

# The Bottom Line

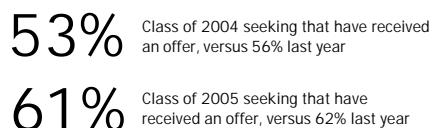
The Owen Graduate School of Management  
Vanderbilt University

**THE BOTTOM LINE Survey:**  
Class of 2004: Would you do it all over again?



90 students responded via a Zoomerang survey April 22-26. More survey results are available on Page 3.

Update from the CMC, as of April 28:



Report all offers and acceptances and (graduates) update your new address in the Alumni Directory on Blackboard.



Was Luis and Paola your favorite Owen couple? Courtney and Steen?



Check out the Class of 2004 survey results on Page 3.

**Liebenberg, Fauls cited for school spirit**  
The 2004 survey results are in: Mr. and Ms. Owen, best overall business person, and more. **Page 3**

**Celebrate, Class of 2004!**  
Emily Dunn has assembled a mesmerizing collage of photos of second years. **Page 4**

**MBAs are world's peace keepers**  
Former Black Hawk pilot Spencer Clouatre has a unique take on the MBA grad's purpose. **Page 6**

## Upcoming Events

**Nashville River Stages**  
Downtown, April 30-May 2

**Beale Street Music Festival**  
Memphis, April 30-May 2

**130th Kentucky Derby**  
Churchill Downs, Louisville, May 1

**Mod IV Exam Week**  
OGSM, May 3-6

**Iroquois Steeplechase**  
Percy Warner Park, May 8

**Bachelorpalooza**  
Tunica, May 10-11

**Graduation**  
Alumni Lawn and Magnolia Circle Lawn, May 14

**World Championship BBQ Cooking Contest**  
Memphis, May 13-15

**Alan Jackson & Martina McBride**  
Gaylord Entertainment Center, May 22

**First Day of Mod I**  
OGSM, August 23

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## 'Best class in Owen history' says goodbye

Departing graduates will miss the people but recommend changes

By David Egner

Way back in August 2002, the Class of 2004 met for the first time in a stuffy ballroom overlooking an empty football stadium. We sat for hours, politely listening to speakers and chatting with our table mates. At one point, we passed a nerf ball around the table and could only speak if we held the ball. I remember Jerome Edwards and I politely disagreed over the value of such assem-

blies. (I'm off to a great start, I thought.) Leah Small and I were both the oldest amongst our siblings. Jackson Lapin and Brian Alldredge also sat at that table. I don't recall the others. Do you?

Aside from Stats camp, where I didn't have a calculator and attempted to solve problems by hand to the utter horror of my group, the big orientation day was how it all started. Todd Reale presented our glorious statistics. Melinda Allen sternly warned it

was up to us to find a job. Some expert on cross-cultural awareness said, among other things, that if an Asian student says "Yes, that's interesting," he's just being nice.

Then, a moment we all remember: Bart Victor paused during his talk and said, "So you're the best class in Owen history. We'll see."

The Class of 2004 accepted that challenge with vigor. It's been tremendous, as a de facto chronicler of events the past two years,

*Continued on Page 2*

## Marketing department faces transition

By Carolyn Denny

About 120 of Owen's current MBA students are marketing concentrators. Of the 2003 Owen grads, 20% took a job in marketing right out of school. In fact, they reported one of the highest median base salaries at \$75,000 a year, tied only with finance. As another class prepares to graduate, THE BOTTOM LINE decided to look at the how the marketing department is performing and changing.

Kim Fauls, co-president of the Owen Marketing Association (OMA), has found the marketing concentration met her expectations - in unexpected ways. "I expected to learn the most important pieces of the marketing pie to make me a more effective manager. I do feel that I learned those things. Whether I have learned those things strictly from my marketing classes is debatable."

Fauls found the extracurricular activities at Owen as important as her class experiences: "Half of what I learned came from

*Continued on Page 2*



"I'm not the smartest kid in school, but I'm definitely the oldest." Frank Bonsal, Jose Benavides and friends celebrate Frank's 40th birthday at Belle Meade Plantation.

## Connect for Kids raises \$10,400; 04s best 05s in 'Clash of Classes'

By Brian Douglas

The final scoreboard said second-year students beat the first-years in the third annual Connect for Kids challenge held at Owen in the first week of April. But the real winners were area children who will benefit from all the good-natured competition.

About \$10,400 was raised as a result of the week-long battles that included sports competitions of all types along with a silent auction and T-shirt sales drive. That figure, according to Connect for Kids representatives, more than

doubled the amount raised last year, and also eclipsed the goal set at the start of the events by roughly \$2,500.

Owen's relationship with Connect for Kids was established to help raise money for the area's Boys' and Girls' Clubs. All of the funds raised were directed at helping after school programs, particularly summer enrichment programs.

"The event was elevated to a new level this year with the leadership of Jeanine Rust, Jennifer Shanahan, and Heather Vaughn," said second-year Kim Fauls, one of

*Continued on Page 2*

## Q &amp; A

## Maren Scoggins

New OSSA President

By Carolyn Denny

**Why did you run for OSSA president?** I believe Owen has a lot to offer, but the system is slightly fractured. There need to be more opportunities for every student to get involved. Students need to take a vested interest in the school's forward progress, and I want to be a part of that.

**What do you see as Owen's greatest strength? Weakness?**

Our small size is a strength and allows for a close-knit community where fairly quick change can occur. We need to leverage this unique asset. Our strength is also our weakness. We have to work harder to get our message out.

**What are your goals for orientation this August? What changes do you expect?**

Orientation will be mostly student run, and its theme will be "community." While we still need to have statistics camp, we have lightened the load of the other orientation activities. We have also built into the schedule more fun activities (day trips to Cheekwood and Percy Warner Park, scavenger hunts, field day, etc.), free time, and social events that include significant others. The orientation committee welcomes any student who would like to volunteer to help, particularly those who will be in Nashville this summer.

**Are there any other items on your agenda for next year?**

We are starting a Presidents Forum. This group consists of the presidents of each club or organization at Owen. The idea is to open the lines of communication. The clubs and organizations will be encouraged to work together, bringing speakers to campus and holding community-wide events. We also hope it will limit the number of competing events.

## 3rd Connect for Kids raises \$10,400; second years win 'Clash'

Continued from Page 1

the organizers of the efforts along with Allesen Cann. "Really we had a lot of help from the first-years. They took it seriously, and it showed up in a lot of the signage and the time they took to plan."

Fauls said the events were a success because they made giving money fun and promoted camaraderie, and the cause is one students can easily recognize as worthwhile. One organizer, first-year Shelley Elifson, already worked with area Boys' and Girls' Clubs, Fauls said.

The week also included new twists.

"We were also really happy with a new event this year: Bar Night," Rust said. "This was an easy extension, as Owen knows how to go to bars! We also had a great turnout for Community Day, where first and second years held a field day

with 100 6-to-9-year-olds at one of the clubs. It was definitely the highlight of the week."

Fauls said the events were unique among Owen extracurricular activities because they promoted competition among first- and second-year students.

"It's one of the few times the classes really get into competition," she said. "Usually when you look around the school we're helping each other make contacts, or in class together in teams. This is one of the few times we go head-to-head and let the competitive juices come out."

Officially, the second-years prevailed, 4,084 points to 3,661.

The silent auction was the biggest success, raising over \$7,000 alone. In the first two years combined, Connect for Kids raised around \$10,000. Now efforts

will be concentrated on growing the event for next year.

## Bye, Class of 2004

Continued from Page 1

weaknesses of our marketing area," Dean Cohen said. "But our biggest weakness is size; we are small and do not have a lot of teaching 'bench strength.'"

However, the administration has not been idle, and efforts are underway to restructure the department. Dr. Richard L. (Rich) Oliver will take over the reigns as area head. He will also be the faculty advisor for next year's OMA. In addition, the administration has hired a new marketing professor, Jennifer Escalas, who will begin in the fall. Escalas is an expert in marketing communications, including advertising and sales promotion.

Finally, Dr. Gary Scudder has been appointed Dean for the MBA Program with the specific task of leading a major curriculum review at Owen. Cohen said to expect changes in the roster of classes offered, based on "feedback from the OMA, employers, and as we benchmark what other leading schools offer."

The recent creation of the international marketing course in London is one result of the first stages of that process. Next year, the London course will also include an optional 8-week internship. Cohen said they are also considering a course focused on sales.

Two of our seven marketing faculty are leaving. Understanding what these two professors brought to the table — a combination of excellent teaching and high quality research — gives you perspective on the strengths and

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## Oliver takes over marketing department in transition

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Fauls said such efforts to improve the marketing curriculum are necessary to fully prepare students and compete with the top programs: "I think half of the burden of learning falls on the student. No one is going to hand it to you on a silver platter. However, I do feel I have had to work harder than I expected outside of the classroom to learn what I have about marketing."

Cohen also acknowledged that while the administration is working to add faculty, it has encountered challenges.

"As a school that constantly aspires to be better than we are, we are often competing for faculty who ultimately go to top 10 business schools," Cohen said. "As you know, the current strategy of the Owen school is to maintain admissions standards in the face of a nationwide decline in MBA applications. Thus, we anticipate a smaller entering class for the next year or two. This might preclude us from making significant new hires in the short term."

However, Cohen added, "I can assure you that we will continue to provide students with the education they need to both find a good job and do a good job once they leave Owen."

with as many bones to pick. Whether it's whining or activism is hard to say, but hopefully the school is better for it, and the seeds (and such mechanisms as the Six Pillars) have been planted in the Class of 2005 to keep pushing for improvements.

## Parting shots

The Class of 2004 took a survey this week, answering questions about the best and not-quite-the-best among us. (Results appear on the opposite page.) The last question simply elicited parting shots, and this one perhaps sums up our feelings the best, "I am going to miss this place and the people. The shitty ones and the rock stars. I hope our paths cross again." Congrats and good luck!

## Graduation Schedule

## Thursday, May 13th

8:00-5:00. Pick up cap and gown in Branscomb. (Bring ID.)

3:00-4:30. Reception for graduates and families in Management Hall.

## Friday, May 14th

7:45. Class picture (in cap and gown) at Management Hall.

8:40. Go to assembly area between Neely and Alumni Hall for Vanderbilt ceremony. (Look for Clint Liebenberg.) Ceremony begins at 9:00.

10:30. Line up for Owen ceremony at Magnolia Circle Lawn (Peabody). Ceremony begins at 10:45.

12:30. Champagne toast at Management Hall.

## Tough picks in Class of '04 survey; Liebenberg and Fauls cited for school spirit

### School Spirit

**Mr. Owen:** John Owens, Hayes Bryant, Chris Venezia, Jim Leonard  
Best choice: Clint Liebenberg

**Ms. Owen:** Leland Kass, Amy Kestel, Leigh Spangler, Shannon McDonald  
Best choice: Kim Fauls

### Ability

**Most likely to be CEO:** Evan Austill, DaLynn Barker, Jono Huddleston, Doug Owen, Quentin Hicks, Jerome Edwards  
Best choice: Clint Liebenberg

**Best overall business person:** Jerome Edwards, Hayes Bryant, Christopher Rand, Lara Kauchak, Brian McCann, Clint Liebenberg, Lee Bell  
Best choice: Sean Leonard

**Most likely to be an executive assistant:** Chad Upjohn, Christy Mayo, Sarah Bracken, Chris Venezia  
Best choice: None, of course

### Spotlight

**Changed the most in two years:** Leah Small, Kim Fauls, Adam Menter,

Lance Hendren, Emily Davis  
Best choice: Carrie O'Brien

**Most likely to appear on a reality dating show:** Sarah Bracken, Brandon Rhymes, Danny Kaufman, Andrew Bogle, Mark Ozimek, Scott Kubiszyn  
Best choice: Chris Venezia (again)

**We would most like to see on a reality show:** Erin Sullivan (American Idol), Jim Rodrigues (Bachelor), Kelly McConnell (Bachelorette), Trey Ripley (Apprentice), Mason Wimberley (Survivor), Matt Dadaian (Bachelor), Stephen Plauche (Apprentice, Average Joe), Spencer Clouatre (Real World)  
Best choice: Christy Mayo (Survivor)

### Academics

**Favorite classes:** Strategic Alignment of Human Capital, Product & Brand, MIP, Fiscal & Monetary Policy, 411, Nonprofit, Finding Shit on the Internet, MarkStrat/Capsim, Recess, New Product Development, Negotiation, LTO, Game Theory  
Best choice: Securities Analysis (Spitz)

**Favorite professor:** Jeter, Kumar, Spitz, Boer, Henderson, Owens, Hyer,

Bradford, Stoll, Rados  
Best choice: Neta Moye

### Intrigue

**Most likely to have been a member of the Owen 12:** Jim Leonard, Chris Venezia, Greg Shipe, Amy Kestel, Daniel Dunn, Stephen Plauche  
Best answer: "Who cares?"

**Most likely to be Dean one day:** John Owens, Jim Leonard, Kim Fauls, Clint Liebenberg, Andrew Honeybone  
Best choice: Jim Bradford

### Affection

**Favorite couple:** Spangler & Rogers, Gutierrez & Hicks, Oishi & Watson, Green & Reidy, Mayo & O'Brien, Montalvo & Mirabal, DeCoite & Marnie  
Best choice: Mears & Tornabene

**Secret crush:** Amy Capelli, Wendy Stewart, Kelly Sherman, Kim Fauls, Tri Delt House, Kelly McConnell, Courtney Oishi, Leland Kass, Leah Small, Debra Jeter; Matt Dadaian, David Egner, Jim Bradford, Paul Greenland, Ed Lim  
Most popular choices: Barbara Greenfield, Dave Sifford

### The Other Side

**Most likely to be living the life of a b-schooler 10 years from now:** Brandon Beal, Andrew Fein, Shannon Daily, Chris Venezia, Mitch Bollinger  
Best choice: Peyton Bush

**Most likely to be caught for a white collar crime:** Stephen Plauche, Nelson Rangel, Matt Dadaian  
Notorious choice: Mark Smith

**Most likely to default on loans:** Rick Armao, Andrew Fein, Dave Mekeel, Jason Mann, Tripp Chapman  
Harsh choice: Chad Upjohn

**Most likely never to be heard from again:** Ellis Summers, Keith Rensink, Sam Yount, Donny Lau, Greg Tirrell  
Best choice: Ben Green

### From the Class Gift Committee:

If you've turned in your class gift pledge form, THANK YOU for supporting our cause.

**Remember to do so.**

## Best of Nashville 2004: Tasties, honkey tonks, golf outings, etc.

By Jim Rodrigues

**Best bar to see Owen people: The Red Door Saloon.** (Easy's, R.I.P.) Coming on strong: Dan McGuinness. *Editor's pick: the tried and true Tin Roof*

**Best bar to avoid the Owen crowd: The Greenhouse.** Few from Owen dare to tread south of the Green Hills Mall. Very unique place. *Editor's pick: Broadway Brewhouse*

**Best burger: Rotiers cheeseburger on French bread.** Runner-up: Brown's Diner. Neither place looks like much from the outside (Brown's is in a double-wide trailer at the corner of Blair and 21<sup>st</sup> Ave.), but it's hard to find better burgers. *Editor's pick: Bobby's Dairy Dip*

**Best BBQ: The Perfect Pig.** Plan a night around it because it's a good ways down Highway 70, but well worth the drive. If you want to stay a bit closer to home, get the BBQ on cornbread at Sportsman's. *Editor's pick: The Hog Pit*

**Best post-exam spot: Satco.** If you want to dissect your latest exam debacle, Satco is the place to go. By the time you leave, you'll know what answers you should have come up with. If you're lucky, they'll pull out napkins and show you how they got their answers.

**Best pre-interview haircut (men): Belle Meade Barbershop.** Several generations of Nashvillians have gotten their haircuts at this institution located in the

H.G. Hills Plaza on Harding Road. Can't beat a \$12 haircut.

**Best off-beat place to study: Nashville Public Library, Main Branch.** It's a huge, new downtown building, wired for the Web; check out DVDs and CDs before you head home for the day.

**Best lunch: Nick's Italian Deli.** It's always the first place my townie friends suggest for lunch. (Sub Stop is usually second.) It's located on 5<sup>th</sup> Avenue behind the Gaylord Entertainment Center. For some of you, the more detectable landmark may be Nick's next door neighbor, Ken's Gold Club. Moving right along, Nick's sandwiches and pastas are well worth checking out before you leave. The only problem is that the owners are Yankees fans. *Editor's pick: Play UNO while you eat at J.J.'s Market.*

**Best honky tonk: Robert's Western World.** Robert's sold cans of PBR long before its recent resurgence and at what other bar in the world can you buy a pair of cowboy boots straight off the wall and do shots with Little Jimmy Dickens? Tootsie's is a close second in my world, but the crowd (or the late night food, Tootsie's doesn't serve any) never quite competes with what you get the ones at Robert's. *Editor's pick: The Stage (love the house bands, the scene, and the mural of country music legends)*

**Best steakhouse: Jimmy Kelly's.** At this local institution located just off Elliston, the corncakes are damn tasty.

**Best meat 'n' three: Sylvan Park Restaurant or Arnold's.** For fried chicken (Thursdays and Saturdays only) and chocolate pie, Sylvan Park gets the nod, but for roast beef and chess pie, it's Arnold's. Both are can't-miss meals while you're still in town. *Editor's pick: Swett's (meatloaf)*

**Best hidden golf gem: Bear Trace at Ross Creek.** This Jack Nicklaus design is like going to your own private country club. Voted the #1 public course in Tennessee, it's so far in the boonies that no one ever goes there.

**Best golfing range: Legends.** Close to town, West Meade gets the nod, but in the greater Nashville area, I have to go with the Legends, lots of room, good short game practice facilities. *Editor's pick: Harpeth Valley Golf Center.*

**Best golf bargain: Harpeth Hills.** 18 holes for under \$20 can't be beat for this a very walkable Metro course that's usually in good shape. It's definitely a challenge for every level. You might also want to check out Ted Rhodes as well. With water on many holes, it's not short and wide open like Two Rivers or Shelby Park, and the par 3 and par 4 holes have reasonable length. It is also a very walkable course. *Editor's pick: Percy Warner. Great place for beginners.*

**Best golf hole: #16, Windtree.** 420 yards, par 4. Who doesn't like an elevated tee shot? Water over the green, too. *Andy Bowers contributed the golf picks.*

## 8:10 guys enjoy unique partnership

By Alonso Valenzuela

During the past year Mark Sullivan, Jerry and Sharon Feldman have been running the 8:10 Café. THE BOTTOM LINE decided to interview Mark and Jerry, peculiar students with vastly personalities and cultural backgrounds.

### How has managing the 8:10 combined with the stress of school?

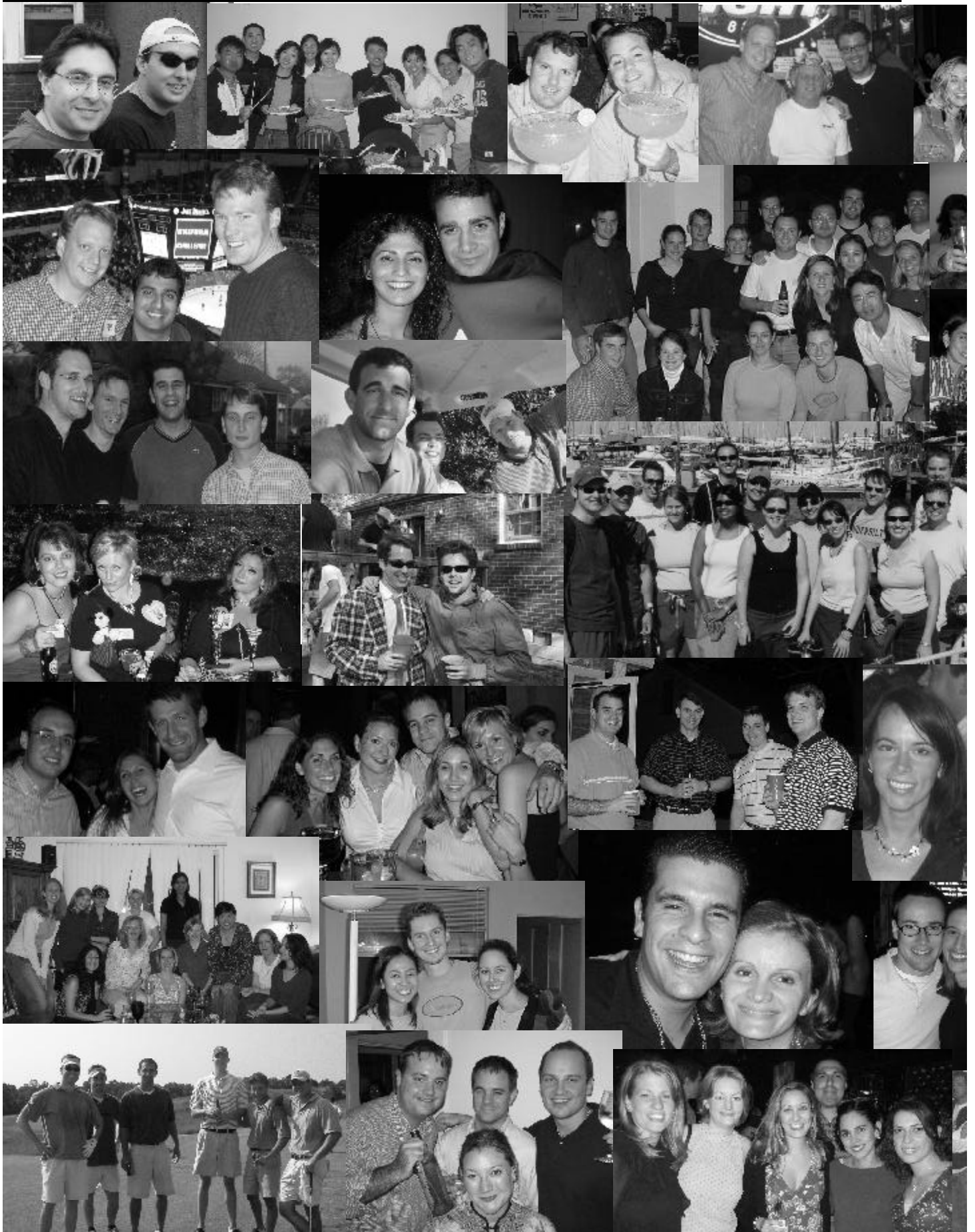
Jerry: It was fun. The first two weeks were difficult. We had to implement a schedule for all items and manage the day-to-day operations. Neither of us had experience running a retail store. We imagined that it would be easy, but we needed to organize ourselves productively. Mark: I enjoyed managing the store. I always wanted to own and operate a supermarket. This year my dream became a reality.

### What was most difficult?

Jerry: Logistics. If you are not efficient, you can lose a lot of time and money. We implemented a purchase system that forecasted weekly consumption on a per product basis. This system was uploaded into the web sites of our providers and vendors maximizing both our time and the weekly money needed to run the Café. Mark: Baking the muffins every morning at 5 am.

### Were you able to stop the incidents of stealing?

*Continued on Page 8*





# First Person

## Goodbye, Friends

When we talk about how great the people are at Owen, we endorse the need for this publication. We would argue that no activity here at school celebrates the students more than THE BOTTOM LINE. We serve the student community, and we most certainly strive to *show off* the student community to whoever may read these pages: fellow students, alums, professors, prospectives, family, visitors, anyone. Are we self-serving? Obviously. But it's hard to be humble when, despite the occasional bump in the road, there's a lot to relish and celebrate.

In terms of covering the administration, we have been accused by students (even people on our staff) of being both too tough on the Dean's office and too soft (the Dean does, in fact, fund us). Perhaps, that's a sign that we've done it right.

Most importantly, good news or bad, we have taken tremendous pride in the work product, for it reflects the high quality of all of us. Very few of us get to feel the satisfaction we feel when we look around on a publication day and see dozens of open newspapers being read. We will miss serving the Owen community in this small way. We will miss it a lot. It's been a blast.

We've entrusted our momentum (and new web presence) to Carolyn Denny and Brian Douglas, two terrific writers and even better people, who I know will raise the bar even higher, if they can only find the time. Help them out (the paper depends on its contributors). Encourage them to keep this unique vehicle for student voices going.

## The Bottom Line

Carolyn Denny Brian Douglas  
Editors

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Photo Editor

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## It really is about the rankings

By David Egner

As the Class of 2004 departs, the notion of giving is all the buzz. How could they possibly ask us to pledge money after such and such and such? Many of us don't even have a job yet. **I'm going to give, it's the right thing to do**, but I wish I felt better about it. An electronic welcome screen? Upgrades to classrooms? That's nice, but much greater needs seem to be going unmet. I would feel better if the gift was part of a clear commitment to grander things.

Bubbling under the surface are our favorite gripes: the facilities, the Dean, and the nerve-twisting job search. Despite all the successes of the so-called "best class in Owen history," it's a tense time. The school is lurching into a capital campaign without strongly articulated, specific goals, and the Dean is up for review.

After reading dozens of business cases over the past two years, we've become trained to question leaders and managers, and there is a lot of second guessing going on with the school's strategy and operations.

Much of this is natural, could happen at any school, but much of it

also has to do with consecutive poor rankings from *U.S. News*, perhaps the preeminent school ranking, and our administration's lack of urgency and confidence in addressing the crisis. After a year of big talk about how underrated the school was when it was ranked 45th last spring, and all the visible efforts made by *students* to jump back toward the Top 25, the Class of 2004 expected much, much better than 39th. Despite the Dean's best efforts, the results have to be better and they have to come more quickly.

We need to *seriously* understand the key drivers involved in the rankings and get out in front of this problem now. Other schools are getting it: Texas A&M came out of nowhere to tie for 23rd! Emory is 19th. Why don't we get it? The rankings matter.

Adding to the tension, the administration has been quiet on the recent ranking, and that's just not good enough. To steal a line from Prof. Rados, that's not even close! I like the four deans individually, they are very nice people, but are they angry? Are they as pissed off as we are? What is their ambition? I want

to know, and I want to see it. I want to see their passion, not just read about it. Show me, don't tell me.

We asked for better rankings management last year. I'm asking for it again. I'm not saying we should obsess over it. A higher ranking is not a cure-all, but the carpet wouldn't seem nearly as ugly if we were 22nd.

We need *bold, unflinching* commitments to improving facilities (clean bathrooms and non-cramped study areas are more impressive than clever taglines); increasing selectivity (smaller class size is a good start); aggressive job placement (hire more in the CMC), and strengthening alumni relations (*painfully* obvious). And then we need communicated results and progress.

I want prospectives to know how cool Nashville is, so Pittsburgh, Rochester, South Bend, Atlanta, and Winston-Salem look far worse. I want Owen grads to dominate Nashville. Charlotte. Memphis. Atlanta. Miami. Dallas. I want Owen to be the best b-school in the emerging Southeast. I want Owen to be in the Top 25 nationally and stay there. I've paid through the nose to come here. I've worked my ass off to earn the grades, change careers, land the job, and support my clubs. I've pledged my fair chunk, and I'll be watching.

## A pat on the back for the MBA graduate

By Spencer Cloutre

I have been a soldier since my 18th birthday, and I have always enjoyed some high ground, a sense of purpose that is fueled by many appreciative citizens and a culture that glorifies military service to the country. Country music has done its part to keep this culture alive. From the likes of Lee Greenwood, Alan Jackson, Darryl Worley and Toby Keith it is hard to watch 15 minutes of CMT videos and not see images of our military members being glorified for their sacrifices.

On the flip side, Microsoft has recently advertised its products by creating a spoof on the everyday business person in comparison to activities that are akin to winning the big game. You've seen the commercials — colleagues dumping the water cooler on another employee for an exalted Excel spreadsheet that saves the day, or the marathon conference ending in each participant cutting down a sliver of the screen which reflects the masterful use of their PowerPoint slides. Enough with

the spoof! The MBA graduate deserves a good country video, something that can give you goose bumps! Something you can really feel good about!

Make no mistake about it — the reason that the United States leads the world is the strength of our economy and you are drivers of this economy. You, the MBA graduates are on the front line of this critical task. If you fail, your employees and the country lose. The raw nature of capitalism does not allow for poor decisions or half-hearted efforts. To be successful, you must focus your intensity, plan for every contingency, meticulously align the efforts of your existing capital and labor, and then flawlessly execute and audible when needed. No small task in an increasingly more competitive world market that creates new competitors daily. The complexity of your task is only matched by the magnitude of your responsibility. Just think of all the people that suffered when Ken Lay failed at Enron, an unacceptable failure from a "trusted" and up to that point, "proven" leader. The U.S.

leads because you allow it to. You — the MBA graduates — are an essential part of every country's citizenry, especially here in the big home team — Team USA. What you do is facilitate wealth creation for all citizens, providing moms and dads, brothers and sisters with wages and with products and services that increase our quality of life.

The comparative advantage that our military maintains on the battlefield is merely a reflection of the economic comparative advantage that you have maintained in the past and will continue to maintain in the future. So, if any song-writers are listening. I mean come on man, Music Row is only a 3-iron away, we need a song-writer to send one out to the MBA graduate. A song that will make your chest swell, a song that will make the hair on the back of your neck standup, a song that will give you some goose bumps, a song for the MBA graduate — essential contributors, the Atlases that carry the strength of our economy and the soul of this country.

## In praise of your participation

By Kelly Christie

April is an exciting time at Vanderbilt. Spring has fully arrived, the grounds are being prepared for Commencement, elections have occurred in many student clubs on campus and new leadership is forming. It is a time of beginnings.

At Owen, things are bustling, to say the least. In the last week we have participated in the final recruiting event — Welcome Weekend — coordinated by the Admissions Office and Campus Visit. The EMBA program hosted VU Day for guests and prospective students. We enjoyed the annual honors banquet and inducted 58 Beta Gamma Sigma honorees to the national honor society. And the exciting Owen branding campaign was launched — with balloons, music, and a video to add to the festivities. We've enjoyed Follies and Capitalist Ball and we look forward to the end-of-year party at Mercy Lounge where we bid farewell to the Class of 2004.

As I reflect on the year, I am struck by what makes Owen truly special and it is you, the students. This was confirmed by Doug Parker, Chairman and CEO of America West Airlines and Class of '86 alumnus. Doug was our distinguished alumnus and plenary speaker at the BGS dinner this past week. Doug mentioned that the friendships he formed at Owen have lasted for almost 20 years. Over a dozen of Doug's friends from his MBA days at Owen are still gathering once a year for a golf outing. It is remarkable to think that the community at Owen is so significant that long-term, meaningful friendships last well beyond graduation. As I watch students cross the stage at Commencement, it is clear that the bonds of friendship that begin here will last a lifetime. When the administration approached Doug to speak at the banquet, he agreeably flew to Nashville for the evening to accept an award and speak to the Class of 2004 honorees. Doug's commitments are enormous as CEO of a major airline and this was evidenced by a 60-page fax that was waiting for him in the Dean's office upon arrival. But Doug did not hesitate to help when asked to participate in something for the students and for Owen.

Likewise, when I have had an opportunity to ask for your help, you've been there. Whether you've had an interview, group meeting or class assignment, you've always managed to make time for me — even if it is after midnight on email. When I've needed guidance on an idea I have for registration, assistance with a presentation, a gift idea for a speaker or when planning an outline for a workshop or a course, you've responded quickly and eagerly agreeing to pitch in wherever you can be of assistance. Your enthusiasm and dedication are remarkable.

From Orientation to over 15 case competitions and conference this year alone, when I've sought your help in academic programs, you've been there and I thank you. Doug called it "raising your hand" and shared advice given to him that "responsibility flows to those who are willing to accept it." This describes the Owen student community. You are a group of individuals who raise your hands to become involved, to lead, take responsibility and follow through. Doug gave credit to those around him when asked how he had become so successful. I am reminded of how many of you, when asked to comment on your achievements here have recognized your fellow students and classmates at Owen. What an amazing tribute to your character. You are juggling many priorities with internships and full-time searches, end-of-year projects, exams and family responsibilities. But no matter how overloaded your schedule is, you are there for one another and for the school. I salute your leadership and your loyalty. Thank you for being willing participants who have raised your hands to help.

REPORT FROM THE  
DEAN'S OFFICE

## Class of '04 left permanent impression

By Bill Christie

I will never forget the moment when Professor Bart Victor laid down the challenge to the class of 2004 during orientation at the Stadium Club in August of 2002. After learning about the great credentials brought to Owen by the members of the incoming class, Bart announced "So, you're the best class in the history of the school.....We'll see."

Each class has its own personality, and the class of 2004 is no exception. The word "spirited" certainly comes to mind! Before we meet for one last time as a class on May 14<sup>th</sup>, I wanted to offer my perspective on the past few years together.

I firmly believe that the school is a far better place for your class having been a part of the Owen community. In other words, you have, as a class, lived up to Professor Victor's challenge. When faced with adversity in the form of a very difficult job market and disappointing rankings in 2003, the Class of 2004

put its best foot forward and worked with the leadership to address deficiencies in the school and build new bridges among students and between students, faculty and administration. Perfect examples of this entrepreneurial spirit include the 2x1 Campaign, Six Pillars and your involvement in the branding campaign. It's people helping people. And that, in a nutshell, is what makes this school so special.

This partnership produced outstanding placement results and helped craft an outstanding orientation for the class of 2005. By leveraging the spirit of teamwork with the excellence in faculty teaching and research, we achieved remarkable results in the many case competitions this past year.

Your class also helped significantly in reducing the cost of replacing the floor on the ground level of Management Hall this past summer. One of the biggest expenses was the removal of the old wood, which we assumed would have to be ripped up

with a jack-hammer. While that was true for the wood nearest the Law School entrance, the wood by the Library entrance came up without any pressure. Turns out that the beer spilled from kegs did the trick in loosening the wood, and the class of 2004 certainly contributed their share in helping reduce this expense!

The Owen school promotes itself as a family. I hope that we have lived up to that promise, and that you continue to feel affection for the school after you graduate. Like any family, there are internal squabbles, tension, points of disagreement, the occasional relative that drives us nuts, and the like. But in the end, we truly do care for one another and work together to overcome our differences and rejoice in our success.

We have much to be grateful for as a community, and I applaud the class of 2004 for making a permanent impression on the school that will serve it well in the years to come.

## Thanks, Teach

By Jim Leonard

As my Owen career draws to a close this week, I thought it would be fun to look back at my eight Mods at Owen and acknowledge some of my favorite faculty members. As the son of two former public school teachers, I have a deep appreciation for the challenges that all educators face and I think it is important to recognize the outstanding faculty members for their efforts.

The Class of 2004 has experienced some outstanding faculty members that deserve to be acknowledged for their efforts. The following list is entirely my own personal opinion and the names appear in no particular order.

Nancy Lea Hyer. Dedication, organization, and energy only begin to describe her in the classroom, and MIP is one of the best courses offered at Owen. She has developed a course that is practical to any future MBA career and delivers it with the energy you would expect from a former cheerleading instructor. She makes a point of learning every student's name before the first day of class and celebrates each Mod with a class dinner party at her home. Ironically, she constantly solicits feedback on how her class could be improved, though I couldn't suggest anything — other than changing the 8 am time slot.

Michael Lapre. Not only have I learned a great deal about service operations, but I have been able to vicariously watch three seasons of Survivor without tuning in to CBS. His lectures are extremely well

planned and his thorough analysis of the cases is always insightful. He brings plenty of energy to the classroom, has incredible knowledge of the subject, and helps to translate the material into practical applications.

Neta Moye. You may hear rumors that Compensation and Strategic Alignment of Human Capital require too much work, but I assure you they are well worth it. She absolutely loves the subjects she teaches. She expertly combines her own research and previous work experience. She is also great at facilitating discussions that encourage every student to get involved.

Bart Victor. I enjoyed his LTO and Change Management classes because *he* truly enjoys his classes. He loves to give every student the chance to influence the discussion. I have also had the privilege of getting to know Bart outside of the classroom. We have been meeting for coffee every two weeks or so since Mod III of last year. I encourage every student at Owen to pursue a similar relationship with at least one faculty member.

Amar Gande and Debra Jeter. They made two of my most dreaded classes positive experiences. Corporate Valuation and 411 Accounting were not high on my list in terms of personal interest, but Owen is lucky to have two faculty members that enjoy teaching the subjects as much as these two do. Both classes were well organized, although the workloads were intense.

There are three professors that I regret not being able to take: David Owens, Bruce Lynskey, and Jim Bradford. I have enjoyed getting to know each of them outside of the

classroom and I know how dedicated each of them is to making Owen an outstanding business school.

There are still plenty more faculty to thank. Mike Sicard sets expectations very high — he simply wants his classes to be the best at Owen and he works tirelessly to make that happen. Nick Bollen does a great job with Core Finance. He comes prepared for each class and does a solid job of breaking down the finance fundamentals for people who have never been exposed to the material. Bruce Cooil makes 8 am Statistics enjoyable with his passion for the subject and sense of humor.

Piyush Kumar's Service Marketing class was extremely valuable for those of us who are expecting to work for companies in the service sector. He is very committed to the study of effective service organizations and he translates it into practical methodologies that all students can benefit from. It is my personal hope that Owen will combine his classes with Prof. Lapre's and a few others to create a Service Management concentration.

I definitely must acknowledge Dr. David Furse for his efforts in Core Marketing last year. I also thoroughly enjoyed Dean Scudder's Operations Strategy course. He does a great job of asking probing questions that help bring out the concepts he wants students to learn.

There are some very common themes to the professors that I most admire: energy in the classroom, well organized lectures, interesting classroom discussions, relevant work experience and a general excitement for the subject matter. That makes for a truly rewarding experience.

## The 2004 All-Owen Team

By Stephen Plauche

I have enjoyed serving as Editor-in-Chief of THE BOTTOM LINE for the last 12 months. First, aside from being a serviceable writer and having published a human interest article for *The Wall Street Journal* in January 1993, I had no prior journalism experience before I took on the role. Second, except for a few industry nuances that I picked up from David Egner, I really haven't learned that much about publishing. So the logical question is why I volunteered for the job.

The answer is that I was simply led to do it through my realization that there were problems and issues confronting Owen's administration and community

that deserved attention. Although I have attempted to bring these issues to light through my editorials and choice of themes and stories for each issue, the real advocates for change, improvement, and progress here at Owen have been my classmates. These are the individuals who have strived day in and day out for the last 21 months to not only make Owen more fun, stimulating, and interesting but also to help Owen improve in the all-important business school rankings. They gave selflessly of their time and effort in order to improve our "quality of life" here at Owen and help pave the way for a brighter future for all Owen classes to come. Through their sacrifice they have come to deserve not only our respect but our heartfelt gratitude for their hard work and dedication to the Owen standard of excellence. Although everyone in the Class of 2004 deserves recognition, I have chosen the following individuals based solely on their significant contributions to the school.

As the outgoing Editor-in-Chief, I would like to say a few more things before signing off permanently. First, I have reached the point in my life where playing it safe is not fun anymore. What is fun and motivates me is the reaching for what seems just out of my grasp and the challenging of my intellect and senses.

Second, I don't pursue anything anymore that doesn't have significant upside to it – this statement transcends monetary or career decisions and carries over to other aspects of my life as well. Why should I waste my time pursuing the mediocre when a much greater reward awaits me if patience and perseverance prevails?

I wish to encourage and motivate all of us at Owen to always strive for what appears on the surface to be untenable or unreachable. I encourage all of you to take risks and swing for the fences every once in a while if not all of the time. Don't be a victim and let seemingly uncontrollable forces take control of your life and career – make hard decisions when you have to in order to stay on top and ahead of the competition. I feel like this is the only way to approach life in the global economy of the 21<sup>st</sup> century because in business as in life, "deserve has got nothing to do with it." You have to work for your reward and success. Good luck and drop me a line if you are going to be in Manhattan on business.

## Don't mess with the rankings survey

By Steven Reed

I remember it like it was yesterday, *BusinessWeek's* live webcast of their new rankings in September, 2002. Many of us entered Owen with the full expectation that our ranking would rise from the then respectable 22nd. But as the rankings were revealed, lowest to highest, we were stunned to see our spot so fast: 28th.

I didn't need to do some type of regression analysis to determine that dropping six spots in a two year period was akin to a freefall in the *BusinessWeek* rankings. (You can imagine my response to the precipitous descent of our ranking in *U.S. News* that would come out in 2003.) However, one of the many theories that emerged from the tense, mutinous atmosphere which developed within hours of the revelation was that the latest *BusinessWeek* ranking, which is heavily based on the feedback of the graduating class of that year, was due in large part to some members of the class of 2002 sabotaging the school in a show of frustration over their job prospects. This, my good friends, was idiotic! Maybe, their feelings were legit, but still no less asinine to say the least. So now to the point of this article: the Class of 2004 must be aware that we will have a major impact in determining whether Owen regains some momentum or completely falls out of *BusinessWeek's* Top 30.

This is integral to our success and growth in the future. The importance of our feedback on the alumni, faculty, staff, and current students next September when the returns of our survey are factored into the new *BusinessWeek* rankings should not be taken lightly. In short my message is: Don't screw this up!

Let's not shoot ourselves in the foot by airing our "family business" in public surveys which ultimately affects our school's reputation and perception about the quality of our education. While I know that my classmates and our experience can compare with those at other top b-schools, it will become a lot harder for us to justify those beliefs if we aren't in the Top 30. Period.

Let's be real. All of us have had some disappointments since we've been here,

but the question is what good does it do you, me, the first years, or the incoming class to express that in a magazine which will ultimately be a factor in how your peers, bosses, and others value your MBA. Say what you want about individual talent being the key factor. That's true, but you first have to get in the door and guess what, since we are not on the radar in the *U.S. News* rankings we can't afford to have some of us being mavericks! Am I suggesting that you lie? Of course not. What I am suggesting is that you consider your responses in the aggregate. There has been a lot of positive change since the last rankings and we have seen many initiatives instituted to improve the situation. We should measure the school by the improvement we've seen in a challenging environment.

However, since many of us hold the Top 10 b-schools as the standard, let's adopt their long unspoken tradition of not using the surveys to vent their frustrations with the school, but rather as one outlet among many to present "constructive observations." A good friend of mine from THAT perennial top school in Philadelphia, who was surveyed in the last rankings, stated it bluntly in September 2002, "Steve, although I hated my two year experience at (insert school name here) I would never voice that opinion to any journalist and/or survey that might ultimately devalue the perception of my MBA. To do that would be to undermine my own perceived knowledge and value now and in the future." Fox News might call that "spin," but I call it strategy.

So, if you have some constructive criticism, please by all means, make that known to everyone from the Dean's office on down the organizational food chain. If you have some complaints about classes, fill out your course surveys. But whatever you do, think about the ramifications of your answers in the rankings survey. Just consider that for a moment.

We don't have very much direct influence in the *U.S. News* rankings, but we do have more influence over our destiny in the *BusinessWeek* survey. Let's do our part to get Owen back where we know it belongs.

Finally, I remember how I felt when we saw the rankings come out in 2002. I wouldn't want the Class of '05 or the incoming class to have to experience the same feeling. I'll do my part to ensure that they don't. Please do yours.

### Plauche's All-Stars

**David Egner and Shannon McDonald** for their undying support of me and THE BOTTOM LINE.

**Kim Fauls** for her cheerleading and coordination efforts during Connect for Kids. We couldn't have kicked so much first year ass without her.

**Clint Liebenberg** for his endless enthusiasm for Owen, his never-ending impartiality while running the student government, and his unequivocal love and loyalty of his classmates.

**John Owens.** If you can think of someone else in our class who did more to help classmates find jobs in the toughest market in recent memory, you let me know and I will be glad to take you to the mat and debate you on the topic.

**Mark Sullivan and Jerry Feldman** for providing us with relatively affordable, albeit non-nutritional, food and drink at the 8:10 Café.

**Todd Landon and Amy Kestel** for their tireless efforts in promoting Owen to prospective students.

**Hayes Bryant and Quentin Hicks.** I know of no two individuals who did more for first year students pursuing jobs in finance. Hayes deserves special mention for his efforts in coordinating the Week on Wall Street trip.

**Nelson Rangel and Jon DeCoite.** These two gentlemen kept us all abreast of the equity, fixed income, and commodity markets on a consistent basis. Special mention goes to Nelson for creating the Hedge Fund Club out of whole cloth and making it highly visible.

**Ricardo Carrion,** proud leader of the Latin Business Association.

**Kelly McConnell.** Always smiling, she kudos for her work with the Marketing Club and all of its fun activities.

**Olivia Nash,** the queen of the chill cook-off for two years running.

**Jim Leonard,** the idea man and facilitator behind the Six Pillars.

**Andrew Honeybone** did more to facilitate the Owen Cup and inter-class competition than anyone else.

**Jono Huddleston** led the successful charge to pull off the 1<sup>st</sup> Annual Owen Finance Conference.

**Chris Venezia** has worked tirelessly to facilitate as many social events as possible to make all of our Owen memories full of fun and laughter and ice cold beer. Nice work on Follies 2004, too.

### Interview with 8:10 guys

*Continued from Page 3*

Jerry: We stopped three "outside" individuals. We caught one with the VU police and sent him to jail. *I had to used my water pistol.* We should implement a system of 24-7 limited access to the building. All the robbers were caught between 8 am and 6 pm.

Mark: Jerry is surprisingly spry, even with his commanding stature and fanny pack.

### Was the administration helpful at all?

Jerry: Yes, we want to thank Sybil l'Heureux for her help in getting everything we needed.

Mark: Sybil was very helpful. Thank you, Sybil! Also, Dean Christie helped guide our suggestion policy: You ask for it, we ignore it.

### Were you really good friends before deciding to run the business?

Jerry: We were not close friends. We developed a friendship over these two years. The key to the relationship was to be transparent with every single detail of the business so there would never be any misunderstandings.

Mark: When I looked for a partner originally, I thought Jerry Feldman was a guy I knew from New York. I had no idea he was from Peru. Had I known that,

it would have been a deal breaker. Everyone knows that the Latin guys never show up on time. Except Alonzo when he's meeting an undergrad at a bar. Despite the vast cultural differences between us, Jerry and I became fast friends. I taught Jerry what an alarm clock is and he taught me Peruvian tax policy.

### What are your recommendations to future owners of the 8:10 cafe?

Jerry: Know your numbers well. Understand people's needs and preferences. And, finally, enjoy running your own business!

Mark: Watch out for faculty, they'll rob you blind.



