner of 67 Mardi Gras bead-strings
7. Howls at the full moon
8. Emails assignments at 5:00 a.m. without being aware of it
9. Prone to fly over pavement/stairs/chairs (also known as clumsy)
10. Spellcheck offers "marijuana"

How about this one?

1. "Studied" abroad in Dublin for a semester, learned to appreciate Guinness and how to buy bigger pants
2. Won a partial college scholarship placing third at the U.S. Academic Decathlon finals

3. Scored three points playing one-on-one against Kobe Bryant
4. Chipped a tooth at age 7 trying to do the crane kick from Karate Kid
5. Chipped the same tooth again two years later in a power see-sawing contest (which this person won)
6. Stops at Wawa for soft pretzels the first night of every trip home
7. Was once a fairly serious bass player in orchestras and jazz bands

8. Once caddied at a pro-am for a group with Jack Nicklaus
9. Wound up in Canada once after dinner with friends because no one was willing to point out that it was an awful idea
10. "I literally dove through shit once to catch a foul ball in intramural softball. It was actually just fertilizer but the catch was worthy of a Sports Center highlight clip."

Answers at bottom of Page 8.

## Word Find

**Caffeine, campus visit, "Chances is," classpak, core classes, daily news, Does, erecruiter, Erik Peterson, facebook, gossip, group meeting, Hermes, hot undergrads, international, kegs, MPD, nametag, Owen Twelve, pizza for lunch, rankings up, Sams, Satco, stress, Starbucks, spam, resumania, ROI, Tin Roof, Vandy shorts, Virtual Dean, worm virus**

C A M P U S V I S I T S E R E C R U I T E R P Y A  
P L G K S D A R G R E D N U T O H S T Z L A K Z B  
V L F D R P N C A B Q R S T R O H S Y D N A V L G  
I G C S R U R E S U M A N I A O U T I M P I X O R  
R V N E A T E A E F O D I E C I C X H S N W K C O  
T A B R G E I F O O R N I T M L G O S S I P E H U  
U T N O M P N D Z A N T A S B U N A Z N O C R A P  
A B M D A I L Y N E W S B E C D L O V G R G I N M  
L O S Q A Z E N N A H L T B U C D A U C O L K C E  
D W M G U Z I J K G T E R A G E L T U Q U D P E E  
E E R A F A N E S E S K W O R M V I R U S A E S T  
N N R F T F L I I H E G L C U B H K S E P E T I I  
A T E G K O G P R G A A E J M U U M G N A R E S N  
D W Y S T R E S S T K S M K L L I C O I M S R I G  
C E D K Z L O I E R P F A C E B O O K U T S S F I  
N L L B K U R M K Z O N R A N K I N G S U P O T O  
M V N A W N A F P S R L A N O I T A N R E T N I O  
A E C V P N O R E C L A S S E S R Y D L U S R M U  
S E M R E H P Q L C A F F E I N E N Q O N O T E Z

## The Wall Street Journal: Owen 15th

Continued from Page 1

with which they were familiar.” Each top 50 school was rated by a minimum of 20 MBA recruiters with the overall rank based on two primary factors: perceptions of the school and the school’s students (80%) and “mass appeal” (20%) “as defined by the total number of respondents who recruit from that school.”

Students were measured on 26 attributes recruiters consider most important when they decide “which schools to recruit from and which students to hire.” The most important criteria are: communication and interpersonal skills (90%), ability to work well within a team (87%), analytical and problem-solving skills (85%), personal ethics and integrity (84%), quality of past hires (81%), and leadership potential (75%). The percentage is the number of recruiters who said that attribute was “most important.”

### A Hidden Gem

The WSJ once again ranked Vanderbilt as a “hidden gem,” schools that recruiters think “don’t receive the attention and respect they deserve.” Owen students received particular praise for their “solid finance skills and general-management perspective” as well as interpersonal skills, personal ethics, and teamwork. Such soft skills were among the most important to recruiters participating in the survey.

However, Vanderbilt “got its lowest ratings for its faculty’s expertise, students’ international perspective and awareness of corporate-citizenship issues. Recruiters also said Owen needs to attract students with stronger work experience, as well as increase its name recognition in the corporate world.” Efforts by the Dean’s office are focused on improving the program’s profile.

CMC  
UPDATE

## Partnerships producing results

By Melinda Allen

As I talked to my peers this summer, one fact became evident: The teamwork that led to our excellent internship placement numbers this past year is rare. My hat goes off to the Class of 2004 and the entire Owen community for partnering with the CMC towards a common goal, 100% placement.

Students helped students in a formalized program called “Owen 2x1.” This program, kicked off by John Owens, facilitated lead sharing.

Not only were students in on the partnership, but faculty, alumni and senior administration ALL were making phone calls, traveling to search out job opportunities, referring resumes to employers, and coaching students. Over 14 faculty members helped generate and facilitate job leads for students, in addition to myriad of alumni of all class years who rose to the challenge.

Internally, the same spirit was continued amongst the Owen staff. Obviously, Dean Bill Christie and Associate Dean Jim Bradford worked closely

with the CMC, but they weren’t the only ones. The Alumni and Development staff asked for money, and then some – JOBS! Executive Education and Program Staff helped identify EMBA’s whom might be in a position to help find students jobs, as well as working providing an entree to companies like TVA.

You add to the above group efforts, the fact that the number of on-campus placements, CMC-facilitated hires, and Owen-facilitated hires increased from 2002 to 2003. We also saw an increase in placements from the Internet, specifically corporate websites.

As we look forward, I challenge everyone to remain motivated and energized around our common goal because we can utilize placement as one mechanism to drive the school forward. We remain cautiously optimistic about this year’s recruiting cycle and remain committed to the external marketing necessary to have a repeat of last year!

We are also pleased to announce that, as of this week, our interim numbers for the Class of 2003 place us at 87% with offers and/or accepted offers.

## Cork & Barrel returns with a splash

By Joseph Pulaski

Last year, as many second years may remember, the Cork & Barrel club was relatively non-existent. As many students kept asking about upcoming events, the club answered with only empty promises.

This year Cork & Barrel has returned with a new executive board and many more promises. For the \$15 membership fee, you’ll get monthly wine events, free subscriptions to WineX magazine (claiming to be the Maxim of wine magazines), discounts at local wine stores, and a monthly newsletter.

Unlike last year though, they have already come through on some of the promises. The new website, available on Blackboard, has a modern design with

links to everything from interesting articles to career information. They have also published the first newsletter which has been posted on the website. A local wine store, Nashville Wine and Spirits, has already agreed to a 10% discount for members. Plus, the first club event is planned for Friday, September 26th. It will be a wine-sharing event where everyone will bring a bottle of wine and the club will provide appetizers.

One of the club co-presidents, second-year David Mekeel says the club is for everybody who enjoys wine. “The club is dedicated to the taste and culture of wine without any of the pretension normally associated with drinking wine. We are aimed at both the experienced and inexperienced palettes alike.”

## OGSM’s friendly, neighborhood troubleshooters are ready to help

By Kelly Christie

Welcome to the Class of 2005, and welcome back to the Class of 2004!

First, please join me in thanking Betsy Karounos, Associate Director of Academic Programs and Registrar for coordinating a fabulous orientation. Betsy is also responsible for the day-to-day operations of our office. She is a wonderful first point of contact for your academic questions, and I am grateful for her help and expertise. We both look forward to working with all of you.

In my role as the Director of the Academic Programs and Student Services, I will continue to get to know you better as we work together to enhance your Owen experience. You can expect the Office of Academic Programs and Student Services to be a place where you can share your concerns and ask your questions – be they academic or personal. We will help you with your curriculum, discuss various concentrations, suggest project options, help you plan a balanced schedule and suggest courses that might interest you. We will offer specific guidance if you plan to take courses in another school at Vanderbilt and we can direct you to appropriate University resources for solving specific problems. We will make referrals to

other departments for counseling or study skills assistance. I will meet with you to handle disciplinary matters in conjunction with the Senior Associate Dean Cohen, make decisions on student petitions, and help you resolve conflicts at Owen and Vanderbilt. I will help you prioritize your commitments when you are feeling overwhelmed and will help you contact your professors in the cases of illness or emergencies.

Ours is a place where you can turn for answers. We will try to see things from your perspective and make suggestions that are attuned to your needs. But we will also explain our precedent, the school’s policies and the faculty and administration’s expectations.

I encourage you to do the best you can as you juggle multiple priorities in your MBA program. Share your outside commitments with your group members and together you can work to manage your time and accomplish your goals. Things might take an unexpected turn every now and then but remember that you are here to learn from new experiences and to grow – academically, professionally and personally. You have made a tremendous investment in yourself and I salute you. Betsy and I look forward to helping you make the most of your time at Owen!

## CONGRATULATIONS

TO THE CLASS OF 2004 FOR RECORD

FINANCE INTERNSHIP PLACEMENTS

John Mears	AEA Group	Adam Cruse	HCA
Howard Anger	American Express	Raj Ajmera	HSBC
Brian Alldredge	Avondale Partners	Rawit Han-utsaha	HSBC
David Egner	Avondale Partners	Peyton Bush	JP Morgan Chase
Sean Leonard	Avondale Partners	Daniel Dunn	JRS Investments
Sungsoo Jun	AXA	Jeremy Landa	Kroll
Matt Levenson	Banc of America Securities	Christy Mayo	Lehman Brothers
Chris Rogers	Banc of America Securities	Doug Owen	Mellon Ventures
Jon DeCoite	Bar-K	Brian O’Neill	Mercer, Inc.
Matt Hedges	Bear Stearns	David Easthope	Merrill Lynch
Jason Allbert	Black & Decker	Katherine Bishop	MontaVista Software
Calandra Turner	Black & Decker	Joe Gibney	Morgan Keegan
Jackson Lapin	Boyle Investment Co.	Charlie Starnes	Morgan Keegan
Matt Dadaian	Cohen Kligenstein & Marks	Jonathan Sucato	Morgan Keegan
Perry Gooch	Colliers Turley Martin & Tucker	Andrew Bogle	Morgan Stanley
Brandon Beal	Corinthian Colleges	Sharon Shih	Outokumpu Copper
Lee Bell	Courage Capital	Clint Liebenberg	Parkplus, Inc.
Trey Ripley	CPS Land	Mitch Bollinger	Proventure
Scott Hastings	Delaware Investments	Luis Mirabal	Qualcomm
John Owens	Detwiler, Mitchell & Co.	Temilade Oyeniya	Ronin Capital
Quentin Hicks	Deutsche Bank	Jirat Tuntha-Obas	Ronin Capital
Stephen Plauche	Deutsche Bank	Jack Rainer	Sandler O’Neill
Brian Johnson	FastIron	Anthony Schaffer	Solare Publishing
Billy Tornabene	Friedman, Billings, Ramsey	Brian McCann	Solve Interactive
Chris Venezia	Friedman, Billings, Ramsey	Rob Zaegel	Southeast Community Capital
Helen Comer	Gaylord	Kunal Gupta	Stanley Access Technologies
Gordon Quinby	Gaylord	Benjamin Green	State Street
Xin Liu	GE Captial Aviation	Rick Daley	Sunrise Senior Living
JD Anderson	US GAO	Matthew Lederer	The Bank of New York
DaLynn Barker	US GAO	Micah Hatten	The Southern Company
Stephen Burr	Goldman Sachs	Graham Fuller	The Vanguard Group
Jerry Feldman	Goldman Sachs	Mike Brandon	Trammell Crow
Todd Landon	Goldman Sachs	Paola Montalva	TVA
Mark Smith	Goldman Sachs	Hayes Bryant	UBS Investment Bank
Jeff Cantrell	Halsted Surgical Consulting	Nelson Rangel	UBS Investment Bank
Scott Kubiszyn	Harbert Management	McNeill Wells	Union Planters Bank
Jono Huddleston	Harpeth Capital	Ed Lim	Vanderbilt University
Kris Douglas	Healthcare Realty Trust	Christopher Rand	VUTC
Mark Sullivan	Holliday Fenoglio Fowler	Todd Schneider	VelocityHealth Capital
Kyle Irwin	Honeywell	Mirjana Jovanovic	VelocityHealth Capital
Thanh Nguyen	Honeywell	Russ Fallis	Wachovia Securities
David Wafle	Honeywell	Leigh Spangler	Yum! Brands

KEEP UP THE GOOD WORK!

## Dadaian on Venezia on TI3

Continued from Page 1

**Matt: Tell me a little bit about the show you were on? How was the show structured?**

*This sounds like a Plauché question.*

Chris: This is a stupid question! I will answer it as quickly as I can. Basically you have four monogamous couples and they split them up and the four couple guys go on an island with fourteen single chicks and the four couple chicks go on an island with fourteen single guys. And uh, it's pretty much a big sword fight for three weeks.

Ryan J: It's a free for all. They really kind of let you go at it, but most of the time it comes down whether you'd rather take shots with a couple of cool guys and get really wasted (at 11 in the morning) or let some stupid chick cry on your shoulder and become a sobbing wet pillow.

*Yeah, I would probably take the drunken route myself. Sounds like those girls must have been a pain in the ass.*

**Matt: Have you ever gotten too sick from being drunk to hook up with a girl?**

Chris: Yes, quite often actually.

**Matt: Have you ever puked then returned to hooking up with her, without brushing your teeth?**

Chris: I have never vomited, not brushed my teeth and then hooked up with a girl. I've played the whole "boot and rally game" but I like to brush the teeth and use the mouthwash.

*Ok, so you claim you brush lightly.*

**Matt: How many times have you used the line on a girl "You're beautiful and I love you" not to someone that was related to you?**

Chris: I never use such lines. I prefer lines like, "I'm finally getting to dance with the girl that I wanted to dance with the whole night" and "Hi, I'm Chris, I'm single, and I'm not wearing underwear!" *God, that must have worked wonders for you. Do you mind if I try those lines?*

**Matt: Did you hook up with any girls once you got kicked off the show?**

Chris: I played the make out game on occasion. I don't remember their names.

**Matt: You don't remember?**

Chris: I don't remember their names.

**Matt: You see them on the show now. Do you not remember them now?**

Chris: (chuckling) Is it hot in here?

*Sinner. Just for the record this interviewer doesn't agree with such behavior.*

**Matt: How cheesy are you on a scale of 1 to 10 and why?**

Chris: Apparently I'm about a 9 on the cheesy scale. I don't think I am, I think I'm just a friendly guy but I guess a lot of guys out there are a\*\*holes so these girls aren't used to friendly guys. I am not trying to be cheesy, but that seems to be the reputation that I have.

*I'm not too convinced with that answer. See below.*

**Matt: How many of your shirts have sleeves?**

Chris: (laughing)

Ryan J: These questions are well thought out, you obviously know Chris well.

Chris: Most of my shirts have sleeves. I shop at GAP Kids a lot and I try not to buy any shirt that is larger than a medium. If I do have to buy a large, because I particularly like the shirt, I put it in the dryer for at least three hours before wearing it out in public.

**Matt: You physically remove the sleeves from a lot of these t-shirts that you wear, is that correct?**

Chris: I've been known to cut off the sleeves of some of my shirts.

*Don't worry folks he's not the least bit cheesy though.*

**Matt: How many Hawaiian shirts do you own that have no buttons?**

Chris: This is a funny story.

**Matt: I bet it is.**

Chris: I went to this guy's bachelor party

in Baltimore and at the end of the night he gave this shirt to me and said, "This is for you. I want you to get as much luck out of this shirt as I have." I have unfortunately gotten no luck out of it.

**Matt: For the record this shirt has no buttons and you have worn this shirt out in public at such places as the Jimmy Buffet concert last year.**

Chris: I don't remember if I wore it to the Jimmy Buffet concert.

*I guess some people have a selective memory. See last April's THE BOTTOM LINE.*

**Matt: Describe your perfect girl.**

Chris: I would say that any one of the lovely first-year girls at Owen fits that description. See I told you I am a 9 on the cheesy scale. She could also be the bartender at the Tin Roof.

*Can't really fault the guy for honesty, can we? And yes Chris does speak for ALL guys pretty much.*

**Matt: Did you or did you not model clothes with Scott Kubiszyn before you left for Temptation Island? What was the atmosphere like at this event?**

Chris: (laughing) I uh...I needed some perfect clothes for Temptation Island and Scott Kubiszyn seems to have a closet full of cheesy outfits to choose from. So he brought them over to my house so that I could try them on and make sure they would fit because Kubiszyn is a little more round than I am.



Matt and Chris stare down women in Hillsboro Village.

**Matt: Was there music playing in the background as you walked down the runway?**

Chris: There was a lot of Enya playing as we walked down the hallway. We had a mirror at the end of the hallway.

*Hey guys, don't quit your day job.*

**Matt: Have you ever pranced before on a golf course?**

Chris: I have never pranced on a golf course before. I have danced before on a golf course.

**Matt: So you didn't prance up to the ball in the company of Don Ricca, Rick Arnao, and myself last week?**

Chris: Prancing would be the wrong word; I think I approached the ball in a jovial manner.

*He was prancing around. Please feel free to ask Don, Rick, or myself.*

**Matt: Do you constantly check yourself out in the mirror when you are in the weight room? How many weight gaining shakes do you drink per day?**

Chris: I look around a lot in the weight room, it's not like I am looking at myself per say.

**Matt: How were the show's producers?**

Chris: Yeah, there was one producer in particular, Jennifer Grace. She actually got fired from the show

from getting too close to some of the guys. I spent a lot of time with her.

*This was supposed to be a professional question, but Chris likes to talk about his kissy face adventures.*

**Matt: Did you have any feelings for any of the guys in Temptation Island?**

Chris: Um...Yeah there were a couple of the guys on the show that I got a long with fairly well. It wasn't the brightest bunch of guys that's for sure, but I think there are a couple of guys that I got along with and may keep in touch with.

**Matt: Did you get the guys' numbers?**

Chris: I did not get any guy's number on Temptation Island.

**Matt: Ryan, does Chris have you number?**

Ryan: Yes.

**Matt: OK, just wanted to make sure for the record.**

Ryan: In fact, he calls several times a day just to "see what I'm doing."

Chris: I have a lot of IM screen names. *That's great, we're all real proud of you.*

**Matt: Were you on the island the whole time or did they bring you in only for certain scenes?**

Chris: Uh. I was on the island the whole time before I got kicked off.

*This was a valid concern to the many viewers within the Owen community.*

**Matt: How old are your sisters?**

Chris: 20 and 19.

**Matt: Have they ever dated a guy from New Jersey before?**

Chris: No, they don't date guys.

**Matt: What are their phone numbers?**

Chris: How about my brother's number?

**Matt: No thanks, THE BOTTOM LINE is not interested in that information.**

*The line to meet these lovely ladies starts behind me.*

**Matt: How many times a week do you shave your chest hair? Why don't you just use Nair?**

Chris: I like to shave my chest about once a week, unless we have a big night out and then I will shave it immediately. I don't use Nair because it tends to irritate my skin and I have very sensitive skin. *Chris is a very sensitive individual.*

**Matt: Do you or do you not own a DVD box set of "Sex and the City?"**

Chris: I don't own any DVD's. My roommate Peyton Bush owns "Sex and the City" and "Big Mama's House."

*Peyton, how did they let you in the Marines?*

**Matt: How many girls on Temptation Island were impressed that you went to a Top 15 business school?**

Chris: I don't go to a Top 15 business school, I go to Owen.

*Ouch. I think I hear OSSA and the Dean's office screaming in agony.*

**Matt: How many people on the island could spell "business school?"**

Chris: (laughing) Well, I will tell you that there are certain guys like Ryan and Ian that could barely spell their own name let alone "business school."

*Sounds like a convention for mental giants.*

**Matt: Have you ever told a girl, "This is the guy, behind the guy, behind the guy" and what did she say? How long until she walked away?**

Chris: I have used that line before. I only like to pull that out if they seem to laugh at things like, "Hey this is my good friend Matt I want you to meet him" or "Hey, come here you."

*That's really witty, right on the spot humor Chris, thanks.*

**Matt: Who is your role model besides Matt Dadaian?**

Chris: Chad Upjohn.

*Oh boy, where do I even begin?*

**Matt: Do you spit or swallow your shots of alcohol?**

Chris: I drink with the best of them.

*If anyone was splattered by a shot of Jack Daniels at the LBA party, please see Chris Venezia.*

**Matt: Thanks, Chris. This has been a really enlightening interview. I'm sure you have a wonderful acting and modeling career in front of you.**

# First Person

## Don't Let Up, Not Now, Not Ever

Horace once said, "Adversity has the effect of eliciting talents, which in prosperous circumstances would have lain dormant." Such sentiment is especially relevant to everyone currently associated with Owen. Although we are still recovering from the hangover of last spring's rankings disappointment, many positive trends have developed that might otherwise have never taken place if not for our low ranking in *U.S. News*.

The major initiatives and events that were at least partially inspired by the drama include: the creation of the Six Pillars of Owen, a tsunami of marketing trips by Dean Christie, Dean Bradford and CMC Director Melinda Allen designed to increase Owen's external transparency to the corporate world, the hirings of Marketing Director Yvonne Martin-Kidd and Associate CMC Director John Hamilton, the promotion of Mark Cohen into the position of Owen's COO, and finally, the 100% internship placement statistics achieved by the Class of 2004.

The argument can be made that these efforts have already been recognized by corporate America and the U.S. media. In our last issue, we were unabashedly critical of Owen's administration. Now, we must acknowledge that their hard work has been nothing less than extraordinary. We have too much positive momentum to slow down. Now is the time to reclaim our status as a top-25 MBA program. With the combined strength of the two talented classes of students and the administrative changes recently instituted, Owen is poised to explode in terms of job placements, academic accolades, and community involvement. Don't let up, not now, not ever.

## The Bottom Line

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## Grasso's gone, but conflicts at NYSE remain

By Andrew Bogle

After the stock market bubble burst in the spring of 2000, and there seemed to be a new scandal every month, the New York Stock Exchange (NYSE) attempted to halt such corporate malfeasance by implementing stronger corporate governance requirements for the firms that are listed on the Big Board. Well, I think it's safe to say that the new standards didn't stop some corporations from continuing to run afoul of the rules.

The NYSE is an enterprise that is inherently conflicted due to its role and structure. The Big Board is a private, not-for-profit entity and also a self-regulatory organization. So who does the board of directors look out for? Its 1,366 members, the people who have driven the price of a seat to almost \$2 million dollars, or according to an NYSE report on June 5, 2003, the 85 million people who invest, directly or indirectly, through the NYSE?

The conflicts at the NYSE are not limited to its corporate structure though. As John Bogle, founder of Vanguard, notes (*WSJ*, September 19, 2003), the NYSE assigns a

specialist to every stock that is listed on its exchange. In his role, the specialist sees every order submitted to the exchange. The rules of the exchange attempt to limit the use of inside information by stating that the specialist can only trade when there is a temporary disparity between supply and demand. Yet the specialist is also allowed to trade for his own account, an obvious conflict of interest. The SEC bans floor brokers from trading for their own accounts yet exempts specialists because they are supposedly providing a public function. Yet people are willing to pay almost \$2 million for the privilege of being an NYSE member and to provide a public service? There are many virtuous people in the world, but I don't think that there are many people that would say that the stock market is a place where people like to give their money to others.

The board of directors of an enterprise is elected by shareholders, or in the case of the NYSE, its members, and the board is supposed to look out for the interests of the members who elected them.

Let's look at who comprises the board of directors at the Big Board. The Vice-Chairman of the

NYSE is James Cayne who is the Chairman and CEO of the Bear Sterns Companies. Five directors of the NYSE also head some of the largest investment banks in the U.S. and their firms are all listed on the Big Board. Granted these are some of the smartest minds on Wall Street, but how can they resolve the two diametrically opposed thoughts as looking out for their own firm's interests as well as regulate themselves? The NYSE has to undergo a transformation similar to the one the National Association of Securities Dealers (NASD) underwent back in 1995. The NASD, under some pressure from the SEC, was divided into three entities: a parent company representing broker dealers, a for-profit exchange, and a not-for-profit regulatory group.

The NYSE is trying to serve multiple masters instead of the investing public, its own listed firms, and ultimately its own seat holders. The NYSE is now caught up in its own tangled web of governance and cross-purposes. It is time for this emblem of American capitalism to restructure its organization, to resolve its conflicts, and to eliminate the barriers it has placed in the way of fair competition.

## Look sharp, it's courting season at Owen

By David Airaudi

No, this is not some tongue and cheek article on the way to date at Owen, nor is it an Owen 12 tell-all about who's hooking up with whom; this deals with the ever so enigmatic rites of the Owen info session.

Now, through the modern miracle that is email, that we are all aware that black sandals totally don't go with brown suits we can get on to more important issues, e.g. just how will I, qualified, competitive, ambitious, ethical Owen student, secure this position while crushing, gracefully of course, my fellow classmates – all of whom mind you I hold in the utmost regard and wholly believe would do a wonderful job, so if they get it instead of me I will be overjoyed in their rightful success as I surf back to Monster. Right.

Back to the courtship...Sitting in a recent session I had a profound thought, an epiphany if you will, regarding this antiquated process we call "recruiting." We (and by "we" I refer to experienced,

driven, intelligent, business professionals) put on our shiniest outfit, pop a few breath mints, and proceed to dance our little jig as companies do us the "favor" of presenting a PowerPoint that breaks five basic Talbot laws. And we... we are like seals at the circus, balancing balls on our noses in hopes that someone will throw a wet stinky dead fish our way. And we love it! We laugh about Professor Shor's MBA-writer jargon and we sit in awe of the "robust synergies outlined in the current job matrices we've provided." We accept that the "people who are successful at (insert firm name here)" are those with qualifications like "enjoys challenges," "team player," and "creative thinker." Actually, I work best by doing as little as possible by myself and stealing all the ideas of my co-workers. And how is it that every large company has "that small business feel" while every small business has "that big company impact?" OK, now I'm just ranting, I digress...

Basically, we are an extremely talented, ambitious, and intelligent

group and yet come info session time we act like middle school kids who get to drive in a car with their friend's hot older sibling. The irony is that we forget about all of the self-confidence and self-respect that got us here in order to appear to be uber-astute business professionals; the truth is we already are!

Sure we have a lot to learn, but I personally get insulted sitting through some HR pitch about how many thank you notes they received after their day at Harvard. I know that's the game we have to play and I am just as guilty as anyone, but it is such an unproductive cycle; as the discussions become more canned and cliché so do our responses. This only severs to further us from the matter at hand – not getting a job, but finding out if this is a good (mutual) fit. Maybe when we get into those positions we can look back and remember that our audience doesn't need the sales pitch, they need candid discussions about the business. In the meantime, good luck, happy courting, and, of course, no sandals.

# Fight for the underdog: a vision for Owen

By David Easthope

I admit that I was disappointed when we effectively changed the name of our school from Owen to Vanderbilt MBA. I attempted to explain my disappointment to other classmates but found myself tongue-tied. Only recently did I discover the root of my frustration. By dropping the name Owen, we neglect the central persona of our school: the underdog

I am not advocating a return to the long-winded and cumbersome OGSM name. My plea would be one small gale against the wind of thousands. However, we must remember that the school did not change when we re-branded it. We must continue to fight for the respect that Owen truly deserves, despite the stellar reputation of the Vanderbilt franchise.

Only when we fully embrace the underdog persona will we truly achieve our potential as a top-tier MBA program. In my view, those students who have been successful after leaving Owen have been those who embrace this underdog mentality, recognizing that the school does not automatically provide a key to the corporate suite. Those who seek protection by hiding under the umbrella of Vanderbilt and those who expect the Vanderbilt name to provide a ticket to success are usually met with severe disappointment.

Underdogs know that they have to fight, scratch and kick their way to the top. Think David versus Goliath. Think of Reagan bringing the Iron Curtain to its knees. Think Aung San Suu Kyi defying Burmese military rulers. Think Robert Redford in *The Natural*.

This persona of the underdog should apply not only to Owen's student body but also to the entire school. If Owen's students are to exemplify the underdog, Owen's administration must fight for us like we are the underdog. The "fighting for the underdog" vision of the school would include a career management center that confidently pushes forward the resumes of all candidates and unashamedly asks for placement at the world's top companies. It would include a Dean who wields clout in the hallways of Kirkland Hall and is able to attract prestigious corporate sponsors with utter confidence. It would include an admissions office that dramatically widens the applicant pool to include the top students in the country by selling the attributes of the school with the skills of a politician. It would include professors who, through their connections, unabashedly place their students into world-class internships and full-time jobs with zero reservations about their performance. It would include alumni who fervently sweep students in the door of their companies with the skill and savvy of those who smuggled contraband in the Civil War. Admittedly, we already have faculty, administrators and support professionals who embody many of these traits. But it almost seems half-hearted, as if done with little hope for actual success.

This underdog mentality will not develop overnight, but an inkling of it currently exists inside all of us attending Owen. It may be a chip on our shoulder for not being accepted to any of the Top 10 schools in the country. It could be from our past experience with a start-up company struggling for cash. It could be from a peer who said an idea of yours would never make it off the ground. It could be from someone who said it's impossible to succeed in the U.S. without being a native speaker. Wherever its source, mold it, shape it, and pursue it with unparalleled veracity. Accepting and embracing the underdog mentality is the way to put Owen back into the top tier of global MBA institutions. Let's be the underdog.

Let's be Owen.

REPORT FROM THE  
DEAN'S OFFICE

## On the road again, we just can't wait...

By Bill Christie  
and Jim Bradford

If it's Tuesday, then we must be in New Jersey! This past spring and summer, Melinda Allen of the CMC joined us as we made stops from coast-to-coast in support of the placement mission of the school. Specially, we traveled to visit with numerous employers from New York to Charlotte, Atlanta to Morristown N.J., and Winston Salem to Seattle (Jim and Melinda made a quick call on Harrah's in Las Vegas under the guise of a recruiting trip and tried to fully endow the school at the craps table – didn't work!).

The day typically begins with a breakfast meeting at 7:30 a.m. with alumni in preparation for the 9 a.m. company gathering. We listen intently to groups of alums as they brief us on the events of the meeting, who will be present, and any key drivers that we need to specifically emphasize with the attendees. We've read the research reports on the company, and are armed and ready to sell the company on "Why Owen?", discuss their talent needs and hiring process, and how Owen is best positioned to provide unique value. The process will continue with four or five calls each day on different companies, ending in a dinner meeting where our enthusiasm keeps us fresh, excited and attentive.

We've come away with a consistent set of comments:

- For companies who have traditionally hired Owen interns and graduates, **they are generally very pleased with the quality of the work**, the common sense and lack of "entitlement" that Owen students and graduates exhibit.
- **For those who have not recruited at Owen in the past, we face a more difficult task.** It requires

the effort of the CMC, the Dean's office, students, faculty and alumni to open the doors.

- **Employers expect students to know exactly what they want to do**, to exhibit the determination and passion, frankly the "hustle" to research the company, job shadow alumni, travel at their own expense to visit the company's operations even if the company interviews on campus.
- **Alumni want to help, but they too are very busy.** We need to respect their time. Before calling, students should do their homework, have thought through their options and follow-up on their calls. The vast majority of the alumni are more than willing to help. Their expectations are that those inquiring know the company they are calling and what it is they want to do.
- **The Dean's office involvement has turned out to be very important.** We were often told, "Your competitor schools don't have their deans calling on companies."

The bottom line (no pun intended) is that we are working on your behalf to open doors and provide you with the opportunity to demonstrate your own value proposition to these companies. But we can't close the deal. We need your help and investment in your own future. The counseling, preparation, 2x1 program, networking and alumni assistance have worked well. We must do even more. Here is what we ask of you:

1. **Do the research**, know the industry, the company and the specific job you seek. "I want a job in finance or ops or marketing" isn't enough. What job? Why?

2. **Visit the company** before they come on campus, at least virtually. Many companies expect you to make the effort to visit them, job shadow, ask questions, show your passion for what they do and why this is the industry, the company for you.

3. **Be professional.** Be on time, follow-up, write thank-you letters. Casual emails, inappropriate dress, inappropriate conduct, lack of a sense of urgency will lose the opportunity for you and those that come after you. You ARE the Vanderbilt MBA program to the company and they believe you represent the entire student population.

4. **Any internship is a 24-7 interview.** You're always being watched no matter the occasion, especially when you are at events with customers or clients.

5. **Don't burn our bridges.** Even if you didn't like the summer internship, remember there are those who will come after you, students who will want the job you find unattractive. Your criticism of the summer program should be constructive and add value.

A partnership between the Dean's office, the CMC, faculty and staff can produce the outcome we all desire. We look forward to working with you over the next year in a proactive rather than a reactive mode, being the cheerleaders for the school, and help you make the most of the outstanding academic education you are receiving at Owen. We have never worked with a more dynamic, energized and forward-thinking group in our lives, and staying focused on our goals will be the surest route to success.

## Make free trade with Central America happen now

By Alonso Valenzuela

On January 16, 2002, President Bush announced that the U.S. would explore the idea of a free trade agreement with Central American countries Guatemala, Honduras, El Salvador, Nicaragua and Costa Rica. Negotiations are ongoing.

Such an agreement is long overdue. Consider the following:

1. In 2001, the U.S. exported \$9B to Central America, the same as exports to Russia, India and Indonesia combined.
2. In 2000, US imports from the region totaled \$11.8B.
3. The US is the main source of imports into Central America (40%).

4. U.S. companies, such as Sara Lee, Intel, Frito Lay, Citibank, Chiquita Brand, Dole, Fruit of the Loom, Colgate-Palmolive, Exxon Mobile, Chevron Texaco, Bell-South, AT&T, Coca Cola, and Pepsi, invest \$4B in the region.

5. Central American countries have all established democracies and implemented reforms to encourage privatization and open markets. An agreement will commit Central American countries to deeper reforms that will promote transparency, market-based competition, real enforcement of law, and better working conditions.
6. A free trade agreement between the US and Central America will complement the Free Trade of the

Americas, which the U.S. plans to complete by January 2005.

7. For a long time the region has been allied with the US in political and economical issues. An example of the close relationship between the Central American countries and the US can be seen when Honduras, El Salvador and Nicaragua even though poor and underdeveloped countries, recently sent troops to help in the reconstruction of Iraq.

These are just some of the reasons why the U.S. and Central America should finalize their current negotiations. The continuing growth of Central America-U.S. relations would be greatly enhanced.

## OSSA maps out big plans for new year

By Clint Liebenberg

Welcome back Class of 2004 and welcome to the Class of 2005. I am excited to be back in Nashville after a fulfilling summer in the Northeast. By all accounts, orientation was a great success, and the experience provided the incoming class with a glimpse of the Vanderbilt MBA experience. I would like to thank the following members of the Class of 2004 who donated part of their summer to ensure the success of the orientation program: Jim Leonard, Amy Kestel, Allesen Cann, Kyle Irwin, John Owens, Shannon Daily, Leah Small, Frazer Middleton, and Lance Hendren. Jim Leonard deserves special mention for his input and ideas to reshape Orientation.

OSSA has drafted a detailed outline of our objectives for the upcoming year. It's available on the OSSA Blackboard site. Our main goals are: (1) to ensure the successful implementation of the Six Pillars of Owen committees, (2) to continue to improve communication, (3) to update and execute the strategic plan, (4) to achieve 100% internship placement for the Class of 2005 and more than 80% placement for the Class of 2004, and (5) most importantly, to have fun.

The Six Pillars of Owen committees are up and running. By the end of September, we will complete an important piece of the puzzle: the appointment of the first year members. Each committee has already met, and all are in the process of defining objectives and action plans for the upcoming year. These committees will provide valuable input into different areas of the community as we strive to continually improve the Vanderbilt MBA experience. Please be on the lookout for the first Six Pillars of Owen newsletter which will give you more information regarding the progress of each committee. I am really excited about the role that these committees will play in our community during the upcoming year and beyond.

The Dean's office has announced dates for town hall meetings for the first- and second-year classes. These meetings will be a great opportunity for you to provide feedback to the administration and to listen to some of their new initiatives. I also encourage you to use the new "Virtual Dean is In" discussion board. The Dean has committed to answer your questions as soon as possible, and will check the discussion board daily when he is in Nashville.

In my mind, one of the most important statistics that reflects the "never say die" attitude of Vanderbilt MBA students is the Class of 2004's 100% internship placement rate. Students (including the Class of 2003) helped and supported one another in their quest to find an illusive internship in a very challenging economy. It is no secret that many students landed excellent internships all over the globe. Presidents from other MBA programs are envious of our success (I know, I have spoken to them), and each one of you should be commended. The 2x1 Owen campaign was a great success, and will be launched again in the new year. Rene Vuskovic should be thanked for a great idea, and John Owens should be applauded for his tireless effort in nurturing the idea into an outstanding program.

The Thursday socials, morning socials, and tailgates have all been well attended. These events are evidence of the "work hard, play hard" mentality that is so integral in our culture. McNeill Wells (with all the purse strings) and Chris Venezia (watch Fox at 8 p.m. on Thursdays) have lined up one or two other exciting events during the year. Details will follow.

As always, if you have any questions or comments, please do not hesitate to speak to any of the OSSA representatives. We are here to help.

*Clint Liebenberg is OSSA President.*

POSTCARD FROM  
ABROAD

By Brian Reidy

While most students are settling into their daily routines of school, I had the pleasure of traveling to China prior to starting a semester abroad in Vienna. Although China is quite large, there are really only a few spots expats (non natives) will want to visit, understand, and enjoy. One of these spots is Shanghai.

Dubbed the New New York City, Shanghai is building and developing with the fervor of a new type of psychotic religion. Apparently, the word on the street is that three-fourths of the world's constructions cranes are located in Shanghai. To say that they are building aggressively would be an understatement. It is truly amazing! After years of the Chinese government allowing Shanghai to play second fiddle to Hong Kong, they have now decided that China's commercial center must be on the mainland. What the government says over there goes. Period.

Only a two-hour flight from Beijing and the Great Wall, and only a one-hour flight from Xian – home to the 2,000-year-old Terra Cotta Warriors, Shanghai is sitting in an

ALUMNI  
VOICE

By Carolyn Schneider

This summer, WebMD introduced a formal MBA internship program. If our first year is an indication of what the program has to offer for our company, I can only imagine the success we will have in the future as we refine our processes. While many companies ease into new programs, we opted to dive right in, offering six widely varied projects. Luckily, we had the good fortune of having five exceptional acceptances.

From an employer's viewpoint, Owen's CMC displayed true agility even though we submitted our project plans late in the game. They responded immediately and provided us with resume packets of high quality candidates within the week. Ultimately, we interviewed 3 to 4 candidates for each position in a panel setting. The final selections were difficult because each candidate brought so much potential value to a young company like ours. Four of the six students offered positions were members of the Owen eBusiness & Technology Club.

WebMD is intently developing a Six-Sigma culture, so the interns were given specific projects designed around process improvement, reducing waste/errors and creating consistent and efficient processes. Deliverables ranged from developing market survey and assessment tools, designing and implementing telecom

## Shanghai's Bund and Mao Ming Lu

extremely marketable and accessible location. With the help of Ben Middleberg, an '03 grad that spent several years in China, I was able to trim the tourist fat and hit the best places fast!

First stop: the Bund. The Bund is a strip of circa 1920 banking houses located on the very edge of the Huang Poo River, the city's main waterway. The beauty of the Bund is that the Chinese government allowed these beautiful buildings to remain standing after the revolution, even though they were built by foreigners, specifically, Germans, the British, and the Americans. The architecture and is a wonderful throw back to the days of old when no expense was spared on detail, quality, and pure majestic grandeur. Although these buildings are only a few stories high, with 70- to 100-story buildings going up in the backdrop, it is really quite breathtaking.

After taking in a healthy dose of culture, I felt it was imperative that I wet my whistle at some of Shanghai's seediest watering holes. I decided to head on down to Mao Ming Lu and Ju Lu Lu. Famed throughout China as one of those

places where "what goes on at Mao Ming's stays at Mao Ming's," I was in no way let down. Lu, meaning road in Chinese, is a strip similar to some of the world's finest skid rows: Dublin's Temple Bar, Munich's Kunst Park Ost, and New Orleans' Bourbon Street. A true pleasure for the cheap drinking aficionado. Unfortunately, a good portion of my internship earnings appeared to evaporate during my frequent research trips to Mao Ming.

I took a quick trip up to Beijing to see the Wall and the Forbidden City, but it is just too much to go into. And, I could go on and on about Shanghai, but given that I never received the gift of writing in the English language, I recommend you look up more on the web if so interested. I must now turn my sights to Vienna, Austria, my new home for the next three and a half months. And, in true Owen fashion, because I could not throw the first kegger of the year with my studious roommate Mason, Mark Smith and I have decided to throw the first party trip for our new friends abroad, on the opening weekend of Oktoberfest. More adventures are sure to come.

## WebMD succeeds with five Owen interns

audit applications, determining root cause, and establishing a common view of our customers across the businesses. The interns were paired with a supervising manager and a sponsoring executive to ensure ownership of the projects.

The experience and the quality of work of the students exceeded our expectations. Their enthusiasm, intelligence, and work ethic spilled over to even some of our more seasoned employees. As the projects drew to a close, we felt it was important to give the group visibility to the executive team. We arranged a private lunch for them as guests of the CEO and the Senior Management Team. Everyone had a great time!

For WebMD, the program was an overwhelming success. Could we have done things differently? Sure but this was just our first pass and the students gave us some terrific ideas for improvements for next year. What was a sure sign of success? When the managers come to me and say, "Find me somebody just like our intern."

We will continue to look to partner with Owen, and I hope that its students will continue to have the desire to stay in our fine city for the summer (and beyond) at up and coming companies like WebMD.

*Carolyn Schneider, EMBA '02, is a VP of Human Resources with WebMD in Nashville.*

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# Class of 2004 Summer Internships

Ginger Ahn	Xtria	Dallas, TX	Todd Landon	Goldman Sachs	New York & Miami
Raj Ajmera	HSBC	Bombay, India	Brian Lapidus	Kroll	Nashville, TN
Jason Allbert	Black & Decker	Baltimore, MD	Jackson Lapin	Boyle Investment Company	Nashville, TN
Brian Alldredge	Avondale Partners	Nashville, TN	Donny Lau	Yum! Brands	Louisville, KY
JD Anderson	U.S. GAO	Huntsville, AL	Matthew Lederer	The Bank of New York	New York, NY
Howard Anger	American Express	Miami, FL	Ryan Lein	American Express	Phoenix, AZ
Rick Arnao	Lucent	Holmdel, NJ	Jim Leonard	American Retirement Corp	Brentwood, TN
Tina Asamoah	Skyline Medical Center	Nashville, TN	Sean Leonard	Avondale Partners	Nashville, TN
Rasha Bader	Whitney Johns & Co.	Nashville, TN	Matt Levenson	Banc of America Securities	Charlotte, NC
DaLynn Barker	U.S. GAO	Washington, DC	Clint Liebenberg	Parkplus	Clifton, NJ
Brandon Beal	Corinthian Colleges	Santa Ana, CA	Ed Lim	Vanderbilt University	Nashville, TN
Lee Bell	Courage Capital	Nashville, TN	Xin Liu	GE Captial Aviation	Stamford, CT
Jose Benavides	Dollar General	Goodlettsville, TN	Jason Mann	WebMD	Nashville, TN
Jonathan Ben-Moshe	ACH Food Companies	Memphis, TN	Christy Mayo	Lehman Brothers	Atlanta & New York
Katherine Bishop	MontaVista Software	Sunnyvale, CA	Brian McCann	Solve Interactive	Dayton, OH
Andrew Bogle	Morgan Stanley	New York, NY	Kelly McConnell	Sara Lee	Winston-Salem, NC
Mitch Bollinger	Proventure Commercial Real Estate	Nashville, TN	Shannon McDonald	FedEx	Memphis, TN
Frank Bonsal	4GL School Solutions	Nashville, TN	John Mears	AEA Group	Birmingham, AL
Andy Bowers	Aramark S&E	Philadelphia, PA	David Mekeel	Cumberland Pharmaceuticals	Nashville, TN
Sarah Bracken	Whitney Museum	New York, NY	Adam Menter	Dell	Austin, TX
Mike Brandon	Trammell Crow	Memphis, TN	Frazer Middleton	Vanderbilt University	Nashville, TN
Hayes Bryant	UBS Warburg	New York, NY	Luis Mirabal	Qualcomm	San Diego, CA
Stephen Burr	Goldman Sachs	New York, NY	Paola Montalva	TVA	Nashville, TN
Peyton Bush	JP Morgan Chase	Dallas, TX	Olivia Nash	The Maverick Group	Nashville, TN
Allesen Cann	American Express	Fort Lauderdale, FL	Amanda Nelson	Prince Market Research	Nashville, TN
Jeff Cantrell	Halsted Surgical Consulting	Nashville, TN	Thanh Nguyen	Honeywell	Morristown, NJ
Ricardo Carrion	R J Reynolds	Winston-Salem, NC	Carrie O'Brien	JP Morgan Chase	New York, NY
Chih-Hao Chen	Vanderbilt Medical Center	Nashville, TN	Courtney Oishi	Veuve Clicquot	New York, NY
Eunice Chou	ACH Food Companies	Memphis, TN	Brian O'Neill	Mercer Inc.	New York, NY
Spencer Clouatre	US Army	Ft Campbell, KY	Doug Owen	Mellon Ventures	Atlanta, GA
Helen Comer	Gaylord Opryland	Nashville, TN	John Owens	Detwiler, Mitchell & Co.	Boston, MA
David Covington	Mattel	El Segundo, CA	Temilade Oyeniyi	Ronin Capital	Chicago, IL
Adam Cruse	HCA	Nashville, TN	Mark Ozimek	Mattel	Los Angeles, CA
Matthew Dadaian	Cohen Klingenstein and Marks	New York, NY	Anu Pardeshi	WebMD	Nashville, TN
Shannon Daily	Unilever	Greenwich, CT	Steve Pendray	American Express	Ft. Lauderdale, FL
Rick Daley	Sunrise Senior Living	McLean, VA	Shou-Yi Peng	Owen Graduate School of Mgmt	Nashville, TN
Christina Damon	Harrah's Entertainment	Atlantic City, NJ	Stephen Plauche	Deutsche Bank	New York, NY
Emily Davis	Nu-Kote International	Nashville, TN	Gill Potter	Brown Foreman	Louisville, KY
Jon DeCoite	Bar-K	San Francisco, CA	Monica Powers	Lands' End	Dodgeville, WI
Hans Dempsey	Mercedes Benz	Montvale, NJ	Gordon Quinby	Gaylord Entertainment	Nashville, TN
Zeyniye Deveci	WebMD	Nashville, TN	Jack Rainer	Sandler O'Neill	Atlanta, GA
Mark Dickens	VF Corporation	Nashville, TN	Geetha Ramachandran	Copeland Corporation	Sidney, OH
Josh Dorfman	EMC	Boston, MA	Christopher Rand	Vanderbilt University Technology Co.	Nashville, TN
Kris Douglas	Healthcare Realty Trust	Nashville, TN	Nelson Rangel	UBS Warburg	Stamford, CT
Brian Duncan	Deloitte Consulting	San Francisco, CA	Steve Reed	WebMD	Nashville, TN
Daniel Dunn	JRS Investments	Nashville, TN	Brian Reidy	American Express	Ft. Lauderdale, FL
David Easthope	Merrill Lynch	New York, NY	Keith Rensink	Merck & Co Inc	West Point, PA
David Egner	Avondale Partners, Courage Capital	Nashville, TN	Susan Reynolds	Junior League of Nashville	Nashville, TN
Russ Fallis	Wachovia Securities	Charlotte, NC	Brandon Rhymes	United States Beverage	Stamford, CT
Kim Fauls	FedEx	Memphis, TN	Don Ricca	Wells Fargo	San Francisco, CA
Jerry Feldman	Goldman Sachs	New York, NY	Stephen Rice	American Express	Ft. Lauderdale, FL
Graham Fuller	The Vanguard Group	Malvern, PA	Trey Ripley	CPS Land	Nashville, TN
Aldo Garcia	Dollar General	Goodlettsville, TN	Marc Rochman	Loews Cineplex Entertainment	New York, NY
Mark Gerber	Honeywell	Morristown, NJ	Jim Rodrigues	Energy Logic	Nashville, TN
Joe Gibney	Morgan Keegan	Nashville, TN	Chris Rogers	Bank of America	New York, NY
Perry Gooch	Colliers, Turley, Martin & Tucker	Nashville, TN	Consuela Sawyers	General Electric	Louisville, KY
Lindsay Green	Corrections Corp of America	Nashville, TN	Anthony Schaffer	Solare Publishing	Providence, RI
Patrick Green	EPS Systems	Nashville, TN	Todd Schneider	VelocityHealth Capital	Nashville, TN
Benjamin Green	State Street Corporation	Nashville, TN	John Schriber	Pfizer	New York, NY
Barbara Greenfield	The Oxford American	Little Rock, AK	Sharon Shih	Outokumpu Copper	Franklin, KY
Paul Greenland	Hewlett-Packard	Boise, ID	Erin Shinkle	General Mills	Minneapolis, MN
Ajay Gupta	Abbott Laboratories	Chicago, IL	Greg Shipe	Carrier Corporation	Farmington, CT
Rajiv Gupta	BH1 (Baptist Health System)	Nashville, TN	Dave Sifford	Harrah's Entertainment	St. Louis, MO
Kunal Gupta	Stanley Access Technologies	Farmington, CT	Leah Small	Shell Oil	Los Angeles, CA
Shanon Gutierrez	Sears, Roebuck and Co.	Hoffman Estates, IL	Mark Smith	Goldman Sachs	New York, NY
Rawit Han-utsaha	HSBC	Bangkok, Hong Kong	Leigh Spangler	Yum! Brands	Louisville, KY
Scott Hastings	Delaware Investments	Philadelphia, PA	Charlie Starnes	Morgan Keegan	Nashville, TN
Micah Hatten	The Southern Company	Atlanta, GA	Wendy Stewart	Prince Market Research	Nashville, TN
Henrique Hauptmann	EMC Corporation	Sao Paulo, Brazil	Jonathan Sucato	Morgan Keegan	Nashville, TN
Tom Heath	Advanced Plating	Nashville, TN	Amy Sullivan	Gaylord Entertainment	Nashville, TN
Matt Hedges	Bear, Stearns	New York, NY	Mark Sullivan	Holliday Fenoglio Fowler	New York, NY
Quentin Hicks	Deutsche Bank	New York, NY	Erin Sullivan	Mattel	El Segundo, CA
Marty Hollander	ACH Food Companies	Memphis, TN	Ellis Summers	Public Defender's Office	Nashville, TN
Andrew Honeybone	Shell Oil	Houston, TX	Stephanie Swilley	Smith & Nephew	Memphis, TN
Jono Huddleston	Harpeth Capital	Nashville, TN	Vicky Taechatawewat	Watson Wyatt	Bangkok, Hong Kong
Michael Humber	AEA Group	Birmingham, AL	Valli Thirunavukkarasu	WebMD	Nashville, TN
Trotter Hunt	Emerson Electric	Sidney, OH	Billy Tornabene	Friedman, Billings, Ramsey	Washington, DC
Kyle Irwin	Honeywell	Morristown, NJ	Jirat Tuntha-Obas	Ronin Capital	Chicago, IL
Amy Johnson	Emerson Electric	Sidney, OH	Calandra Turner	Black & Decker	Baltimore, MD
Brian Johnson	FastIron	Nashville, TN	Alonso Valenzuela	Sara Lee	Winston-Salem, NC
Mirjana Jovanovic	VelocityHealth Capital	Nashville, TN	Andrew Vecci	Sears, Roebuck and Co.	Hoffman Estates, IL
Sungsoo Jun	AXA	New York, NY	Chris Venezia	Friedman, Billings, Ramsey	Washington, DC
Leland Kass	Lost Highway Records	Nashville, TN	Rene Vuskovic	Lands' End	Dodgeville, WI
Lara Kauchak	Rosemount	Chanhassen, MN	David Waffle	Honeywell	Rocky Mount, NC
Daniel Kaufman	Joseph Freed & Associates	Chicago, IL	Steen Watson	Jackson Hole Land Trust	Jackson Hole, WY
Michael Keleher	Union Planters Bank	Memphis, TN	McNeill Wells	Union Planters Bank	Memphis, TN
Scott Kern	Deloitte Consulting	Atlanta, GA	Xin Weng	Tractor Supply Company	Nashville, TN
Amy Kestel	Country Music Hall of Fame & Museum	Nashville, TN	Mason Wimberley	Cenntinial Hospital	Nashville, TN
Maksim Kim	Crescent Int'l, Momentum Marketing	Nashville, TN	Elaine Woo	Johnson & Johnson	Sommerville, NJ
Jerry Kim	Nu-Kote International	Nashville, TN	Tim Wu	BenQ Corporation	Taipei, Taiwan
Hyun Sock Kim	Samsung Economic Research Institute	Seoul, Korea	Yijian Wu	Sony Electronics	San Diego, CA
Donna King	The Aerostructures Corporation	Nashville, TN	Kyota Yamaoka	Eli Lilly Japan	Kobe, Japan
Scott Kremeier	Harrah's Entertainment	Lake Tahoe, NV	Sam Yount	Willis North America	Nashville, TN
Scott Kubiszyn	Harbert Management	Birmingham, AL	Rob Zaegel	Southeast Community Capital	Nashville, TN
Jeremy Landa	Kroll	Toronto, Canada			

# How was your summer? What did you do?

Representatives from the Class of 2004 give us the inside scoop on their internship experiences

AMY SULLIVAN  
HOP

Gaylord Entertainment

I came to the Vanderbilt MBA program to make a career change from accounting to employee training and development. This summer, I spent 13 weeks at Gaylord University ("GU"), which is the training and development leadership team of Gaylord Entertainment. I worked on a number of projects that gave me a well-rounded, realistic job preview of my functional area of interest, Gaylord Entertainment Company, and the hospitality industry in general.

My work plan consisted of several projects planned by the GU staff. The timeline was flexible, which enabled me to participate in cross-functional, HOP-related opportunities as they arose over the summer. I worked primarily on the following projects:

- Leadership roundtable discussions about the company's values, serving over 400 leaders
- Brand-standard job procedure development with Gaylord's Grand Ole Opry leaders and Rooms Division leaders
- Service profit chain audit
- Job description benchmarking and strategic assessment of job scopes
- Strategic planning and budgeting process

I was exposed to the company's orientation process, Service Basics training, Leadership Core Skills training, and HR Partner meetings. I interacted with corporate, hotel, and attractions division employees at all levels within the company, from the CEO and CFO to horticulture employees to front office staff.

My experience with Gaylord Entertainment far exceeded my expectations and objectives. I gained exposure to the training workflow process, understanding of the relationship between GU and other HR areas, and confirmation that employee training and development is the right career choice for me. The GU team welcomed a new perspective and balanced the use of my past experience/skills with respect for my personal career goals. For these reasons, my summer at Gaylord was a rewarding and valuable experience.

DANIEL KAUFMAN  
Real Estate Development  
Joseph Freed & Associates

I spent my summer in Chicago doing real estate development work with a local developer. The bulk of my time was spent on four pieces of new business, two of which are detailed here:

*The Streets of Woodfield:* When I arrived in May, we were considering the potential acquisition of the property (an entertainment/retail center located adjacent to Woodfield Mall). I worked with the acquisition team on all of the physical and financial due diligence for the property (i.e., reading leases, financial analysis, preparation and analysis of redevelopment alternatives, lender issues, Kimco JV issues, etc.). I'm proud to say that this acquisition closed two weeks ago.

*Suburban Downtown Development:* Also in May, a 23,000 sq. ft. parcel had become available in the downtown area of a suburb northwest of Chicago. I was placed in charge of doing a feasibility analysis for that property and driving the contract process with the seller. I designed several potential development schemes of varying density/mix of uses and prepared the relevant financial analyses needed to justify the invest-

ment. The deal was ultimately authorized by our internal investment committee. The property is currently under contract with closing (hopefully) pending.

ERIN SHINKLE  
HOP/Strategy  
General Mills

I had three goals when considering what I wanted out of my summer internship: add value through meaningful projects, learn about HR, and have fun. My 12 weeks with General Mills ("GMI") in Minneapolis as an HR intern within the Bakeries and Foodservice division allowed me to exceed all three of my goals.

I was assigned to two strategic projects:

- Design, develop, and schedule the company's first-ever competency-based, mid-career assessment center for director candidates.
- Reorganize critical divisional human resources to align with business strategies and leverage unique talents across the company.

I also assisted HR Managers and Directors with generalist duties as needed. I interacted with senior leadership, a team of consultants, GMI's Organization Effectiveness department, and HR employees at all levels of the company on my projects. I was provided with resources throughout the summer to be successful, and my recommendations were taken seriously and implemented before I returned to Nashville.

My internship didn't end there. From BBQs at the CFO's house, Broadway musicals, and formal happy hours to a company-sponsored intramural softball team and regularly scheduled lunches with functional leaders, interns were recruited throughout the summer.

Despite the fun, the internship program is very structured, with initial training, a mid-summer review, final assessment and presentations, and offers extended before you leave. I knew throughout my internship exactly where I stood and what I needed to do to ensure I made an impact. The company has high expectations, but the rewards are equally as great.

All in all, my summer with the Company of Champions was awesome. And I even managed to get my photo on a Wheaties box!

HAYES BRYANT  
Investment Banking  
UBS Warburg

I spent 10 weeks in New York with UBS Investment Bank (UBS) as a member of its Global Industrials Group. As an Associate, I was expected to participate in a variety of activities including analyzing comparable companies, valuation, corporate strategy, inter-departmental coordination, and deal execution.

During my first day in the group, I was staffed on a live deal for a multinational manufacturing company based in Atlanta, GA. The client company had given us a mandate to assist in its refinancing efforts. My team at UBS would bring together the Debt Capital Markets, Syndicated Finance, Ratings Advisory, Liabilities Management, Financial Sponsors, and Private Equity groups to assist our clients. The deal, while small (about \$3M in fees for the bank), required the expertise of many groups because of its complicated logistics.

In the last phases of the transaction, our client's management team embarked on a "road show," visiting high-yield mutual fund managers across the country. I was fortunate enough to spend two days and

nights on the road and in the air with the Chief Executive, the Executive Vice President and the CFO of the client firm. I began by meeting the team in Newport Beach, CA, via John Wayne Airport on a Sunday night. After pitches at PIMCO and Pacific Life, our limousine drove us to Los Angeles where we met with Capital Research and Trust Company of the West. We then met our Challenger 604 private jet for a short hop to San Francisco to meet with Franklin-Templeton. That night we slept in Denver's historic Brown Palace. The next morning, I attended meetings at Janus and 3-Peaks Capital Management in Denver and AIM Management Inc., and AIG in Houston before flying to Pittsburg where I finally caught a flight to New York.

Often, an investment bank will send two representatives on a road show. One, the senior banker, is responsible for the client. He or she manages the relationship, answers their questions, relays information such as the current pricing environment or the progress of the tender offer and generally does little else besides check voicemail and email. The junior banker (me, in this case) is responsible for everything else: limo, plane, food, hotel, appointments, etc. His closest allies are caffeine and a cell phone charger.

Road shows can be extremely stressful, especially for a junior banker. However, they are usually regarded as a "reward" or "vacation" for those assigned to the task. I found it to be an exciting experience, but it could certainly have been a pitfall for my career had things not gone smoothly.

Overall, my experience in investment banking, and at UBS in particular, was very positive. Investment bankers are usually bright and self-motivated, and working in teams with such people is quite rewarding (imagine LTO with no slackers). I found that my opportunities to learn from them and to develop my own skills was limited only by my capacity to work hard. Few industries offer newly minted MBAs the opportunity to learn so much in such a short period of time. I look forward to returning to New York after graduation.

JON DECOITE  
Real Estate Finance  
Bar-K

I worked for Bar-K, Inc., a distressed debt real estate hedge fund based in Northern California. As an intern, my job involved working closely with developers, real estate lawyers, accountants and management at Bar-K. Specifically, I worked on analyzing potential exit strategies and building breakeven rental/sale models for existing properties in their portfolio.

Bar-K is a hard money lender that pools together private investor capital to provide commercial and residential mortgage loans. The company was started in 1975 and currently manages over \$400M of private investor capital. Bar-K loans up to 70% loan-to-value ("LTV") of their appraisal of the property (not the borrowers' appraisal). This is done because the borrower will always think that their property is worth more than it really is. Their loans are generally non-recourse, first mortgages with interest payments only and no prepayment penalty. There is a final balloon payment due at the end of the loan. The company usually charges 12% interest payments for the life of the loan. Bar-K will keep 1% as a management fee and pass along the remaining 11% to the investor. They charge 5% up front to do the deal (this is where they make their real money). The company is able to charge this high rate of return due to the desperate nature of the individual in need of the loan.

My experience taught me a great deal about an industry that I previously knew little about. I was able to expand my network of contacts and develop skills that will help me pursue a job in the real estate business.

**JOHN OWENS**  
**HOP/Strategy**  
**Detwiler, Mitchell & Co.**

In my internship search, I utilized on-campus recruiting and contacted alumni, but I strongly believed networking with former colleagues, friends, and family was perhaps a better way to go.

Early on in my search, I focused on investment banking, as that had been my job for the last nine years. However, one of the things I enjoyed most during my career was the recruiting season and the opportunity to interview top-notch students and professionals. I had decided earlier in the school year to become a dual concentrator in HOP and Finance. However, at this point in the recruiting season, I was perhaps unlikely to land an internship in human resources. Consequently, I began to pursue a back-up strategy I had outlined early in my internship search.

For the first seven years of my career, I was an analyst in the corporate finance department of J.C. Bradford & Co., a Nashville-based investment bank. During that time, I forged a friendship with the Managing Director of Investment Banking, who later became the COO. Following the sale of J.C. Bradford & Co. to PaineWebber, this individual began a consulting business and ultimately became the Vice Chairman and COO of a Boston-based broker-dealer. I contacted him regarding an internship and within a couple of days he sent me a written offer. My search was over.

Three weeks prior to my departure to Boston to begin my summer internship, the Vice Chairman asked me to prepare a list of five goals I wanted to achieve by the end of the summer. This list became my guide for every project I assumed over the summer and now can be found almost verbatim on my resume in the form of five accomplishments.

My job involved helping the broker-dealer develop, implement, and quantify the effectiveness of their human resource programs and policies. I coordinated the recruiting resources and strategy for the roll-out of the firm's private wealth management division. I authored new-hire materials, including the creation of the firm's Employee Handbook, ensuring governmental compliance. I also managed the undergraduate internship program, which included recruiting, supervising, and administering performance reviews.

The internship far surpassed my expectations. One of the more intriguing assignments was one I received from the Board of Directors and Compensation Committee, which involved the creation of a new equity compensation system designed to retain key employees – a great marriage between my finance modeling experience and human resource interest. Overall, I found the internship to be a great balance of intellectually stimulating work and fun.

**STEPHEN BURR**  
**Private Wealth Management**  
**Goldman Sachs**

I spent my summer working for Goldman Sachs' Private Wealth Management Group. I found that the best way to land an internship on Wall Street is to be persistent. You can never talk to too many people throughout the entire process. Make sure that you fully leverage our alumni network and your own personal networks. Owen alumni are usually very willing to spend time with you and will try to point you in the right direction. Make sure that you are prepared for your meetings and conversations with the alumni. While it is

better to stumble on a question when speaking to an alumnus, treat the interaction like an interview. Alums are constantly formulating opinions of you and they will be hesitant to pass your name along if they think that you are not fully prepared. Also, make a point of spending time up in New York. It is one thing to speak with a contact on the phone, but you can make much more of an impact if you can get in front of a person.

At Goldman Sachs I assisted teams of Investment Professionals in managing equity, fixed income, and alternative investment portfolios for institutions and high net worth individuals. Other responsibilities included drafting proposals for investment mandates and compiling monthly and quarterly performance reports for clients. In addition to work responsibilities, there is a strong emphasis throughout the summer on education. For the first two weeks of the summer and for a few hours each week thereafter, time was spent in a classroom setting learning about Goldman's investment offerings and how to tactically allocate assets based on trends in the international macroeconomic environment.

If you are interested in working in private wealth management follow the markets and the macroeconomic environment religiously. You must be able to speak knowledgeably about these areas and to support your opinions of the markets in order to succeed throughout the interviewing process.

**OLIVIA NASH**  
**Brand Management**  
**The Maverick Group**

Who ever thought you could find a legitimate internship in branding while sipping adult beverages during opening weekend at the Keeneland races? I didn't. However, like the gambler that I am, I put all my money on the chance to work at The Maverick Group – a small, entrepreneurial advertising and marketing agency here in Nashville. As luck would have it, I was given the opportunity to help the company's founder with the branding, positioning, and image overhaul of the clear, distilled spirits brand, Players Extreme.

Because the brand was so new, on shelves for only one month, the position of Players Extreme was nebulous at best. My internship position was equally undefined. We were lucky to find each other. To save myself from a summer of internet surfing, I designed a plan to figure out who was buying Players Extreme, who wasn't and why.

To help better understand the "urban" market landscape, I spent a great deal of my summer hitting clubs like the Funky Buddha and Glow in Chicago – hey, research is funnier at 3 a.m.! Also, I got the bright idea to use some of what I learned in Marketing Research, Marketing Engineering and Consumer Behavior to create an web-based survey to (a) figure out qualitative needs of a consumer when drinking clear, distilled spirits (b) decide what Players Extreme should look like and explain it to my design team, and (c) where Players Extreme should target its marketing and advertising dollars. It is surprising how many people are impressed by a pivot table in Excel, not to mention a couple of crosstabs and frequencies (simple stuff!) in SPSS! For the first time in a long time, I felt like I was making a difference.

Today, Players Extreme looks much as it did when I started. WAIT, I can explain! The rollout schedule has the new look ready to go approximately one year after the launch. Extreme Beverage wants to minimize buy-back and distributor angst. So a soft relaunch is in the works. The advertising has already taken on a much sexier, more edgier look, as suggested by the research. However, Players Extreme is a fun, in-your-face adult beverage experience, so there will still be eye-catching taglines like "Get Your Rocks Off," "Party Your Glass Off," and my favorite: "Get Lucky."

**HANS DEMPSEY**  
**Marketing**  
**Mercedes-Benz**

If your knees go weak for an engine's purr or your nose fancies the smell of new car leather, then Mercedes-Benz USA's the place for you.

I spent my summer in M-B's newly-formed Relationship Marketing Department and worked with some of the world's finest marketers on varied aspects of marketing, including: customer loyalty, data mining, and website design.

A budding marketer, I naturally found the experience both helpful and interesting, but the most enjoyable features of my summer lay outside the work experience (no, I didn't get a car). Highlights included:

- Offsite trips to the Bronx Zoo and the C Spot Ride and Drive event (yes, I did drive the cars)
- The prestige of working on a world-class luxury brand
- Exposure to interns from around the world – most are European
- Lots of good food and a fab parting gift (a Tourneau watch!)

To land this delicious gig, a terrific friend at Owen submitted my resume to her M-B contact after accepting an offer from another company. No parade of a formal interview; a simple conversation sealed the deal.

Although relatively easy to obtain and a great experience, this internship had one major disadvantage: While close to NYC, Montvale, NJ, is a 30-mile, 45-minute commute if you live in the city. Traffic is miserable, so prepare to pay tolls and to honk your horn.

All chalked up, I had a good time and learned a great deal about marketing luxury brands, which happens to be my (hopeful) area of expertise.

**ANU PARDESHI**  
**Operations**  
**WebMD**

I was fortunate to be one of the five Owen interns that were hosted by WebMD this past summer. Based in Nashville, WebMD Envoy provides key business functions in the health care reimbursement cycle. They are a clearinghouse for all types of batch and real-time transactions – enabling over 2 billion transactions each year. Envoy complements WebMD Health (the website portal) and WebMD Medical Manager (a total practice management software solution) to complete the WebMD brand of companies.

I was placed at the junction of the Sales and Operations divisions. My responsibilities were divided between projects (70%) and taking part in some daily operations and short-term issues (30%). Each day I would face new challenges, a common occurrence at a growing and young company like WebMD. I found myself driving data quality initiatives for the customer database while at the same time supporting sales, finance, operations, and customer service. I quickly discovered that the value of good data to the business side of a *technology* company is immeasurable and the possibilities from having good data are endless.

Each day I worked closely with managers and directors – something that definitely sets the WebMD internship apart from others summer opportunities. In fact, once or twice a week I found myself interacting with vice presidents, Senior VPs, and the executive staff. How many of you got to spend time with the CEO and executive management of a \$700 million dollar company? And how many of us were called by our first names when we met them? Well, at least five of us did.

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