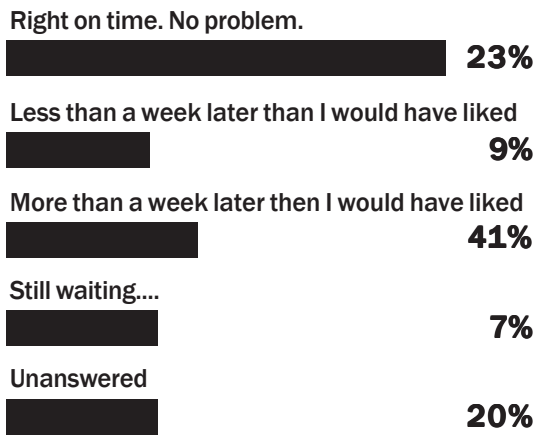


The Bottom Line

The Owen Graduate School of Management
Vanderbilt University

THE BOTTOM LINE Survey: Loan money arrives later than desired

How would you describe the timeliness of your loan check?



44 students participated via Blackboard on January 26-27.
More survey results are available on Page 4.



“Greed over reason will erode capitalism. Be a fundamentalist, not a trader.”

Vanguard founder John Bogle, visiting on November 11

‘Owen 12’ will not publish again

After a meeting with Dean Cohen last October, the controversial group decides to stop. **Page 2**

New branding campaign unveiled

The initial work of Yvonne Martin Kidd and the Rebranding Project is shown to students. **Page 3**

Owen’s diversity is a work in progress

Steven Reed says Owen’s diversity has not improved much in recent years. **Page 4**

Upcoming Events

Latin Business Association ‘70s Party
Roxies Club, February 5

Marketing Madness
OGSM, February 19

Community Weekend
OGSM, February 20-22

Pat Green
The Trap, February 21

Elvis Costello
Ryman Auditorium, February 24

Owen eStrategy Competition
OGSM, February 27-28

Mod III Exam Week
OGSM, February 28-March 4

Spring Break
Anywhere But Here, March 5-14

Memphis Career Fair
AutoZone Park, Memphis, March 18-19

Distinguished Speaker: Mackey McDonald
OGSM, March 24

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Professor Rados would not like this headline

The stickler for detail and one of Owen’s favorites will retire after this year

By Leland Kass

More than 20 years ago, Professor David Rados witnessed the first graduation in what was then the *new* Owen building. The late Dean Sam Richmond promised the Class of ’82 that renovations would be complete and diplomas would be awarded in the much-anticipated Averbuch auditorium.

When the air conditioning broke the day before the

ceremony, the school, determined to keep its word, lined the aisles with giant fans and graduation proceeded with gusts of oppressive heat.

A marketing professor at Vanderbilt since the fall of 1977, Rados has many fond memories of Owen and its students which he will carry with him when he retires to Rancho Santa Fe, California, later this year. A graduate of MIT, Rados worked for DuPont’s photo-

graphic film and paper division before joining the Air Force in Dayton, Ohio, for two years. He received his MBA from Harvard and credits his Business Policy class for pushing him to teach.

Having examined the strengths and weaknesses of businesses in class, his first written assignment required him to perform a SWOT analysis on himself. Rados had been toying with the idea of teaching and the

Continued on Page 2

Owen’s visit coordinators say Diversity Weekend works

By Stephen Plauché

THE BOTTOM LINE had the opportunity to interview two of the most dedicated and friendly members of the Owen community, Todd Landon and Amy Kestel, regarding the recent Diversity Weekend.

Although we were interested in how the weekend went, we also asked Todd and Amy some probing questions regarding the level of diversity that currently exists within the Owen student body and what steps can be taken to become more diverse.

What were highlights of Diversity Weekend?

Amy and Todd: Saturday was the marquee day of the weekend as it provided the candidates an opportunity to hear from many student groups as well as representatives from the CMC and Admissions office.

We like to use this day as an opportunity to showcase Owen’s diversity and illustrate to

Continued on Page 2



The Tin Roof missed you, too: Traveling “students” Mark Smith and Brian Reidy are joined by Scott Kremeier and Mason Wimberley on the Charles Bridge in Prague.

LBA students bring home Owen’s second national case title this year

By Luis Marabal

This year 25 Owen students were accompanied by Christie St. John and Donna Steiling to represent Vanderbilt at the 14th annual NSH-MBA Career Conference. More than 6,000 people and 200 corporate sponsors participated in the career fair in early November.

As part of the trip to Florida, the Latin Business Association organized corporate visits to boost Vanderbilt’s awareness and establish corporate relationships with companies like Yahoo, IBM, and Dannon. Latin students landed

more than 30 interviews for internships and full-time opportunities.

Success did not end there, however. Vanderbilt sent a team of four students to the National Hispanic MBA conference in Ft. Lauderdale. Rene Vuskovic, Luis Mirabal, Gustavo Nucci, and Javy Canas brought home the bacon by winning the most important business case competition for Hispanic MBAs. The team of both first and second year students beat out 48 other business schools including Harvard, MIT, Berkeley, Duke, and North Carolina.

Continued on Page 3

‘Owen 12’ will not publish again

By David Egner

An anonymous student representing the Owen 12 has said the group will not try to publish again.

The last edition of the controversial gossip and humor newsletter, published on October 1st, provoked a quick and severe response from Dean Cohen. His “cease and desist” email on October 5th called on the Owen 12 to publicly apologize and announce an end to their activities which he said violated Owen’s “core values of mutual respect, integrity, and personal responsibility” and created a “hostile learning environment” that could not be tolerated. The group’s members, his email stated, “may be subject to expulsion.”

Student reactions to the Owen 12 ranged from outrage to apathy to disbelief that the intended humor could be taken so seriously and that forcibly shutting down the publication would be going too far.

The source said that, in a meeting called by Dean Cohen last October, the group agreed to stop if the members could remain anonymous. After reading Cohen’s email and being called into a meeting, the group felt targeted and that Cohen was serious enough to pursue expulsion if the group published again.

Last week, Cohen conceded that a meeting took place, but said he only outlined the consequences of publishing again, including the possibility of expulsion. He denied threatening the group with such a measure, citing due process guidelines within the university, and said he was only putting the group “on notice.” He said he could not predict what would happen if the Owen 12 published again. Furthermore, because he has seen no public apology or announcement of their intentions, he’s not certain the group will stop.

The source suspected that the administration uncovered the group by reading student emails. Dean Cohen would not confirm this but did allow that the administration would “very reluctantly” read student email in certain circumstances, such as when some students harass other students. The Owen 12’s “history of actions” and “continued harassment” would “certainly warrant appropriate actions on the part of the administration, including the reading of selected student emails, if necessary.”

In a town hall meeting last fall, the administration revealed it had tracked the source of the Owen 12’s email to Kinko’s on West End. However, he says the administration does not normally monitor email at all, as many companies now do.

Dean Cohen said his initial reaction to the October newsletter was disappointment, not anger, and that he probably reacted too strongly in his “cease and desist” email. He did not want to give the impression that he is against free speech, but he stood firm in his belief that the Owen 12’s actions should stop.

He also cited a precedent in which inaction by the administration created a potential liability. In that case, a student initiated a Department of Education investigation alleging that Owen did not take appropriate steps to stop harassing behavior. The situation could have led to a reduction of federal funds for the school. Because of this and after talking with university counsel and not hearing from the Owen 12, he felt he had little choice but to act.

The Owen 12 maintains that the intent of the newsletter was to “bring lighthearted humor to the school.” The group simply attempted to maintain a school tradition and worked to make the last issue “less aggressive than past ones.” Its anonymity was part of that tradition and was used to “create a buzz.”

The Owen 12’s last words? “Our attempt was at humor, and we think we succeeded. We love Owen and have no ill will towards anyone at the school.”

Admissions staffers seek greater student diversity

Continued from Page 1

candidates that Owen’s quality of students is on par with any school in the country and is a place where you are recognized for your hard work and rewarded with great opportunities.

Why is it called Diversity Weekend?

Amy and Todd: Diversity Weekend is just one of the many weekend presentations that Owen has to attract top candidates to the school. Owen’s administration recognized long ago the importance of a diverse student body, so they created a weekend geared specifically towards the needs and interests of minorities, women, and international students.

In your opinion, how diverse is Owen’s student body?

Amy: The student body could be more diverse. Owen does a great job of attracting geographic diversity but we could do a better job attracting ethnic minorities.

Todd: Owen is an extremely diverse place but there is still room for improvement. Although we do a great job attracting international students, we can work harder to recruit more African-Americans. At the same time, Admissions doesn’t want to and isn’t going to sacrifice quality for diversity. My opinion is that if you focus on admitting students based on their merits that a diverse student body will follow.

What, in your opinion, does student diversity add to the Owen experience?

Amy: In the real world, you will work for and with all types of people. Owen is a place where you can learn how different cultures work together

Todd: Owen has definitely provided me with an opportunity to expand my exposure to different cultures. However, the most rewarding aspect of Owen’s push towards diversity is the tremendous variation in the professional experience of your colleagues. Spending two years here gives you a breadth of experience that will only help in the future as you continue to develop your career.

A recurring complaint from recruiters and other third parties is that Owen’s student body is fairly homogenous and non-diverse. What can Owen student leaders do to reverse this trend?

Amy: The biggest obstacle Owen faces is convincing people that

Nashville is a great place and that Owen is a great school. There are countless examples of students that came here with a relatively negative or neutral opinion of Nashville and left two years later loving this city. Diversity is an issue that should take care of itself if you can generate enough interest in the school and the city.

Todd: Specific to student leaders, recruiting has to begin from the ground up – i.e. we have to have near 100% participation from the student body and school leaders at each and every function. There has to be an effort on the part of everyone that they have a recruiting responsibility that exists while they are here, as well as beyond their two years at Owen.

In your opinion, if we could change the diverse makeup of the student body here at Owen, what criteria of diversity (geographical, gender, country, or otherwise) would you personally choose to focus on and why?

Amy: I personally don’t feel underrepresented as a woman at Owen. I would, however, like to see more people from the bigger metropolitan areas of the U.S.A. like Boston, New York, San Francisco, and Los Angeles so that these people can graduate and spread the word to a greater number of people about what a great place Nashville and Owen are for b-school.

Todd: Although I realize that every MBA program struggles to recruit excellent women candidates, I would like to see more females in each class.

[Editor’s note: Todd prefaced this remark by saying that he could get away with saying this since he is already a married man. Sure you can, Todd.]

What were your expectations going into this Diversity Weekend in regards to turnout and quality of individuals?

Amy and Todd: We are always expecting to meet a talented group of prospective students who will presumably make a great addition to the incoming Owen class.

Those that invest the time and the money to travel to these events are doing so because they recognize the value of seeing a school firsthand and have given serious thought to whether or not this is a program in which they are interested and for which they would be qualified to attend.

Were your expectations met? If so, what was the highlight of the weekend for you?

Amy: Yes, we had many interesting, well-qualified candidates that participated in the weekend. The highlight of this weekend and others, for me, is observing the interaction between faculty, current students, and the prospective students.

Todd: Absolutely. This weekend was a testament to the difference the staff, faculty, and students can make in terms of recruiting the best and the brightest for Owen.

Professor Rados to retire after 26 years of teaching

Continued from Page 1

exercise came at the right time—he’s been dedicated to education ever since and has spent his life doing what he loves, which is “teaching students to think, work through unstructured problems, and make sound recommendations in life.”

Following business school, Rados joined the junior faculty at Harvard for a year writing advertising cases and then taught undergraduate marketing at Boston University for three years. After a PhD from Stanford, he joined the MBA faculty at Columbia in 1966 and shared an office next to Sam Richmond.

In 1977, Professor Rados, who had been teaching in Melbourne for two years, received a phone call from an old colleague. Now dean of Vanderbilt’s MBA program, Richmond invited Rados to join the marketing department at Owen.

The rest is history. Professor Rados has seen many classes pass through the halls of Owen, and has enjoyed watching them improve and the school grow. Known among students as a tough teacher determined to crack even the smartest student, he is credited for driving students to excel in marketing, perfect writing skills, and “push the numbers.”

Rados is now saying farewell to Owen and Nashville. A serious cook and avid book collector, he’s looking forward to the warm California weather, traveling, and the opera. Although he is ready to move out of a small town and away from country music, he will miss the “life of the mind.”

When asked to give one piece of advice for the students, he paused, smiled, and said he hopes we all find “jobs we like *and* jobs we’re good at.” After 26 years of teaching, he says he’s lucky to have had that combination.

And we were lucky to have experienced him.

Martin Kidd unveils concepts for Owen rebranding

By Shannon McDonald

In November 6th edition of *THE BOTTOM LINE*, students were first introduced to Yvonne Martin Kidd, Owen's new Marketing Director, and her objectives for rebranding the school. On Tuesday, January 20, students gathered in Averbuch to give feedback on the progress of the initiative thus far.

Perhaps the most important areas of development are with the school's positioning and taglines, both of which intend to convey the promise and the point of difference with the Owen Graduate School of Management. These must be timeless statements that do not address a single discipline, but rather, the collective resources and the strengths of the program.

Logos

Noticeable changes to the approach in marketing the program can be seen by comparing the old logos with the newly created logos.

Vanderbilt is given prominent real estate in the new layouts because of its prestige and renown, while the old logo placed greater visual emphasis on the name Owen.

Taglines

Three potential taglines were also unveiled at Tuesday's update:

Discover The Place. Chart Your Course. Shape Our World.

Be Here. Get There.

Your Path. Our Passion.

Opinions on each of the taglines were shared in a friendly dialogue at the conclusion of the presentation.

Previous logos

Owen
AT VANDERBILT



New logos



VANDERBILT
Owen Graduate School of Management



Second-year student Kim Fauls commented, "While it doesn't appear that we found that one tag line that just grabs you, it is obvious that a lot of hard work has been done."

Feedback was generally positive, but it remains to be seen which slogan will chart Owen's course in the future.

Website, e-newsletter, magazine
While the class of 2004 might not be around to see the launch of a new external website, it is expected that new marketing materials could be floating around as early as next month.

Inside Owen, an electronic newsletter with information about

each of the unique communities here at school, is slated to launch at the end of February.

In April, a newly revamped biannual Alumni publication entitled *Vanderbilt Business* will debut. The first issue is slated to feature Owen's first finance conference, held last fall.

When asked about his response to the re-branding initiative, first-year student Paris Childress stated, "This is a big step in the right direction for Owen. It is an effort to create consistency and focus in the way we present ourselves."

While the process is no where near complete, first year Wendy Reeves conveyed her confidence in Yvonne's abilities to steer Owen in the right direction, "The presentation that Yvonne gave showed that she really knows how the students, faculty, and alumni feel about Owen. I know that she will be able to successfully articulate our Owen benefits through a new logo, mission, and brand image. I can't wait to see the end product—from the examples that I saw, I know it will be great!"

Final recommendations will be made after feedback is aggregated from the various constituencies here at school.

New Year's Resolutions (aspirational, good luck): "Get a job" (many responses)... "Spend less time at Owen" (Anonymous)... "Keep in touch with family/friends" (Anonymous)... "Spend more time with my spouse" (You know who you are)... "Spend more time meeting the needs of others" (Anonymous)... "Break 80 on the front 9" (Hayes)... "Lose weight and travel more" (Anonymous)...

Owen Holiday Party



Steve Wright, Trey Clark, Mark Hardison (Santa), Jeremy Corkhill, Will Stengel, and Jennifer Wright.



Shannon Daily, Leah Small, Amy Kestel, Sarah Bracken, Courtney Oishi

Nursing School Holiday Party



Chris Venezia, Tom Winner, Scott Kubiszyn, one very lucky lady, and Matt Dadaian

Another national case win for Owen, this time by Vuskovic, Mirabal, Nucci, and Canas

Continued from Page 1

Dell and Microsoft co-sponsored the business case competition for the second consecutive year.

In the first round, participating business schools submitted an analysis of Dell's printing and imaging products strategy.

With the support of Dean Bradford and Professors Lynskey, and Kumar, our team prepared a sound analysis and strategy that enabled the us to make it to the second and final round, along with five other teams. The final round required a thorough analysis of the electronic consumer market to design and launch a new product based on the Media Center PCs concept.

With just four hours to analyze the market, create a strategy, and prepare a presentation with their findings, we faced enormous pressure. Obviously, we worked well under pressure because our product was awarded first place. Just what

was the winning product? It was an integrated digital device to connect all the entertainment electronics around the house to a single wireless unit with multiple outputs for flat-panel and regular TV screens. The proposal, which was delivered to top executives from Dell and Microsoft, included a pricing model, promotion schemes, branding campaigns models, and a full five-year P&L statement forecast.

During the main NSHMBA event, Michael Dell announced and congratulated Vanderbilt as the case competition winning team and held a special session to chat with the team members about the latest industry trends and Dell's perspectives. Overall, this 2003 NSHMBA conference was a unique networking opportunity that opened doors for both the team and Vanderbilt students; once again proving the quality, dedication, and knowledge of the Vanderbilt MBA students.



Big winners: Luis Mirabal, Rene Vuskovic, Gustavo Nucci, and Javy Canas rub shoulders with Michael Dell and Dell executive Ro Parra on the awards podium at the National Hispanic MBA Conference in Fort Lauderdale.

First Person

Hanging Our Hat on 'Vanderbilt'

As many of us sat and watched Yvonne Martin Kidd present the concepts for the new branding campaign, this may have been a common thought: This is a good start. However, the proposed tag lines and creative need to push beyond the usual b-school look and speak. We are the underdogs in this game. We need a bold image that separates us from other schools, not something that looks and sounds too much like Wake Forest or Emory or Texas or Carnegie Mellon.

I'm not sure if Professor Kumar would agree, but branding seems to be very much about who we are and where we should position ourselves in the marketplace. Successful branding, he says, allows a company to "sell nothing," that is, charge a premium solely based on perception. Since we're already charging more than most, defining the premium is vital.

Ask yourself what Owen is really good at: Is it a concentration, like finance? Maybe. Is it the Nashville location? Maybe. Is it the corporate relationships? Probably not. Is it the faculty? Hard to say. Is it the music scene? Not unless you're Dierks Bentley. Is it *really* the people? If so, is that something we can sell?

It's not a stretch to say that many students came to Vanderbilt to pursue their dreams. It might be a particular career or company or just a better standard of living, a higher level of status, than we had before school. At the end of the day, we came for the Vanderbilt name, and the validation it will put on our resumé.

So while our school's brand needs to be bold, it also must account for the branding and perceptions of Vanderbilt as a whole, taking with it all the good (and bad) that the university stands for.

The Bottom Line

Stephen Plauché
Editor in Chief

David Egner
Managing Editor

Anu Subramony, Editor-at-Large
Leah Small & Leland Kass, Advertising Mgrs
Staff Writers: Shannon McDonald, Brian Reidy, Alonso Valenzuela

Contributors: Emily Anderson, Rasha Bader, Frank Bonsal, Jeff Cantrell, Bill Christie, Shannon Daily, Emily Dunn, Clint Liebenberg, Luis Mirabal, Doug Owen, Steven Reed, Marc Rochman, Jim Rodrigues, Consuela Sawyers, Deborah Sommer, Chris Venezia, and Jon Weindruch. We thank you all.

Signed letters and articles represent only the views of their authors and do not reflect the views of THE BOTTOM LINE or the faculty and administration of the Owen Graduate School of Management. Submissions are encouraged from students, faculty, alumni, and staff of Owen. THE BOTTOM LINE reserves the right to edit and refuse to publish any submission. Contact us at bottomline@owen.vanderbilt.edu.

Owen's diversity is only a work in progress

By Steven Reed

The Owen School just concluded its annual Diversity Weekend that is targeted toward racial minorities and women whose enrollment in business schools has traditionally been under-represented. However, diversity should be promoted more holistically at Owen. In a time when senior executives at Owen report that companies are constantly asking them what our school is doing about diversity, the Class of '04 had no cases in our core curriculum addressing the diversity issues that corporations are dealing with every day. To my knowledge, no campus speakers have broached the subject, nor have we had any diversity seminars to address the topic.

Maybe we assume that this is the responsibility of our future employers. However, if we are interested in securing long-term success for our graduates, why not prepare them for these issues in the halls of Owen? By not addressing the topic while at the same time acknowledging that it is a concern for successful corporations, we are only paying lip service to an oft-stated, yet underutilized ideal.

Concurrently, I have detected and witnessed an undercurrent of resentment toward the emphasis on diversity here at Owen. I have heard it expressed regarding the purpose and legality of the National Black MBA Association and National Society of Hispanic MBA Conferences where hundreds of Fortune 500 companies primarily recruit racial minorities for internships and full time jobs. The doubts and questions have even come up regarding the purpose of Diversity Weekend.

Those who believe that events such as these give racial minorities and women an unfair advantage, demonstrate their insecurities and ignorance about the purpose and effects of such programs. Academic and corporate statistics point out that racial minorities and women still make up a comparatively small percentage of MBA graduates, senior level managers, and corporate board members.

A study published in June 2003 by Marianne Bertrand with the University of Chicago's Graduate School of Business and Sendhil Mullainathan with MIT, concluded that diversity initiatives have been

dealt a huge setback. They created and sent out 5,000 "phantom" resumes with similar credentials for 1,300 job openings throughout Chicago and Boston to determine if those with "Black-sounding" names were discriminated against.

Bertrand says their colleagues told them they would find a reverse-discrimination effect, but they were wrong. Resumes with "White-sounding" names—like Jay, Brad, Carrie and Kristen—were 50 percent more likely than those with "Black-sounding" names to receive a callback. This is further evidence that although corporations say they are committed to increasing diversity in the workplace, those that are in hiring positions are not getting the message, much less carrying it out.

So let's debunk the theory that diversity initiatives are not needed and let's get past the groundless rhetoric that academic institutions and corporations are biased in favor of racial minorities in the quest toward filling a diversity quota. If you, like me, didn't get in a certain school then maybe you just didn't have what they were looking for. If you missed out on a job that you thought you were qualified for and nailed the interview then maybe, like me, you were just meant to be somewhere else. Considering that of *Business Week's* Top 30 public and private b-schools only 10.7% of the student populations are U.S. minorities, odds are that you were "beaten out" by someone who looks like you and not a member of a minority group.

Examining the diversity issue a little closer to home reveals Owen as a work in progress. There has been improvement in diversifying Owen's faculty and staff with talented and well-regarded professionals. However compared to other top 30 b-schools the faculty and staff at Owen is still relatively "undiversified." As we compare ourselves to other top business schools it is important not to just look at the best practices, but we must also examine their talent base and their ability to attract talented members of minority groups on all levels.

As some of you have noticed and pointed out to me, we currently have one of the smallest US-born minority populations and one of the

smallest percentages of female students of the top 30 schools. In fact, we have less African-American students in my class than Owen had in the class of 1992 which should be unacceptable. I believe Owen can improve the school's academic and learning environment, and future students can become more attuned to people and cultures that increasingly comprise the global marketplace. However, accomplishing this must be a top-down approach as well as bottom-up.

Deans Christie and Cohen must get the entire Owen family to explicitly understand that diversity achieves positive outcomes, and that it should be an unequivocal goal of everyone associated with the school to follow through in achieving this in order to become a better organization.

THE BOTTOM LINE needs your help

Class of 2005: For the newspaper to continue providing an outlet for the student voice, members of your class will need to step up and assume the management of the paper. Needed are editors, possibly print layout and web designers, ad sales reps, and, of course, lots of steady writers. Look for a meeting to be called in mid-February. **Class of 2004:** As your b-school life winds down, please keep in mind our "yearbook-like," year-end issue that we hope will contain lots of memories, pictures, and anecdotes from your two years in the orange submarine. Please submit ideas and content to our email address: bottomlinenewspaper@owen.vanderbilt.edu.

OWEN DAILY NEWS seems okay as is

Our survey on January 26-27 showed that only 34% of responders favored a text-only version of the Owen Daily News. The clutter, graphics, and large file size don't seem to bother too many students. Also, only 48% said citations of professors should be included; 93% want announcements and upcoming events; 82% like want ads and classifieds; and 70% want lost and found items. With such feedback, it seems that students like the 'ODN' as is.

Owen's water cooler

By Brian Reidy

Is there a better source of Owen gossip than the Owen 12? For instance, "Reidy's an asshole!" Is it funny?...umm, not really. Is it true?...depends on who you talk to. Is it good for me to know?...probably! But it's just gossip...who needs it? I'm not in high school anymore. Unfortunately, gossip doesn't just exist in high school. The problem here is that timely criticism (hard as it may be to hear) rarely makes it back to the person that needs to hear it most.

I sure would like to know early on that I am indeed or at least perceived to be, an asshole by some so I could clean up my act, rather than wondering for two years why nobody wanted to work with me in a group. I feel that when we get out into the business world we'll see more of the same. In fact, I bet a few of us didn't get that full-time offer we wanted after our summer internship because we were blindsided by how our actions or lack thereof, both in and out of the office, were discussed and implicitly included in our evaluations. Instead of continuing down 'The Road to Abilene,' let's give the Owen 12 a fair shake.

A realist might say, "Nobody is perfect." I might say, "Most people suck." And Mason might say, "Reidy sucks because he's from the North and he thinks he's smarter than everyone!" The fact of the matter is we all have flaws for which to be sensitive about; it's simply human nature. But, we also need to know that people talk about us behind our backs, particularly in the dog-eat-dog world of business. So, if we can't toughen our skins here, where can we?

The Owen 12 gives us a dose of what we all need whether we like it or not. And for those that could care less, delete the Owen 12 email like you delete all of your porn spam. To those that claim the Owen 12 is, "too vulgar, not funny, mean, and chicken-shit for not adding their names," I refer to the last issue of *THE BOTTOM LINE*, where according to the anonymous unsolicited survey, over 60% of respondents approved of the Owen 12. Now, given that about 50% of the school responded with a position, with the other 50% not caring enough to respond, we can see that the number of people actually against the Owen 12 accounts for only about 20% of the school. Yes, only one-fifth of the school actually thinks the Owen 12 needs to go!!! (Yes, I passed stats!) Following that minority's advice would be like having 50% percent of the parking spaces in front of Owen designated as handicap for a very small Owen handicap population! I mean, who would do that?!

Now, I know people think it needs to be funnier. And no one really likes the bashing of other people. But does that mean it will stop? I know the school administration has taken a hard line against this gossip column. And some students have campaigned quite passionately against it. Good for them...that's what they should be doing! The last thing I want is a school void of drama or controversy. Really, what else would we have to talk about after class or during kegs?

Although I have been mentioned in *every* Owen 12 issue, I, for one, find the Owen 12 not only entertaining, but personally informative (particularly since I was deprived of such drama while abroad last semester). Any information—gossip or otherwise—is good information; it affords us the opportunity to assess our flaws. In my opinion, the Owen 12 does what textbooks and lectures cannot. It exposes us for who we are: human beings. If we think otherwise, we're probably not ready to graduate. It *is* the missing link in our education. When we outlaw the Owen 12, what can we expect next? Follies? Kegs? How about dirty looks? I know I will miss this valuable source of personal feedback.

REPORT FROM THE
DEAN'S OFFICE

By Bill Christie

While many of you reading this won't be old enough to remember the game show "What's My Line?," Owen is living its own version these days under the leadership of Yvonne Martin Kidd, Director of Marketing and Communications. One of the many roles she plays at the school is that of Branding Police. She has spearheaded the effort to create a branding strategy for Owen, and tag lines are among the thorniest of the issues she is tackling.

We have received numerous responses from students, alumni, faculty and staff to the effort so far. For those who missed her presentation on January 20th, the three tag lines currently being considered are "Discover this place, Chart your course, Shape our world," "Be Here. Get There," and "Your path, Our passion." When I polled the prospective students at Diversity Weekend,

What's my line?

their clear choice was "Your path, our passion," and they encouraged us to challenge Microsoft that has used a very similar slogan. "Your potential, our passion." Actually, when I was doing a word search for "Microsoft" and "passion," what came up most often was "I hate Microsoft with a passion." Not quite what they had in mind! Microsoft isn't above suing over the smallest of perceived infractions. In fact, they are currently hounding a poor Canadian named Mike Row who created a web site "MikeRowSoft" for copyright infringement. Hey, if we won, we could shut down the capital campaign right now and never charge tuition again!

In all seriousness, the task of branding the school requires that we take a close look at ourselves and answer the question "What makes Owen special?" In the end, most agree that it's the people. Yvonne captured it best when she wrote,

"It's about people. It's about potential. It's about your dreams, your drive and our passion to help you succeed."

These words evoke strong emotions, and I call on all members of the Owen community to collectively promise that they will rise and meet this challenge. Be passionate about your teaching, your research, your learning, your cooperative spirit, and your desire to enrich your lives through your interaction with all of Owen's constituents. We'll always face challenges and setbacks, but let's also celebrate our successes and achievements. Congratulations to the Six Pillars committee working with Yvonne on a fantastic job, and thank you to all those who commit their time and energies towards making Owen the very special place that it is.

So, What's my line? Well, I know that the government will come after me for this one, but how about "Be all that you can be!" Has a nice ring to it, don't you think?

I hate my driver!

By Stephen Plauché

Mark Twain, a.k.a. Samuel Clemens, said a lot of funny things during his lifetime. One of the funnier things he said about the game of golf was, "Golf is a good walk spoiled." After taking three personal lessons with my new set of clubs and actually hitting the links about a dozen times over the last four months, I can confidently say that Twain was never more correct about anything in his rich life.

Finding myself in the enviable position of having a full-time job as early as mid-October, I decided to go ahead and make the financial and time investment to learn a game that has frustrated better men than me for over a hundred years. And what a start I had! By the end of my first lesson at Temple Hills Golf Club I was hitting the ball 130 yards on a line with my 8-iron. When I told my friend Todd Schneider (a scratch golfer in his own right) this, he said that with another 20 yards, I would

be nearing the distance (for an 8-iron) that the pros commonly reach.

With Todd's ringing endorsement and a newfound confidence that I would be consistently hitting in the low 90s by May, I went to my second lesson—and had one of the worst athletic performances of my life. It was during the middle of this lesson that my instructor decided it was time for him to have a look at my swing with my driver (the club commonly used to hit the ball on the tee-box). With my first live swing, my slice was so severe that I nearly impaled the man down the row from me—my confidence started to waver.

After another ten hits off the tee, all angled far to the right, and a number of rude looks from my fellow patrons, my instructor began to make some comments on adjustments I needed to make to my swing in order to correct my slice—it began to dawn on me that I was awful. By the time the lesson was over, the ground around my feet looked like it had been shelled with artillery, my club head was covered

in grass and dirt, and I had run off everyone else on the range. But I was hooked!

Over the break, I decided that the only way I could improve during the winter in Nashville (when it is too cold to take lessons or play) was to do what the army does to practice: get in the simulator. So I bought a Microsoft Xbox, had my roommate purchase Tiger Woods Golf, and I haven't left my house since except to attend classes and go to Sam's on Tuesday night.

I still hate my driver, but, hopefully, after the weather clears up in mid-March, I will finish up my round of lessons and be proficient enough to play one round in the Owen Cup. The real lesson here for all of us is that golf is a very challenging but fun game that all graduate students should at least be familiar with if not comfortable playing given its importance in the global business world. For those interested parties, I am more than happy to introduce you to the people at Jack's Golf Shop on Harding Road and my instructor at Temple Hills.

Fix the facilities

By David Egner
and Frank Bonsal

As Owen beta tests the latest mobile devices, there are glaring needs for basic facility upgrades throughout the school. Keep the following in mind when considering the senior gift.

In a program that uses as many cases and group assignments as ours does, there simply aren't enough group meeting areas. Perhaps that will change if Owen goes for smaller class sizes, but this mod has groups desperate for a place to sit in the

building. We need more case rooms. And we need better case rooms. The library rooms are hit-or-miss. Room 11? Great. Room 4? Forget about it. With the squeaky table and mismatched chairs from the 1970s, we get flashbacks of playing in our basements as kids. Speaking of the 70s, what's with the brown carpet and paint job on the second floor?

The pods are grimy, and their outlets are inconsistent. Why?

Overall cleanliness of the school (bathrooms, study rooms, etc.) is not good. This is not a knock on the janitorial staff, but they need more help.

Classroom quality ranges from 222 (awesome) to 218 (stark, cramped flimsy seats, no outlets). Why isn't every classroom the best it can be? Also, several classroom podiums sport our old logos.

There's wasted space everywhere (the EMBA areas, the useless courtyard), yet lockers are crammed next to the bathrooms.

Wouldn't it be nice to have a room where the whole school could get together?

The overall care and attention to the facilities at Owen is below the standard set by other similarly-sized b-schools. It's time to fix that.

OUTSIDE THE VANDERBUBBLE

Eat like you mean it
at 'meat 'n' threes'

By Jim Rodrigues

Nashville has never been known for its fine dining, but it does have some damn good comfort food, if you're willing to wander outside Hillsboro Village a bit.

In case you're unfamiliar with the term, comfort food is basically dishes like meat loaf, fried chicken, mashed potatoes, green beans, etc. like mom used to make, or you'll wish she made after you eat a couple of these places. The majority of these restaurants are referred to locally and "meat 'n' threes" because you are served three sides with each meat dish. The problem is that most of these restaurants close by 7 p.m. and are primarily lunch destinations.

Last year, a group of us instituted "Hole in the Wall Fridays" for lunch, in which a new meat 'n' three was sampled each week. That same group is now clamoring to reinstitute the tradition as graduation nears. I can't list them all, but because we can't include everyone on these trips, here are some of my personal favorites:

Sylvan Park Restaurant

Located at the corner of Murphy Road and 46th Ave. I am quite certain that they serve the best fried chicken in town (it's only served on Thursdays and Saturdays). When family and friends come to town, they always request a trip to Sylvan Park. For years, my family has ordered their chocolate pies (the best in town) for Thanksgiving dessert. It's a can't miss before you leave town. (If you like spicy fried chicken, check out Prince's Hot Chicken Shack).

Swett's

Swett's is off of Charlotte on 28th Ave. The food is served cafeteria-style and always offers a wide variety of dishes. My personal favorite is the meatloaf. I know a lot of people are a bit hesitant when it comes to meatloaf, but if you try it once, you'll order it again. I've introduced a few Owenites to the place, and I have a feeling they'll be talking about the food at Swett's for years to come.

Arnold's

This 8th Ave. eatery is always packed, but it used to be even more so on Friday's – roast beef day. The dish was so popular that they have started offering it daily. Lucky for us. Be ready for a lot of food when you go. Their chess pie is phenomenal. It's arguably the city's best meat 'n' three. I'm a bit partial to Sylvan Park, but Arnold's is close.

Wendell Smith's

I finally went to this Charlotte Ave. restaurant for the first time last spring after being ashamed to admit I had never been. You can't go wrong with its menu. The place is a bit hard to find as it's behind Wendell Smith's Liquor Store just shy of the Goodwill store on Charlotte as you head towards White Bridge Road.

Monell's

Located in Germantown in North Nashville, this doesn't really fit as a meat 'n' three, but I know if I didn't mention it, I would hear about it from some folks. All the food is served family style on a first come first served basis. Like the other places I've mentioned, it's all traditional southern food, but unlike the others, it's open a bit later (until 8:30) to accommodate the dinner crowd. You should also check out their weekend brunch.

OSSA
UPDATE

OSSA President looks back, says thanks

By Clint Liebenberg

As my term of office draws to an end, it is a time for me to reflect on my team's achievements and to be excited about my future prospects. Just over a year ago, Owen dropped in the *US News* rankings and many unanswered questions remained. The student body worked with the administration, CMC, faculty, and staff to bring about change, and some of these collective efforts resulted in our climb to #15 in the *Wall Street Journal* rankings.

You must be proud of your contributions and achievements that have helped to lay a strong foundation for future students. Your "never say die" attitude and determination to succeed have helped drive the school to new and exciting heights. That is not to say that much work remains ahead. I am confident that the soon-to-be elected OSSA Executive Committee will carry on working with the constituents of the

Owen community to continue to propel the Vanderbilt MBA to even better places. The new leadership will bring to the table a fresh perspective, new ideas, and a new burst of energy and enthusiasm.

I am proud of my team's accomplishments. Some of the new initiatives that we implemented over the last year include the Six Pillars of Owen, and the Owen 2x1. The members of the Six Pillars committees have interfaced with staff and administration, and have been an effective and positive voice for the student body. These committees have increased student participation and have had a direct impact on many different aspects of student body life.

The Owen 2x1 helped to place members of the Class of 2004 in internship positions. In addition, OSSA organized many social events including the morning coffees and Thursday socials. In the coming months, we will help arrange the Graduation Party, Capitalist Ball,

Follies, re-launch the Owen 2x1, help to collect job and internship data, schedule future town hall meetings with the administration, and ensure a smooth transition with the new OSSA leadership.

Christina Damon, Rasha Bader, and Calandra Tuner attended many OSSA meetings as WBA and OBSA Presidents, and I welcomed their perspectives and contributions.

Finally, I had the privilege to work with a very committed and motivated team. I thank Chris Venezia, McNeill Wells, John Owens, Jim Leonard, Rusty Miller, Sim Ketchum, Paris Childress, Trey Clark, and Trip Todd for their tireless efforts.

I am frequently asked "What makes Owen special?" To me, it is the people, and without every single one of you, my experience at Owen, both as a student and as OSSA President, would not be as meaningful or had such a positive impact on my life. Thank you, and good luck with your future endeavors.

Kaufman and
Mentor shake
up Vandy radio

By Shannon McDonald

Second-year students Danny Kaufman and Adam Mentor may be able to land full time jobs as radio jockeys if the job market proves unkind. Every Monday night from 8 to 10pm 'DK' and Mentor spin an odd mix of music from their own personal collections on "Strange Brew," their weekly radio show here on campus, on FM 91.1.

DJs Kaufman and Mentor play everything from Blues, Jazz, Blue Grass, and the music of local bands with their co-host Liz, who is also a graduate student here at Vanderbilt.

CLUB
SCENE

Max Adler, up 44%, transitions to first years

By David Egner

The student-managed Max Adler Investment Fund transitioned leadership to the Class of '05 on January 22nd. Outgoing Chairman Jon DeCoite handed over the reigns to Robert Walker and his new Board of Directors.

The fund, originally started with a one-time gift of \$25,000 in 1983 is valued at just under \$295,000. The fund grew 44% year over year, beating its benchmark, the S&P Midcap 400, which gained just over 30%.

The fund's three largest holdings are Harman (8.27%), Constellation Brands (6.3%) and Sonic

During college, Danny was really into music and hosted a radio show, so he viewed the opportunity to host a live show as a chance to relive his days as a college student at Tulane. (Note: This is in addition to his frequent visits to Sarrat to check out the undergrads.)

Adam considers the experience an opportunity to "cross pollinate each other with new music" and expose people to local Nashville bands. The broadcast is a mix of music and real time interviews with artists; both of which are often hard to find on the radio.

If you want to listen to archives of "Strange Brew," check out wrvu.com. Rumor has it that they will be accepting resumes to replace DK and Mentor next year.

New Year's Resolutions (low-hanging fruit): "Go to kegs every Thursday" (Raj)... "Drink more water" (Peggy Brickman)... "Have more of a social life" (Chris Ramdon)... "Lighten my bookbag" (Anonymous)

Distinguished Speaker

Chad Holiday
DuPont
November 19

"Be persistent. Have fun. Go work for a company you'll be proud to work for."



(5.15%). Additions to the portfolio in what was a light trading year for the fund, included purchases of TLC Vision, Nuveen Investments, and Sigma Aldrich. In a rising market, it was difficult to enhance the fund's terrific performance.

Says DeCoite, "2003 was a successful year for the fund! I'm extremely optimistic that the fund will continue to perform well under the guidance of the new Board of Directors. They've been closely involved with the fund since the start of the school year which has fostered a smooth transition."

Says incoming chief Walker, "Our hope is obviously for the fund

to continue to outperform its benchmark as it did for 2003. It is the view of the new Board, though, that valuations appear to be stretched at these levels, so stock selection will be key in 2004. At the same time, we are not timid of purchasing undervalued stocks that might take a year or more for the market to realize what we feel is a fair value for them.

"As for the club itself, our goal is to generate even more interest amongst the student body through more regular pitch presentations, both buys and sells, as well as adding a new education element where Dale Leo will hold brief seminars."

POSTCARD FROM
ABROAD

Israeli economy sound despite terrorism

By Marc Rochman

When was the last time you left a voicemail on a cell phone? Had a fire-wall installed on your computer? Instant messaged a friend? Or even had an endoscopy (hopefully not recently)? Well, these are all technologies that Israeli companies have developed or are working on to improve. Every time you use one of these technologies, you are supporting the Israeli economy. Many see Israel only as a place of political turmoil, however when examined more closely, one realizes the tremendous amount of global technological contributions that have stemmed from this great land.

Over winter break, I had the privilege of being part of an 85-student delegation for the Business and Technology Track of Hillel's Israel Mission trip. Hillel is the largest Jewish campus organization in the world. The 10-day trip consisted of visits to Israeli technology companies and start-ups, lectures from renowned Israeli economists and university professors, and discussions with Israeli venture capitalists and entrepreneurs. In addition, our group participated in the three-day Global Jewish Student Leadership Summit, a forum with 1,200 Jewish students from 27 countries.

One of the objectives of the summit was to demonstrate the importance of defending Israel's often negative public perception. This was done by familiarizing us with the many opinions of the Israeli/Palestinian conflict through a variety of mediums including lectures, workshops, film, and political propaganda. I'm not saying that Israeli government policy is always right; rather, that Israel often receives a bad rap from much of the world because of the one-sided accusations that are frequently brought against them.

My takeaways were not 100% political. I learned about the important global contributions that Israeli industry makes, the importance of investing in Israeli high-tech, and the challenges that Israeli businesses face on a daily basis. Israel is a magnet for high-tech industry since the Israeli army places such a large emphasis on superior technology. Most Israelis do not have formal business training (there are only two MBA programs in Israel) and as a result, often ignore long-term corporate strategy. The volatility in the region makes it extremely challenging and often impractical to prepare for the future. Israelis are getting better at recognizing the need for long-term corporate planning. However, most can definitely learn a few lessons from American and European business executives.

Israel also faces serious challenges in product scaling. There is no local market (the country is roughly the size of New Jersey) and no regional market (Israel is the only true democracy in the Middle East making trade with its neighbors difficult). Therefore, when a product is introduced in Israel, it must be profitable on an international scale. As a result, the economy of Israel is heavily dependent on the world economy, especially the U.S.

It is impressive that Israel is a major contributor to the global technology sector considering the following: per capita GDP is roughly \$17,500 (on par with Greece and Turkey) and the entire country's GDP is only \$130 billion (U.S. GDP is \$11 trillion). Israel spends 9% of its GDP on the military (most countries spend 2% of GDP). Israel has 33 soldiers for every 1,000 people (the U.S. has 5.7/1,000) and almost every public establishment must pay a private security guard in order to attract any business. Unemployment is currently at 12% and the highest corporate tax bracket is 60% (although this will most likely be lowered in the coming months). Despite all of these financial obstacles, Israel has found a way to contribute greatly to the global economy.

Peace with all of its neighbors would certainly help guarantee a bright economic future. However, this is not the most realistic outcome at the present time. Israel has signed peace agreements with Egypt and Jordan. However, the governments of Syria and Iran still support the terrorist group Hezbollah, which is devoted to the destruction of Israel. Peace with the Palestinian Authority ("PA") seems unlikely in the near future. Although both Israel and the PA both advocate a Palestinian state, the PA has failed to crack down on terrorist groups such as Hamas and Islamic Jihad, supporters of suicide bombings and the destruction of Israel. Although Israel has promised to take steps towards peace (as outlined in "The Road Map To Peace"), they are unable to do so until terrorism ceases. Israel is dedicated to providing a secure and stable environment for its citizens. However, this task is daunting in the face of sporadic suicide bombings and security threats.

In the meantime, there are endless ways that the durability and prosperity of Israeli businesses can be ensured: one way is to invest your money in Israeli companies. This is easy to do. Israel is third behind the U.S. and Canada in companies listed on the NASDAQ.



Above, former champ Olivia Nash helps new champ Rich Young with the hallowed plaid blazer in the OEA's 2nd Annual Chili Cookoff. Runner up Han Liang and OEA President Kris Mathis look on. Below, Henrique Hauptmann, Flavia Pinto, Alessandra Schause, Gustavo Nucci, and Telma Domingues kick off Brazil Week.



New Year's Resolutions (too cool): "To learn the Lord's Prayer in Latin" (Evan Austill)... "Try and calculate the 8:10's margins on a \$.75 box of raisins" (Drew Mattis)... "Start participating in more surveys" (Jonathan Jones)... "Speak better Cantonese" (Anonymous)

TRADING EMAIL WITH

Deborah Sommer

Director, Walker Management Library

The library's new director shared her quick thoughts on the underutilization of one of Owen's greatest assets, her short-term plans, and all those rodent signs.

What are the strengths of the library?

Without a doubt, it starts with our high-quality, service-oriented staff. I have never been prouder to work with such great people. The qualifications of the librarians are excellent; there are now three of us with business degrees in addition to our Masters in Library and Information Science.

Secondly, the collection is amazing. When I came for my interview, I felt like a kid in a candy store. I'd never worked with such a rich collection: approximately 50,000 volumes, over 700 current periodical titles, and over 30 strictly business-related electronic resources and databases. Job search and company research materials have received a lot of attention this year. We now have electronic versions of *The Vault Career Library*, *Careersearch*, and *The Wetfeet Insider Guides* as well as numerous printed sources on interviewing skills, resume writing, and networking.

What are your short-term plans?

As for the physical space, I'd like to add more comfortable, functional seating upstairs, and we are looking into ways to buffer sounds and better utilize the space we have. I've been asked several times "Why do we need all those books upstairs? We don't use them." Well, this summer the usage of every book was looked at individually. About 1,700 books that hadn't been used were sent to the Library Annex to free up shelf space for incoming purchases. We will continue to look at the print collections and investigate when it is appropriate to replace it with an e-version.

We are also undergoing national searches to fill our last two permanent librarian positions, and we are beginning our strategic planning process. We also hope to add more workshops for students.

Are there library services that are underutilized?

One of the oddest things to me is that students don't come up to the Information Desk and ask the librarians for assistance as much as I'm used to. One of the roles of a librarian in an academic library is to assist anyone who asks in finding information and teaching them how to map out their search strategy or use a new database. We have a strong teaching philosophy here at Walker, but I'm finding that we have to promote and almost beg students to let us help them.

I don't know everything in this library and each question is a new challenge, so I certainly would never expect students to know which resources they should use. So, the knowledge and skills of the librarians are underutilized. If you spend 15 minutes and don't find something, that's too long. The only reason we sit at this desk is to help users use the vast resources of this library. The librarians also provide email and phone reference assistance. There's a link right on our webpage "Ask a Librarian" where one can email us and ask any question.

OK, what about those disturbing rodent signs?

I was afraid you'd ask that. Food and wrappers in the library and study rooms is a real problem. It's not just the presence of mice, but food creates other elements that are harmful to the collection and the facility. Perhaps we can take the signs down, but be warned: the next mouse I see everyone will know about it because they'll hear me screaming from the top of a desk.

Private equity speakers and venture competition showcase deal structuring

By David Egner

Back in October and November, three whipsmart speakers rolled through Room 222 to address the unique phases and risks of investing in young companies. The series, sponsored by the Finance Club and Owen Entrepreneurship Center, featured Robert Covington of SSM Ventures, Casey West of Petra Capital Partners, and Matthew Petronzio of SunTrust Equity Partners.

Second year Doug Owen, an organizer of the event explained, "The series brought in speakers to illustrate the differences among private equity investment types, from venture capital to buyouts. Speakers presented a practical overview of what is required to make an investment in their particular area."

Covington, a quick-talking, boy-genius-type began the series by addressing venture capital investing. SSM investments, he explained, averaged \$7 million and ranged from \$3 to 15 million.

His introduction to the business was from the other side of the table, when he created Firstdoor.com, raising a half-million from friends and family and another \$19 million in private equity funding.

He presented a "top ten" list of current trends in today's early-stage environment (see box, at right) and mentioned the following as must-haves for any new business: (1) strong management, (2) an addressable opportunity

(10x money), (3) a defensible position or a unique ability to provide, (4) a product or service that actually works, and something customers are willing to pay

for, and (5) customer switching costs ("easy in, hard out").

Petra's West presented aspects of mezzanine investing. Petra invests prima-

rily in the healthcare and business services industries and targets more mature companies than venture. The typical company has \$20 to \$25 million in revenue and \$2 million in cash flow.

Cash flows and defense of those cash flows (high margins, growth, low debt to EBITDA) are critical to the investment decision. Mezzanine investors are also looking at a proven concept that is not as risky as venture investing (expected mezzanine return are also lower than venture). Companies must have a balance of growth and income generation and typically have relatively low levels of capital expenditures.

SunTrust's Petronzio (Owen '01) presented the use of private equity in leveraged buyouts and recaps. Buyout funds use primarily debt financing, invest at attractive valuations, create value through improved management, expansion, or cost cutting, and then cash out through a sale or public offering.

All three speakers explained the unique aspects to their typical deal structures. In venture, the security of choice is almost always convertible preferred stock with voting rights and dividends of about 8%. Boilerplate redemption rights (typically a three-year put option) act as downside protection.

Mezzanine deals are structured with subordinated debt or preferred stock and often ask for less than 15% of a company. Returns are generated through interest and warrants and are insured in part with a board seat and covenants.

LBOs use various forms of debt and equity, usually senior secured (asset based) or subordinated debt (which in many cases has replaced high yield). Market trends dictate the level of senior debt available and the purchase price. In 1998, senior debt to EBITDA averaged 3.5x trailing EBITDA; today it's about 2 to 2.25x.

VCIC Event Comes to Owen

On January 16th, Owen hosted the wildcard round of the Venture Capital Investment Competition. Georgetown and Notre Dame advanced from a field of six schools to the 32-team regional round. Eight teams will advance to the finals to be held at North Carolina in April.

Doug Owen, Christopher Rand, Frank Bonsal, and Micah Hatten will represent Owen in the regionals (Babson College, February 5-7). In the unusual competition, real startups present to student teams acting as VCs. The teams then present their recommendations and deal terms to real VC judges. \$15,000 goes to the winners.

Second years Owen and Rand, as well as Massey Burch's Vic Gatto (Owen '02), played key roles in bringing the event to Nashville, enlisting judges, and ensuring the event's success.

Said Owen, "We received very good feedback from all [schools and judges] involved. [The students] felt it was fun, a good learning experience, and that the day ran smoothly."

Robert Covington's Top Ten for evaluating startups

- 1. More Excel, less PowerPoint.** The model really matters (unit economics, strategy).
- 2. Niches, not nonsense.** No idea can "drink the ocean."
- 3. Make, then launch.** Look for a product and referenced clients.
- 4. Matches, not flamethrowers.** Heat up slowly. Take your time.
- 5. Dogs need leashes.** Term sheets keep startups focused.
- 6. Avoid those who drive a German car, sit in Aeron's, sport a goatee, or wear Armani.**
- 7. Businesses are hard to build.** Look for a connected board, rich investors, a model that produces at half speed.
- 8. Customers matter (not beta or Aunt Susie).** This is more about execution risk than concept risk.
- 9. Is it a good business?** Not every company is suitable for VC (i.e., produces a return on capital).
- 10. Michael Porter is on to something.** Know potential entrants, suppliers, substitutes (including the status quo).

Jeff Cantrell's ('04) Top Ten for entrepreneurs

- The following comes from many years of gotchas, failures, and near-fatal mistakes.
- 1. Sell the right product.** Every pre-sales activity should move you toward product goals.
 - 2. Get organized.** C-Corp shows you're serious. Plus, find the best IP lawyer in your business.
 - 3. Cash is King!** When a startup's cash dries up, the doors close.
 - 4. Write a plan.** Good for working out details and initial funding.
 - 5. Surround yourself with the best.** Team, board, and professional network are all critical.
 - 6. Sell, sell, sell.** A startup without sales is an expensive hobby.
 - 7. Don't forget the basics.** Build the spreadsheets. If the numbers don't add up, rethink the idea.
 - 8. Prepare for rejection.** Develop a thick skin.
 - 9. Share your ideas.** Some of my best ideas fell apart upon outside inspection. Plus, you go to class with a group of potential partners.
 - 10. Did I mention sales?**

CMC
UPDATE

Job market is usually good in an election year

By Emily Anderson

The good news for the Class of 2004 from Martin Mauro, Senior Economist for Merrill Lynch who spoke to Dr. Daane's class last week, is that it is an election year! Going back as far as 1964 there has only been one year (1980) where the economy has not outperformed during an election year. Given the state of affairs when the Class of 2004 entered school that is great news.

Again from Mr. Mauro's report, growth in 2004 will be led by increases in capex and exports, again good news for MBA job seekers. While there is still a debate by economists as to whether this a jobless recovery or not, common sense leads us to believe that sustained productivity *and* two years of slow job growth will result in the need to hire. So again we must say we are cautiously optimistic for the job market this spring.

So how are we doing here at Owen? Here is where we stand so far this year for full-time employment. As of Monday, January 26, we know of **62 offers** and believe that about half of those offers have been accepted. For those of you interested in placement percentages, this is estimated to be **31%** of the class based on a number of 202 people in the Class of 2004 seeking employment. We looked up the statistics for the Class of 2003, and here is where they stood last spring.

Class of 2003 Full-Time Jobs		
Timing of Offers	% Placement	Offers
Before 1/1/03	25%	49
Offers by Feb 1	29%	9
Offers by Mar 1	35%	10
Offers by Apr 1	43%	17
Offers by Graduation	63%	39
Placement percentage based on 197 students seeking		

So it looks like we are slightly ahead of our rates from last year at this time. In conferring with career offices at other schools, most have not started publishing placement data yet, but informally it appears that we are currently in line with what our peer schools are seeing. We should have more of that data later in the spring.

While we are happy things are better, that does not mean we are slowing down on our marketing efforts to bring more companies on campus. We have made progress in some fronts, but it is an ongoing battle in that many companies continue to evaluate where their recruiting dollars are spent. We are continuing to travel and make phone calls which will hopefully result in more job postings, resume drops, and interviews.

What you can do? Keep us abreast of your status and what you want to do. Fill out the employment survey with your job information. The survey link will continue to be highlighted on the Owen Intranet and the CMC Report and the Internship Placement Survey will be added

shortly. When you have specific needs let us in the CMC know.

For the Class of 2005, we are now fully into internship recruiting season. We have not solicited information on internship placement yet but will shortly. Below is offer timing information from the Class of 2004.

Class of 2004 Internships		
Timing of Offers	% Placement	Offers
Before 1/1/03	3%	6
Offers by Feb 1	7%	9
Offers by Mar 1	21%	28
Offers by Apr 1	41%	39
Offers by May 1	71%	61
Offers by June 15	100%	58
Placement percentage based on 202 students seeking		

For internships, most offers are received after spring break. But remember as we have been saying, networking and interviewing begins now! Continue to check eRecruiting and let us know what type of internship you are looking for. Stop by to talk to us and keep your information updated on the career profiles on OwenNet.

New Year's Resolutions (self-improvement): "Not get any more parking tickets" (Paris "Hilton" Childress)... "To have the same commitment to my physical fitness as Mason Wimberley, study as hard and be as concerned with my GPA as Peyton Bush, and have the calm, reserved nature exhibited daily by Matt Dadaian" (Trotter Hunt).