

# The Bottom Line

The Owen Graduate School of Management  
Vanderbilt University

## Trading email with Clouatre

The Black Hawk pilot-turned-business school student shares what inspires and motivates him, what happened on his 18th birthday, and his feelings on the soldiers in Iraq. **Page 2**

## Get sloppy at Steeplechase

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## Dishin' with the Frisbee king

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## Join the club, entrepreneurs

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## Upcoming Events

### Capitalist Ball

Country Music Hall of Fame, April 5

### John Spencer Blues Explosion

Exit/In, April 7

### Connect for Kids

Multiple locations, April 11-17

### Country Music Marathon

Centennial Park (start), April 26

### Finals

OGSM, April 28-May 2

### Nashville River Stages

Downtown Riverfront Park, May 2-4

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## First Years vs. Second Years

Expect pulled muscles and fistfuls of glory as Owen's best softballers, golfers, and ping-pong players compete for pride and charity. Neal Moses preps us for 'Connect for Kids,' page 8

# Daft fixes core classes

Changes include new professors in marketing and accounting

By David Egner

The first-year curriculum was criticized from several angles: teaching quality, content, and integration. I sat down with Associate Dean Daft to see what changes were made to the core.

**TBL: First off, I'd like to ask you about leadership. You've written and taught a lot on the subject. How would describe your style of leadership?**

Daft: My personal style is facilitative. I'm the Associate Dean, so my job is to facilitate connections among other people. I don't set the vision or direction for the school. I don't worry about the bottom line. My job is to be the lubricant in the engine of the school, to keep things flowing smoothly on the academic side: faculty, students, and curriculum.

**TBL: That was evident in the town meeting on the core curriculum in Mod II. Can you describe the progress you've made since that meeting?**

Daft: We do have some changes underway for next year. Jim Bradford wants to teach all sections of core strategy next year. We've hired a new person in Marketing, Jacqueline Conrad. She received her PhD from Duke, and she wants to teach all sections of core marketing. We'll also have a new faculty member teaching the accounting core. The writing course as a separate course will be discontinued. It will be folded back into the communications course. We did that before, and students gave it high marks.

**TBL: What about the strategy part of Stratcom?**

Daft: We learned in the quality circle that it wasn't integrated

with communications material. We'll teach strategy separately. Some will be taught during orientation so students will get the fundamentals up front. Gary Scudder will teach it.

**TBL: Will the core be more integrated next year?**

Daft: We're going to try. This is new, just like the quality circles were new this year. We're going to share information across core

classes as to cases, exams etc., and try to ratchet up coordination.

**TBL: Will classes be monitored lecture by lecture or will you trust the professors to work it out themselves?**

Daft: Maybe, we'll have the students involved take all the syllabi and map presentations, cases, and exams onto each other for the module and present it to core faculty. That way,

*Continued on Page 2*



Mark Ozimek, Quentin Hicks, Rene Vuskovic, and Elaine Wu spent a beautiful day winning the Owen Case Competition — and \$4,000.

## Hoffman, Novak win grant approval

By Stephen Plauche and David Egner

On March 25, Professors Donna Hoffman and Tom Novak were awarded a grant from the Alfred P. Sloan Foundation to create the Vanderbilt University Sloan Center for Internet Retailing. Much of the Center's work will rely on the eLab's infrastructure.

According to Professor Hoffman, the grant will provide opportunities for students with relevant backgrounds: "These opportunities could include a course focusing on projects with Center partners, participating in local Center events, and working

with Center faculty on projects that involve direct interaction with senior management at partner firms.

"Additionally, I know the Dean views the Center as an important device for achieving greater visibility, improving our external rankings, and providing new opportunities for student recruiting."

The Center's research priorities include multi-channel retailing, customer experience, loyalty, pricing and promotion strategies, and personalization. For example, the Center will investigate how online behavior impacts offline behavior.

Professor Hoffman elaborates, "For example, does the online

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## Trading email with... Captain Clouatre

To kick off this feature, THE BOTTOM LINE sought out a provocative subject. When we couldn't find one, we settled on first-year Spencer Clouatre. (Just kidding, Spence.) His Louisiana twang and anecdotes have made the U.S. Army captain and Black Hawk pilot one of our favorite classmates. Here's a quick interview:

### How did you decide on business school?

My most attractive options after commanding a company were continuing into Special Ops or getting a graduate degree and teaching at West Point. I made a deal with my wife that I would apply for both. However, if I was accepted to teach, then I would choose that path so that I could spend more time with the family while at graduate school and at West Point (I didn't realize Billy would have us here 24-7!). I made the deal about one year prior to 9/11! I would be elsewhere if I could have predicted the future!!!

### What has been your favorite class so far?

My past and future deals with leading soldiers (people), so I would say that Bart Victor's LTO has been my favorite. I was very curious to see what leaders from outside the military environment (our classmates) thought about the friction involved in completing a mission while maintaining a motivated workforce (soldiers in my case). The business community and the military differ in many ways, but successful organizations and successful leaders share many similarities.

I have probably learned and worked the most in Corp Val. I was part of a phenomenal group (Egner, Tornabene, and Hastings) that carried me along and continually answered my novice questions!

### What are your plans for the summer?

I'm covertly mixing my ambitions to continue my service in Special Operations this summer. I am going to work for the Task Force 160th Special Operations Aviation Regiment located at Ft. Campbell.

### Give us a quick rundown of your experience.

On March 20, 1988 (my 18th b-day), I enlisted in Louisiana National Guard with an engineer unit so that I could get educational benefits (free tuition at LSU). I also got in a fight with my old man the day before and got my ass kicked that night by two big bastards at the Alligator Bayou Bar.

In June 1991, I started at West Point. I threw away about 70 hours of credit at LSU and started over; best decision I have ever made, other than my wife.

I graduated in 1995 and went straight to flight school. I picked the XVIII Airborne Corps (another good decision was not to pick location, but to pick a good unit with good people!) at Ft. Bragg, NC for about six years. I served in a number of officer positions (intelligence and operations), then to Company Command (eight Black Hawks). I was deployed to Bosnia as part of the first Stabilization Forces (great opportunity, lots of flying over Europe), regularly conducted operations supporting the 82d ABN DIV, 3d ID, 101st AA DIV and both Special Forces Groups (3rd & 5th) located at Ft. Bragg. At the end of my command, I was accepted to go teach at West Point. With command complete, I attended the US Marine Corps' Amphibious Warfare School at Quantico, VA, applied to grad schools and ended up at Vandy.

### How do you feel with the war going on?

I feel like any team member watching their team from the bench: out of place! It is very hard to concentrate

# Daft facilitates changes to core

*Continued from Page 1*

each faculty member will be able to see the whole and how they fit.

### TBL: Do you see concentrations evolving, say in health care or music to take advantage of the resources in Nashville?

Daft: We listen to students, and the big trend over the last few years has been more demand of a strategic/general management nature. So we crystallized concentrations out of that demand. There has been a small up-tick in health care, so we've built a relationship with the medical school to bring a professor over to teach a new course. We're also looking at our EMBA program to do something regionally for health care executives, so that capacity would be available to the day MBA program. I don't see Owen developing a program in music in the short term. There just isn't the critical mass. Remember, we're a national program working to attract the top students in the world to Vanderbilt, and these students typically aren't pursuing a music-related MBA. But we are an elective-rich school and we have flexibility to drop one kind of course and introduce new ones as needed.

### TBL: Do you see the joint programs with other graduate schools expanding?

Daft: We're always open to using Vanderbilt's resources as competitive

### CLOUATRE

on school while I watch members of my "family" actively implementing our national policy. I think military leaders are always last to choose war, but first to realize that success is not limited by failed diplomacy. Since there are those that wish us harm, we must be willing and able to defend. Combat leaders are faced with accomplishing missions that place the thing they love so much, *the troops*, at risk. Amazingly, the troops realize the momentum of being part of a larger cause and are willing to perform even in the most dangerous scenarios. Those troops, their selfless contributions, and their willingness to perform deserve the respect of all our citizens — those troops are my motivation. Like one of the front line combat leaders, we (all U.S. citizens) must be willing to accept risk in order to gain our expected returns (our goals). I do not enjoy the fact that I'm not there now, but I can assure you that I will have my "jersey" back on shortly. As I sit in the comfort of Nashville, I want to send my deepest gratitude to the deployed troops and their families — thank you for carrying this load!

advantage to attract diverse students and give Owen students unique opportunities. The only potential new joint program I see would be something with the sciences. There's a real hunger among graduate students in the sciences for business. It used to be that most science majors pursued PhDs and joined academia. Now, most PhDs end up in industry.

### TBL: What do you consider to be the strengths of the curriculum right now? What areas would you like to improve?

Daft: One of our strengths is flexibility. We're not trapped in a semester system. I like the progress that's been made in the last few years with the idea of student projects. Bruce Lynskey and Germain Boer have really bridged the boundaries with the corporate world. It's been a good learning experience for students and a service to the community, so it's been a win-win.

I like the hard-soft aspect to Owen's curriculum. Every student gets world-class technical competence in a concentration like finance or marketing, and they also can choose from a larger set of courses on soft skills than most schools our size can offer: negotiation, leadership, change management, etc. The whole package is a real strength.

Vanderbilt is also a strength, with students able to leverage the entire university to take courses.

### TBL: The curriculum is well rounded, but because of the many electives, the graduate may not be as well rounded as the curriculum. The core requires writing and speaking, and many of us need help in those areas. I could certainly use work on presentations. Have you considered requiring more writing and speaking?

Daft: We'll have both writing and speaking in core communications next year, but no other requirements. We went through an appraisal last year, and faculty and students ended up being very comfortable with the current balance. What's happened is that most students don't take as much breadth as we expect. Instead, they often take a second concentration. Its two different concentrations, so there's some breadth. And there are still courses that can be taken outside of two concentrations.

We are thinking about making the Owen Challenge a requirement. We need to think about it, because it will take a lot of coordination.

### TBL: Is there any thought to limiting how many hours any one course, such as Corporate Value, would require? Or breaking up large courses into two mods?

Daft: We're not thinking that way. It's almost like Corporate Val has become accepted as an 800-lb. gorilla that everyone has to wrestle with. The one thing that came up when we re-evaluated the core was the idea of making Corporate Val required for everyone, but there has not been a critical mass of discontent or momentum to change it.

### TBL: How do student evaluations impact the curriculum, not just teacher selection, but the classes themselves? Do you push certain best practices across courses?

Daft: Dean Christie encouraged more cold-calling this year. In the classroom, the professor is the content expert. And they have to teach with their own style and personality. We do encourage profs to pay attention to course evaluations and to things that aren't working. To the student, the written evaluations may seem to disappear into the ether, but the Dean and I pay attention to them and run numbers read comments to see who the great teachers are. It affects raises and promotions. Evaluations impact the professors more than students realize.

### TBL: Is the process used more for evaluating professors or courses?

Daft: Professors. We want to see if profs are listening to the comments, if they are adapting. We also respond when students complain in person about a course.

### TBL: Do you listen to recruiters when evaluating courses?

Daft: We do, but it's indirect. The CMC will get feedback from recruiters about academic programs. If recruiters are highlighting specific things, we do feed that into the curriculum. One reason for the push on cold-calling was that we were getting feedback that our students were not doing well in case interviews because they weren't thinking on their feet.

### TBL: Do you push professors to solicit class participation? It is very inconsistent from class to class. Every syllabus says "class participation" but the practice varies a lot.

Daft: We do, but profs handle and grade it in their own way.

### TBL: How do you feel about Owen and your role here?

Daft: I love teaching. I love the students that Owen attracts. I love the culture here. I love interacting with the students, even when they're angry and upset because something has gone haywire. There's something wonderful about this place, and it's very satisfying to be part of it.

## NetImpact and Dell recycle computers

By Perry Gooch

According to the EPA, with 3.2 million tons of electronic waste deposited into landfills each year, electronics make up the fastest growing portion of America's trash. Additionally, only 11% of computers were recycled in 2001. With over 250 million computers expected to become obsolete by 2005, the toxins contained in these products have become a growing concern. For instance, there are as much as four pounds of lead in each computer.

In an attempt to stem the land-filling of dangerous waste, Dell has recently teamed with the EPA for "Plug-in to Recycling." The traveling program kicked off at Vanderbilt on March 29<sup>th</sup> and included volunteers from the Nashville community, Dell, and several Owen NetImpact volunteers: Ed Briscoe, Mark Cohen, Emily Davis, Tom Winner, Luis Mirabal, Paola Montalva, Sam Yount, Jim Leonard, and myself. Guest appearances were made by the mayor and our own Dean Christie.

The kick-off in Nashville was organized with the help of the Vanderbilt Center for Environmental Management Studies. The all-day effort was a resounding success, as volunteers scrambled to arrange for an additional trailer to haul all of the donated computers.

With an ultimate goal of 100 tons, the program moves on to Columbus next weekend with additional stops in Charlotte, Portland (OR), and Austin. For more information on Dell's computer recycling programs, go to [www.dell.com/recyclingtour](http://www.dell.com/recyclingtour).

## IM Frisbee dominates

By Tom Winner

When putting together Owen's IM Ultimate Frisbee teams, the first and most important step was to choose a great name. The best Frisbee teams in the world have names that evoke fear and aggression, like "Death or Glory" (Boston) and "Bomb Squad" (NYC), or uncomfortable climates, like "SubZero" (Minnesota). Logic dictates that the MBA teams were guaranteed championship seasons when I came up with the names "thrOWEN' Down" (men's) and "Zen Fuego" (co-rec). However, these names were obviously too cool for school, because the Athletics Department registered us as "The Owen Dawn"

and "Sex Lethal," handles that are respectively lame and skanky.

Despite the burden of our moronic names, both Owen teams have started the season strong. Our opponents have played extremely hard and shown great sportsmanship, but unfortunately for them, games are decided by points, not by effort and spirit. We're undefeated.

And while everyone will agree that winning intramural championships is the highest goal to which one can aspire while at grad school, I think that there's a lesson to be learned from this season. Let every Melvin, Dorkus, Pointdexter, Chastity, and Dweezil rejoice; Owen's Frisbee teams have proven that men and women need no longer be held down by the cruelty of their parent's whim when bestowing names. If our Frisbee teams can win despite lame monikers, anything is truly possible. Rock on.

## TOP 10 REASONS TO DATE AN UNDERGRAD

By Chris Venezia

10. They think you are sexy because you can legally rent a car.
9. Staying in a dorm room. When was the last time you got to sleep in a bunk bed?
8. Three words: short time horizon.
7. Size 1 Vandy shorts – sexy on almost anyone except for Mason.
6. It's amazing how far a box of wine and plastic cups will get you
5. There are no awkward moments of hearing the words "five forces model" in a moment of passion.
4. You can convince them that "Steak and BJ Day" is a national holiday.
3. You get to spend a lot of time with Keith Ikard
2. They think they actually get class credit for spending two hours a day on the stairmaster.
1. **When the lights are down low at night, her ticking biological clock doesn't keep you awake.**

## TOP 10 REASONS NOT TO DATE AN OWEN GUY

By Shannon McDonald

10. They have as much culture as an 8-oz. container of yogurt.
9. Student loans DO NOT make the sugar daddy.
8. They live for a day dedicated to Matt Dadaian...enough said?
7. They have more hair on their chest than on their head.
6. You have to let *them* wear the heels to be at eye level
5. The concept of co-ed sports is all but lost on them.
4. Can you really bring a guy home to mom and dad whose best outfit is a T-shirt over a white T-shirt.
3. Conversations begin and end with movie quotes.
2. The concept of going out for wine and cheese becomes beer and a pizza at Sam's.
1. **Dinner and show starts at Baja Fresh and ends at Christie's Cabaret.**

## POD CHATTER

The 8:10 is open for bids. Rumor has it Hayes Bryant valued the establishment at \$2M, twice that if it includes a coin-operated Bloomberg terminal. "The synergies would be astounding, especially once you delever the..." and then we stopped listening... Matt Dadaian Watch: Last 10 days, 2 frontward visors, 1 backward visor, 4 backward hats, 3 no hats. Returns show no statistically significant differences as yet... Perry Gooch is looking for grunts to help build a house. It would fit perfectly into your summer, if you find yourself with nothing to do (wink wink). Unpaid. No career changers or anyone with lower than a 3.5 GPA...

## AROUND NASHVILLE

### Dress up, get sloppy at Steeplechase

By Jim Rodrigues

Each spring, on the second Saturday in May, 20,000 people converge on Percy Warner Park to watch one of the world's premiere steeplechase races and be part of one of Nashville's grandest social events. This year will mark the 62<sup>nd</sup> running of the Iroquois Steeplechase which benefits the Vanderbilt's Children Hospital.

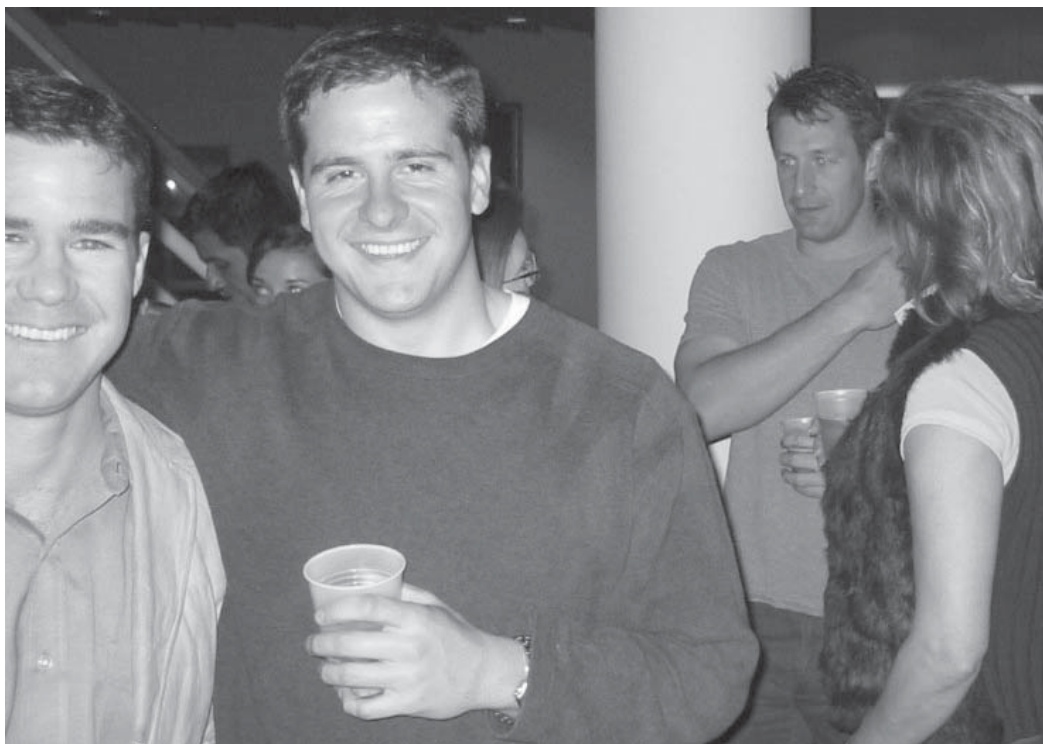
On May 10<sup>th</sup>, the pristine field inside the course will house thousands of young Nashvillians in one giant tailgate party. The festivities begin when the gates open at 9:30 a.m. and continue well into the early evening. All infield inhabitants must arrive before the gates close two hours later. The races start at 1 p.m., but by then, few people remember they've come to a horse race. Only a dedicated few in the infield actually see a horse.

Every group in the infield has a different approach to the day. I have one friend who invites his whole party to a catered breakfast with mint juleps and mimosas before the race. He and his fellow organizers also provide lunch at the event. I have another group of friends who just roll out of bed, fill up the cooler, make a couple of sandwiches, and drive over to the park. Other groups rent tents and have catered lunches, some grill, some just sit in the sun with their cold beer, and others walk the infield looking for friends.

By day's end, a good number of people are sunburned, some have passed out and, overall, everyone is exhausted. Only the valiant few are able to rally and go out that night. If you leave Steeplechase without some good stories, you shouldn't have gone. So with that in mind, if you are looking for one last way to unwind in Nashville after graduation, or for something to take your mind off of your never-ending internship search, Steeplechase is it.

"If you like preppy kids making out in Porta-Jons and chicks in puked-stained dresses and hats, Steeplechase is the place to be," Matt Henning, a longtime Nashville resident and law student at the University of Miami, said. "I wouldn't miss it for the world."

For more information, call (615) 343-4231 or visit [www.iroquoissteeplechase.org](http://www.iroquoissteeplechase.org).



While Evan Austill and Peyton Bush enjoy the festivities at the first-annual OEA Chili Cook-off, Mason Wimberley is hard at work hitting on the opposite sex, so aggressively that he would make Valmont or the Marquis de Sade blush.

# First Person

## The New New Bottom Line

When Dean Christie asked us what tone this year's paper would take, we replied that it would be provocative, humorous, and tough-minded. We are determined to improve the paper and make it one of the best business school publications in the country. To that end, we have instituted a number of changes. We have established a new layout which you now see. We have kept articles short and added features more in line with our Internet attention span. We have emphasized opinion pieces. We have added content that is light-hearted and may lead you to actually time away from the orange submarine that is Management Hall. We have targeted two issues per mod to stay current and provide honest snapshots of our collective school life. We will also pursue webifying the paper in the fall, so your new favorite read will only be a click away. Finally, we have set *independence* as a primary goal, to sell enough advertising to be self-sufficient.

One usually embarks on work (and play) with the best of intentions, and we are no different. Last week, as we prepared this first issue, we realized that maintaining our level of enthusiasm and diligence will be difficult. Keep an eye on us. The Class of 2004, ballyhooed as the best ever by the numbers, has brought a new attitude to Owen. We hope that the paper represents a higher standard and one that brings both humor and honor to the school. If we fall short, if we fail to provide the coverage that will make the paper important and representative — if we do not add value to your Owen experience — we expect to hear from you.

## The Bottom Line

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## Under the martyr's veil

By Shannon McDonald

Gulf War II is very different from Gulf War I. In 1991 George Bush Sr. assembled a coalition of some 31 nations to expel the Iraqi army from Kuwait. Today, George W. Bush has managed to assemble a 48-nation coalition, but support from these nations is anything but overt.

Perhaps this tacit support is due to the fact that there is an innate double standard that exists now. The U.S. and its allies can possess weapons of mass destruction, but for some reason, few other countries are capable of handling weaponry of such power. What is more absurd is that a large part of the justification for this endeavor rests on Iraqi non-compliance with U.N. resolutions. If we had to tally the number of U.N. resolutions that went ignored, we would be counting for years. Case in point: Israel has violated numerous U.N. resolutions requiring the return of Occupied Territories, yet we wouldn't dare invade its lands. These double standards and contradictions contribute to anti-American sentiment the world over.

Like America's ongoing war in Afghanistan, Bush's 'War on Terror' is beginning to lose momentum. Tyrants and terrorists have been lumped together under the 'axis of evil,' as outlined in Bush's anti-terrorism speech last year. Associating tyrants with terrorists is a way to hedge our bets in the event that Osama bin Laden is never found. After all, going after a country is a lot easier than going after terrorist networks that lurk in caves. The 'axis of evil' is reminiscent of Cold War rhetoric that provides a constructed moral framework to go in and seek retribution for the atrocities we experienced in New York, Washington, and Pennsylvania; not justification for war.

Saddam has allegedly had nuclear and chemical capabilities for much of the last decade, so why is it suddenly time to invade Iraq? If it is our duty to unseat Hussein, why have we simply allowed him to amass arsenals of deadly weapons for the last 12 years? Deterrence was a great stick during the Cold War, yet it has been all but abandoned in recent years. The mere fact that Saddam has not deployed his WMD against the U.S. or any of its allies suggests that deterrence is still a viable tool to contain adversaries. Any nuclear

nation could respond instantly to Iraq's use of WMD, assuring swift destruction to the Iraqi nation and its people. Many advocates of the war claim that the question is not if Saddam will use these weapons, but rather, *when*, since he has used them on his own people. Yet the very fact that he has not used these weapons against the Western world suggests that he is well aware of the détente that exists among nuclear powers. Saddam Hussein has made a mockery of the U.S. and the U.N. with his games of cat and mouse, but the 'imminent threat' that he poses to our well-being is questionable at best.

Yet, somehow the removal of Saddam Hussein is supposed to help Americans feel safer. We ignore the fact that Hussein has been effectively contained for the last dozen or so years posing little if any threat to the American people. Apparently, containment is no longer sufficient; the United States is compelled to actually *start* a war to remove the despot. If we are afraid that Saddam will sell his weapons to terrorists, shouldn't we be equally afraid that the Chinese, Russians, or North Koreans will do the same?

With a presidential election just around the corner, now is a prime time for war. The U.S. may be going into Iraq under the guise of humanity, but U.S. intervention is little more than an attempt to stimulate the economy and rally the disenchanted citizens of our society around the flag as they had in the wake of the terrorist attacks just over a year ago. Change the focus, reframe the issues, and suddenly our stagnating economy is no longer the center of attention; the status of the military campaign in those countries yonder swiftly moves to center stage. War may actually give the economy a boost before George W. hits the campaign trail, giving him the edge that his father so desperately lacked when he sought re-election.

What's sad is that U.S. strikes against Iraq will mark the beginning of a new era in world politics; one where we are uncertain of our enemies, and even more uncertain of our friends. If America is to appear unbiased, the U.S. must inevitably go after each and every 'evil' nation that possesses weapons of mass destruction. Is North Korea next on our "To invade and decapitate" list? If our attempts to route

out evil end in Iraq, we will no doubt appear to be the racists that Bin Laden has labeled us. By the time this article hits the press, the war may very well have come to a close. Many critics believe this war would not have arisen if the previous war had *not* been concluded so swiftly. We live in strange times, caught between the lessons of the recent past (from the Gulf War of 1991) and those of the somewhat distant past (Vietnam); torn between the desire to promote peace and stability and the economic realities they require. As the second war of the new millennium rolls onward, one thing is for sure: the geopolitics of the post cold war era has changed — forever.

## Owen's 'Few Good Men'

In the final courtroom scene of "A Few Good Men," full-bird Colonel Nathan R. Jessup, played by Jack Nicholson, angrily defends his thankless position as a commander on the front lines, "We use words like honor, code, loyalty. We use these words as the backbone of a life spent defending something...I have neither the time nor the inclination to explain myself to a man who rises and sleeps under the blanket of the very freedom I provide, then questions the manner in which I provide it."

While Jessup was the film's antagonist, one can certainly empathize with the challenges of commanding troops. Owen has several former military personnel, and their reactions to anti-war sentiments remind non-military citizens to respect soldiers and those that lead them.

*Stephen Plauche*

**Peyton Bush, U.S. Marine Corps Captain:** "It really disappoints me that people are so quick to condemn the war without first learning about who we are fighting and what we are fighting for. America, by virtue of its great power and global presence, must also bear part of the responsibility for ridding the world of the tyranny and oppression that inhibits development. It kills me that I am not over there leading Marines and fighting alongside my friends."

**Spencer Clouatre, U.S. Army Captain:** "We must remember that our leaders are not afforded the cushion of cynicism that we sometimes use to form opinions. The weight of their responsibility, the defense of this nation, squeezes any idealism into reality."

## “Better is better” for OSSA’s new President

By Clint Liebenberg

Thank you for electing me to represent you as the OSSA President for the Class of 2004. I am honored and humbled to be asked to serve you. I realize this is a position with vast responsibility and that the road ahead may be challenging at times. However, I am comforted because I am among an outstanding student body and importantly, will have the chance to work with an exceptional and committed team in Jim Leonard, John Owens, Chris Venezia, and McNeill Wells. I know that we will maintain the existing relationships with the faculty, administration, staff, and alumni. I am also indebted to Juan Casaretto, Matt Lane, Anise Mastin, Neal Moses, and Sandler Passman for their support and tireless work over the past year.

I knew I was elected to a tough position when six days after the vote was cast, I was asked “What are the responsibilities of OSSA?” It seems that many students are confused about the role of OSSA. Very broadly, OSSA is the main communication link between the MBA students (both full-time and executive) and the broader Vanderbilt MBA community, including the administration, significant others, alumni, faculty, staff, and in some instances, recruiters. In addition, OSSA is the central hub that supports and helps strengthen the sense of community among the constituents of the student body, including the student clubs.

As the new President of OSSA, my number one objective is to work with you and our administration, staff and faculty to ensure that your concerns, suggestions, and viewpoints are objectively presented to the right people and are implemented, where practical. My team and I are still working through the specifics of next year’s plan, and we will outline our high-level ideas in the upcoming weeks. Naturally, our strategy will be flexible to respond to the changing needs of the student body.

I will endeavor to communicate to you as much as possible during my term, without becoming an annoyance, to keep you abreast of OSSA projects and developments. Accordingly, I plan to publish an article in *THE BOTTOM LINE* and utilize Blackboard. Of course, I am always available to listen to you and would welcome an invitation to drink a cup of coffee or to have a bite to eat with you. Each week, I will meet with a different student to hear balanced perspectives, suggestions, and recommendations. On a broader level, I will continue with the current practice to meet with our club presidents and I have also asked the WBA, LBA, and OBSA presidents to attend certain OSSA meetings. I want to ensure that I solicit ideas from all avenues of our diverse student body.

To make sure that your ideas are heard by the right people, OSSA will schedule regular meetings with key administration, faculty, and staff members to provide them with constructive, balanced feedback and proposals for improvement. Some of these initiatives are already in place. For example, OSSA has representatives on the Student Advisory Committee that meets with the CMC every two weeks. OSSA, in conjunction with help from other students, will continue to organize and fund many social functions, such as kegs, that help to make Owen a special place. These events strengthen our bonds and assist in developing a student network that will be crucial to each of us in the years to come.

We are all part of a great, unique community. I urge you to work with me to build on our past foundations. I was recently reminded of a very apt quotation from a video for a case study: “Better is better.” Stop to think about it. Each little step forward is a further step to greatness. It really is.

## Respect the soldiers’ bravery and humanity

By Brian Reidy

Captain Chris Seifert was an infantry officer stationed with the 101<sup>st</sup> Airborne Division at Fort Campbell, Kentucky, just North of Nashville. He’s my friend. Chris and I served together at Fort Benning, Georgia; five months of infantry officer basic course and in ranger school. This past weekend, Captain Christopher Seifert died of wounds sustained in the Middle East. Oh yeah, he was also Mason’s roommate. War is real.

When *THE BOTTOM LINE* approached me about writing an article on the war in Iraq, I struggled. Here I was, in the comfort and safety of business school in beautiful Nashville, while so many of my friends were putting their lives on the line in Iraq for their, and, our, country. I struggled because, although I have faith in the decisions of our well-educated, elected leaders, war is such a horrible thing. Horrible, deadly, and ultimately devastating to everything it touches.

As with most of the country, I continually find myself glued to CNN or any news source that provides coverage of our brave soldiers, trying to grasp any new news, hoping for a swift, decisive, and limited casualty conclusion. My heart goes out to each and every one of those soldiers, to include their families, like Chris’ parents and Chris’ widow. War is a horrible thing.

Just recently our country suffered a tremendous loss when the

space shuttle broke up over Texas, taking the lives of its entire crew. I was moved at how many countries of the world expressed their sorrow for the lost heroes. Those astronauts were indeed heroes and will definitely be missed. With all due respect, after seeing this outpour of emotion, I thought back to Bill Morrison, a dear friend of mine. Bill was the captain of our hockey team up at West Point. A four-year starter and an excellent student, Bill went on to serve in the Army as an aviator, typifying America’s son. Bill is now

**“The soldiers are not the ones to blame. They are doing a job that most of us cannot or will not do. They are defending their nations and ultimately hoping to make the world a better place.”**

in a wheel chair with one leg, the result of a helicopter crash where most of the crewmembers perished. In fact, just this past year scores of other Black Hawk helicopters have crashed, killing crew and passengers alike. Why aren’t those accidents regarded with such emotion or support? And oh yeah, Spencer’s a Black Hawk pilot. These soldiers are real. These soldiers put their lives on the line everyday and do not ask for a single headline, a single thank you, a single anything. Respect them.

I remember getting excited about going back to school for the ability to engage in intellectual de-

bates over a myriad of topics. Educated students and professors from around the world could share opinions and challenge one another on issues. This is school, this is not war. As I write this article, I continue to erase and re-write my words, so as not to come across as admonishing any person or what they stand for. I write this article to give respect to those who are fighting and to those who are dying; regardless of anyone’s political views.

U.S. Army soldiers, British soldiers, Iraqi soldiers, Iraqi citizens ... the list continues. In all cases, these individuals are casualties of war. Some are following legal orders, some are following illegal orders, some are just in the wrong place at the wrong time. That is war. Anytime there is a loss of life, there is a loss for everyone. So, it is imperative to understand that

these soldiers, no matter what flag they fly, are not the ones to blame, to get mad at, to ridicule, or even question. They are doing a job that most of us cannot or will not do. They are fighting for their freedom, they are defending their nations, and they are ultimately hoping to make the world a better place. They, the ones on the ground, the ones dying. Respect them. Not just because they deserve it, but because their sacrifice demands it. Pray for all servicemen and service-women. With war comes pain, with war comes scars; we must now prepare ourselves for the greater struggle yet to come.

## Double-check your b-school vocabulary

By Shannon McDonald

It is intuitive that to be a good Owen student, one must leverage one’s ability to utilize words that make people believe that you are more intelligent than you really are. But what do the words intuitive and leverage have in common? Stumped? Need a lifeline? Okay, well, just think, we have all heard them so many times, they have become as banal as that cheap PBR (Pabst Blue Ribbon for you novices) you order down the street at Sam’s.

How many times have we heard ‘intuitive’ in the last six months? Actually, the better question is how many times has it just become the filler or non-descript adjective in a hollow statement? In my book, it has become a copout word. Admit it, you have used it when you just couldn’t explain a backwards MECE (ask Reidy, I still don’t know what it is!) to someone, or when you were trying to wrap your brain around that gigantic Black-Scholes formula and a classmate obliterates

your quasi-productive studying by saying, “Come on, this financial instrument is so intuitive...” What is intuitive about Black-Scholes? If I were a statistician and truly understood each of the functions of the variables and their causal linkage, maybe, just maybe it would be intuitive.

Even the core finance textbook used the word ‘intuitive.’ One has to wonder what this nebulous word is doing in a book that is supposed to teach us procedures and formulas that will enable us to perform an NPV analysis or value a perpetuity. My background is in liberal arts, and I strongly feel we should leave intuition to the humanities.

According to my favorite Web tool, dictionary.com, the word intuitive is defined as “Knowing, or perceiving, by intuition; capable of knowing without deduction or reasoning,” maybe it is just me, but frankly, would we be in business school if any of this stuff was just intuitive? Who would pay nearly a hundred grand to be told that

the disciplines we learn about in our two-year stint here are ‘intuitive?’

Perhaps the purpose of this massive financial investment is in fact, to be able to effectively intuit one day. If that is the case, then I must again ask, why is it so often used and abused in daily discourse?

Intuitive is misused as much as the word ‘leverage.’ How many times have you heard people say, “We’ll just leverage these numbers to make our point,” or “I will leverage my previous experience in bean counting to help me get a job at Merrill this summer.” Please, take note of the following definition:

1. Advantage; power to act effectively. 2. To improve or enhance.

Bet you didn’t think you would get a grammar lesson in business school; bet you thought you had put that soft stuff behind you when you finished Talbott’s class. I have news for you: you should *never* put that stuff behind you. Good grammar and its proper use is a mighty tool, but misused verbiage makes you look like an utter fool.

## Welcome Weekend: Meet the class of '05

THE BOTTOM LINE would like to say "Come on in!" to the admitted students visiting for Welcome Weekend. We publish this agenda for your convenience.

### FRIDAY, APRIL 11

- 5:30 – 6:00 Shuttle Pickup at the Hotels for Transportation to Owen
- 6:00 – 9:00 Welcome Reception with Owen Students, Faculty and Staff, Owen Lobby and Courtyard
- 9:00 Shuttle to the Hotels or Downtown for Informal Gatherings with Owen Students

### SATURDAY, APRIL 12

- 8:00 – 8:30 Shuttle Pickup at the Hotels for Transportation to Owen
- 8:30 – 9:00 Continental Breakfast with Owen Students and Staff, Owen Lobby
- 9:00 – 10:00 Welcoming Remarks, Law School
- 10:00 – 10:15 Break
- 10:15 – 11:15 Faculty Presentations, Law School
- 11:15 – 12:15 Panel Discussions with Owen Students and Alumni, Law School
- 12:15 – 12:45 Planning Your Transition to Owen: Financial Aid and Orientation, Law School
- 12:45 – 1:45 Lunch, Owen Lobby and Courtyard

Consult your Welcome Packet to determine your section for the afternoon (A or B). Spouses, significant others and family members are welcome to SOS panel discussions in Room 216 from 2:00 until 3:15.

- 2:00 – 2:30 Section A: Career Management Center Overview & Discussion, Averbuch
- Section B: The Owen Advantage: Overview of Experiential Learning Opportunities, Room 204
- 2:30 – 2:45 Break
- 2:45 – 3:15 Section A: The Owen Advantage: Overview of Experiential Learning Opportunities, Averbuch
- Section B: Career Management Center Overview & Discussion, Room 204
- 3:15 – 4:00 Walking Tours of Vanderbilt Campus and Owen
- 4:00 – 4:15 Shuttle Returns to the Hotels
- 4:15 – 5:15 Optional driving tour of Nashville
- 4:15 – 7:15 Free time. Check out Nashville, the Rec Center, apartment buildings, or relax.
- 7:30 – 9:00 Cocktail Reception with Owen Students, Faculty, Alumni, and Staff, Latitude Restaurant, Vanderbilt Marriott

## Wanna get away? Try New Zealand

By Stephen Plauche

Known for its stunning landscape and its friendly, adventure-loving people, New Zealand has received much fanfare recently for being home to the principal photography of Tolkien's "Lord of the Rings" film trilogy. Arguably the most spectacular scenery in the country can be found on the South Island in the area known as Milford Sound. The best way to take in this area is to get a guided tour of the Sound where you will kayak on the portion of the Pacific Ocean that comes inland while looking up at massive, steep mountains jutting out from the water — think the Colorado Rockies combined with the raw isolated beauty of the Puget Sound in Washington State.

One of the most popular and adventurous activities on the South Island is taking part in the "Great Walks" — long, multiple-day hikes through some of the most rugged and striking landscapes the country has to offer. Two of the most admired of these hikes include the Routeburn and Milford Trails. These two "walks" have gained popularity due to the combination of beauty, ruggedness, diversity of flora and fauna, and level of difficulty that one experiences on these hikes. All of the trails are well marked and have ranger-manned huts placed along the trail where one sleeps at night with the other people on the trail. Although these trails provide a fun way to see massive waterfalls, lush tropical rain forests, mountain overpasses, and beautiful lakes, both the Routeburn and Milford hikes are extraordinarily long and physically demanding.

If extreme sports are your thing, then you will want to spend the lion's share of your time in Queenstown, the most famous town on the South Island. Known for its world-class skiing in the wintertime, Queenstown becomes a wonderland of adrenaline-junkie sports from December to March, New Zealand's summertime. In Queenstown, one can participate in sky-diving, bungee

jumping, jet-boating, parasailing, paragliding, white water rafting, hang-gliding, lugging, and many more extreme sports. If viewing and swimming with ocean-life is more up your alley, you have to visit the coastal city of Kaikoura on the eastern side of the South Island. The major tourist attractions here include whale watching, swimming with dolphins, and trout and salmon fishing. While on the dolphin swimming tour, we spotted two Orca (killer whales) swimming only 40 yards from our boat!

Whereas the South Island is less densely populated, more rugged, and less commercial than the North Island, the North Island also has numerous and unique fun adventure activities. The North Island is also home to the nation's capital (Wellington), the largest city (Auckland), and the largest lake (Lake Taupo) in the country. The Queenstown of the North Island is a city called Rotorua. This small, friendly city on the shores of Lake Rotorua is home to the country's geothermal activities and the native New Zealand Maori culture. Zorbing was the most unique of the extreme sports that I found in and around Rotorua. This activity involves throwing yourself into a large, plastic ball (the zorb) with a diameter of seven feet situated on the top of a man-made hill. After two buckets of cold soapy water are thrown in the ball with you, the facilitator pushes the zorb off the top of the hill. If you are a sporting person, you attempt to stay on your feet as long as possible as the zorb flies down the hill. If you are just in for the ride, you can sit back and laugh as you flip end-over-end somersaulting inside the zorb until you come to a rest at the bottom of the hill. Besides zorbing, Rotorua also has the best rafting and trout fishing.

Jacques-Yves Cousteau was once quoted as saying that Poor Knights Island was one of the top-10 dive locations in the world. After doing four, 60-minute dives over two days in this remote, tranquil, and

relatively warm water area in the northern part of the North Island, I began to understand Cousteau's love of this area. Within this dive site area the maximum depth rarely exceeds 90 feet. There are also a number of underwater caves that require the use of a "torch" in order to see all of the underwater fish species, of which there are many. For those of you who don't like the idea of diving for fear of sharks, don't be too concerned. When I asked the dive leader if a Great White had ever been spotted in the area, he said his dive company had only spotted one *Carcharodon carcharias* in the last 15 years, a comforting thought when you are one-eighth of a mile away from the boat and 80 feet underwater.

In terms of food and accommodations while in-country, New Zealand is about half as expensive as the United States. The food is almost always excellent. However, in many smaller towns, it is very common to have a limited selection of restaurants to choose from. In terms of diversity in ethnic cuisine, only larger cities like Christchurch, Queenstown, Wellington, Rotorua and Auckland have the type of selection we have become accustomed to living in the United States. The best way to actually see the country is to rent a car and drive from city to city. If you take this advice be prepared to quickly learn to drive on the left side of the road — assuming you are cautious in everything else you do, this could very well be the most hazardous activity you do while traveling in New Zealand. Also be sure to take a cruise of the Auckland Harbor while visiting the North Island — seeing the competing yachts from the America's Cup docked in the harbor is a highlight no one should miss. Have fun and enjoy the 11-hour plane ride to Auckland from Los Angeles!

## Grant approved, eLab revealed

*Continued from Page 1*

experience drive traffic to physical stores, changing price and service expectations? We're also interested in how the online experience can be made so compelling that customers will prefer it to offline ones."

She also explains that the oft-misunderstood eLab is a platform for studying Internet retailing. The lab conducts Web survey research, online "field" experiments, and supports clickstream modeling.

Professor Hoffman will also no longer lead the marketing department, a move that had been in the works before the grant award. Ruth Bolton will now coordinate the marketing curriculum.



Paradise: The early-afternoon sun sets over Kaikoura Bay, warming the beach, the ocean, and the surrounding mountains.

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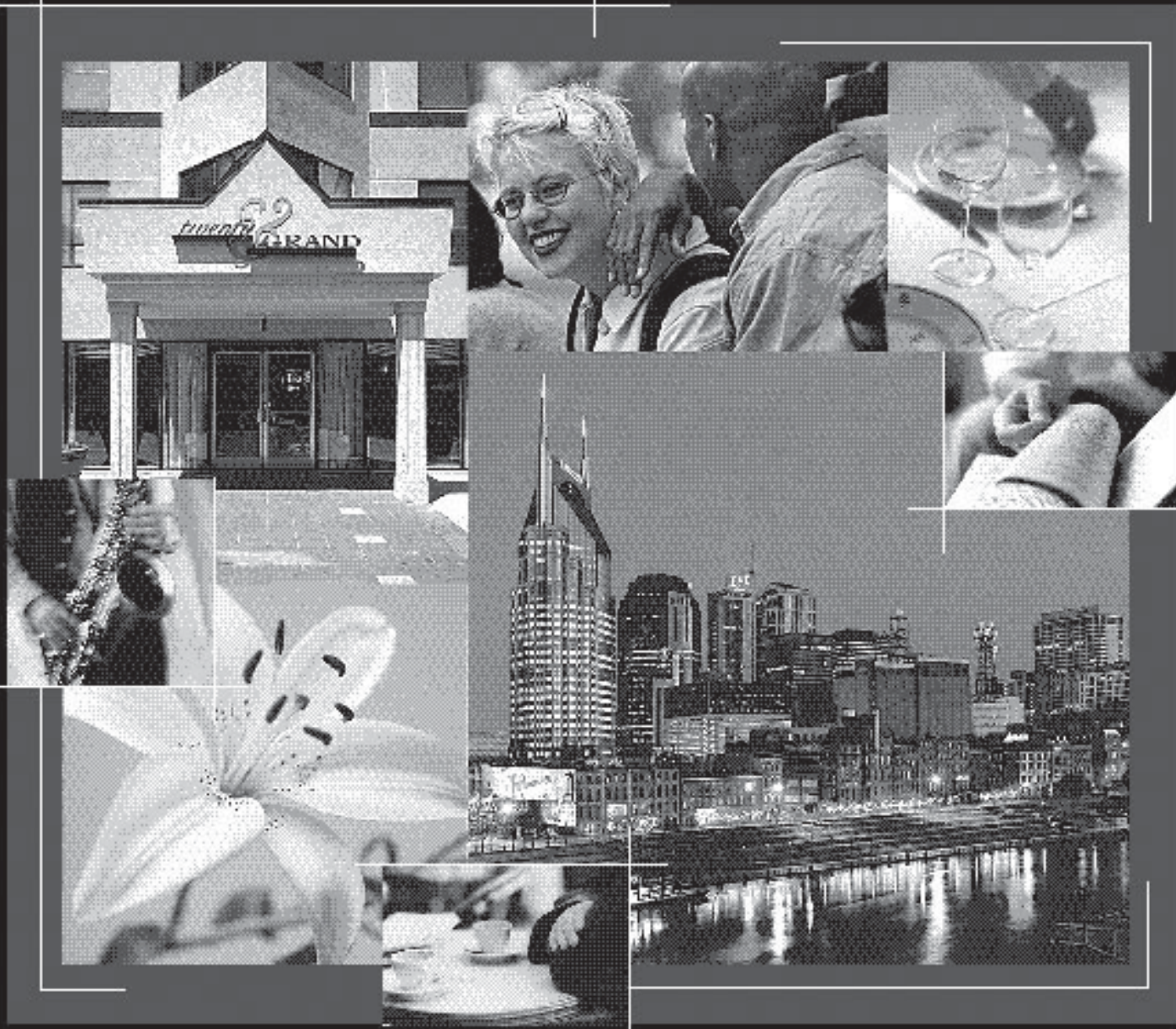
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# '03 challenges '04 for good cause

Sporting events and community service highlight weeklong 'Connect for Kids' event to benefit Boys & Girls Club of Middle Tennessee

By Neal Moses

Friendly rivalry, revenge for a previous intramural loss, pride and raising money for the boys and girls of Nashville are just some of the reasons the 2<sup>nd</sup> Connect for Kids week will be an event worth scheduling into Outlook. The week of April 11<sup>th</sup> to April 18<sup>th</sup> will be full of events starting with a day of community service at the Boys & Girls Club of Middle Tennessee.

Last year's inaugural event raised nearly \$3,000 for the United Way's Children's Fund. This year the Connect for Kids committee entered into a long-term relationship with the Boys & Girls Club to enhance both the leadership development and educational activities for area children. "The goals and values of the Boys and Girls Club match very well with Owen. Contributing to the scholarship, athletic activities and educational programs is something that most students appreciate. Many Owen students have been active in their area clubs in the past and will hopefully continue supporting the organization after graduation," explained Christina Damon.

Connect for Kids was started last year by about 30 '03s to add meaning to some social events at Owen. Building on the values of the Owen community and the strong support of activities through 100% Owen, student leaders wanted to create an event that was both fun and meaningful. This year's theme is "Clash of the Classes" and hopes to build off the friendly rivalry between the first and second years.

## How it all works

The first-year and second-year classes will compete against each other in athletic competitions, fundraising activities and Big Game Night competitions to earn points and dollars for their respective class. The schedule of athletic activities includes softball, flag football, soccer, golf, sand volleyball and basketball. To participate, students need to sign up for a respective team. The only requirement is the purchase of a class T-shirt, the proceeds of which benefit the charity.

Thursday's Big Game night will bring your favorite bar games to the Owen lobby. Air-hockey, ping-pong and foosball tournaments will provide first- and second-year teams the chance to earn points and prizes for their class. Dean Christie's office will be sponsoring the food and beverages for the evening. And of course, the highlight will be the



First years Shannon Gutierrez and Quentin Hicks celebrate their well-deserved "Most Creative" award at the first-annual OEA Chili Cook-off.

annual charity auction. Students, faculty, staff, alumni and area businesses donate items for everyone to bid and win. Last year's auction items included vacation packages, sports tickets and memorabilia, food and a date with Matt Anderson (of course, the value of that item depreciated quickly)!

There is still time to donate an item for the charity event, please contact Trotter Hunt or Charlie Casey for more details.

The winning class and total financial contribution will be announced at Owen Follies, Friday April 18<sup>th</sup>. Winners will be enshrined on a plaque in the lobby along with the amount raised for the charity. Additional prizes will be awarded throughout the week.

## Community Day

In addition to the competitive activities and the auction, students will have the opportunity to role-up their sleeves and improve one of the area B&G Club facilities. Community Day will take place on Friday, April 11th at the Boys & Girls Club located on Thompson Lane. Owen students, significant others, faculty and staff will spend an afternoon donating their time to help rehabilitate the center's ball fields and club facilities. Volunteers will also have an opportunity to take part in various activities and games with the area youth who attend the program. If you are interested in volunteering your time sign-up at the table during lunch from April 1<sup>st</sup> to 10<sup>th</sup> or email Christina Damon.

Money raised through T-shirt sales and the auction will also benefit the Boys & Girls Clubs of Middle Tennessee. For 100 years, the clubs have been helping kids learn, play, grow and succeed with adult-supervised meaningful and structured activities. Providing positive role models and mentors at the nine club sites in the metro Nashville area, Boys & Girls Clubs annually give thousands of youths the tools they need to succeed as productive and valuable citizens.

## JOIN THE CLUB

### Owen Entrepreneurship Association (OEA)

#### Leadership

Evan Austill, President  
Brian Lapidus, Vice President  
Josh Dorfman, Secretary & Treasurer  
Jon Weindruch, Webmaster  
Dave Mekeel, Special Projects Coordinator

#### Faculty Advisors

Bruce Lynskey  
Germain Boer  
David Owens

Membership: 50

#### Projects and Events

*The Annual Chili Cook-off* features the cooking prowess of your fellow students each competing for the grand prize of having Evan mow their lawn in efforts to raise money for the club.

*OEA Biographies* feature local business entrepreneurs who visit Owen to present their "entrepreneurial journey" to both the club and faculty members. The goal is to give members of OEA and the Owen community the opportunity to learn from successful entrepreneurs as they share insights, recommendations and keys to success.

*The Young Entrepreneur Organization (Nashville Chapter) and OEA Speaker's Panel* recruits entrepreneurs who have made a significant impact on the Nashville business community. This year's event (April 3rd) is "From the Ground Up: Getting Your Venture Started" and will focus on how entrepreneurs can get a foothold for their ideas and business models. Featured are Aneel Pandey, founder of Transcender; John Danner, founder of Net Gravity; and Mike Shmerling, founder of Correction Management Affiliates, Transcor America, and Background America.

#### Message

Evan Austill: "By bringing entrepreneurs and start-up companies together, the OEA creates a supportive community, hosts speakers, and holds seminars that teach practical skills. The OEA provides a great atmosphere for aspiring entrepreneurs and helps students find mod-long or full-semester projects that align with their interests and highlight the capabilities of the Owen student body to the Nashville business community. The club actively supports and promotes entrepreneurship within the Owen community."

## Connect for Kids Schedule of Events

**FRIDAY, APRIL 11**  
Community Day  
Boys & Girls Club,  
Thompson Lane

**FRIDAY & SATURDAY, APRIL 11-12**  
Owen Cup  
Legends Golf Club

**SUNDAY, APRIL 13, 8:00**  
Flag Football  
Natchez Trace Field

**MONDAY, APRIL 14, 5:00**  
Beach Volleyball  
Rec Center Beach Court

**MONDAY, APRIL 14, 8:00**  
Soccer  
Natchez Trace Field

**TUESDAY, APRIL 15, 8:00**  
Softball  
Rec Center Field

**WEDNESDAY, APRIL 16, 8:00**  
Basketball  
Rec Center

**THURSDAY, APRIL 17, 6:00**  
Big Game Night  
Owen lobby

For more information, go to:  
[www.mba.vanderbilt.edu/connectkids](http://www.mba.vanderbilt.edu/connectkids).

## Write a letter to the troops

The Armed Forces Club would like to announce the "Support Soldiers" letter writing campaign. We will be placing designated boxes throughout Owen. Please address letters to Dear Soldier, then seal in an unmarked envelope. We will provide envelopes at all boxes. We will send these letters overseas and distribute them through our contacts to soldiers who aren't receiving mail. We appreciate your support. Mail is of vital importance to our brave servicemen and servicewomen, many of whom are under the age of 20 and away from their home town for the first time in their life. Please help us support the troops. **Brian Reidy**