

THE BOTTOM LINE

OWEN GRADUATE SCHOOL OF MANAGEMENT AT VANDERBILT UNIVERSITY

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The Dean's Corner

BY: DEAN BILL CHRISTIE



It is a pleasure to have one last opportunity to muse in *The Bottom Line* this academic year. In reflecting on the past year, I realized that as I approach my two-year anniversary as Dean, I have something special in common with the second-year class. We both assumed our new roles in life at the same time! We have had numerous reasons to celebrate together, including the many case competitions in which Owen defeated schools that are often considered the best in the country. However, as is true in all aspects of our lives, we have had to face our share of disappointments, including the difficulties facing so many of you as you search for job opportunities that seemed so plentiful when you joined us. Like any family, werejoice in your success and work to help you during your

times of hardship. We will be adding a staff member in the CMC to assist alumni with their networking skills, and I am working to ensure that our library resources remain available to you during the coming year as you research companies that you are targeting.

Now to the broader picture. Perhaps the question most frequently asked of me at the "Dean is In" has been "where are we going?" I sometimes forget that my privileged vantage point is not always visible by others. I recall a wonderful story conveyed to me by Bart Victor about leadership. One day in the jungle, the monkeys elected a new leader, and hoisted him to the top of the tallest tree. Once there, he was amazed at the beauty of the view and tried to convey his vision to the rest of the monkeys as they were supporting him from underneath. But to the rest of the monkeys, all they could see was the leaders a**!

What should the school look like in 5-10 years? What are Owen's most pressing strategic initiatives? It boils down to answering the question "What drives reputation and excellence, and how best can we accelerate our progress?" After conferring with the Owen Corporate Council and a strategic planning committee comprised of faculty and senior staff, we agreed that the most important factor in determining the long-run strength of the school is the quality of the faculty, followed closely by the quality of the students. Thus, our capital campaign will seek a number of additional chairs for the attraction and retention of faculty at all ranks. We will use existing chairs to both reward current faculty and attract bright, young scholars whose best work is ahead of them. Natural turnover will also provide us with the opportunity to energize the faculty with new talent whose skills lie both in teaching and research, but whose main

contribution will be to further the intellectual life of the school.

We will also aggressively target scholarship funds during the campaign. A strong curriculum and faculty already attract an impressive pool of applicants, but to compete head-to-head with schools that currently outrank us, we must invest in scholarship and financial aid to support those applicants with outstanding credentials.

I also hope that we can make important strides in enhancing the learning environment. Rooms 216 and 220 are in serious need of a facelift, our wireless network will require an upgrade, and we will need a building addition. The good news is that we have secured a footprint in the space to the south of our building, in front of the Divinity school. This facility will house those functions more closely related to our external constituents, including the Executive MBA program, Entrepreneurship, corporate

relations, additional study spaces, and a new Career Management Center that will include (perhaps with the help of the class of 2002!) a business center and food service facility.

I also believe that our success as a school will be tied to the success of our graduates as business leaders. This will require that we expect more from one another, and from ourselves. The Net Impact forum debating the role of ethics in business education is a great model for promoting intellectual discussions between faculty and students. Students should expect that faculty will cold call them in class. CEO's are cold called 50 times a day. Passively moving through your graduate education without using this remarkable opportunity to learn and interact with one another in a challenging classroom setting threatens our ability to help you succeed. ■

CMC Revisited...

BY: MELINDA ALLEN
DIRECTOR OF CAREER SERVICES

On January 18, 2002, in Flynn Auditorium, over 150 members of the Owen Community gathered to share concerns, feedback and visions for the future in a town hall format. Now, almost 3 months to the day, the time has come to reflect on successes, challenges, and milestones that have been encountered by the CMC along the way.

Seven broad goals were laid out on the 18th and, as of today, five goals have been met and the last two are actively in progress. The seven goals that were outlined on the 18th are:

Establish a working Student Advisory Committee (SAC) - On January 15, six students met for the first time to partner with the CMC to accomplish new initiatives designed to enhance existing services, while also providing student feedback. Since that time, the SAC has met on a weekly basis with the members of the CMC team. Both the student body and the CMC have benefited greatly from this relationship.

Reach out to the community by engaging in a "Director is In" Session - In the tradition of Dean Christie, Melinda committed to

offering "Director is In" sessions to reach out to the community. On March 20, the first session was held. Approximately a dozen students came by with questions and comments, and even more stopped by to get M&M's! This is a tradition the CMC plans to continue.

Make enhancements to the CMC Newsletter - The Newsletter had become the cornerstone of information flow to the students. Students can now find updates on CMC marketing efforts, interview feedback as it is available, job leads, job search tips, and program initiatives.

Initiate City Trips - Students were asked to complete a student interest survey in January that was used to compile geographic and functional areas of interest, as well as a list of key MBA corporations. The following top cities were then targeted for a city trip: Atlanta, Memphis, Tri-States (NY, NJ, CT), Miami, San Francisco/Bay Area, and Nashville. Atlanta and Memphis were successful with almost 40 and 60 students respectively. As there was already an EC club trip scheduled to the San Francisco area over spring break, the CMC built upon what was already scheduled to create a d d i t i o n a l m a r k e t i n g opportunities. The Tri-State trip

converted to a marketing trip based on company feedback and was wildly successful, yielding 6 new job opportunities. Despite a lot of hard work, the only trip that didn't come to fruition was the Miami trip. As for Nashville, there are a lot of things in motion that are outlined elsewhere in the paper.

Increase external marketing efforts - In addition to the City Trips, members of the CMC made trips to Denver, Houston, and Chicago to market Owen students to the corporate community and increase job opportunities. Additionally, the CMC has engaged in over 125 marketing calls to date. Corporate leads are generated from students, research, student interest survey results, faculty, outside leads, on-line job search engines, existing corporate relationships, etc. The results of these efforts can be seen in the increased number of job postings and job leads. And, the results will continue to grow as we make this a priority for the remainder of Mod IV and suspend any further traveling until after graduation.

Create a corporate recruiting continuum, or matrix - The CMC has been diligently working on this project since late February, but there is still progress to be made. The goal is to enter ALL of the

CMC contacts into eRecruiter so that students can see contact information on companies NOT recruiting on-campus, as well as the usual on-campus recruiting information. Once entered, the data will then be exported into an excel spreadsheet in blackboard that will track Owen's relationship with individual companies. Realistically, while we have made progress, the project will not be completed until the end of the summer.

Alumni Networking Teams - Six cities have been identified to pilot the Alumni Networking Teams Program. These cities are: Atlanta, New York, San Francisco, Chicago, Nashville, and Charlotte. A short list of potential team leaders have been identified and Dean Christie will be "making the ask" within the next two weeks. The hope is to launch the program to those students whom are still seeking jobs around April 15th. The goal of these geographically driven teams is to establish opportunities for professional connections between students and alumni. Further, these teams will provide a vehicle for networking and gaining access to industry and functional "experts". After a successful pilot, the number of

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OSSA Speaks

BY JUAN DIEGO CASARETTO '03
SGA CLASS PRESIDENT

I would like to begin by thanking the Owen community for giving us the honor of taking on the responsibility of leading OSSA in the coming year. We are all excited about the opportunity.

The modules have flown by and before we knew it, we have found ourselves on the home

(PLEASE SEE "OSSA" PAGE 7)

Giving Back to Owen

BY: KATHERINE NORTHRUP
STAFF WRITER

Re-living the admissions process is not something that most students would commit to again, especially when dealing with another person's admission. The worst time might just be that span between submitting your last application and finding out whether or not you were accepted to your first choice, or for some of us, anywhere. The agony and the stress of wondering about every scenario your brain could dream up until finally the acceptance arrives and you can relax is just too much to go through again.

However, for four students at Owen, two first years and two second years, that admissions process is part of their every day life. And, according to the feedback from potential students, there are few schools that are better at it.

The Campus Visit Coordinator position is a two year position, starting in the fall of your first year. Campus Visit Coordinators are responsible for mainly overseeing prospective students' campus visits and planning and administering the five weekends when prospective students visit the campus, all in conjunction with the admissions office. In addition to these responsibilities, the four students help coordinate calls to prospective candidates by alumni and current students. They spend, on average, 10 to 20 hours per week planning, maintaining and executing their specific tasks so that Owen is portrayed in the best light possible in every contact with prospective students.

Most of us already know the names of the four individuals who have volunteered to go through the admissions process not only one more time, but two more times. However, Greg Ashley, Heather Murphy, Laura Taylor and Ben Elrod will never tell you that their position is a chore. They work closely as a team, and seem to have a good time doing it. As Heather says it, "It's been so interesting to work on this "side" of the admissions process. I very much enjoy meeting the prospective students."

The group focuses mainly on "campus visits" and the five admissions weekends (Preview, Diversity, Community, Scholars and Welcome) and is responsible for all the details of planning those events. There are areas that each person oversees. Laura is usually the lead person on the admissions weekends, and Ben oversees the campus visit database. Greg and Heather head the alumni and student calling programs. However, they make an effort to

help each other out. As Greg says, "What is nice is that if one of us is having a busy week of deliverables in certain classes, the others can step up and "cover us" for that week. We have set office hours during the week so that on a daily basis, nothing is left undone."

Most importantly, all four feel they have had a fantastic experience and learned a great deal. Laura says, "[It is] very rewarding to meet with a prospective student who has had a really positive experience visiting campus and has decided to enroll as a result of the efforts of people in admissions, our students and our work." Ben agrees, "I truly like working with people that are enthusiastic about promoting Owen, a trait common to a number of the student hosts."

As Ben and Laura prepare to graduate in a few weeks, they will take their admissions experience with them to their respective jobs. Ben says, "The opportunity to meet a wide range of prospective and current students has been a primary benefit for me. I'll also remember working with members of the Admissions Department, Noni Nielsen, Laura, Greg, and Heather. Laura also will spend the summer traveling, first through Thailand and then through Colorado. She will begin working for Deloitte Consulting in Atlanta in September. She says of her experience as a campus visit coordinator, "learning how to put out fires, attention to detail and a greater appreciation for what Owen is trying to accomplish and how we want to portray ourselves."

Meanwhile, after completing their summer internships, Heather and Greg (Greg will be working for Banc of America this summer Charlotte and Heather will be working for Johnson and Johnson in New Jersey) will head back to Nashville to begin their second year, preparing two first years to eventually take their place, and working with what will be the Class of 2005. In looking ahead, Greg says, "I am looking forward to working with the quality students that will be entering in the Class of 2004 as well as with everyone in our class who has been very helpful this year in student calling, student hosting, weekend events, etc. Also, I look forward to working with two people from the incoming class (as well as with Heather) to help move Owen in the right direction going forward." Heather agrees and adds, "I have definitely learned a lot this year and hopefully, next year will be as successful for the Admissions office. We're just worried about how we're going to survive without Ben and Laura...they've been so great!"

Connect for Kids

BY: JUDY WILSON
OWEN WEBMASTER

Owen's first Connect for Kids week concluded with a celebration: Over a hundred and fifty students, faculty, staff and friends spent Saturday night, April 6, listening to 2 live bands, dining on old-fashioned Southern barbecue from Corky's, and sampling micro brews from Market Street Brewery.

A week's worth of raffle sales netted a slew of winners, with Professor Brian Gibbs taking home the Grand Prize three-day trip to Destin, Florida (valued at \$1,100). Students Laurencio Ronquillo, Laura Tucker, Trisha Gramata, Kristen Ruggles, Kathryn McManus, Sean Laffin and Owen webmaster Judy Wilson claimed numerous smaller prizes — DVDs, t-shirts, gift certificates, and more.

"The evening definitely had a celebratory feel," said Connect

for Kids coordinator Charlie Casey. "We had what we felt were reasonable expectations for a successful week of fundraising events, and in every instance, the enthusiasm and support



exceeded what we had predicted. The silent auction alone brought in three thousand dollars. We're still looking at final figures for the full week, but we're very optimistic." Inspired by a similar program at Duke's Fuqua School, Neal Moses, Charlie Casey, Jeff Jarchow, and Fernando Subijana created, organized and launched "Connect for Kids," a week-long series of fundraisers which will benefit, in cooperation with United Way of Nashville/Middle

Tennessee, the Kid's Cafe, High Hopes Therapeutic Preschool Program, the Boys & Girls Club Youth Development Program and Trauma Debriefing for Children.

The week kicked off April 1 with a 4-day silent auction. Other events included a golf tournament, a campus-wide 3-on-3 basketball tournament and "community day" in which Owen students, staff and faculty joined forces to help landscape a local high school, volunteer at Ronald McDonald House and serve meals at the Second Harvest Food Bank.

Corporate sponsors included Roly Poly, Quiznos, Corky's BBQ, Market Street Brewery, Nike, Gaylord Entertainment, Trent's Golf, and the Vanderbilt Rec Center.

The Connect for Kids committee hopes to make the event an annual one and has begun taking steps to ensure this by planning the first meeting for Connect for Kids 2002. ■

The Answer is "Yes"

BY: RON FORD

PRESIDENT OF OWEN ALUMNI ASSOCIATION

As students you are investing every breath and a great deal of money in your future. I congratulate you on your wise decision to make your investment at Owen. You are no doubt beginning to realize what it means to be a member of the Vanderbilt family. Here we learn an essential component to long-term success — teamwork. As students and alumni we recognize that we all succeed if each succeeds. That's why alumni called many of you when you applied and again when you were accepted. That's why many of you have been mentored

by alumni and will be assisted by alumni to find internships and jobs upon graduation. As alumni, we also help each other as our lives and careers take us disparate ways. We value our alumni highly.

After all, their success is a manifestation of our selection and training and a testimony to the quality of the school. We also expect a lot of our alumni. We expect them to continue to invest their time and money in Owen. Each class since mine has been better than the last and this year's is the best yet. As the quality and reputation of the school rises, and

as better and brighter students like you join the world, the value of our degree increases. As leaders we benefit by recruiting you to join our firms. We also get a great deal of personal satisfaction from having furthered the lives of talented people like you.

The very best of our alumni become part of an elite group known as the "Owen 100". Founded several years ago, the Owen 100 have a simple but powerful motto, "The answer is yes." Whether the request is to serve on a task force, assist in

(PLEASE SEE "YES" PAGE 8)

THE BOTTOM LINE

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Nashville Strategy

BY: SUZANNE SCOTT
CMC ASSISTANT DIRECTOR

As a University, Vanderbilt has challenged its various colleges and departments to increase the ties to the Greater Nashville Community. Dean Christie has charged Owen to meet this challenge. The CMC has been proactively developing partnerships with local businesses, in order to raise awareness of Owen and the high caliber of students in our program. This initiative involves both a short- and long-term strategy. In the short term, we hope to not only raise awareness, but at the same time to create many more full-time and internship opportunities for our students in and around the Nashville area. To do this, we have begun several initiatives including:

Reaching out to professional organizations: Over 12,000 individuals in the Nashville business community are receiving a brief write-up on both the Owen Program and student demographics. Additionally, members of the CMC are attending monthly meetings, making formal presentations to memberships and proactively researching marketing trends from local experts. The core objective of our actions is to educate employers on the quality talent pool available to local businesses, working with them to develop strategic partnerships with Owen that will help retain quality talent. Below are the organizations to which we have thus far reached out: **Chamber of Commerce Small Business Division:** e-newsletter to 3,400 small business of 100 employees or less; **NTC, (Nashville Technology Council):** newsletter to over 7,000 members; **WITI, (Women in Technology):** email blast to over 300 members; **PMI, (Project Management Institute):** presenting to Board of Directors, discussing putting flyers on tables at next meeting of over 250 members; **SHRM, (Society of Human Resources Managers):** newsletter to over 350 members; **ANE, (Assoc. of Nonprofit Executives):** newsletter to over 125 members; **CMA, (Country Music Assoc.):** presenting information to Board of Directors; **Rotary Club of Nashville:** weekly newsletter to 400 members; **Nashville Assoc of Real Estate Professionals:** newsletter to all members.

In addition, Rebecca Alexander and Suzanne Scott presented to the Employers' Council, a group of 30 senior level HR executives from the Nashville area. The Council's mission is "To be a leader and partner in building

SmackDown: Goldchain vs. Middleberg Laptop Policy @ Owen

"For"

BY: BEN MIDDLEBERG
GUEST COLUMNIST

"Act responsibly," is the advice of one of Owen's most esteemed professors in terms of students using laptops during his class. The professor, who would speak only on the condition of anonymity, says he finds it both rude and distracting when students use laptops in his class for purposes that do not directly relate to the subject being discussed. Yet, the anonymous pedagogue does agree that if students were to act responsibly he would permit laptop usage during his classes; a position, I feel, represents the opinion of the faculty. In my humble opinion, the current rigmarole about laptop usage is overdone.

Laptops can enhance the educational experience in a classroom setting and are an invaluable resource to students who take notes, verify information, and view articles pertaining to the class. While there are certainly a few students who use their laptops for nonacademic purposes during class, they do not represent the whole student body. I am taking a pro-choice stance when it comes to using a computer in class. If you want to use your laptop in the classroom, then you should have the right to do so. You bought it and you can use it! This is a pretty simple idea, yet certain members of the Owen community have taken issue with a student's right to use a computer during class.

The technology infrastructure that exists at Owen is a competitive advantage that we have over other business schools and is something that should be leveraged, not restricted. Students who visit Owen are impressed with our technological capabilities. These students would certainly be turned off if their student host explained that they were not allowed to use the network during class.

To those who claim that typing is a noisy distraction or that open screens bother them, they must learn to not be so easily distracted. Nearly any

and supporting workforce development systems that assist employers in attracting, retaining, and developing a qualified workforce." This is clearly in line with our goal to create job opportunities for students who wish to stay in the Nashville area. **Creating a Nashville Student Advisory Group** – Jose Amden, Lisa Campbell, Michelle Carstens,



professional environment is going to be filled with distractions, and people must learn to work within this setting. One day we will all have the corner office overlooking the whole city, but until then we

must learn to work in different types of environments. I would like to witness someone go tell their boss that typing noise is detracting them from their work! The same mentality should be applied to Owen.

Banning computers in the classroom addresses a symptom, not an illness. If students are not willing to pay attention to a lecture then we have a larger problem at hand. I am not going to hypothesize about what the larger problem may be, but it should be noted that if students are not focused then something more drastic than taking away computers may need to be done.

The debate that is currently occupying the minds of Owen's student leaders and faculty is simply silly. Owen students are not children, but young professionals who aspire to be leaders in the business community. It does not seem appropriate to restrict tomorrow's leaders from today's technology. ■

and Ryan Pearson are assisting the CMC with a plan to develop and strengthen ties between Owen and the business community. They will be reaching out to their peers to obtain contacts within area companies, make phone calls, and develop events to better increase employment opportunities for students in Nashville. **Calling Nashville Companies**—

"Against"

BY: ADAM TORANTO
GUEST COLUMNIST

I know we have jobs and internships to find, finals, take-home exams, and numerous other graduate school things which take up our valuable time. But, as students, you have to admit we have it pretty good. Just take a look at what is going on in the world. The Middle East is at war, the economy is just now recovering from a two-year slump, our sailors and soldiers are protecting us from terrorism and the state of Indiana is in mourning.

Now, look at us. A little less than a month ago we had spring break. Spring Break? Besides next year, when is the next time we are going to have a break because the season changed? Before that we were on our Holiday break and our mid-module break. In between this time we write papers, fiddle around with PowerPoint and have the occasional exam or presentation. And society not only deems this completely acceptable, but valuable. Society is right. Getting an MBA, while less strenuous than other ways we could spend our time, is valuable. So, what does this have to do with laptops? Here's my take.

Students committed to staying and working in Nashville were asked to submit a list of companies and contacts for which they would be interested in working. The identified companies are being asked to become involved at Owen in one of the following ways: interviewing students for current job opportunities, hosting a group of students on-site for an

time, is valuable. So, what does this have to do with laptops? Here's my take.

Unlike John Kennedy, I am no quant jock, but I do know that there are 168 hours in a week, of which the normal Owen course load demands 12 be spent in the classroom. In theory this leaves 156 hours to do whatever we please. Even excluding the time spent studying or preparing for these classes (we'll keep it on the high end - 50 hrs), we still have 106 hours to do whatever it is that we do. I would venture to say that at least some of that time is spent on our laptops.

We use our laptops in the lobby, in the 8:10 café, at the Starbucks (if you didn't know that, read every other line in the Owen Prospectus), the courtyard, our homes, and I would even put money on the second floor bathrooms. We use our laptops so frequently that it is kind of odd when someone doesn't return an e-mail within two minutes. Is there anything wrong with this? Not really. We bought them; we should be able to use them. But why in class? Why do we (including myself) from time to time feel the need to use them in the classroom? Can't we take 12 hours off?

I know we paid for them. I know we paid a lot for them. I even know that some people take notes on them. But come on... are we so addicted that we can't take our eyes off our computers for 12 hours a week? Of those who use laptops (again, I include myself in that number), many of us don't take notes, but instead catch up on last night's scores or forward a chain e-mail to our neighbor to bring some "good luck to our future". And we are kidding ourselves if we think we are fooling the professors; they see every little smile, glance, or raised eyebrow as we stare at our screens. And it does have an effect: how would you feel if you were eating lunch with someone as they perused today's WSJ?

Some students defend their right to take notes. Up until about 1997, however, every student in the history of the educational (PLEASE SEE "AGAINST" PAGE 12)

information session, and/or participating in a networking event or career fair at Owen.

Holding a Recruiter Career Fair – The CMC and the Student Advisory Group will make calls to several area executive recruiters and search firms to arrange a Career Fair at Owen. Stay tuned for more information. (PLEASE SEE "STRATEGY" PAGE 12)

Question of the Month?

The Bottom Line asked the Class of 2002 & 2003 to comment on the following question:
What is your favorite line from Spring Break?

We received a wide range of answers. Some were serious, sarcastic, witty and just funny. Then there were the ones that tried to be all those things. Anyway, we at *The Bottom Line* hope you enjoy reading the responses. Clearly, you all had more exciting spring breaks than we at *The Bottom Line* did.

Will you marry me? Ben Cecil (Laura Tucker's fiancé)	Here are a few I remember Nick uttering: 1. Do you like CD's and Tapes?? - Nick Thompson, every damn day 2. You know Ryan, personalities are funny because they don't matter - Nick Thompson walking in Manhattan 3. "Dude, it's three in the morning, I don't think Matt Anderson cares that we are in China Town" - Nick Thompson when I ask to borrow his phone. Ryan Bauersachs (From the streets of NYC)	"If Line 37 was greater than line 23, how much does the IRS owe you?" Phil Berg
I have a beefstick in my pocket ... and it's spicy Anonymous	1. "Naked Cowboy!" 2. "Do you want to see my laptop?" - uttered by one homeless man to another on a shady backstreet 3. "Those girls are HOT!" - Ryan Bauersachs, after observing transsexuals Nick Thompson (From the streets of NYC)	"Why is Sandler kissing that man?" Brian Reeves (Corner of Bourbon St. & St Ann)
"I ain't ready to go home yet. I gotta get me summa that scattered-smothered covered." Keith Ikard, Waffle House reference	"Look's like you could have used some help with that suntan lotion!" Brian Yamanouchi	Punta del Este (Uruguay): Beach, friends, parties, drinks and barbecues!!! Juan Casaretto
"Come on, mama needs a new liver!" Jay Gorman, looking for an ace at a blackjack table in Vegas,	"Aaaargghhhh" - The world famous Bush-Man at Fisherman's Wharf David Spivey	"What do you do for a living?" "I'm an MBA student." "No, really?" "Ok, I'm a stripper." "Ok, then strip." -An interesting conversation between an Anonymous MBA student and a person of the opposite sex that took place during spring break "Fukeneh" Ben Marks
Unfortunately I spent a big chunk of the break doing job search while on the SV trip, so my favorite line is: "Sorry, It is very competitive this year." Sherif Shawky	Haven't I seen you on Soul Train before? Brandon Jackson	The check-in line at the airport...getting out of Nashville for 10 days!! Charlie Casey
"We don't have anything right now, but call us in the fall" Nikhil Bimbrahw (From companies that I met about internships..)	Oh my god, she is green. Rahul Nayak	"don't call us...we'll call you" Steve Amigone
"Matt...no seriously....that's a guy." - Anonymous	My favorite Spring Break encounter: "After the dishwashing guy in a fondue restaurant in Paris gave me a plastic bag of stuffed cats and tweedy-bird postcards and bought the table a round of mouthwash-flavor shots (spit or swallow? no idea), he asked "Did you like the cats?". Not understanding his attempt at English, I said "No, I'm just visiting a friend". Amy Mandell	"That girl done made me poop my pants." - Mike McCooley 2002, submitted by Brian Powell
"You're a bunch of snarly bitches," told to Kirsten Thor, Rosemary Ramsey, and Sarah Rector at Sloppy Joe's in Key West by a mullet-haired, drunk, angry woman.		"Hey kids, it's Big Ben!" Drew Willson
"Man, that was some damn good cheese! Give me another coupla slices." Keith Ikard		"The last person to insult a friend of mine ended up in the river..." April Chan, submitted by Kirsten Thor
		"Safety First" Dave Goodridge

Wifi - What?

By: BRAWLEY REISHMAN
STAFF COLUMNIST

Looking for the "next big thing" in technology? It's all around you...

When you plug your network card into your laptop, you are receiving and broadcasting radio waves at a frequency of 2.4 GHz. The radio waves carry data back and forth from your computer to the small antennas and access points around the building. The standard that defines how the data is transferred is called 802.11b, recently assigned the friendlier moniker of "WiFi." Originally intended for use in offices, campuses, and other small communities, WiFi might just be

the way whole cities and suburbs access the internet in the future.

In Chicago over spring break I set out to gauge exactly how prevalent WiFi networks have become. The first step was to download software which would "sniff" for networks. A company in California named Boingo Wireless provides very simple software with this capability. After downloading and installing the software, I charged up my laptop, stuck it in the passenger seat of my British Racing Green Honda Civic, and was off. The answer: they're everywhere! Most are private networks whose access is restricted, but some are public and either free or pay-per-use. Business hotels, in particular, have bought in to the standard, though my personal experience

was that the staff is more accepting of one's use of the network if one goes in, orders scotch, and looks preoccupied by the contents of the screen than if one pulls up in the car outside and blocks the hotel



entrance while tapping into the network from the driver's seat.

Aside from distracting me from a bewildering scarcity of internship interviews, my drive around Chicago served the purpose of confirming to me that WiFi usage is extremely popular. The potential of WiFi, however, lies not just in the small localized wireless networks I observed, but

in the standard's ability to carry data over much larger distances. This became clear only when radio engineers got together with technology people and realized that even though the standard was designed to be broadcast a maximum of 1,500 feet, antennas capable of transmitting the signal up to 20 miles can be constructed fairly easily. Everything from Pringles potato chip cans to old Soviet army surplus antennas can be used to create wireless networks spanning a large geographical area. In towns like Aspen, Colorado, enough antennas have been set up that the entire area within 45 miles of city limits is a "hot spot" for internet access. Because the people that put up the network have left it open to the public, all you have to

do is bring along your laptop equipped with a WiFi card (most laptops these days are shipping with internal WiFi cards), and you can get connected for free.

Part of the success of the WiFi movement is attributable to the relative "glamour" of the activities involved in getting connected. Unlike most techie activities, building and setting up the antennas requires not only intelligence, but a fair degree of risk and physical exertion. Geeky types revel in the opportunity to clamber around on rooftops and in trees to configure the direction of the antennas properly.

Another reason WiFi has been and will be enormously successful is that it represents a cheaper, better way to access the (PLEASE SEE "AGAINST" PAGE 7)

Opinion Editorial: OGSM vs. VBS

BY: MATT ANDERSON
STAFF COLUMNIST

"...O, be some other name! What's in a name? that which we call a rose by any other name would smell as sweet." - Romeo and Juliet, Act 2 Scene 2

As Shakespeare states so eloquently, "What's in a name?" A few consonants and vowels strung together to form words? I would say that both nothing and everything is in a name. It is a bit wishy-washy, I know, but then again so is "it depends," the answer to every macro-economic question.

Would Owen by any other name sound as sweet? My contention is indeed it would. It might even be a little sweeter. But what *is* in a name? More importantly, "What's *behind* a name?" This I believe is the true challenge with which we are faced and a topic in which both faculty and students should be taking an active interest.

So, what is behind the Owen name? We've all had core marketing and are well aware of the implications of a strong brand name. With names such as Wharton and Kellogg, we cannot help but conjure images of

grandiose futures (some of which stem from long nights at Sam's after Thursday "socials") and identify such names with success. So, are we, as Owen students and future alumni, affording ourselves the greatest chance of success through our collective name?

Think about this common situation: You run the conversation through your mind one last time, making sure the name you're about to call is in fact correct, and pick up the receiver with a perspiring hand. A tinge of nervous excitement shoots

"Oh, sorry...that would be Vanderbilt's Owen Graduate School of Management..."

through your body as each number dialed sounds like cathedral bells pounding in your ear. The pause between each ring seems like an eternity and the thought of whether you'll get a machine or live person races through your mind. Success! As a well trained cold-caller, you begin your opening line, "Hello, this is [insert name here] and I'm a student at Owen Graduate School of Management..." The reply on the other end, "You're from where?"

I'm sure I'm not alone in this frustration. I often find myself retreating to "Oh, sorry...that would be Vanderbilt's Owen Graduate School of Management." Well, to avoid such confusion why not migrate to a title of Vanderbilt Business School (VBS) instead? First, VBS is much simpler to convey to those outside of the Owen community. Second, Vanderbilt is a more widely known entity across a broader, national market. We should build on the brand equity

of our parent institution rather than removing ourselves from it.

There are undoubtedly those out there who feel differently. Switching costs, name differentiation from other business schools, and tradition all play a role in the decision to retain the OGSM name. And, if we switch, would we be seen as trying to emulate Harvard's HBS? However, I believe that by not switching we are denying ourselves a larger pool of

recruiters, potential students, and greater national recognition (and hence opportunities). The idea of how we identify ourselves leads to a larger issue: how is VBS (Owen) going to market and position itself, not only to retain its current position among top business schools, but also to climb and surpass others in the process? Currently, there is a committee (Strategic Planning Committee) at Owen charged with developing and refining the school's five-year strategic plan. I hope a clear vision of Owen's direction emerges from this committee. However, it is important that Owen's vision and plan is not just put in writing, but also that it is executed by students, faculty, and staff of VBS (Owen).

My point is that, for ease of use and recognition among those removed from the Owen community, as well as to promote awareness of our institutional affiliation, perhaps a name change that included Vanderbilt would be prudent. More importantly, in conjunction with a name change, Owen desperately needs an accompanying strategic plan that will encapsulate the quality of students, faculty, and staff, and convey to the outside world our

collective potential. Though the conflict between VBS vs. OGSM, and the underlying positioning of the school, does not have nearly the life or death implications that Montague vs. Capulet did, it is crucial to the continued rise of the school and to our future success beyond the red brick walls of Owen. ■

they were kept misinformed and in a desolate state in the refugee camps. I do not blame the Palestinian people for being angry and I do not believe that the majority of Israelis do either. Rather, it is the Palestinian Authority leadership, namely Yasser Arafat that is keeping his own people from the potential benefits of peace and is to blame for their problems.

Aside from the terrible economic situation that the Palestinian people are living under, there is also the teaching of hatred. We have recently heard on the news about the double talk of Yasser Arafat—the condemnation of suicide bombings when speaking to the international media in English and the call for martyrs to march upon Jerusalem when addressing the Palestinian people in Arabic. This hatred and incitement has caused destruction in the attempts by any moderate Palestinians that desire to work towards the goal of peaceful co-existence.

As an Israeli citizen, I also believe that our country has its share of blame. Israel has not kept all of its promises of the Oslo Accords. The expansion of Israeli settlements in the West Bank has caused incitement and the closures of the West Bank and Gaza have caused economic hardship for the Palestinian people, albeit the closures were often in response to suicide bomber attacks.

However, despite the blame that Israel may bear, the Israeli government in July 2000 met with the Palestinian Authority at Camp David to discuss a final status agreement that would have provided the Palestinians with nearly everything that they had asked for. Israeli Prime Minister Ehud Barak offered to Yasser Arafat the following: 95% of the West Bank and all of Gaza to be under full Palestinian control including parts of East Jerusalem, the capital of a Palestinian state would be in East Jerusalem and the right of refugee return to 100,000 Palestinians over a ten year period. While this is not the entire agreement verbatim, it is an accurate outline of what the Palestinians were offered. In return, the Israelis were asking for a final agreement on peace.

(PLEASE SEE "ISRAEL" PAGE 12)

Opinion Editorial: How did we get here - the Middle East Conflict?

BY: ADAM & VANESSA LEIBOWITZ
GUEST COLUMNIST

Traveling throughout the world for two years, I stumbled across many issues, events, controversies and challenges. Some of which were trivial while others had monumental global importance. But without a doubt, many events garnered little attention or understanding from the United States. The events in the Middle East flash across our television screens on an hourly basis. Yet despite the constant bombardment, you would be hard pressed to uncover several American's who fully understand the Middle East Crisis. Thus, through the gracious cooperation of Adam Leibowitz, a former Israeli soldier, and his wife, we were able to produce the following article. This piece provides a basis for comprehension and perhaps even empathy. Please note that Adam, his wife, and myself by no means intend for this article to be disparaging or damaging to anyone in any way.

CONTRIBUTIONS BY: D AVIDSON HALL
EDITOR-IN-CHIEF

On Wednesday, April 17th, Israel will be celebrating her 54th year of independence. Unfortunately, this year's mood in Israel is not very celebratory. Since its establishment in 1948, Israel has been an unwelcome neighbor in the Middle East. Israel has fought many wars against its Arab neighbors including the War of Independence in 1948, the Sinai Campaign in 1956, the Six Day War in 1967, the Yom Kippur War in 1973, and the Lebanese War which started in the early 1980s and lasted for nearly 20 years. There have also been the wars of attrition since the establishment of modern-day Israel as well as the Palestinian Intifada (uprising) in the late 1980s to early 1990s. And again, over the past 18 months, Israel has been faced with a war on terrorism that has brought death and destruction to both Israel and the Palestinians.

This latest incursion of terrorism was precluded by the attempt of the Israelis and Palestinians to negotiate a peaceful resolution under the auspices of the Oslo Accords. The Oslo Accords, which were signed

by Israeli Prime Minister Yitzhak Rabin and Palestinian leader Yasser Arafat on September 13, 1993, was based on the idea of "land for peace." The Oslo Accords for Israel represented an opportunity to eventually reach a comprehensive peace with the entire Arab community and a peaceful co-existence between a Jewish state of Israel and an eventual Palestinian state.

During the years of Oslo, there were signs that a peaceful resolution was feasible. The Israelis withdrew from Gaza and parts of the West Bank leaving the Palestinians with governmental control of over 90% of the Palestinian population in these areas. The Palestinians were able to hold elections and establish a government called the Palestinian Authority led by Yasser Arafat, and the international community was extremely supportive and generous monetarily with the Palestinians. In fact, the US government alone appropriated more than \$500 million in grants and loan guarantees to be used to help with democracy building and infrastructure development in the Palestinian controlled areas. There were also cultural and business exchanges between the Israelis and Palestinians and a

peace accord between Israel and Jordan came to fruition during the earlier years of Oslo. With all of these great things happening—the promise of a better life for the Palestinians and the dream of comprehensive peace in the Middle East for the Israelis—how did it get to such a current state of despair?

In short, false hopes and misdirected anger caused the fighting between the Israelis and Palestinians to erupt over 18 months ago. The promises of a better life for the Palestinian people were not met and the blame was always pointed at Israel. As mentioned above, the Palestinian Authority received monetary support from the international community for infrastructure development that was designed to create better economic conditions for the residents of Gaza and the West Bank. Unfortunately, the leadership of the Palestinian Authority misused the funds and was not held accountable. Rather than building new housing for the Palestinian residents living in refugee camps or creating new jobs, the Palestinian leadership used it for their own agenda. Therefore, instead of the average Palestinian getting to see tangible results from the peace process,

e-report

BY: CATHERINE ASKILSRUD

As the school year comes to a close, the eCommerce club would like to thank all of the second year club members for the interest and participation in the club. Special thanks to the former club officers: Emile Karam and Andrew Katz – Co-Presidents, Mike Scanlon – Marketing VP and eStrategy Director, Josh Goldberg – Website VP, and Zak Pierce – Sponsorship VP.

In the last few months, eCommerce Club members have had the opportunity to do a bit of traveling. Twelve students traveled to Boston in February to attend Harvard's Cyberposium, the premier technical MBA conference. During the two day conference, students had a chance to interact with industry leaders by attending three technology panels of their choice, in addition to attending keynote panels and speeches.

During spring break, 13 first and second year students traveled to the San Francisco area for the annual eCommerce Club Silicon Valley trip. Companies visited included Apple, Sun Microsystems, IBM, Qwest Communications, Applied Materials, among others. Students used the trip as an opportunity to learn more about the companies they visited and network with alumni and company representatives.

The club also co-sponsored several speakers. Shawn Gold, President and CSO of eUniverse, discussed the future of entertainment and what happens when you combine interactivity and entertainment. The eCommerce club also teamed up with the Healthcare club to bring Thomas Apker, COO of WebMD, to campus to discuss his company's business model. Most recently, Corey Cleek from the business development group at eBay gave a presentation on Internet marketing. Corey discussed perceptions of Internet marketing, why Internet marketing is important, key Internet channels for business strategy, Internet technology, and the future of Internet marketing.

For more information on the eCommerce Club's activities and goals for the upcoming year, keep an eye out for our last newsletter of the year!

OEA

BY: MARK SCHINDEL

Owen Entrepreneurship Association is in a planning phase

for next year. We anticipate forming relationships within Vanderbilt (Engineering School, Medical School, and Law School among others). In addition, our goal is to become more involved, visible, and active in the Nashville community. We plan to bring in speakers and become more involved with the efforts of the Entrepreneurship Center.

Finance

BY: JASON ZAZZARO

The Owen Finance Club held its most recent meeting on Thursday, March 21, 2002. At the meeting, the new leadership team of Chris Saponari (Chairman), Mark Lindberg (Chief Financial Officer), and Andy Wade (Executive Vice President) outlined the goals and structure of the club for the upcoming academic year.

The goals for the upcoming year include a better focus on industry finance as a whole rather than just investment banking and hosting events such as a finance case competition and various social events. The structure of the club is as follows: an Executive Committee consisting of a Chairman, Chief Financial Officer, and Executive Vice President (names mentioned above) and an Operating Committee consisting of nine directors: Director of Investment Banking Academy – Kyle Gavin; Co-Director of Investment Banking Recruiting – Brian Reeves; Director of Finance Curriculum/Faculty Liaison – Jarratt Brown; Co-Directors of Corporate Recruiting – Howard Anger/Andy Wade; Co-Directors of Special Projects – John Sena/Bob Springer; Director of Communications – Jason Zazzaro; Director of Web Site/Information Technology – Vashist Worah.

The club will meet the third Wednesday of every month throughout the school year. We hope to see all members at our next meeting!

HOPA

BY: LAURA TUCKER

The Human and Organization Performance Association (HOPA) would like to recognize the 2001-2002 officers for their outstanding work this year: Ben Elrod, Dave Goodridge, Brad Hilsmeier, Kelly Powell, and Mindy Safer. The new officers are excited about the opportunity to continue building on the foundation they started after the former Human Resources and

Organization Management concentrations were combined to form HOPA. Workplace issues addressed by the HOP curriculum are more relevant than ever before as corporations continue to merge, outsource, expand globally, and connect employees in a virtual workforce. The core issues of attracting, retaining, and motivating employees are critical for anyone in the business world. It's the people that ultimately make the work happen in organizations!

HOPA has set two goals for the 2002-2003 school year. First, we want to increase internal and external recognition of the HOP concentration and the HOPA organization. The Owen Graduate School of Management stands apart from many other top-tier business programs by emphasizing HOP as a distinct concentration. We believe the ability to organize, develop, and retain human capital in order to drive business strategy that propels the best companies ahead of the competition. Owen graduates who enhance their MBA degree with a HOP concentration, or simply by taking courses in this area, will be better prepared to lead successful companies in the future. Whether striving to work on Wall Street or a small family business at home, everyone can benefit from strong people management skills.

Second, the HOPA organization wants to enhance career support and educational development for its members. As a small club, this group has been able to provide significant support for first-year students getting acclimated to Owen and looking for internships. We have also been a strong network for second-year students in the job search process. Next year, we hope to further improve our organization by developing a mentor program with alumni, leading a HOPA trip (possibly to Atlanta), hosting speakers, and starting a HOP case competition. If these activities sound exciting to you, we welcome new members!

WBA

BY: KATHERINE NORTHRUP

The Women's Business Association elected a new board this month, officially turning over control to the Class of 2003. The new board consists of: Co-Presidents: Marnie Kelly and Katherine Northrup; V.P., Social Events: Tracey Wilson and Stephanie Warren; V.P., Communications & Alumni Relations: Libby Urbauer, Lauren Frazier, Aileen Abello, and

Elizabeth Pi; V.P., Membership: Pamela Gaughf; V.P., Business Cards: Aileen Abello; V.P., Speakers: Allison Rendall, Kate Sperber and Michele Farley; V.P., Intramural Sports: Michelle Carstens and Allison Rendall; V.P., National Affiliates: Lesley Wang and Allison Rendall; Treasurer: Lauren Frazier; Networking Event Committee: Cathrine Askilsrud, Lauren Frazier, Libby Urbauer, and Pamela Gaughf

The incoming WBA board will be continuing all of the activities from this year, plus we are planning to hold monthly Brown Bag Lunches, which will give members a chance to meet and discuss current events of interest. In addition, we are planning a Networking Event that will bring together WBA members, alumni, and women from the Nashville business community.

The WBA would like to express their appreciation and good wishes to the outgoing Class of 2002 board members for their advice and guidance. Good luck!

OBSA

BY: LISA CAMPBELL

The mission of the Owen Black Students Association is to (1) provide vehicles for the attainment of success for African Americans during and after the Owen experience; (2) create and sustain an awareness within the Owen community of unique African-American contributions; and to (3) provide leadership and assistance to the African-American community.

With a black student population of less than 5% of the Owen community, the OBSA plays a very important role. Through our event programming, we continually strive to accomplish the mission set before us. Some of the events sponsored by the OBSA this year include a program highlighting the accomplishments and teachings of Dr. Martin Luther King, participation in the Diversity Weekend recruiting event, attendance at the National Black MBA Association Conference in Orlando, FL, and two Karaoke nights at kegs.

Although we are nearing the end of the school year, OBSA has some major upcoming events. On April 23rd, OBSA students will be hosting local high school students in a shadowing program. Through this activity, we hope to encourage young African American students to pursue higher education. This Tuesday, OBSA's Second Annual Fashion

Show will be held in the lobby during the lunch hour. The Sponsored by Harold's of Green Hills, this event will help prepare Owen students (and their closets) for their summer internships and full time jobs. You definitely don't want to miss this!

Strategy

BY: JOHN TINKER & JEFF JARCHOW

We wanted to take a moment as the year winds down to revisit some of the events that the Strategy Club hosted during the 2001-2002 academic year, and to look forward to more success next year.

As the fall started, we all had lofty expectations, for ourselves and for the Strategy Club. Events of 9-11 have impacted us all in ways we may not realize for many years to come. In the near-term they changed the tone for our Fall activities.

We were happy to host two speakers and former Nokia employees from Finland as well as Mr. John Danner, Founder of NetGravity. These speakers provided club members unique perspectives on change management and leadership in rapidly evolving firms.

Our fellow students presented two outstanding Landscape Series presentations. These student orchestrated lunch-time seminars covered the automotive and healthcare industries and were widely attended by the Owen Community. We'd like to thank all of those students who helped make these events so successful.

More recently, the Strategy Club helped assemble the Owen team that won CMU's Digital Strategy Contest (Great effort folks!) and welcomed back our new friends from Finland in "The Nokia Game" co-hosted with the Operations Club. Our special thanks to Santeri Leijola for introducing Owen to Erkki Wirta and Hannu Vierimaa.

Under the banner of current operations, we also want to wish everyone luck in the current Business Simulation Contest that runs through Owen Follies on April 18th. This year's contest began on April 2 with 16 teams competing for the \$1000 grand prize. Stay tuned to the Strategy Club's Blackboard site for contest updates!

As we look toward the year ahead there are numerous opportunities for the Owen community to get involved. We plan on continuing the Landscape Series and broadening the reach into panel discussions with faculty and alumni covering topics like "Careers in Strategy" and "Current (PLEASE SEE "CLUB" PAGE 12)

OSSA (con't from Pg 1)

stretch of our first year. And the Class of 2002 is about to become the newest generation of Owen alumni. For that reason, I want to take this opportunity to publicly congratulate and thank our Second Year leaders who have guided us with such professionalism, integrity, and success. Each of them has shown great commitment to Owen and, through their various roles, has been dedicated to making this community a better place every day.

Under the leadership of our Class of 2002 representatives, OSSA was transformed from an organizer of social events to being a true representative body of the students at this graduate school. So I want to thank Chris, Brian, Jose, Kelley and Thomas for their invaluable efforts, and for leaving OSSA in a much better position than the OSSA they inherited. We will strive to do the same.

During the coming year, our team will work hard to exceed your expectations. Sandler, Neal, Anise, Matt and I are dedicated to further advancing OSSA's role in the decision-making process at Owen – the voice of the student should be heard more and more. Over the next few weeks, we will begin working with all of the student clubs, as well as the CMC, Admissions, and the Dean's Office to set our course for next year and pursue our goal of making Owen one of the truly elite business schools in the world.

It would be a shame to finish this letter of thanks without recognizing the wonderful efforts of Rick Ormsby, Heather Murphy and Steve Amigone in OSSA during this school year. We will count on their insights and collaborative spirits to help us next year, too.

Most importantly, I invite all of you to participate actively in our community during the 2002-2003 school year. Let's all make our MBA an unforgettable experience. I encourage you to work hand in hand with OSSA to make it the authentic voice of the student body.

Warm regards,
Juan Diego ■

...So they packed up their bags, and they flew to NYC

BY: RYAN BAUERSACHS & NICK THOMPSON

GUEST COLUMNIST

It all started with a beer. Actually, 3 beers each, and if you consider the fact that they were 24-ouncers, I guess we would have to call them 6 beers. The Nashville Airport bar was the setting, and Miller Lite was the weapon of choice. This is how our trip to New York City over Spring Break began; a theme which recurred throughout the vacation. The sole purpose of our trip was not only intoxication, but also to interview with the good people at Philip Morris who were nice enough to pick up the tab for our vacation. We came to New York carrying only luggage and high hopes, and left with a total of 1 internship, two court dates, thirteen dollars, and a million stories. Some of these stories will be outlined in this article; others would only be suitable in publications that are sold "behind the counter".

On the advice of Rahul Nayak (who fancies himself a traveling expert), we left for the airport approximately three hours early. After arriving at the airport and checking our bags, we still had roughly two and a half hours to kill. Faced with a long wait, our excitement was falling as quickly as Rahul's credibility. Then, like stumbling onto an oasis in a desert of boredom, we found the airport bar.

Before boarding the plane,

we made a quick stop at Miami Subs, where Nick and Ryan's combined six inch subs were topped with at least 70 strips of bacon. (Skeptics are invited to contact the authors for visual proof, which exists thanks to our Kodak disposable camera.) After Nick's last second dash to acquire the most recent copy of People magazine featuring Julia Roberts, we were on the plane. Fat, drunk, and stupid may be no way to go through life, but it is a hell of a way to go to New York.

One thing that we learned about New York is that everything is really cheap! Several street entrepreneurs that we encountered seemed to be selling lavish items at way below their retail value. Burberry scarves: \$5! Rolex watches: \$15! Louis Vuitton purses \$20! We were left to conclude that these salesmen were

actual philanthropists, donating their time and fortunes to ensure that the world was a more stylish place. Nick is very pleased with his new Gucci watch. What a great city!

Technology is everywhere.

On a walk to the Metropolitan Museum of Art, we heard one vagrant say to another, "Hey, you want to see my laptop?" I would be easy to assume that these guys had stolen this computer, but his comment actually made us feel welcome in the city. In fact, these were guys just like many Owen students: bums with laptops. Adding to the peculiarity of the situation was the fact that one of the guys looked like a surreal combination of Neal Moses and Shannon Neely. It just

goes to show, people are really not that different in New York. It seems that every visitor to New York goes to see some type of Broadway show. We were no exception. We caught a fabulous "off Broadway" show free of charge. The act was top notch. The setting was extravagant. The costume was stunning and the performance was second to none. In a western theme that truly transcended time, a lone cowboy comments on man's plight in an unforgiving world. Dressed in cowboy boots, a cowboy hat, and small whitey-tighties, the Naked Cowboy performs his daily show in Times Square. "Well I am the naked cowboy" he sung, a message that moved us deeply. Really aren't we all just naked cowboys in this mad world?

Like the course of a business cycle our debauchery escalated to feverous pitches only to contract into intense hangovers. Our five days in New York were punctuated by one - hour and a half - interview in which we batted 50%. Only one of us walked away with an offer, but both of us left with a suitcase full of memories. ■



Wifi (con't from Pg 4)

internet than cable modems or the various forms of DSL. Both cable modems and DSL lines are plagued by problems: they are expensive to provide, complicated to install, and subject to bandwidth limitations, depending on how many other customers in your neighborhood share an access point (cable modems) or how far from the telephone company your house is (DSL). The result has been a nationwide rollout of high-speed internet access far slower than projections made just a few years ago. WiFi offers the possibility to improve on the model: the performance of the network still suffers as more customers share a single access point, but the access points themselves are less expensive and easier to install. It is intuitive that setting up antennas on rooftops, trees, and telephone poles is less expensive than digging new cable lines or running new wires into houses. In short, WiFi offers the possibility of subverting the multi-million dollar investments made by telcos in cable and DSL with something cheaper, easier, and more convenient.

So what are the implications of this? Well, my motivation for writing this article is largely to make people more aware of a technology that will almost certainly have profound implications for businesses over the next few years, thus stimulating more discussion of as-yet-unthought-of possibilities. That said, the business idea that first presents itself is to found a WISP (Wireless Internet Service Provider). The lack of barriers to entry makes this idea somewhat less attractive than it seems on its face, but there is no doubt that many WISPs will be born and bought up over the next few years. An interesting twist on this is the business model pursued by the aforementioned Boingo Wireless. Founded by the same man who founded Earthlink, Boingo aims to provide access across the country without actually owning any infrastructure. The idea is that, as many independent networks spring up, Boingo will contract with them to provide access to their customers. Users will pay a fixed monthly fee to Boingo to access any network that has an agreement with the company, and Boingo will then

redistribute user subscription fees among the different networks according to usage, while keeping a piece of the profits for themselves. So, for example, if I pay \$10 a month to Boingo, I will be able to log on from the hotel lobby in Chicago with the surly doorman or log on from the airport terminal in Nashville using the same log-in and without paying individually for either network.

If you're interested in knowing more about this topic, there are several students and faculty here at Owen who are exploring the technology. In particular, Andre Foster and a team of students constructed a website as an assignment in MGT 496A (ITEC) that explains in further detail how the technology works. The web site can be found at <http://mba2003.vanderbilt.edu/Andre.Foster/802.11/>.



Special Section: Perspective Students (Class of 2004)

Owen Graduate School of Management welcomes perspective students to “Welcome Weekend 2002”. On behalf of the editors of *The Bottom Line*, we have compiled the following pages filled with information exclusively for you. We hope that your weekend is both enjoyable and memorable.

Welcome Weekend 2002 Schedule

Friday, April 19, 2002

Welcome Weekend officially begins with an informal reception on Friday evening. Friday morning and afternoon are open for travel to Nashville, checking in at the hotel, exploring the city, looking for a house or apartment, working out at Vanderbilt's state-of-the-art Student Recreation Center, or scheduling an optional one-on-one meeting with a member of the Admissions Committee. Please contact campus.visit@owen.vanderbilt.edu or call 615-343-2550 to schedule an appointment in advance

- 5:45 – 6:00 Shuttle Pickup at the Hotels for Transportation to Owen/Management Hall
- 6:00 – 9:00 Welcome Reception with Owen Students, Faculty and Staff
Who: For all candidates and their spouses, significant others and/or family members
Location: Owen/Management Hall, Courtyard/Lobby
- 9:00 Shuttle to the Hotels or Downtown for Informal Gatherings with Owen Students

Saturday, April 20, 2002

- 8:00 – 8:15 Shuttle Pickup at the Hotels for Transportation to Owen/Management Hall
- 8:15 – 8:45 Continental Breakfast with Owen Students and Staff
Who: For all candidates and their spouses, significant others and/or family members
Location: Owen/Management Hall, Averbuch Auditorium
- 8:45 – 10:00 Welcoming Remarks
Who: For all candidates and their spouses, significant others and/or family members
Location: Renaissance Room, Law School
Presented by: Todd Reale, Director of MBA Admissions & Marketing;
Bill Christie, Dean, and Ralph Owen Professor of Management
Gordon Gee, Chancellor, Vanderbilt University
- 10:00 – 10:15 Break
- 10:15 – 11:00 Faculty Presentations
Who: For all candidates and their spouses, significant others and/or family members
Location: Renaissance Room, Law School
Presenters: Bruce Lynskey '85, Clinical Professor of Management
Nancy Lea Hyer, Associate Professor of Management
- 11:00 – 12:00 Panel Discussions with Owen Students and Alumni
Who: For all candidates and their spouses, significant others and/or family members
Location: Renaissance Room, Law School
Topics: “Surviving and Thriving in Your First Year,” “The Light at the End of the Tunnel: Your Second Year,” and “Benefits of the Vanderbilt MBA: An Alumni Perspective”
- 12:00 – 12:45 Planning Your Transition to Owen: Financial Aid, Relocation and Review Camps
Who: For all candidates and their spouses, significant others and/or family members
Presenters: Kathleen Wunningham, John Haller, Christie St. John, Miguel Bota
Location: Renaissance Room, Law School
- 12:45 – 1:45 Buffet Lunch with Owen Students and Alumni
Who: For all candidates and their spouses, significant others and/or family members
Location: Owen/Management Hall, Lobby

Special Section: Perspective Students (Class of 2004)

Welcome Weekend 2002 Schedule Con't

The afternoon is split into three Schedules, two for admitted students only and one for their spouses, significant others or family members. Each admitted applicant will be divided between one of the two schedules as listed in their Welcome Packet.

	Schedule A	Schedule B	Schedule C
	For Admitted Students Only Averbuch Auditorium	For Admitted Students Only Room 220 or 216	For spouses, significant others and family members Room 204
2:00	Career Management Center Overview & Discussion Facilitators: Melinda Allen, Emily Anderson & Suzanne Scott	Student Organizations Overview and Discussion	SOS Panel Discussion Presenters: TBA
2:45		Break	
3:00	Student Organizations Overview and Discussion	Career Management Center Overview & Discussion Facilitators: Melinda Allen, Emily Anderson & Suzanne Scott	SOS Panel Discussion Presenters: TBA
3:00 – 4:00	Tours of the Vanderbilt Campus and Management Hall Who: For all candidates and their spouses, significant others and/or family members		
4:00 – 4:15	Shuttle Returns to the Hotels		
4:00 – 6:15	Free Time to explore Nashville, visit local apartment complexes, working out at the state-of-the-art Student Recreation Center, or just relaxing at the hotel		
6:15 – 6:30	Shuttle Pickup at the Hotels for Transportation to the Welcome Reception		
6:30 – 9:00	Reception & Dinner Who: For all candidates and their spouses, significant others and/or family members Location: Owen/Management Hall, Lobby & Courtyard		

Monday, April 22 (Optional)

Candidates may wish to stay through the weekend so they can visit a class, have lunch with current students, and meet with the career management staff. It's also a good day for exploring the city, looking for a house or apartment, working out at Vanderbilt's state-of-the-art Student Recreation Center, or scheduling an optional one-on-one meeting with an admissions officer. Please contact our Campus Visit Coordinators at 615-343-2550 or campus.visit@owen.vanderbilt.edu to arrange your individual itinerary.



Special Section: Perspective Students (Class of 2004)

Housing

BY: SANDLER D. P ASSMAN
MANAGING EDITOR

As you no doubt know, the choice of a business school is tough. What should one look for in a school? How are the classes? What about the teachers? Are the students engaging and fun? Is an MBA going to advance my career? These are but some of the questions ranging through perspectives' minds as they look for the appropriate school.

While all of these questions can be answered, this article is intended to hit on the conundrums that truly worry perspective students: housing.

Should you come to Owen (and we want you to come), there are going to be a number of things that you have to handle. As such, the staff of The Bottom Line thought you might like some reviews of local apartments and what students thought of them.

Since I put this article together, I get to go first:

TWENTY & GRAND: Affectionately referred to as TwentythousandGrand, this building is the closest housing establishment to Owen (unless you have a propensity to sleeping in the boiler room of law schools). To give you a more accurate distance, I can hit the Dean's office window with my 46 degree wedge and a golf ball. With covered parking, access to Owen's wireless network in some apartments, next door proximity to restaurants and bars, Twenty & Grand is without peer. However, the rent reflects that fact. Apartments are expensive, but include w/d and full kitchen. Finally, the staff at Twenty & Grand is fantastic and is very accommodating. Tell them Sandler sent you; it won't get you a discount, but you will probably get a fairly disparaging remark about me in response.

WESTBORO: You take the good with the bad. That phrase sums up the Westboro. This old-style apartment building has charm and character but leaky faucets, drafty windows, and late night roars of emergency vehicles can take a toll on a weary graduate student. However, the close proximity of the Tin Angel begs for a wicked meal plan. And the locale makes driving to football games pointless. The maintenance staff is more than eager to help repair an air conditioner...assuming you can drag them away from their smoke break. All this being said, if you like old-style character and an abundance of undergrads for a cheap price (the apartment...not the undergrads), this is your place. I'd recommend it to those that

enjoy library studying as opposed to in-house studying. If hardwood floors and high ceilings float your boat, the Westboro has no equal.

WESLEY PLACE AARTMENTS: Convenient and affordable! If you want the option of waking up 30 minutes before class, grabbing a cup of coffee, throwing on a hat and going to class - and believe me you will (2nd Mod) - this is the place for you. It's literally a five minute walk to Owen. The apartment is simple, but very roomy. Units are two stories with a large living area downstairs and two or three bedrooms (complete with individual bathrooms) upstairs. On the downside: although you do have access to the pool and gym at Village at Vanderbilt, it's a hike and you probably will not use it. The other thing you do not find out until you sign the contract is only one parking permit comes with the apartment, so you will have to purchase another permit if you have a roommate.

GROVE WHITWORTH AND GROVE RICHLAND: Provide a nice balance of convenience yet distance from school. The apartments are approximately 2 miles from campus, a 10-15 minute drive, and enable you to get away at the end of a long day, but also make quick trips back for a forgotten book. The apartments are spacious, well-maintained, and have large windows that allow lots of natural light. The Grove is a gated community with several pools, a fitness center, and laundry facilities on site. The office will accept packages for you during the day and provide quick service on maintenance and repairs. As a bonus, the complex is an easy walk to Elmington Park. On the downside, however, the large windows also allow the heat and cold to seep in. In addition, some buildings have a large undergraduate population (with the occasional party) and the gates have been broken several times this year (though they are usually fixed within a day or two).

GROVE WHITWORTH: Located just minutes from Owen and ten minutes from downtown, is an upscale apartment community. Some have dubbed it the "Melrose Place" of Nashville, but I have found it to be peaceful and quite nice. It is a gated community and is inhabited with mostly graduate students and young couples. The two pools make it ideal during the warmer months and the staff is more than helpful. You will most likely find a number of Vanderbilt Law, Med, and Owen students which is helpful in getting to know people, especially early on in the school year. Washer/dryers, microwaves, balconies, and high

ceilings make up most of the apartments, as well as accessible parking. The only negative I have about The Grove is that nothing is within walking distance. Overall, I am happy with my decision to live here and plan to renew the lease.

ELLISTON PLACE QUARTERS: Located on the corner of 24th Avenue North and Elliston Place, Elliston Place is a short five to ten minute walk across Vanderbilt's campus from Owen. Each two-bedroom unit, renting for around \$800/month, is relatively small and somewhat dated. Most units are equipped with washer/dryers and other appliances, and each unit has a reserved parking space. The building offers no extra amenities and security has been a problem in the past.

UNIVERSITY SQUARE: This apartment can be evaluated in the traditional business school manner; Pros: Approx \$750/month in rent, Close proximity to Owen (less than 3 blocks), Covered parking for some spots, W/D connection for two-bedrooms, On-site security. Cons: No W/D for one bedrooms (on-site laundry facility though), Rooms (1 bedroom) are approx 600 sq ft (a little small)

THE GROVE OF HILLSBORO VILLAGE: This apartment is great because of its convenient location to Owen, its proximity to the Hillsboro Village restaurants and shops, and the spacious size of the actual apartments. It's a very comfortable place to live and we have had only minor problems. The management team is not "the best" but it is adequate and we've been very happy here.

AMERICANA AARTMENTS: If you loved the institutional yellow cinderblocks of the dorms, simplistic apartment layout, and elevators that very well could be powered by a hamster on a wheel, then you'll feel right at home in the Americana Apartments. Although the complex touts a rooftop pool, you'll see it only one time, when the building's superintendent takes you on the initial tour. You'll be far too busy to even consider making the journey upstairs. Additionally, the location of the Americana in relation to Owen does not, in this reviewer's opinion, warrant such a hefty price tag. One would be better served venturing three or four blocks away from campus, still a reasonable walk, and finding something with far more character and less of a strain on your pocketbook.

These reviews give you a smattering of different places in which business school students tend to live. Additionally, students live in small complexes, houses,

and rooms-for-rent. While housing certainly seems like a big issue, particularly when moving to a new town, I wouldn't loose too much sleep over it. ■

can also shoot some stick and drink draft beer. Mix those elements with a cigar and you have arrived my friend. Oh, by the way, if Latin-Techno-Indie music is your bag baby, then you'll like the Havana Club.

One word: Robert's. Robert's is a little slice of Heaven that happens to serve PBR for a buck fifty and greasy burgers guaranteed to kill. (If you don't know what PBR stands for, please for God's sake find out before you go there.) Robert's has regular country music acts that have been known to lure Hank, Jr. and company. Also, for you ladies, if you're into male geriatric patients as dance partners, there's plenty of opportunity for you there. While you're there, pick ya out a pair of boots...which happen to line the wall. Live music, burgers, beer, and access to new footwear...this is a real nice place!

Two for Tuesday. You'll learn to love that phrase on Tuesday evening and curse it Wednesday morning. Sam's is a sports bar in the Village. Go right out of Owen for ¾ of a mile. (Talbot don't fail me now.) It's on your right. Every Tuesday they double up on the drinks. The place is packed with law, med, nursing, and business school students. Also, for you anti-social Golden Tee freaks, they happen to have two Golden Tee games. Or...uh...at least that's what I hear. Get there early because two for one seems to be popular. (Shocker)

Two doors down from Sam's is a whole-in-the-wall establishment guaranteed to give you lung cancer. The second-hand smoke at the Villager is so strong that it has pickled the thousands of pictures that adorn the walls. If you like darts and late night roast beef sandwiches, you've come to the right place. To see your friend pound a beer straight from a dog bowl, take them here on their birthday. (Bowl included)

Across the street from the Villager are two bars, Easy's and The Trace. The later is a trendy, open air joint that requires you to be wearing at least one piece of leather, preferably black. Good wine, good food, good time. Easy's, next door, is the red-headed stepchild of The Trace.

Before I'm crucified by my fellow classmates for not naming perhaps the two best establishments in the Northern Hemisphere, I must say these little slices of Shangri-La must be found on your own. That's a right of passage. Welcome to Nashville and...happy hunting. ■

Life Saving Instructions

BY: A.D AVIDSON HALL
EDITOR-IN-CHIEF

Allow me to introduce the Nashville bar scene. I'm by no means an authority on the subject. But I do a Hell of a job studying for it. For current students, you can skip this article unless you're a bit "hermit-ish" in which case read on to see how the other half live. But for all you incoming suckers, I mean students; y'all listen up.

Obviously, Nashville being the country music Hall of Fame possesses its fair share of country-themed establishments. If in you have a hankerin' fer one dem bars, I suggest you head downtown. Where's downtown? Just head to that building resembling a stun-gun. Once there, ask a tourist where Printer's Alley is? There you'll see Lonnie's. Hit Lonnie's for buckets of beer served by a 90 year old woman going on 25 and Karaoke. It is a Karaoke bar...supposedly. In my nine months in Nashville, I have yet to see one schmuck storm the stage with musical intent. Would someone please make an idiot out of themselves and provide us all real entertainment! But, if you like to see blonde chicks singing, this is the place for you. The same three blondes sing every song, all night, every night. Also, be prepared. This ain't yo' momma's Karaoke. There's Karaoke and there's Nashville Karaoke. Nashville Karaoke is more akin to Star Search than anything else. The drunken participants can sing...well.

If pool and foosball are more your style, stumble over to Buffalo Billiards. This guy is just off 2nd Avenue, again...downtown. It's not a bad place to start an evening. Its central location and proximity to other alcohol dealers is prime. Atmosphere: Hmm, well...it's an eclectic mix of thirty-thousand dollar millionaires dying for some foosball and draft beer.

Now just upstairs from Buffalo Billiards is the Havana Club. I hear Cuba makes some damn fine cigars which is what the Havana Club pedals. One

Special Section: Perspective Students (Class of 2004)

The NPV of the School Computer Program

BY: SANDLER D. PASSMAN
MANAGING EDITOR

Finance 101: Discount the cash flows. You begin the business school experience with an approximate \$3,000 cash outflow for a black box that will be obsolete in a few years. Is it worth the money? Is another brand cheaper? What about the school computers?

The appropriate answer to this question can be found, theoretically, by converting the periodic benefits you gain from a computer into a cash equivalent. To correctly evaluate this investment opportunity, these cash flows could then be discounted back and compared to the cash outflow.

As I don't know how to do that, I thought I'd give you my take on the computer program at Owen.

First things first, computers are a necessity. How do you expect to go across the street to Starbucks and access the network without one? What will you tote in your book bag...books? How will your friends get in touch with you

during group meetings to let you know that it is beautiful outside and they are headed off to the golf course?

The bottom line is that you need a computer, and the school program is, in my opinion, highly recommended. The school, through its group purchasing power, is able to achieve discounts that would otherwise not be available. Add to that the IT staff and the wireless network, and you will find that Owen has a top notch computer infrastructure system. The IT staff maintains the computer during your duration at school (and will even provide a loaner in the event of catastrophe). If you have a computer purchased elsewhere, the school resources are available, but at an hourly rate of \$50 (a cash outflow which should be included if, in fact, you are trying to do an NPV evaluation). The computer itself has been an IBM for the past few years and has included some of the best hardware and software on the market (last year Office XP was installed on our machines before it hit the street). I do not know what the school has in store for

the incoming class, but it is sure to be the latest.

In addition to the computer, I would strongly recommend that you have a printer. The school does provide laser printers, but a lot of people use them. A simple inkjet or laser printer will make you a happy camper, particularly when you're trying to print up those notes at the end of the semester.

Finally, I would recommend broadband. Broadband has been the Holy Grail for time management. And, while you might not think that it is a big deal now, wait until you are writing the Erick Peterson case in LTO, trying to study for your first Stats quiz, writing a speech for Communications, and entering journal entries for Accounting. Somewhere in the middle of that, you are going to want to download a .pdf file for Micro, and who has the extra 20 minutes. Broadband is a must in my opinion.

For those of you who attempted the NPV, I think you'll find that it comes out to be a positive value, which only an "ignorant slut" would pass up. **V**

...A Glimpse of the Social Life @ Owen



Israel (con't from Pg 6)

Unfortunately, Yasser Arafat said no to the deal.

No other Israeli Prime Minister had dared to present a proposal as generous as Ehud Barak did at Camp David and it is hard to imagine any Prime Minister of Israel being able to offer this much to the Palestinians again. This deal was based on the Oslo Accords' guidelines of "land for peace" and would have helped create the Palestinian state that so many of the Palestinian people have dreamt of seeing. After this failure to reach an agreement is when the pressures of economic hardship fostered by hatred reached a boiling point and the Palestinian people began the uprising.

The uprising has come in the form of suicide terrorists indiscriminately killing Israelis. These attacks have brought death to many innocent men, women, and children that are guilty of only living in Israel. The Israeli response to this war on terrorism has been consistent. Israel has tried to target only those responsible for terror and continues to try to avoid any civilian casualties. The latest incursions into the West Bank by the Israeli army have been devastating for both Israel and the Palestinians. Unfortunately, the terrorists that operate in the West Bank hide themselves among the civilian population and put the innocent in harms way. In this type of guerilla warfare, there are unfortunate casualties that no one wants to see happen. Yet, there is a fundamental difference in the fighting that I must stress—the Israeli army is an army of defense not aggression while the Palestinian leadership is supporting the killing of innocent civilians through suicide bombers.

So, now that we have reached this current state of despair is there a way out? Well, the answer to that question is not easy and it would take a few more pages to answer. However, one essential ingredient to ending the violence and reaching a peaceful agreement rests on the shoulders of the Palestinian leadership. Once the Palestinian leadership recognizes that the Jewish state of Israel has a right to exist, peace will be achievable. The Israeli people are willing to sacrifice parts of its biblical homeland in order to live in peace, and I believe that the majority of Palestinians are also willing to live in peaceful co-existence in a Palestinian state (made up of the West Bank and Gaza) next to the Jewish state of Israel. I just hope that it will happen soon. ■

Revisit (con't from Pg 6)

cities will continue to increase, based on a combination of resources and demands.

The three areas that serve as the foundation of the Career Management Center's short term strategy are: partnership, communication and marketing initiatives. All three strategic components were identified by a combination of student, faculty, recruiter, and CMC staff feedback. The reality is clear. If the CMC is to successfully meet its mission and vision for the future: 1) There must be open lines of communication with the students. 2) The partnership between the CMC and the students must be ~~fully~~ **fully**. And, the CMC must proactively market the students to the corporate community-at-large and drive job opportunities.

The foundation has been built and now the time has come to think strategically about long term goals. On May 21-24, the members of the CMC team will gather at an off-site location to develop a long-term plan for the future that will build upon our current successes and drive resolution to future challenges.

In closing, the CMC will always focus programming towards our core objectives of creating placement opportunities for every student AND ensuring that every student has the tools, ability and skills necessary to conduct a thorough job search both today and in the future. ■

Club (con't from Pg 6)

Topics." And of course, the Business Simulation Contest will run again in April of 2003... so get your teams ready!

Good luck wrapping up the Spring semester, with the Owen Challenge, and in the Business Simulation Contest. As the weather gets nicer, remember that the Wi-Fi network functions in the courtyard as well as at SATCO. Enjoy.

Yes (con't from Pg 2)

recruiting or placement or simply give money, the Owen 100 always respond "yes". I hope that you will someday have the opportunity to serve in the Owen 100 and join an exceptional group of alumni in support of the best-kept secret in business education – The Owen School.

Soon I will conclude 10 years of service to Owen since my graduation in 1992. I'm delighted to tell you that my pride in the school and my confidence in the school's leadership have never been greater.

I wish you the very best that life has to offer.

Ron

Dr. Ford completes his term as president of the Owen Alumni Association this summer and begins his term as president-elect of the Vanderbilt Alumni Association. In 2004 he begins his term on the Vanderbilt Board of Trust, the first Owen Alum to serve in that role in the University's history.

Ford is CEO of Media Arts Group, a NYSE publisher of art located in San Jose, CA. He and his family live in Atlanta, GA. He can be reached at ron_ford@mediaarts.com. ■

OCF

BY: ROB POLSTON

The Owen Christian Fellowship (OCF) has recently been renamed from the Christian Business Association. OCF consists of students and faculty from the Owen community who share a common belief in Christian principles. We have conducted several events this year including: hosting guest speakers, Bible studies, prayer meetings, and book reviews. We have also held fun-filled gatherings in the homes of several of our professors and students. There are quite a few exciting events on tap for next year as we continue to strengthen the body of believers that make up the Owen community. If you are interested in some enjoyable Christian fellowship or have questions about the Christian faith, or if you are maybe looking for a church in Nashville, please let us know. The club is run by Rob Polston, Tim Franklin, and Jason Medley.

Strategy (con't from Pg 6)

Each of our short-term initiatives will develop into long-term strategies, benefiting the school for years to come. In an effort to capitalize on the forward momentum, Rebecca and Suzanne will be meeting with organizations, such as Nashville City Government, Economic Development, Chamber of Commerce, and Employers Council, whose missions are to attract and retain quality talent in the Nashville area. The purpose of these meetings is to take this unity of focus and create a true partnership between Owen and the greater Nashville community. By meeting with individuals like the VP of Economic Development for the Chamber of Commerce, we hope to provide valuable information that will help sell Nashville to prospective corporations. Whether the need is for talented students to employ, educational programs for executives, or research facilities and expertise, we want them to know that their solution is OWEN.

The fruits of our labor have been extremely positive to date and we look forward to more quantitative results moving forward. Stay tuned to e-recruiter and the CMC weekly newsletter for more details. ■

Against (con't from Pg 4)

process took notes with a pen and paper. Our professors even give us their slides. But it's a free country, so for the .5% who take notes on their computers, go ahead.

As for the other 99.5% of us, we should turn them off if only to avoid being accused of being rude and impersonal, or equally important, to avoid becoming fodder for conversation on the third floor. For the 12 hours our professors are given to teach us something, we owe it to them to close our laptops and tune in. If that's not sufficient motivation, just consider the ridiculous amount of tuition we pay. Classroom time is too rare and too important to spend it surfing the web or chatting with friends. What you do after class is your own business.

On the whole, we are lucky people. Our only professional "responsibility" is to go to class and learn, not too strenuous compared to what others are doing. I say we enjoy our time here, turn our laptops off for 12 hours a week and see if we can't find other ways to frustrate the professors.

Next Issue