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SPECIAL: FOCUS ON VANDERBILT OWEN

DATE: FALL 2010 ISSUE: #23

Vanderbilt University Entrance



Vanderbilt Owen: Southern Hospitality in a Top-50 Business School

*by Marian Dent, Dean, Pericles
ABLE Project*

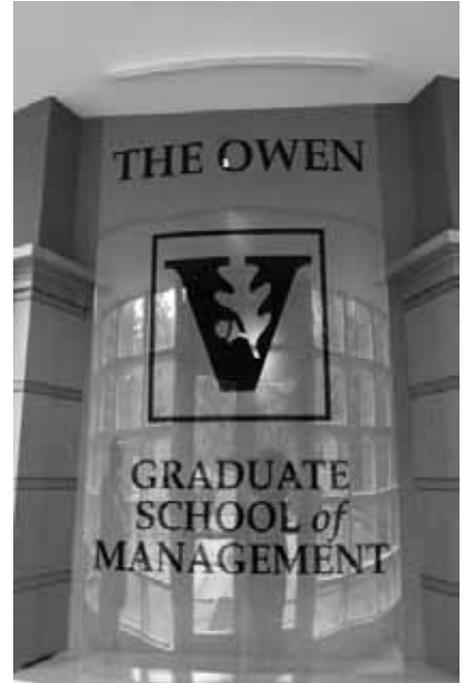
It was like a monsoon when I drove up to the Vanderbilt campus late this August—a situation, I was told, that is not uncommon in the summer in the middle of Tennessee. But my bad vibes from rolling into a campus I could hardly

even see through the rain were soon dispelled by the parking guard who said “If you’re just visitin’ a spell don’t worry about the no parking signs—we wouldn’t want ya’ll to walk far in this. I’ll just take your number and make sure no one tows ya. And it’ll stop in the shake of a lamb’s tail, ya’ll see.” With that hospitable greeting, things were looking sunnier already.

Indeed, the South-Eastern part of the U.S., where Vanderbilt is located, is known throughout the nation to value hospitality. The wide, grass-centered avenues, formal flower beds, walkways shaded with magnolia trees, and 18th century brick buildings of Vanderbilt University just exude a feeling of welcome that reminds you of a kinder and gentler time. Despite the need for an umbrella, this was turning out to be a very pleasant stroll. Tennessee can be oppressively hot in summer (but not cold enough to snow often in winter) and the rain had cooled it down just enough for my Moscow-adapted blood to be happy for the break from the heat.

Finding Owen Business School a cozy respite from the rain added to the good feelings. Owen’s building is, actually, a bit schizophrenic in its

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Reacting to the New GRE

*By Andrew Mendelsohn,
Director of Legal Skills
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Prospective graduate school applicants will face an interesting dilemma in the next year as the GRE exam changes in August, 2011, for the first time in 8 years.

The GRE exam, often the bane of non-native English speakers due to its intense vocabulary sections, will now, apparently, become more user-friendly. For any students applying in the near future, these changes raise the question of whether the students should take the exam now or wait for the new exam.

The answer to this question is not as clear as it might be. On the surface, the new exam proposes to be more relevant and user-friendly than the old

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A Rainy Day in Nashville



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architecture. Approaching from the outside you see what looks like an old fashioned red-brick building, in keeping with Vanderbilt's classic style. But when you turn the corner to the entrance you run into a wall of white paned glass, and as you step inside you see that the building arches around a courtyard with an almost entirely glass wall. The lobby is divided by white metal polls and railings festooned with multicolor flags. Low backed couches and armchairs are scattered around the ground floor, arranged in little conversation pits. Not what you would expect from outside.

The first floor conversation pits seem to make up a central aspect of between-class life. One student, who preferred not to be named, said that when he first visited Owen he thought that all the MBA students did all day was sit around in armchairs and chat! But, it turns out that this is the Vanderbilt style of group study. Many students don't feel the need to go to private group study rooms, but find spare space for their group in the common areas or in the cafeteria, then just sit down and get to work.

The open style of building matches the open style of the student body. A Southerner is not a Southerner, they say, unless he invites you to his home for

dinner the same day he meets you. Well, I didn't get any invites to dinner in the three hours I visited Owen, but I did find almost every student I met happy to chat about the school and about life in Nashville.

Most students I spoke with said that one of their main reasons for choosing Owen was because it was a friendlier school than most B-school's they had seen during their school-search process. Second year student Sameer Sharma explained "It's a more collaborative

environment and less cut-throat than some other business schools." Other students also mentioned that people help each other a lot at Owen.

As a foreign student, it can often be hard to adapt to life in the US, but at Owen the students didn't seem to find it difficult. "If you need something you can just ask," one student said, "other Owen students will go out of their way to help you out."

Of course, the casual atmosphere doesn't mean you don't have to study. I wandered into the cafe, where a huge stock ticker rolls quietly across the top of the room, and spoke with Alison Crawford and Cynthia Mitsumasu. Alison was talking with Cindy about group study when I walked up. "There is a heavy work load, and it's hard at first to learn to work in groups," she explained. "It's a different dynamic than you are used to when the groups are too big and everyone has different ideas." But, both felt it was important to learn to work that way because it simulates real life.

After hearing about that, I thought it would be a good idea to find such a study group. I ran into one right outside the cafe, in one of those conversation circles of armchairs in the lobby. The group, consisted of entering MBA students Blake Knight, Seungwan Lim, Phil Shelato, Jonathan Cook, and Mary Payton. They were taking a Leadership

Continued . . .



Study groups at Owen are sometimes pretty informal



The Back Patio at Owen

Communications class, a required entry level course at Owen. This course, according to the catalog, “helps students apply critical thinking, problem solving, and communication strategies to realistic management situations,” and focuses on team building, case analysis, listening, writing, and presentation skills, with frequent videotaping, individual coaching, and peer evaluations. I wish I had been offered a class like this in grad school.

Study groups, they explained, were a common part of the MBA program, but Owen has no strict policy of group work the way there is in some other MBA programs. There is no assignment of groups for the entire first year, as there is in the infamous Harvard and Wharton systems. It’s pretty much up to the professor, students told me. Some professors assign students to groups, and some let the students choose their groups themselves. Some Professors want students to work in one group for the semester, and others let students change groups from assignment to assignment. Still other professors don’t seem to stress group work much at all.

Their study group seemed to get along pretty well, although as individuals they were as different as night and day. I asked where they were from and what brought them to Owen. Most happened to be from the Southern US, but one was a banker from Korea. One was particularly attracted to Owen because of the Healthcare MBA (which I’ll talk about in a minute). Another was

interested in a career in finance. Mary Payton, who seemed to be the most analytically oriented of the group, had really done her homework on Owen. “According to USA Today, she stressed, “Owen provides the most return on investment, plus it gives the largest salary increase of any business school outside the Ivy League.” Owen costs about \$43,000 a year in tuition, a bargain considering the \$50,000 plus figure at many other equivalently ranked schools. Many scholarships are available (including two reserved for European students, ranging from \$18,000 to full tuition) Plus Vanderbilt will set you back much less for living expenses than will B-schools in Europe or in the more expensive areas or the US such as the East Coast. For Mary, I guess, Owen was a no-brainer. All the study group members agreed, you can live well and cheaply here, and hopefully finish your MBA and move into a good career with capital to spare. They were speaking from inside knowledge: most had visited or even lived in Nashville before, and chosen to stay or to come back for their MBAs.

Livable and affordable are the adjectives that most often came up when looking at Nashville generally. I spoke with Rajeev Narayan, a foreign MBA student who said that, upon arriving in the US for the start of his MBA program, he quickly found a \$1500 a month, 2-bedroom apartment, by connecting with other students on Facebook. Other students mentioned

Craig’s list or the school’s own website as making it easy to find housing within 15-20 minutes drive of campus.

Sameer Sharma also loves Nashville. He moved to Nashville from Texas to take his Masters in Chemistry at Vanderbilt in 2006, and has stayed ever since. It is indeed an attractive city. “With one million people it’s large enough to have everything you need, but small enough that you aren’t stuck in traffic all the time.” It’s a green and hilly area, and the town, as well as the school, has a younger vibe and lots of things to do. Nashville is, of course, known for country music, but is also a music lover’s paradise generally, with frequent concerts available in all genres.

You will need a car in Nashville though. Even if you live near campus, most students I spoke with thought that you would need a car to go grocery shopping and just to get away once in a while. Apparently it’s hard to get around on busses in Nashville. Of course, mentioned another student, you can survive without a car, “if you make sure your roommate has one.”

Apart from lifestyle of course, many students come for Owen’s special healthcare programs. Several students were enthused about the Health Care MBA, a specialty that one can take within the full-time MBA program. With populations aging worldwide, and U.S. healthcare in serious need of reform, Owen’s Health Care MBA, and a related Master of Management in Health Care (a shorter program that attracts experienced health care professionals) seem to be the hot degrees to have right now. Students stressed that Owen’s Health Care MBA program offered more specialized healthcare related courses than any other MBA available. Therefore, it better prepared them for their careers plus attracted more healthcare employers to campus than other schools. Healthcare specialization students can also take a subspecialty concentration in healthcare finance, accounting, marketing or operations. Two students mentioned being particularly impressed by the Healthcare Landscape course taught by Congressman and Rhodes Scholar, Jim Cooper, an adjunct professor at Owen.

Continued, OWEN, page 4

A letter from Yuri Mamchur

Vanderbilt, Owen, MBA candidate, class of 2011

First of all, I love Owen, and am grateful every day that I chose this school over other schools that are much higher ranked (I was accepted in, let's say, top-12 schools). Owen encourages students to pursue their true dream rather than just fill a statistic with a job placement. My classmates had incredible internships, and most of my friends already have job offers that they have either accepted or are considering. However, there is another, fairly large group of classmates, including myself, that chose to not seek a job or an internship but to pursue our own entrepreneurial goals.

Coming from Moscow, Russia, it may seem surprising that I chose a school in Nashville. In fact, Nashville's airline connections to NY and Atlanta makes travel to Russia much shorter than from other major U.S. cities or even from New York or Atlanta suburbs. Nashville airport is small and very smooth in operations. I can leave my apartment less than an hour before my flight, and just two-three hours later be boarding a flight to Moscow from another major hub. Nashville, and Owen, are extremely international. I have classmates from Russia, Kazakhstan, Germany, India, Taiwan, Singapore, Canada, South Africa, Peru – you name it.

I have been fond of music since early childhood, and in Moscow, have a law degree with honors from the Russian State Tax Academy. My graduating thesis was in copyright. I also went through eight years of classic Soviet music school, taking classes in classic piano, music theory, and music history and literature. I've spent last several years funding and directing a program at a major American think tank. The work I've done for them (I'm still full-time involved) deals with U.S.-Russia relations; I've become an advisor to the U.S. State Department, the FBI, Congressional Members, etc. On the side, as a hobby, I have produced three musical albums (two of my own). All the international and entrepreneurial experience that I have accumulated throughout my life culminated at Owen. At Owen, I received a summer enterprise grant (a very sizable check with no strings attached – I get to keep 100% equity in the company I develop). I used this money to produce music! Nashville truly is a music city, and today, seven months after receiving the grant, I have four additional investors and am working with industry legends of the American music business on a project that will come out in about a month. I am living my dream.

Another factor proving Owen's global thinking and international facilitation is the fact that my American and international classmates elected me their class president. This is a humbling and proud experience, which I am grateful for to my classmates and to Owen.

For Russian students, I would give the following advice: look outside the box. There are other brand names than Harvard and Yale that are highly recognized in the U.S. and in the world and that can give you more than you ever expected. In my case, nothing could've more perfectly and organically blended my Russian and American life-long experiences, goals, and dreams like Owen did here in Nashville, TN. Another advice – visit the school before accepting the offer, and research the schools before applying. The true gem may be not obvious from the first look. Your MBA can become much more than just a degree. At Owen, faculty, classmates, career advisors, and the administration push students to become content, accomplished individuals while pursuing their passions.

My short and polished bio is here: <http://www.discovery.org/p/207>

My music website (dated and abandoned due to complete renewal within weeks) is here: www.yuriproductions.com

My Russia Blog (5 million readers annually) is here: www.russiablog.org

Look forward to seeing you in Moscow.
Sincerely, Yuri

OWEN, cont. from pg 3 . . .

They said you shouldn't miss him if your interest is in health care regulation and reform.

A downside is that Vanderbilt, Owen, is not yet a Top-20 mecca for foreign students and employers. Out of about 200 students in the entering class, only about 25% are non-Americans. Worse, only 3% of the student body get internships abroad, and the percentage of graduates getting jobs abroad is too small to be listed in Owen's employment report. Of course, a 71% 3-month-after-graduation employment rate for foreign graduates, implies that at least some must be lining up work in the US. The bulk of graduates are moving into accounting and finance or marketing,

and most work in the financial services, health care, pharmaceutical/bio tech, or consumer products industries.

After graduation salaries range from \$50,000 to \$140,000 with the median being in the \$95,000 range. Salaries are higher of course, in the more expensive areas of the country. The median Owen graduate staying in Nashville last year got \$80,000, but this will go a really long way in a cheap area like Tennessee.

These numbers are realistic for a top-50 school like Owen, where the entering class is intelligent and experienced, but not full of eggheads or former CEOs. Owen ranks 57th in the Financial Times, 45th worldwide in the Economist, and 36th US in Business Week. With an



Owen Central Stairway

GRE, cont. from page 1.

exam. However, exam score trends show that current scores are being inflated somewhat in preparation for the change. According to most sources, test scores tend to decrease after format changes. Further, scores are good for five years, meaning that even if the exam is changed next year, a student taking the exam today will be able to use his or her scores through 2015.

Before tackling the question of which exam to take, a general review of the current GRE format and the proposed changes is worth taking.

The current GRE exam is roughly three hours in length and divided into verbal, mathematics and writing sections. The new exam will be longer, approximately four hours in length, and divided up into smaller subsections. The writing section will be reduced somewhat, with two separately timed thirty minute sections versus thirty and forty-five minute sections on the current exam. There will be two verbal sections, thirty minutes each, and two 'Quantitative Reasoning', i.e. mathematics, sections of thirty-five minutes each. In addition, there will be one unscored, or experimental section, either verbal or quantitative.

The real changes seem to be, if the early announcements are accurate, an easing of the Verbal sections and a possible increase in the difficulty of the quantitative sections. Previously, the verbal section of the exam included something most accurately described as "vocabulary out of context" questions. These were either based on analogies between words or on finding antonyms. These sections are being dropped completely in favor of more complex reading comprehension problems and complex reasoning questions.

The quantitative questions on the new exam promise to be more challenging but perhaps more grounded in real life. ETS has announced an emphasis on data interpretation and using word problems, and they have further announced that a new, on-screen calculator will be available to students. Hence, students can presume that the emphasis will be more on math skills and reasoning, with perhaps more complex (but de-emphasized) calculations.

Lastly, ETS has announced that the new essays will emphasize real life experience and more targeted questions, a presumed change from the structured logic formulas found in the analysis of an issue and of an argument essays on the current format.

However, the question remains, what does this actually mean for test-takers?

Well, to begin with, the changes in the verbal section will probably be welcomed by everybody, especially non-native English speakers. The old format, with its Antonyms and Analogies sections, was simply a brutal exam. The words tested were obscure at best and given out of context. Native speakers had great difficulty with these sections; non-native speakers found them impossible. Usually, the only solution involved breaking words down to their roots or presumed positive and negative values, tasks completely divorced from actually understanding the words themselves. These sections were the bane of most Russian students, who, if at all possible, tried to take GMAT instead of GRE.

The new format will include vocabulary questions, but these will be given in the context of a sentence and will generally require skills akin to reading in context. Two new question types which the GRE titles "Text Completion" and "Sentence Equivalence," replace the old "analogies" and "antonyms" questions. Both the two new sections are very similar. These changes should, in theory, make the test more attainable for most non-native speaking students.

In the "sentence equivalence" questions, students are challenged to both know which words will best complete a sentence and at the same time to recognize synonyms by picking two answer choices in the context of the given sentence. ETS gives this example:

Although it does contain some pioneering ideas, one would hardly characterize the work as _____.

- A. orthodox
- B. eccentric
- C. original
- D. trifling
- E. conventional
- F. innovative

The correct answer choices in this case are C and F. Test takers with a good vocabulary can immediately eliminate answers B and D because neither has the same meaning as any other answer choices. "Eccentric" means odd, and "trifling" means unimportant, so neither will work. The choices only provide two pairs with the same meaning: orthodox=conventional and original=innovative. Now one just has to pick the correct pair. The sentence as written is trying to show a contrast between the ideas in the two clauses: the word "although" to introduce the first clause clearly indicates that there will be a contrast in the second. Since the first clause is clearly defined, indicating some pioneering ideas, or some original thoughts, the second must mean the opposite. The intro to the second clause,

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GRE, cont. from page 5

however, indicates a negative, “hardly.” As English doesn’t allow for double negatives, the unstated word must mean roughly the same thing as ‘pioneering.’ Hence, we can eliminate “orthodox” and “conventional,” which both mean conservative. This leaves only our choices of C and F, which both mean roughly the same thing as “new” or “pioneering.”

As we can see, the students aren’t being asked to make analogies from isolated words, but in fact are provided with the correct context from the surrounding sentence. The question also provides a hint in the demand for two answer choices—two of the answers must mean approximately the same thing. This should prove easier for most Russian students, and prove to be a big improvement over the earlier format.

The “multiple correct answer” type question repeats in another format, “text completion” where students are presented with A, B, and C choices given statements about a reading text, and must choose all that apply. These “text completion,” questions, are also worth taking a closer look at. This type of question asks you to fill in multiple blanks, each with different meanings. An example from ETS’s introduction to the Revised Paper Based GRE demonstrates this format.

To the untutored eye the tightly forested Ardennes hills around Sedan look quite ___ (i) ___, ___ (ii) ___ place through which to advance a modern army; even with today’s more numerous

and better roads and bridges, the woods and the river Meuse form a significant ___ (iii) ___ .

Blank (i)

- A. impenetrable
- B. inconsiderable
- C. uncultivated

Blank (ii)

- D. a makeshift
- E. an unpropitious
- F. an unremarkable

Blank (iii)

- G. resource
- H. impediment
- I. passage

The challenge in this type of question will be to make sure your answers are consistent with one another.

For example, blank (i) gives you a hint when it says “tightly forested . . . hills.” You can already eliminate the word ‘inconsiderable’ because “tightly forested” implies something wild or difficult to deal with. But either impenetrable or uncultivated might still work for blank (i) if you did not have blank (ii). Blank (ii) precedes a clause about advancing an army. Clearly it needs a word related to “difficult.” Thus, you can see that you must pick answer choice A (impenetrable) for blank (i) and E (“unpropitious” means unfavorable or adverse) for blank (ii). Then, the “even with” prefix to the sentence about the better roads and bridges that exist today, implies that things have not much improved, so you are looking for another word that implies difficulty for blank (iii). The best answer is H (“impediment” means a barrier or hinderance).

Note that both these types of vocabulary questions also test a related reading comprehension skill that was not previously tested in the “analogies” and “antonyms” sections of the GRE. They test the ability to spot directional signals in text. In both the sample questions shown above, for example, we solved the question by looking at the clauses that indicated whether a given part of a sentence would continue the thoughts of an earlier part, or would provide contrary evidence or a reverse in the direction of thought. Learning to spot directional signals has always been a good hint for succeeding on the Reading Comprehension part of the GRE or GMAT exams. Now, with the revised GRE, this skill will be crucial for all the verbal tasks.

In addition, there is one last change worth noting: students will now supposedly have the choice to skip questions and return to them later. Presumably, this means that the exam will be scored on an objective scale and not as a CAT, or computer adapted test.

For those who don’t know, CAT tests change the possible questions based on a student’s performance on previous questions. Get a question correct, and the next question will be more difficult and, as a result, have a higher point value. The key to doing well on a CAT test is to make sure that you do not make mistakes early in the test, as you need to do well initially to get to higher point level questions. However, the new test format appears to have reverted to a non-CAT basis, as the ability to return and change prior answers is impossible with CAT tests.

Should a future applicant wait, and take the test in a year? Well, the answer to this question would seem to be yes. However, if somebody is applying this year, they will not have a choice. The new format will only be introduced after August, 2011 and only for those who don’t mind getting results in November 2011 or later. If students take the current test, they get their results immediately. Results from the new format will be delayed a few weeks because of ETS’s need to adapt to the new grading scale.

Additionally, according to online sources and test reports, scores from

Continued . . .

the current test are being somewhat inflated, especially on the essays, and historically changes in the format usually result in a reduction of average scores.

Finally, students should remember that they are not taking these tests in a vacuum: they are competing with their fellow applicants, so if the test becomes more user-friendly for one group of students, then that group as a whole will tend to do better. In other words, if changes to the verbal section rid the test of a section that caused everybody problems, then in fact there should be only minimal changes to score distribution with the new format. Certainly, the new question types should prove more accessible to non-native speakers, but whether this is worth waiting a complete year is going to be subjective question, based on how secure the student feels in the application procedure and other factors. If nothing else, this additional risk factor will provide just one extra level of complexity to the already complicated procedure of applying to graduate school.

This article is based on ETS announcements as of Sept. 2010 and ETS may make changes before the Revised GRE is launched. For current information see www.ets.org/gre/revised_general or contact Pericles.



Notes from the Underground

*Pericles TOEFL student,
Alexander Rodionov shares his
thoughts on the TOEFL.*

I studied at Pericles in Feb 2010 and now passed the TOEFL exam with a score of 104 (26-28-23-27). I recall you asked for feedback from the exam, so here it is.

1. Preparation.

Among ideas you shared at Pericles, the most important for me were:

— essay structure: thesis - arguments - conclusion and phrases used to build the structure

— question elaboration strategy: if the answer is obvious - check other answers for tricks, if not - start eliminating irrelevant answers

— compare the text with the lecture for supporting or contradictory themes

In addition to this I used the following

— I regularly listened to WNYC public radio over the internet to get accustomed to American speech

— Kaplan test rehearsal was very very important due to the specific interface of the testing application fully reproduced there.

People who see the interface for the first time at test center will use up some precious time understanding how it works. The sequence of events is a bit confusing and the text editor is really weird, especially for clipboard operations and moving across the text. I strongly recommend students to familiarize themselves with it before the exam and understand how it works.

2. Test center

The test center was located in Bauman University training center (Site ID: ITRU27A). The exact address was Akademika Tupoleva Embankment, 17. ETS gave the wrong address: 2nd Baumanskaya street something. The test center called the day before my test to notify me that the real address was different from the declared address (but they also gave the wrong location, saying Ulitsa Radio 24, which was the building standing side by side with the proper one). Fortunately I wrote the proper phone number down and so I could find it.

Despite the poor location reference, the test center was very good. I think they have about 2 rooms for TOEFL takers. The one I sat in was for 8-10 people, with chicken-farm-style semi-cubicles, all but new headphones, and 2 IT nerds (this is an IT training center) supervising the test and solving any technical issues. As the room was for 8-10 people and quite spacious, noise from other test takers was not an issue

if the headphones were on. Cookies were offered during the break.

I can recommend this center despite some squeaky chairs.

When making an ETS order, a student must type his/her name in the way it appears in the international passport or driving license. The test center asks for an ID with a Latin name (credit card at least) and holders of local names with alternative Latin transliterations should be cautious about this when making the order. Don't wait for the reception at the test center to have this come up. A girl there had this issue with the name Uliana in her form and Ulyana in her passport. The test center administrator had to deal with this and she was accepted 15 minutes later than others. I guess if she had a tough admission schedule this issue could make her nervous, which is definitely bad for the test taker.

3. Exam

Actually the complexity was the same as the Kaplan-iBT preparation materials and the examples we studied in Pericles. We saw crazy scientific texts, especially if one is ignorant in the subject. The same for the lectures; but generally lectures are simpler, (have more blah-blah time wasting, so one can manage to make notes). Dialogues were in quite a blah-blah manner also.

I don't remember exactly now, but I had about 2 writing, 5 or 6 speaking exercises 50/50 dialogues/texts, 3 sets of 2 dialogues + 1 lecture for listening and some reading.

4. Results

Results are ready after 2 weeks, which correlates with the ETS web site estimation.

Finally I would thank you for the way you delivered TOEFL material and atmosphere you created at lectures. It was a good time.

Regards,
Alexander Rodionov.



OWEN Continued from page 5.

average age of 28, an average 5-6 years of work experience, and GMAT scores averaging slightly above 650, entrance to Owen is competitive, but attainable for smart Russian applicants.

Of course, a top-50 school attracts a smaller percentage of foreigners than one would find in a top-20 B-school. Nonetheless, Vanderbilt University, known to attract international students in science and technology, is skilled at helping foreign students. "International Student Services is very professional," said Rajeev Narayan, and there is a two week orientation to help foreign students get used to Nashville and Owen. Cynthia Mitsumasu, from Peru, also mentioned that the two week orientation, where they help you learn how to make speeches, prepare for classes, etc., was very helpful.

Those foreign students one does find tend to be from various parts of Asia. Last year, admission of East-European students was only 1%—in other words, two.

However, the Russian connection isn't completely absent: three of the dozen students I spoke with during my short visit told me that their favorite professor is Alexei Ovchinnikov, an Assistant Professor of Finance. Professor Ovchinnikov teaches a Corporate Valuation course that students described as "interesting subject matter, interestingly taught." Professor Ovchinnikov got his higher education all in the US, but still his specialties and research are in areas



*VanderbiltOwen, Graduate School of Business
(see article starting on page 1)*

very realistic for Russia. His most recent research work, for example, is on the tie between political contributions and stock return. He has also written on M&A and deregulation. I couldn't

imagine a more interesting role model for Russian students deciding on Owen.

Moreover, Russian student Yuri Mamchur went so far as to be elected Class President this year. For Yuri, Owen was his first choice even over much higher ranked schools. His musical background drew him to this center of the U.S. music industry, and he points out that Nashville is actually very conveniently located for flying home to Moscow. Yuri also loves the individuality that Owen encourages. Here, he emphasizes, students are encouraged to follow their dreams rather than just become a job placement statistic. So if you think Owen might be for you, please see Yuri's extensive comments in the box on page 4.

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