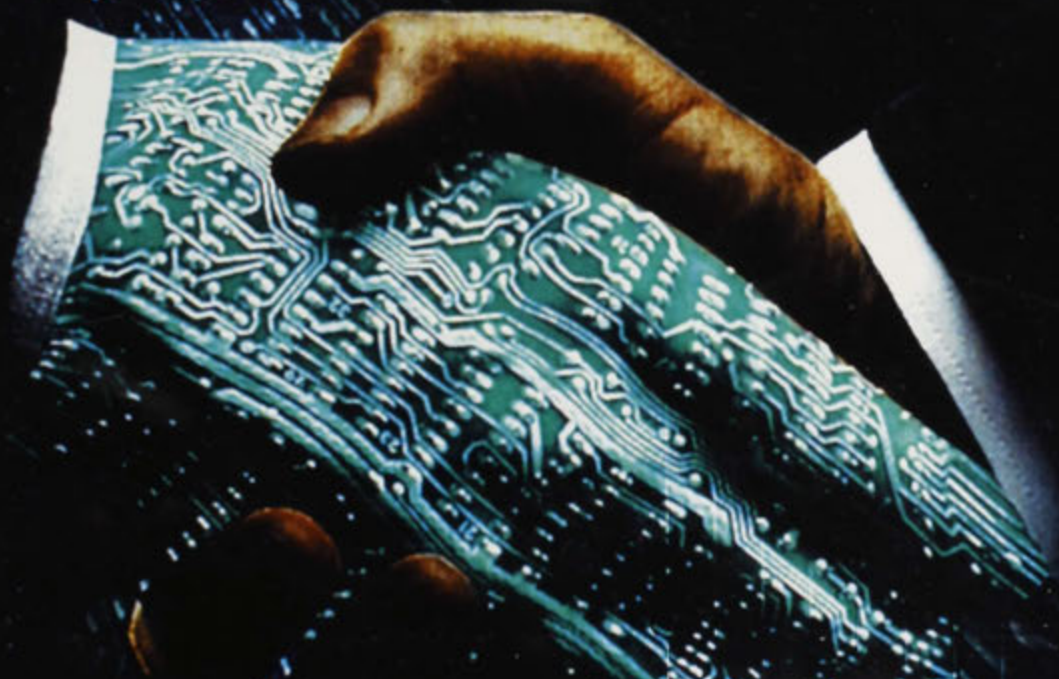




# The African-American Student Union

at Harvard Business School  
presents



## THE DIGITAL DILEMMA:

*Challenges to Excelling in the New Economy*

# 29<sup>th</sup>

ANNUAL CAREER/ALUMNI CONFERENCE

February 23-25, 2001 at the Hyatt Regency, Cambridge, Massachusetts

# ***Congratulations to the Class of 2001***

Modupe Akinola	Peter Kihara
John Alford	David LaBorde
Frank Baker	Terrence Lewis
Tracey Bing	Demond Martin
Tamara Bowens	Abdu Mukhtar
Alvin Bowles	Dufirstston Neree
Gregory Branch	Nathan Niles
Kenneth Brown	William Nkontchou
Jamal Carty	Ugonwa Nwoye
Marc Chennault	Chika Okereke
William Clawson	Ness Okonkwo
Timothy Codrington	Dana Peck
Kendra Commander	Nathaniel Raggette
Michael DePass	Shaka Rasheed
Funso Doherty	Leon Rawlings
Michael East	Brooke Reid
Nicholas Edwards	Tania Saison
Gillian Elcock	Greg Shell
Leo Gatewood	Bethlehem Shiferaw
Nandi Gunning	Brandi Shipp
Leslie Hale	Tebogo Skwambane
Gerald Hedley	Chrystal Stokes
Cecyl Hobbs	Marc Washington
Mark Johnson	

# Table of Contents

## 29th Annual Career/Alumni Conference

### *The Digital Dilemma: Challenges to Excelling in the New Economy*

#### Welcome Messages

Letter from the Dean.....	4
Letter from the Co-Presidents of the Student Association.....	5
Letter from the Co-Presidents of AASU.....	6
Letter from the Conference Co-Chairpersons.....	7

#### AASU and Conference Committee Officers and Members

Conference Committee & AASU Officers.....	8
The African-American Student Union.....	9
Conference Faculty Advisor.....	10

#### Sponsors.....

#### Keynote Speakers

Keith T. Clinkscales, Chairman and CEO, Vanguard Media, Inc.....	12
Congressman Harold E. Ford, Jr., U.S. Representative - 9th District of Tennessee.....	13

#### 2001 Alumni Award Winners.....

Lawrence V. Jackson, Professional Achievement	
Edwin C. Reed, Civic Commitment	
Carla A. Harris, The Bert King Award for Service to the Community	

#### Advanced Management Seminar.....

#### A Special Tribute.....

The H. Naylor Fitzhugh Professorship

#### Panel Sessions

Urban Technology and the Legislative Landscape.....	18
Accessing the World of Venture Capital and Private Equity.....	20
Understanding the Backbone of the New Economy .....	22
Built to Last? Exploring the Market for Urban Portals and Products.....	24
Wired and Black: Career Development in the New Economy.....	26
The Bleeding Edge: Capturing Value from New Technologies.....	28

#### 2nd Annual Entrepreneurial Ventures Competition Judges.....

#### Gospel Brunch.....

#### Maps.....

#### Acknowledgments.....



Archives  
 #1  
 2358.5  
 .46  
 K81  
 2001  
 C-1

## Conference Agenda

The 29th Annual Career/Alumni Conference

### *The Digital Dilemma: Challenges to Excelling in the New Economy*

February 23-25, 2001

SITE*	ACTIVITY	LOCATION	TIME
<b>THURSDAY, FEBRUARY 22, 2001</b>			
HYT	General Registration	Crispus Attucks	6:00 pm - 8:30 pm
<b>FRIDAY, FEBRUARY 23, 2001</b>			
<b><i>Prospective Students</i></b>			
HBS	Prospective Students' Day	HBS Campus	8:00 am - 4:00 pm
<b><i>HBS Alumni</i></b>			
HBS	Registration and Light Lunch	Burden Auditorium	12:00 pm - 1:30 pm
	Welcome from HBSAAA President	Burden Auditorium	1:30 pm - 1:45 pm
	Advanced Management Seminar <i>The Internet Ecosystem: Are You Ready?</i> Professor James Heskett and Gregory White	Burden Auditorium	1:45 pm - 3:15 pm
	Coffee Break	Burden Auditorium	3:15 pm - 3:30 pm
	Spangler Center Tour	Spangler Center	3:30 pm - 4:15 pm
	HBS Admissions Update	Burden Auditorium	4:15 pm - 4:30 pm
	Closing Remarks Prof. Howard Stevenson, Senior Associate Dean	Burden Auditorium	4:30 pm - 5:00 pm
<b><i>All Registrants</i></b>			
HYT	General Registration	Crispus Attucks	4:00 pm - 7:30 pm
HYT	General Reception	Thomas Paine/William Dawes	6:00 pm - 7:30 pm
HYT	Platinum Sponsor In-Suite Receptions <i>(by Invitation)</i>		6:00 pm - 7:30 pm
	Bain & Company	Suite 832	
	The Boston Consulting Group	Suite 732	
	Goldman, Sachs & Co.	Suite 1032	
	Merrill Lynch & Co.	Suite 632	
	Vanguard Media, Inc.	Suite 532	
HYT	Entertainment and After-Party	Presidents Ballroom	8:30 pm - 2:00 am

SITE*	ACTIVITY	LOCATION	TIME
<b>SATURDAY, FEBRUARY 24, 2001</b>			
HYT	General Registration	Crispus Attucks	8:00 am - 4:00 pm
HYT	HBS AAA Breakfast Meeting	Adams Ballroom	7:15 am - 8:45 am
HYT	Continental Breakfast (for non-Alumni)	JFK Ballroom	7:15 am - 8:45 am
HYT	Panel Session I		9:00 am - 10:30 am
	Urban Technology and the Legislative Landscape	Haym Saloman	
	Accessing the World of Venture Capital and Private Equity	William Dawes	
	Understanding the Backbone of the New Economy	Thomas Paine	
HYT	Coffee Break	Courtyard Reception	10:30 am - 11:00 am
HYT	Panel Session II		11:00 am - 12:30 pm
	Built to Last? Exploring the Market for Urban Portals and Products	Thomas Paine	
	Wired and Black: Career Development in the New Economy	Haym Saloman	
	The Bleeding Edge: Capturing Value from New Technologies	William Dawes	
HYT	Luncheon	Presidents Ballroom	1:00 pm - 2:45 pm
	<b>Keynote Speaker: Keith T. Clinkscales</b> <i>Chairman and CEO of Vanguard Media</i>		
HYT	2nd Annual Entrepreneurial Ventures Competition		3:00 pm - 4:30 pm
	Healthcare	Thomas Paine	
	Internet/Information Technology	Haym Saloman	
	Social Enterprise	William Dawes	
HYT	Career Fair	Empress Ballroom (14th Fl.)	3:00 pm - 4:30 pm
HYT	Dessert Break	Courtyard Reception	4:30 pm - 5:00 pm
HYT	Pre-Banquet Receptions		7:00 pm - 8:00 pm
	VIP Reception	Thomas Paine/William Dawes	
	General Reception	Prefunction/Courtyard Ballroom	
HYT	Closing Banquet (Black Tie)	Presidents Ballroom	8:00 pm - 10:30 pm
	<b>Keynote Speaker: Congressman Harold E. Ford, Jr.</b> <i>US Representative - 9th District of Tennessee (Memphis)</i>		
HYT	After-Party	Presidents Ballroom	10:30 pm - 2:00 am
<b>SUNDAY, FEBRUARY 25, 2001</b>			
HYT	Gospel Brunch	Presidents Ballroom	9:00 am - 11:30 am
HBS	Basketball Challenge	Shad Hall	12:00 pm - 2:00 pm

\* Site Codes: HBS - Harvard Business School campus; HYT - Hyatt Regency Hotel



## HARVARD | BUSINESS | SCHOOL

**KIM B. CLARK** |  
DEAN OF THE FACULTY  
GEORGE F. BAKER PROFESSOR OF ADMINISTRATION

23 February 2001

Dear Friends,

It gives me great pleasure to welcome you to Harvard Business School for the 29th Annual Career/Alumni Conference of the African-American Student Union, *The Digital Dilemma: Challenges to Excelling in the New Economy*. This year's program offers a remarkable range of activities for everyone. As prospective or newly admitted students, you will be immersed – if briefly – in what makes the HBS experience unique: a transforming learning environment where you will interact with outstanding and engaging students, faculty, and alumni from the School, as well as thought leaders in the business arena. As current students, you will be exposed to new ideas and new tools for your careers ahead. Some of you will present your business plans in the entrepreneurial ventures competition. As alumni, you will, in effect, re-enter the classroom and you will be stimulated by outstanding thinking on timely topics.

Whatever your background, and whatever your future, I know you will find the next few days enriching, both personally and professionally. Thanks very much for joining us.

Best regards,



Kim B. Clark



## Harvard Business School STUDENT ASSOCIATION



February 23, 2001

Dear Conference Attendees,

Welcome to the 29<sup>th</sup> Annual African-American Student Union (AASU) Career/Alumni Conference!

This year's topic, "The Digital Dilemma: Challenges to Excelling in the New Economy," should prove to be extremely engaging and thought provoking. Some may believe that the air has been let out of the new economy bubble but the real excitement is only about to begin. We believe companies that offer innovative solutions to real problems, backed with solid business models, will dominate and prosper in this period. They will dramatically change the world we live in. This conference is a chance for you to explore the challenges and opportunities that await in this new environment.

We hope you will also make time to get to know a few of the fascinating conference attendees from around the world. We know from our own experiences here at the Harvard Business School that we have learned as much from our fellow classmates as we have from our professors. Take advantage of this opportunity to form lasting friendships and professional relationships with others who share your interests and ambitions.

AASU has long been one of the most prominent and beneficial organizations at HBS. We are fortunate that AASU has continued its leading role at HBS by again hosting this important conference.

We would like to thank you for attending the conference and extend a very special thanks to Alvin Bowles, Chrystal Stokes, and all the others who organized this event.

Keep Warm,

Mini Desai  
Co-President



Stephen Moret  
Co-President





THE AFRICAN-AMERICAN STUDENT UNION  
AT  
HARVARD BUSINESS SCHOOL



February 23, 2001

**CO-PRESIDENTS**  
MARC CHENNAULT  
DEMOND MARTIN

**TREASURER**  
NATHANIEL RAGGETTE

**COMMUNICATIONS**  
LEO GATEWOOD

**ADMISSIONS**  
LESLIE HALE  
SHAKA RASHEED

**ALUMNI RELATIONS**  
KENDRA COMMANDER

**COMMUNITY SERVICE**  
TAMARA BOWENS

**CONFERENCE CHAIRS**  
ALVIN BOWLES  
CHRISTAL STOKES

**CORPORATE RELATIONS**  
NICK EDWARDS  
GREG SHELL

**DISTINGUISHED SPEAKER SERIES**  
JOHN ALFORD  
TRACEY BING

**EDUCATION**  
BROOKE MAJOR-REID

**SOCIAL ACTIVITIES**  
MCKEY AKINOLA  
MARK WASHINGTON

**STUDENT AFFAIRS**  
BRANDI SHIPP

**TECHNOLOGY**  
WILLIAM CLAWSON

Dear Friends,

On behalf of the officers, committee chairs and general membership of the African-American Student Union, we are honored to welcome you to the 29<sup>th</sup> Annual Career/Alumni Conference. We are very excited to be able to share this weekend with you. It is our hope that you will find this year's Conference to be a tremendous opportunity for serious exploration of critical community-related issues, as well as a joyful celebration of the work of several very special alumni.

This year's conference theme, "**The Digital Dilemma: Challenges to Excelling in the New Economy**," reflects a current predicament. How can our community best organize and employ the resources required for success in a new, technology-driven society while still addressing the legacy of issues facing us today? It is our hope that this year's AASU Career/Alumni Conference will provide a platform for an in-depth conversation on the subject. To that end, in addition to our honored keynote speakers, we have invited thought and action leaders from a wide variety of fields to share their insights and experiences. We will also look to the work and lives of our esteemed alumni for lessons and ideas about how to tackle future challenges. It is our sincerest wish that every attendee takes advantage not only of the speeches, panel discussions and other organized events but, also, the opportunity to network with such a distinguished and accomplished collection of professionals.

Once again, welcome. May you find this 29<sup>th</sup> Annual Career/Alumni Conference to be a rewarding and enriching experience - a source of wonderful, new ideas and a sound foundation for gatherings in the years to come.

Sincerely,

Marc A. Chennault  
January Co-President

Demond T. Martin  
September Co-President







THE AFRICAN-AMERICAN STUDENT UNION  
AT  
HARVARD BUSINESS SCHOOL



February 23, 2001

Dear Friends,

On behalf of the African-American Student Union at Harvard Business School, we are pleased to welcome you to Boston and the 29<sup>th</sup> Annual Career/Alumni Conference. It is our hope that the weekend's activities will stimulate you intellectually, challenge your opinions and equip you with the tools to successfully navigate the new economy. In addition to this rich education, we invite you to take advantage of the numerous opportunities to network with friends, have fun and create warm memories for years to come.

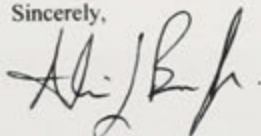
Last year, we recognized black business achievement of the past as we prepared to enter the 21<sup>st</sup> Century. This year's theme, "**The Digital Dilemma: Challenges to Excelling in the New Economy**," clearly signals our arrival into a new era. Our goal is for the Conference to serve as a vehicle for the examination and implementation of new ideas and strategies that will enable us to triumph over the challenges placed before us along the path to success.

The AASU Conference Committee and its volunteers have worked diligently over the past year to put together an exciting and enriching event. We are certain your participation will enhance the weekend's discussion as you raise probing questions, analyze the issues and debate suggested action plans and solutions.

As we celebrate the achievement of African Americans at Harvard Business School and beyond, we also honor the impressive legacy of past AASU members and supporters. At the Closing Banquet, we will announce the renaming of next year's 30<sup>th</sup> anniversary conference in honor of one of our most distinguished graduates, H. Naylor Fitzhugh. This tribute serves to underscore our strong bond to those who came before us and laid the foundation upon which we now stand.

We express our sincere gratitude to alumni, corporate sponsors, keynote speakers, panelists, judges, AASU members, and Conference participants and supporters for contributing to the success of this Conference. With your help, we will identify ways to continue to thrive in the new economy of the new millennium. Once again, welcome!

Sincerely,



Alvin L. Bowles, Jr.  
Conference Co-Chairperson



Chrystal J. Stokes  
Conference Co-Chairperson

CO-PRESIDENTS  
MARC CHENNAULT  
DEMOND MARTIN

TREASURER  
NATHANIEL RAGGETTE

COMMUNICATIONS  
LEO GATEWOOD

ADMISSIONS  
LESLIE HALE  
SHAKA RASHIED

ALUMNI RELATIONS  
KENDRA COMMANDER

COMMUNITY SERVICE  
TAMARA BOWENS

CONFERENCE CHAIRS  
ALVIN BOWLES  
CHRISTAL STOKES

CORPORATE RELATIONS  
NICK EDWARDS  
GREG SHELL

DISTINGUISHED SPEAKER SERIES  
JOHN ALFORD  
TRACEY BING

EDUCATION  
BROOKE MAJOR-REID

SOCIAL ACTIVITIES  
MODUPE AKINGOLA  
MARK WASHINGTON

STUDENT AFFAIRS  
BRANDI SHIPP

TECHNOLOGY  
WILLIAM CLAWSON

# Conference Committee & AASU Officers

## The 29th Annual Career/Alumni Conference Committee

### Co-Chairpersons

Alvin Bowles  
Chrystal Stokes

### Alumni Relations

Kendra Commander

### Corporate Relations

Nick Edwards  
Greg Shell

### Entertainment

Leo Gatewood

### Entrepreneurial Ventures Competition

Mark Johnson  
David LaBorde

### Gospel Brunch

Odis Braxton

### Logistics

Cecyl Hobbs  
Nate Niles

### Panels

John Alford  
Tracey Bing

### Prospective Students' Day

Leslie Hale  
Shaka Rasheed

### Public Relations

Tjada D'Oyen  
Craig Robinson

### Registration

Modupe Akinola

### Technology

Bill Clawson

## The 2000-2001 Officers of the African-American Student Union

### Co-Presidents

Marc Chennault  
Demond Martin

### Treasurer

Nathaniel Raggette

### Admissions

Leslie Hale  
Shaka Rasheed

### Alumni Relations

Kendra Commander

### Communications

Leo Gatewood

### Community Service

Tamara Bowens

### Conference Co-Chairpersons

Alvin Bowles  
Chrystal Stokes

### Corporate Relations

Nick Edwards  
Greg Shell

### Distinguished Speaker Series

John Alford  
Tracey Bing

### Education

Brooke Reid

### Social Activities

Modupe Akinola  
Marc Washington

### Student Affairs

Brandi Shipp

### Technology

Bill Clawson



AASU Officers

# The African-American Student Union

## Class of 2001

Modupe Akinola  
John Alford  
Frank Baker  
Tracey Bing  
Tamara Bowens  
Alvin Bowles  
Gregory Branch  
Kenneth Brown  
Jamal Carty  
Marc Chennault  
William Clawson  
Timothy Codrington  
Kendra Commander  
Michael DePass  
Funso Doherty  
Michael East  
Nicholas Edwards  
Gillian Elcock  
Leo Gatewood  
Nandi Gunning  
Leslie Hale  
Gerald Hedley  
Cecyl Hobbs  
Mark Johnson  
Peter Kihara  
David LaBorde  
Terrence Lewis  
Demond Martin  
Abdu Mukhtar  
Dufirstston Neree  
Nathan Niles  
William Nkontchou  
Ugonwa Nwoye  
Chika Okereke  
Ness Okonkwo  
Dana Peck  
Nathaniel Raggette  
Shaka Rasheed  
Leon Rawlings  
Brooke Reid  
Tania Saison  
Greg Shell  
Bethlehem Shiferaw  
Brandi Shipp  
Tebogo Skwambane  
Chrystal Stokes  
Marc Washington

## Class of 2002

Derek Abrams  
R. Lincoln Alabaster  
Richard Appiah  
Lionel Archille  
Brett Atkins  
Richard Ayers  
Kendall Bailey  
Keith Bevans  
Gary Binford  
Nadia Bishai  
Dobbin Bookman  
Lisa Bourne  
Makyha-Tiana Bowles  
Joahne Carter  
Gerald Cooper  
Lauren Craniotes  
Christopher Crawford  
Tjada D'Oyen  
Michael Davenport  
Bobby Dixon  
Qian Elmore  
Matthew Fields  
Kofi Fynn  
Ademola Gbadegesin  
Antre Gibbs  
Sitella Glenn  
Keith Gordon  
Trevor Gregg  
Rejji Hayes  
Tiffany Hewlin  
Gerard Hollins  
Michael Holt  
Dionne Hosten  
Obinna Isiadinso  
Erica Kashambuzi  
Andrew Kelley  
Peter Kiggundu  
Verleria King  
Lucas Klein  
Aishetu Kolo  
Ademola Lawal  
Chris Mrema  
Seneca Mudd  
James Mutugi  
Ngassam Ngnoumen  
Roderic Norman  
Chike Obianwu

Daniel Ogbonna  
Chinaku Onyemelukwe  
George Osawaye  
Kolawole Otitoju  
Israel Owodunni  
Jawan Parker  
Kevin Releford  
Craig Robinson  
Beverly Ross  
Marleta Ross  
Reginald Sanders  
Bereket Selassie  
Marlon Smith  
James Spencer  
Marc Sullivan  
Wayne Taitt  
Corey Thomas  
Mark Waddleton  
Antonio Wallace  
Lance Ward  
Elsa Wentling  
Chris Wheat  
Christopher Williams  
Panya Yarber



# Conference Faculty Advisor



## Dr. James Ireland Cash, Jr.

### The James E. Robison Professor of Business Administration

Professor Cash received a Bachelor of Science degree in Mathematics from Texas Christian University; a Master of Science in Computer Science from Purdue University's Graduate School of Mathematical Sciences; and a Doctor of Philosophy in Management Information Systems (MIS) from Purdue University's Krannert Graduate School of Management. He has been a member of the Harvard Business School Faculty since 1976, and has taught in all the major HBS programs – MBA, Program for Management Development (PMD), Advanced Management Program (AMP) and Program for Global Leadership (PGL). He served as Chairman of the MBA Program from 1992 to 1995 during the schools' project to redesign the MBA Program – *MBA: Leadership and Learning*. He is currently serving as Senior Associate Dean and Chairman of Harvard Business School Publishing Company.

Professor Cash's non-academic activities include: trustee for the Massachusetts General Hospital, Partners Healthcare, and the Massachusetts Software Council; overseer for the Boston Museum of Science; and member of the Board of Directors for several public and private companies. He has worked with many companies and governments around the world in both consulting and teaching assignments. Before his graduate education and joining the Harvard Faculty, he worked as Director of Data Processing for several years, which followed jobs as a systems analyst, systems programmer, and application programmer.

His research is focused on the strategic use of information technology in the service sector and, specifically, the development of a performance measurement system for large information technology organizations.

Among his publications are articles in accounting and computer journals, two *Harvard Business Review* articles, "IS Redraws Competitive Boundaries" (March-April 1985) and "Information Technology and Tomorrow's Manager" (November-December 1988), several books: *Building the Information-Age Organization: Structure, Control, and Information Technologies* with Eccles, Nohria and Nolan (Irwin), *Business Decision Making with Lotus 1-2-3* (McGraw Hill), *Corporate Information Systems Management: Issues Facing Senior Managers and Corporate Information Systems Management: Text and Cases* with McFarlan and McKenney (Irwin), *Global Electronic Wholesale Banking* with Mookerjee (Graham & Trotman), and an instructional videotape, "*Competing Through Information Technology*" with Warren McFarlan (Nathan/Tyler).

# Sponsors

The 29th Annual Career/Alumni Conference Committee would like to thank our Corporate Sponsors, Entrepreneurial Ventures Competition Sponsors and Donors for their continued and generous support.

## Platinum

Bain & Company  
The Boston Consulting Group  
Goldman, Sachs & Co.  
Merrill Lynch & Co., Inc  
Vanguard Media, Inc.

## Gold

Credit Suisse First Boston  
McKinsey & Company  
Morgan Stanley Dean Witter  
Salomon Smith Barney

## Silver

Accenture  
Broadview International  
Reuters  
Sprint

## Bronze

Booz Allen & Hamilton  
Deloitte & Touche  
Hill Holliday Advertising, Inc.  
John Hancock  
JP Morgan Chase & Co.  
Lehman Brothers  
Mercer Management Consulting  
Pricewaterhouse Coopers

## Entrepreneurial Ventures Competition Sponsors

Kauffman Center for Entrepreneurial Leadership, Educational Sponsor  
Cardinal Health Partners

## Donors

Black Enterprise Magazine (1 year subscription)  
Johnnie Walker Black  
Microsoft Corporation (Africa Encarta software)  
Vanguard Media, Inc. (1 year subscription)

*Unfortunately, due to printing deadlines, some sponsors may not be listed. We would also like to extend our most sincere thanks to those sponsors for their support.*



# Luncheon Keynote Speaker



## Keith T. Clinkscales

Chairman & CEO, Vanguard Media, Inc. & Vanguard Neomedia, Inc.

Keith T. Clinkscales, chairman and CEO of Vanguard Media (VMI) and Vanguard Neomedia (Neomedia), has been a dominant force in defining the American urban marketplace. A well respected media entrepreneur, Clinkscales leads a content and business services enterprise that includes print publications, digital properties, conferences, and a consulting practice all targeted primarily at the urban audience and businesses trying to reach this audience.

Clinkscales founded Vanguard Media in May of 1999. With VMI, Clinkscales' mission is to give a voice to today's urban audience in an entertaining and relevant way. "We specialize in content for men and women with an urban sensibility that transcends race, class and religion," says Clinkscales.

Under his leadership, VMI negotiated an historic agreement with one of the most powerful global media companies, BET Holdings, Inc. As a significant investor in VMI, BET will contribute a vast network of entertainment and media resources to advance the company's vision.

Vanguard Media presently owns **Impact Weekly**, a trade publication distributed to movers and shakers in the radio industry; **Honey**, a women's lifestyle, fashion and entertainment magazine; **Heart & Soul**, which promotes a healthy lifestyle for black women; and **Savoy**, a smart, stylish general interest publication aimed at affluent black readers, which launched in January 2001.

In January of 2000, Clinkscales launched VMI's sister company, Vanguard Neomedia. Neomedia properties currently include: **Impact 24/7**, the digital expansion of *Impact Weekly's* coverage, analysis and insight into the urban entertainment community; **Latino Impact**, the industry news source covering the Latin entertainment industry; **AdHere Network**, the online advertising and marketing company specializing in the urban consumer; **Urban IQ**, the research company that provides in-depth reporting and analysis of the emerging trends and technologies in the urban marketplace; **Sidehustle**, the online information exchange about job opportunities in the entertainment market; and **Impact Urban Internet Forum**, the first major forum for the development and integration of the urban Internet marketplace into mainstream business.

VMI recently created Vanguard Nexus, a consulting business designed to build strategic marketing alliances between corporations and entertainment enterprises.

Prior to creating VMI and Neomedia, Clinkscales served as President & CEO of *VIBE* magazine, one of the fastest growing and influential magazines in pop culture history. He was among the first in the publishing world to recognize the potential of the Internet to enhance the urban market bringing *VIBE* online as *Vibe.com* in 1994. Before joining *VIBE*, Clinkscales published *Urban Profile*, a bi-monthly magazine dedicated to issues that reflected young urban culture.

Clinkscales lectures extensively, as a guest at the Stanford Professional Publishing Course, as well as for the Magazine Publishers Association. He also lends his expertise to the International Magazine Management Conference and The New York University Center for Publishing, as a professor for a new masters degree program, Marketing for Publishing.

A magna cum laude graduate of Florida A&M University, Clinkscales also received an MBA from Harvard Business School. He serves as Treasurer of the Apollo Theater Board of Directors.

# Closing Banquet Keynote Speaker



## **Congressman Harold E. Ford, Jr.** **U.S. Representative - 9th District of Tennessee (D-Memphis)**

The keynote speaker at the 2000 Democratic National Convention, Harold E. Ford, Jr., was elected to the House of Representatives in 1996 at age 26 and reelected in both 1998 and 2000 by an overwhelming margin. Ford represents a new generation of political leaders who seek to replace the partisan politics of the past with fresh ideas and a pragmatic approach to the challenges of the twenty-first century.

Ford's main priority in Congress is improving education: "Although America faces an array of challenges," Ford says, "in my view there is no single greater threat to our future economic prosperity, national security and social stability than an unprepared and underskilled workforce. In fact, if American business is to compete and win in the digital marketplace, we must take bold steps to close the gap between the skills our workers have and the skills the marketplace demands."

Congressman Ford has pursued these goals as a member of the House Education and Workforce Committee. In the 105th Congress, Ford led efforts to secure federal funding for the nation's urgent school construction needs. He helped advance an education tax relief package and has been successful in securing increased funding for numerous education initiatives including Comprehensive School Reform, Charter Schools, and TRIO.

In the first session of the 106th Congress, Ford introduced "The Make College Affordable Act of 1999" to help working families meet the rising costs of higher education. The bill provides a full tax deduction for college education expenses, including tuition, fees, room and board, as well as interest on student loans. Ford also worked to pass the fiscal year 2000 budget agreement that provided \$1.3 billion to reduce class sizes by helping communities hire 100,000 qualified new teachers.

In addition to his work on education issues, Congressman Ford has used his seat on the Government Reform Committee to fight for legislation that would close loopholes in campaign laws and help restore faith in our political system. Ford supported the House-passed Shays-Meehan bill banning soft money, and is committed to putting it into law. He also serves on the Subcommittee on the Census, working to ensure a fair, efficient count of all of our nation's citizens in 2000.

In the coming legislative session, Congressman Ford will work to secure final passage of the comprehensive Patients' Bill of Rights, which he helped pass through the House last fall. Legislative priorities also include repairing our crumbling school buildings, protecting the long-term health of Social Security, adding a prescription drug benefit to Medicare, and taking guns out of the hands of criminals and children.

Ford served as freshman class President during the second session of the 105th Congress. At that time, Ford used his leadership position to help forge a consensus on the Balanced Budget and Taxpayer Relief Acts of 1997, and he was at the forefront of issues involving trade, education, and skills development. Since joining Congress, Ford has joined and worked closely with several progressive, pro-growth coalitions, including the New Democrat Coalition and the Congressional Black Caucus.

Prior to his election to Congress, Ford worked under the leadership of the late U.S. Secretary of Commerce Ron Brown as a Special Assistant to the Economic Development Administration in 1993. He also served as a Special Assistant to the Justice/Civil Rights Cluster in the 1992 Clinton/Gore Transition Team, and as an aide to the Senate Budget Committee under former U.S. Senator James Sasser. Congressman Ford coordinated his father's re-election campaigns in 1992 and 1994.

Congressman Ford received his law degree from the University of Michigan School of Law in 1996. He earned a bachelor's degree in American History from the University of Pennsylvania in 1992. Born in Memphis, Tennessee on May 11, 1970, Congressman Ford is the oldest son of former U.S. Representative Harold E. Ford and Dorothy Bowles Ford of Memphis. He has two brothers, Jake and Isaac Ford.

# 2001 Alumni Award Winners



## Professional Achievement: Lawrence V. Jackson

Lawrence Jackson is senior vice president, supply operations of Safeway, Inc., one of the largest food and drug retailers in North America with over 1,600 stores in the United States and Canada. As an executive officer, Mr. Jackson is responsible for all operational aspects of Safeway's \$5 billion in-house store brand. He oversees 43 manufacturing facilities, procurement and outsourcing operations, and distribution logistics. His \$1.7 billion P&L responsibilities include \$200 million in third-party private label global sales.

Mr. Jackson joined Safeway following a 16-year career at PepsiCo, Inc., characterized by outstanding managerial achievement and leadership. He spent two years at McKinsey & Co. after graduating from Harvard Business School in 1979, before joining the Pepsi Cola Company where he completed successful early assignments that included plant manager, director of planning, and division manufacturing manager. He was promoted to vice president, operations in Irvine, California where he was responsible for leading all non-sales operations for Pepsi-Cola West covering 1,700 employees at 71 facilities. In 1991, he moved to Dallas, TX, to assume responsibility for Pepsi's restaurant and vending sales and service in 16 states, and a year later took charge of Pepsi's \$700 million business in the southeast headquartered in Atlanta, GA, including responsibility for sales, marketing, finance, manufacturing, and distribu-

tion operations. From 1995-97, he served as senior vice president and chief operating officer of worldwide operations for PepsiCo Food Systems. At PepsiCo's world headquarters, he guided a \$3.5 billion food and supply business.

Mr. Jackson also holds a degree in Economics from Harvard College where he was a class officer and varsity letterman.



## Civic Commitment: Edwin C. Reed

Edwin Reed, the chief financial officer of Allen AME Church in Jamaica Queens, NY, is an established leader in the area of public policy and community development. He directs financial and strategic planning for the Allen organization, including oversight of policy development and operational functions for Allen's numerous affiliated corporations.

The Allen organization engages in a range of activities and enterprises that benefit the community surrounding the Allen Cathedral, and also serve as models for urban commercial/residential development and faith-based community development programs nationwide. Allen corporations rehabilitate and construct affordable housing, operate a credit union and a community service center, develop and manage commercial enterprises, offer job training, direct a youth recreational program, and provide a residential safe haven for battered women and children. Allen has built a Christian school to educate children from pre-kindergarten through the 8th grade, the Allen Senior Citizen Complex, and Allen Plaza. For-profit enterprises include a transportation leasing company, a real estate management company, and a corporation that evaluates new commercial ventures.

Mr. Reed earned an undergraduate degree in business administration from Memphis State University, and received his MBA from Harvard Business School in 1979. He joined the Allen AME Church while pursuing a successful early career at General Motors. In 1986, he accepted the challenge of managing the successful Congressional campaign (6th District, Queens) of Allen's visionary pastor, the Reverend Floyd H. Flake, and subsequently became Congressman Flake's Chief of Staff. He returned to Allen eight years later to take on his present role as CFO, and immediately began arranging a \$15 million loan from commercial banks to further construction of Allen's 80,000 square foot cathedral, which was completed in 1997.



## The Bert King Award for Service to the Community: Carla A. Harris

Carla Harris is a managing director of Morgan Stanley Dean Witter on the New York Syndicate desk within Equity Capital Markets, and chairs the firm's Equity Commitment Committee. She is responsible for the marketing and execution of new issue equity financing. Her coverage universe in North America includes the technology/Internet, telecommunications, media, real estate, industrials, consumer products, and healthcare sectors. Recent deal highlights include IPOs for United Parcel Service, Martha Stewart Living Omnimedia, Ariba, Redback, and Nvidia.

Ms. Harris traveled from her home in Florida to attend Harvard College, and discovered her strong affinity for investment banking during a summer internship through the Sponsors for Educational Opportunity (SEO) Career Program. She entered Harvard Business School in 1985 and joined Morgan Stanley after graduation. She began her career in the Mergers and Acquisitions, Restructuring and Divestitures department, and joined Equity Capital Markets in 1991 as a syndicate deal captain.

Her professional achievements are complemented by her extraordinary commitment to community service, which includes active involvement in several organizations. She serves the boards of Food for Survival/The New York Food Bank, and the Brooklyn Alumnae Chapter of Delta Sigma Theta Sorority, Inc. In addition, she has personally funded scholarships at the high school and college level, including the Carla A. Harris Scholarship at Harvard University and Bishop Kenny High School in her hometown of Jacksonville, Florida, and has been a financial sponsor for the Student/Sponsor Partnership Program, which provides tuition assistance at parochial schools in NYC. A gifted singer, Ms. Harris has performed for a decade at events around the city and is vice president of the popular St. Charles Gospelite Choir in Harlem. In the fall of 2000, she released a compilation of traditional and contemporary holiday songs on a CD titled *Carla's First Christmas*. All proceeds from sales of the CD, which is available through Amazon.com, benefit charities including school scholarship funds.



# Advanced Management Seminar

## The Internet Ecosystem: Are You Ready?



**Dr. James L. Heskett**  
Professor Emeritus

James Heskett is Professor Emeritus at the Harvard Business School, where he co-chairs and teaches in several executive programs as well as authors a monthly column on the School's Working Knowledge Web site. During his career at the School, he has taught courses in marketing, logistics, operations, service, and general management. In addition, he served as Senior Associate Dean for Academic Programs and chaired the MBA program, during which time he participated in the founding and was a faculty member of the first Summer Venture in Management program.

Heskett is a member of the boards of Office Depot, ING North America, WeGo.com, and PlanetFeedback.com and chairs the Advisory Board of Evolve Software. He also serves as Faculty Chair of the Denali Initiative in Social Entrepreneurship.

Most recently co-author of the books, *The Service Profit Chain* (with Earl Sasser and Len Schlesinger) and *Corporate Culture and Performance* (with John Kotter), Heskett is a consultant to organizations in the U.S., Latin America, and Europe. Among his other publications are books, including co-authorship of *Service Breakthroughs: Changing the Rules of the Game* (New York: The Free Press, 1990); co-authorship of *The Service Management Course* (New York: The Free Press, 1991); *Managing in the Service Economy* (Boston: Harvard Business School Press, 1986); co-authorship of *Logistics Strategy: Cases and Concepts* (St. Paul, MN: West Publishing Co., 1985); *Marketing* (New York: Macmillan Publishing Co., 1976); co-authorship of *Business Logistics, Revised Edition* (New York: The Ronald Press Company, 1974); and numerous articles in such publications as the *Harvard Business Review*, *Journal of Marketing*, *Sloan Management Review*, *California Management Review*, and others.



**Gregory White**  
Co-founder and Principal, Chicago Venture Partners

Gregory is a Co-founder and Principal of Chicago Venture Partners, a venture capital fund that provides equity capital to rapidly growing technology companies. In this capacity, he evaluates and structures equity investments and works to maximize the operating performance of the fund's portfolio companies.

Prior to Chicago Venture Partners, Gregory was President of Corporate Advisory Services, where he provided consulting services to entrepreneurial companies and a venture capital fund. He also helped to design, develop, and manage two advanced entrepreneurial training programs--the Runners' Club and The Denali Initiative targeted to emerging entrepreneurs. Previously, he has worked as an investment banker (Salomon Brothers), commercial banker (Continental Bank), and real estate developer (The Rouse Company and the Enterprise Foundation).

Gregory graduated with academic honors from Brown University with Bachelor of Arts degrees in both Economics and Development Studies. He earned a Masters in Business Administration from the Harvard Graduate School of Business. He has taught *Business Economics* and *Real Estate Finance* at the Keller Graduate School of Management and the *Real Estate Entrepreneur* at the University of Chicago.

# A Special Tribute



## **The H. Naylor Fitzhugh Professorship: A Legacy Bridging Education, Leadership, and Community**

The alumni and friends of Harvard Business School (HBS) have established the H. Naylor Fitzhugh Professorship of Business Administration to honor the exceptional career of its namesake. He is remembered as a chief of industry, a pioneer in business education, a visionary community leader, and a mentor of countless African-American women and men.

Naylor Fitzhugh graduated from Harvard Business School in 1933, one of the first African Americans to do so. Shunned by recruiters despite his excellent academic performance, Fitzhugh returned to his native Washington, DC, where he became a leader and activist in the African-American business community. He was subsequently asked to teach a business course at Howard University, beginning an association spanning three decades during which Fitzhugh left a legendary mark on the school and its business curriculum. One of the many students whose business careers he inspired was Lillian Lincoln (MBA '69), who responded to his encouragement by becoming the first African-American woman to graduate from HBS and one of the five founding members of the African-American Student Union.

In 1965, Fitzhugh accepted a marketing position at the Pepsi-Cola Company, which ultimately led to his history-making work in establishing the African-American community as a lucrative mass market and creating the concept of target marketing in corporate America. He continued to mentor young people, introducing them to business through the development of education programs, and maintained ties to HBS, helping to found the Black Alumni Association and becoming its first chairman in 1978.

Following his retirement from Pepsi, Fitzhugh remained active with the company and in the community, receiving well-deserved honors and recognition for his numerous achievements, including the Heritage award from the Executive Leadership Council and the Distinguished Service Award from Harvard Business School. He passed away at the age of 82 in 1992.

In 2000, Dr. David A. Thomas, was named the first H. Naylor Fitzhugh Professor of Business Administration. Professor Thomas is a recognized authority on mentoring, executive development, and the challenges of creating and effectively managing a diverse workforce. He is co-author of the best-selling Harvard Business Review article "Making Differences Matter: A New Paradigm for Managing Diversity" and the acclaimed book *Breaking Through: The Making of Minority Executives in Corporate America*. A highly respected and popular professor, he is currently Course Head of the required MBA course, Leadership and Organizational Behavior (LEAD). Professor Thomas received Bachelor of Arts, Master of Philosophy, and Doctor of Philosophy degrees from Yale University, and holds a Master of Arts in Organizational Psychology from Columbia University.

"It was an honor to be named H. Naylor Fitzhugh Professor of Business Administration because of the interrelated themes that encompassed his life and career. He introduced innovations in business and business education that translated into opportunities and economic benefits for African Americans. He was a counselor and mentor, and an advocate for building constructive relationships across differences of race and community. I've tried to pursue parallel themes in my own work, and involved myself in helping organizations better understand and successfully manage diversity.

My goals as a teacher include helping my students acquire the capacity to learn from their experiences and become reflective practitioners. In teaching LEAD, my colleagues and I guide them toward the development of a rigorous and disciplined way of thinking about human interactions in organizations, about their personal role in those dynamics, and the impact of their choices. We also encourage learning to anticipate and embrace the internal and external changes that affect our lives over time. Understanding yourself and your place in the world makes you a more effective leader, and I believe the process of discovery that leads to such insights can also make you more courageous in acting on your convictions."

-Professor David A. Thomas

# THE H. NAYLOR FITZHUGH PROFESSORSHIP CAMPAIGN COMMITTEE congratulates

## *Professor David A. Thomas*

and thanks the following individuals and companies for their generosity and support.

### CORPORATE GIFTS

Alcoa Foundation  
Credit Suisse First Boston  
Donaldson, Lufkin, & Jenrette  
Ford Motor Co.  
Goldman, Sachs & Co.  
Medtronic Foundation  
Merrill Lynch Foundation  
Pepsico, Inc.

### INDIVIDUAL DONORS

Lawrence D. Ackman  
Lisa Argrette Ahmad  
Gary A. S. Ahwah, FSA  
Yaw Akoto  
Paul Garvin Alexander  
Calvin U. Allen  
Richard F. America, Jr.  
Beverly J. Anderson  
Franklin R. Anderson  
Joseph B. Anderson, Jr.  
Frank Aubrey Anglin, III  
Anonymous  
Christine Annette Arnold  
Haskell N. Arnold, Jr.  
Celeste Lorraine Bagley  
Anna E. Banks  
Carol Ann Barnett  
Reginald P. Bazile  
Gordon Philip Bell  
Ronald E. Billes  
Alan Brian Bond  
Tabula T. Bost  
Nina A. Bowman  
Willard W. Brittain, Jr.  
De Walt Brown  
Karen Angela Brown  
Valerie S. Brown  
Shawn Joseph Bryant  
Egerton Fitzhugh Bullock  
Herman E. Bulls  
Kelvin Lee Buncum  
Charles V. Bush  
John G. Butler  
Zerrick A. Bynum  
Brian Carlton Byrd  
Lewis Eugene Byrd  
Gregory A. Campbell  
Joseph Frederick Canady  
Christopher F. Capers  
Valentino Dina Carlotti  
Bonnie S. Carter  
Michael L. Carter  
Ralph A. Clark  
Rena Clark  
Sara Crutchfield Clarke  
Teresa H. Clarke  
Shoshanah Adina Cohen  
Allen M. Coleman  
Bonita Kaye Coleman  
James Curtis Collier  
Michelle Lynn Collins  
W. Don Cornwell  
Robert J. Covello  
Gail Lynette Covington  
Philip W. Crutchfield  
Juanita Darby-Reese  
Shangaza DaSent  
George Anderson Davis  
Sydney Walter De Jongh  
Brickson E. Diamond  
Tyrone E. Dickerson  
John Nelson Doggett  
Hurlon J. Dulan, Jr.  
Dean Eliot Dunbar  
Linda Jean Dunn  
York M. Eggleston  
Karla Celestine Erod  
Maduka J. Emelife  
David C. Evans  
Glenn Preston Evans  
Samuel D. Ewing, Jr.  
Nique Fajors  
Robert L. Farmer  
Linda Buck Fields

Louis J. Fisher  
Richard H. Fitzhugh  
Christopher T. Floyd  
Ronald J. Fox  
Tamara Simpkins Franklin  
Albert Howard Frazier, Jr.  
Reginald O'Keith Frazier  
Ann M. Fudge  
Gerald William Gaimis  
Steven Gaynor  
Albert Newman Gentry, III  
Rayton Gerald  
Lincoln Davidson Germain  
Kiara Y. Gharthey  
Jessica M. Gibson  
Godfrey R. Gill  
Jill Angela Gilmer  
Reginald H. Gilyard  
James R. Gladden, Jr.  
LaTonia D. Gladney  
Janie Goddard  
Gregg Alfred Gonsalves  
Allen E. Gould, Jr.  
Earl G. Graves, Jr.  
Michael A. Graves  
S. Garrett Gray  
Floyd F. Grayson, Jr.  
Gabrielle Elise Greene  
Paula Elaine Groves  
Sean A. Gumbs  
Carlton L. Guthrie  
Joyce W. Guthrie  
Lisa Green Hall  
Ian Keith Hardman  
Jeffrey Carl Harper  
Carla Ann Harris  
Cynthia Ann Harris  
HBS African-American  
Alumni Association  
LeSans M. Heard  
Leon Henderson, Jr.  
Rena Elizabeth Henderson  
Clinton Wesley Hendricks  
Robert L. Henry  
Dennis F. Hightower  
Aaron Christopher Hill  
Chester Morris Hill  
Patricia Francine Hill  
Amy S. Hilliard  
Rodney M. Holder  
Anthony K. Hollinger  
Karen Holloway  
Richard L. Holmes  
Thomas H. Hooper, III  
Carl T. Horton, Jr.  
Robert Howard  
James S. Hoyte  
Martin K. Hunt  
Edward D. Irons  
Aubrey Jackson  
Lawrence Vincent Jackson  
Melissa Elizabeth James  
Nathaniel James  
J. Dennis Jean-Jacques  
Raymond M. Jefferson  
Harriett G. Jenkins  
James R. Jenkins  
Richard H. Jenrette  
Aynesh L. Johnson  
Cassandra L. Johnson  
Cyrus E. Johnson  
Jennifer J. Johnson  
John H. Johnson  
Juliana Cornish Johnson  
Marcella & Terry Jones  
Robert Donovan Jones  
Phyllis Shearer Jones  
Raymond Joseph, Jr.  
Adam R. Korr  
Linda B. Keene  
Adrienne L. Kelly Lumpkin  
Will S. Kenlaw, III  
Teresa Kay-Aba Kennedy  
Reginald D. King

Kimberly Ann Kispert  
George L. Knox  
Karen Michelle Kobelski  
Adrienne Lance Lucas  
Nancy L. Lane  
Gloria E. Lara  
Mercedes E. Large  
Tracy Lyn Lawrence  
Anita Marie Lawson  
Rindge J. Leaphart  
Catherine W. LeBlanc  
LaSalle Doheny Leffall, III  
Kim Yvonne Lew  
William Milton Lewis, Jr.  
Lillian Lincoln  
Robert A. Little  
Kenneth A. Louard  
Lauren S. Love  
James H. Lowry  
Herbert L. Lyken  
James L. A. Lyons  
Yawand-Wossen Mangasha  
Gisele A. Marcus  
Jonathan D. Mariner  
Lydia M. Marshall  
Gloria Mayfield Banks  
Gregory Mays  
Thomas E. McCaskill  
Ellen M. McClain  
Catherine R. McCollough  
Raymond Jeffrey McGuire  
Harold D. McRae  
Lloyd M. Metz  
Warren Leroy Mickens  
Elliott J. Millenson  
Patricia Lee Miller  
Daisy Victoria Minott  
Bert N., Robbin E., & Ronald  
P. Mitchell  
E. R. Mitchell, Jr.  
Elario R. Monteiro, CFA  
John L. Moorhead  
John Paul Moran  
Thomas Morgan, Jr.  
Walter H. Morris, Jr.  
Malcolm G. Mumford  
Denise M. Murrell  
Silas A. Myers  
Richard David Nanula  
Henry G. Nash  
Dionne Nelson  
Lionel William Neptune  
Henry S. Newport  
Kandance Weems Norris  
Donald I. Orenbuch  
Claude H. Organ, III  
Linda & Nathaniel Dubre, Jr.  
Michelle R. Owens  
Victor J. Owens  
Cheryl E. Owens-Howard  
Edward P. Palmer  
Charles B. Patton  
Theodore M. Payne  
Walton Darius Pearson  
Fred D. Poellnitz  
Preston Charles Polk, Jr.  
Byron K. Pope  
Tyrone Nevada Powe  
Kenneth A. Powell  
Perry W. Premdas  
David B. Price, Jr.  
Quintin E. Prima, III  
Burunda D. Prince-Jones  
Patrick M. Prout  
Charles O. Quarles  
Cheryl Scott Ragsdale  
Colin R. Redhead  
Kevin Kennedy Reevey  
Adonna Davis Reid  
Ellis H. Reynolds, Jr.  
John Brandon Rhea  
J. Donald Rice, Jr.  
Lee Weaver Richardson  
William H. Richardson  
John David Risher  
Janice Cook Roberts  
Jack E. Robinson  
M. Bruce & Teresa Robinson  
Desiree Glapion Rogers  
Michele Y. Rogers  
Steven Scott Rogers  
Warren N. Romine  
Donya M. Rose  
Alfred W. Rossow, Jr.  
Jonathan Rotenberg  
Milton Herbert Royce, Jr.  
Scott Robert Royster  
Dina Lee Runcie  
James Wyburn Runcie  
Robert L. Ryan  
Paul Sack  
Frances Ruth Scarlett  
Jeffrey Matthew Scruggs  
Sengal M. Selassie  
Willia Esther Seldon  
Barbara L. Seymour  
Therese Ford Shaffer  
Eglen E. Simons  
Craig S. Smith  
Ramsey D. Smith  
Paula A. Sneed  
Ervil G. Spencer  
Wesley A. Spencer  
William C. Stapleton  
Jill Andrea Stever-Zeitlin  
Andre E. Stokes  
Chrystal J. Stokes  
Goodrich H. Stokes  
Troy A. Stovall  
Belinda C. Stubblefield  
Taran Buckley Swan  
William James Taggart  
Kenneth I. Tatum  
Lisa Skeete Tatum  
Mark A. Tatum  
Richard L. Taylor  
Wayne L. Taylor  
Donnalyn & Herman Thomas  
Pamela A. Thomas-Graham  
Melodie M. Toby  
William G. Tompkins, Jr.  
Craig Randall Triplett  
Richard P. Tripp  
Stacie Scott Turner  
George Louis Van Amson  
Reginald Van Lee  
Paul Ernest Viera, Jr.  
Lorraine Davis von Moltke  
Maurice Douglas Walker  
Jon Courtney Walls  
Timothy Elliott Waters  
Jonathan L. Weaver  
Audley M. Webster, Jr.  
John L. Weinberg  
Gregory Alvin White  
Reid E. Whitlock  
Benaree Wiley  
Herbert P. Wilkins  
Timothy Allen Wilkins  
Dayna Jeane Wilkinson  
R. Steven Wilkinson  
Tina S. Williams  
Travell Rodane Williams  
Denita A. Willoughby  
Vicki La Verne Wilson  
Michael R. Winston  
Roger Cameron Wood  
Emerick M. Woods  
Willie Edward Woods, Jr.  
Jessie Therese Woolley  
Deborah Chequeta Wright  
Keith D. Wright  
Margaret Jeanette Young  
Jude J. Zeitlin

# Urban Technology & the Legislative Landscape

This panel will showcase business and political leaders who are impacting their communities in an attempt to bridge the digital divide and highlight the different schools of thought and approaches being undertaken today. The panelists will evaluate legislative issues impacting the ability of African Americans to close the technology gap. The panel will also examine current and contemplated strategies developed by governmental bodies and the private sector to address this growing problem and how we can effectively use politics to prepare African Americans to compete and succeed in the new economy.



**RANDAL D. PINKETT, MODERATOR**  
**Ph.D. candidate, MIT Media Laboratory**

Randal D. Pinkett is a Ph.D. candidate at the MIT Media Laboratory, where his doctoral dissertation is examining strategies to bridge the "digital divide," by investigating the role of community technology for the purpose of community building in a low-income housing development.

Mr. Pinkett holds four degrees: a Bachelor of Science in Electrical Engineering from Rutgers University, where he served as captain of the men's track and field team, a Master of Science in Computer Science from the University of Oxford in England as a Rhodes Scholar, and joint Master of Science in Electrical Engineering and MBA degrees from MIT, as a National Science Foundation Fellow. Mr. Pinkett has also been involved in starting two businesses. First, he is the Founder, President and Chief Executive

Officer of MBS Educational Services & Training, a company that provides training and development for Fortune 500 companies, and second, he is a founding partner in BCT Partners, Inc., a community technology services and consulting firm.

Mr. Pinkett has received numerous awards including the following: NCAA Academic All-American, National Society of Black Engineers-National Member of the Year, and he has been recognized by *USA TODAY* Newspaper as one of the top 20 scholars in the country. Also, Mr. Pinkett was recently featured in both *Black Enterprise Magazine* and *Ebony Magazine*, as one of the "30 Leaders for the Future," as well as on CNN and BET. He is listed in *Who's Who Among American Entrepreneurs* and *Who's Who Among African-Americans*.



**J. PAUL BROWNRIDGE**  
**Former L.A. City Treasurer and Candidate for L.A. City Controller**

Brownridge has been a public finance official for nearly two decades. He was Treasurer of Los Angeles City for nine of the last ten years. Prior to joining the public sector in the early 1980s, Brownridge held positions in several Fortune 500 companies as tax counsel. In his role as Los Angeles' Treasurer, Brownridge led the 1999 Charter reform initiative in restructuring the fiscal operations of Los Angeles City and has been recognized for managing the best performing investment portfolio among the largest cities and counties in California during the 1990s. More recently, Brownridge's primary area of responsibility while with the City, i.e. financial management, was hailed by Syracuse University's Maxwell School of Citizenship and Public Affairs as the highest rated area in Los Angeles' governmental operations. He was recognized as one of the top public sector decision-makers in the nation by the *Governing Magazine Sourcebook* in 1997.

Brownridge serves on the John F. Kennedy School of Government's Council on Governance for the 21st Century at Harvard. He was elected to the Executive Board of the Government Finance Officers Association (GFOA) and served on the GFOA's Cash Management Committee, the Awards for Excellence Review Committee for Capital Financing and Debt Administration and on the Issues Focal Team. In addition, he served on the Rebuild LA Finance Committee and the California General Assembly Commission on Emerging Business Enterprises. He was a principal in the drafting and passage of South Africa divestment legislation in the 1980s and is now a leading proponent of proactive investment in South Africa and other emerging markets and developing countries. He is a member of the U.S. - Africa Advisory Council of Public Officials. Brownridge served on the Greater Los Angeles Millennium Management Leadership Team for Y2K and has continued to champion the involvement of African Americans in the ongoing information technology revolution. In addition, he is an active member of the board of directors of several non-profit corporations.

Brownridge was born in Macon, Mississippi and attended Jackson State University (MS). He holds B.S. and J.D. degrees from the University of Akron in Ohio, 1970 and 1974, respectively. He has done further study in finance and economics at Indiana University and Harvard University's John F. Kennedy School of Government. He is admitted to the Bars of Colorado, Illinois and Michigan. He is a Vietnam War veteran. A frequent contributing writer for publications, he serves annually as a visiting professor at primary and secondary schools in the Los Angeles area, and at colleges and universities across the nation. As an author, he published "*A Centennial Celebration of African American Olympians - 1896 to 1996 - Triumph of the Spirit*" (1996). He is the author of "*The Kings and I - B-R-I-D-G-E the Divides*" (February 2001 release), and will publish "*Good Governance for a New Century - A Financial Management Perspective*" this spring.



**DARIEN DASH**  
**Chairman and CEO, DME Interactive Holdings, Inc.**

Darien Dash, Chairman and CEO of DME Interactive Holdings, Inc., founded the firm in August 1994 with the mission of "expanding the hardware and software infrastructure within minority communities." In June of 1999, DME Interactive Holdings, Inc. became the first publicly traded African-American owned Internet Company in history.

Mr. Dash has built a successful business model for DME Holdings. He entered the technology industry via the cable and music hardware sector. He has developed a proprietary consumer product line of affordable hardware, software and communication products. Most recently, he has launched Places of Color in answer to the need for urban oriented ISP services.

Mr. Dash's time is given as a member of a vast number of non-profit organizations, as well as winning numerous awards, including the 2000 Regional and National Technology Firm of the Year by the Department of Commerce. Mr. Dash received a BA in Political Science and Leadership from the University of Southern California.



**ANNE S. HABIBY**  
**Executive Vice President, Initiative for a Competitive Inner City**

Anne S. Habiby is ICIC's Executive Vice President. Ms. Habiby joined ICIC in 1996 and co-leads the organization. Ms. Habiby oversees ICIC's research, strategy, consulting and communications efforts. Ms. Habiby manages national research projects in partnership with The Boston Consulting Group and PricewaterhouseCoopers, and the ICIC-Inc. Magazine *Inner City 100* – the first-ever listing of high growth inner-city companies. Additionally, Ms. Habiby provides guidance on ICIC's consulting practice. On behalf of ICIC, she also undertakes an extensive schedule of speaking engagements across the country.

Ms. Habiby has been involved in the field of finance and economic development since 1987. From 1992 to 1996, she was an investment banker in the Public Finance Department of Morgan Stanley & Co. Prior to joining Morgan Stanley, Ms. Habiby did her Ph.D. research at Cambridge University (UK) on the strategic use of government funds and regulatory powers to leverage private capital into distressed urban areas. Prior to graduate school, Ms. Habiby established a business brokering retail sales between Saudi women and American retail companies.

Ms. Habiby is a graduate of Barnard College/Columbia University in Economics. She earned a post-graduate Diploma in Development Studies at the University of Cambridge, England, and is completing her Ph.D. from the University of Cambridge.



**RAHSAAN HARRIS**  
**Executive Director, Playing2Win**

Rahsaan Harris is the Executive Director of Playing2Win, the country's first public access technology learning center to be established in an inner city, low-income area. During his career, Rahsaan has been working as an educator to construct experiences for youth and adults that give them exposure to different ways of thinking so they can go beyond the microcosms in which they live. He has degrees in biology (a Bachelor of Arts from Princeton University) and high school science education (a Masters of Arts from Teachers College, Columbia University) and has taught in New York City Public Schools.

Before his tenure at Playing2Win, Rahsaan received a fellowship from the Open Society Institute of the Soros Foundation to work with HarlemLive ([www.harlemlive.org](http://www.harlemlive.org)), a web-based publication run by Harlem teens. The focus of his fellowship was to create and implement a plan for growth and sustainability.



**DR. PETER TUFANO**  
**Sylvan C. Coleman Professor of Financial Management, Harvard Business School**

Peter Tufano is the Sylvan C. Coleman Professor of Financial Management at the Harvard Business School. His research focuses on financial innovation and the use of financial engineering techniques by corporations. Tufano studies how firms can use strategic risk management practices and creative security design to achieve competitive advantage.

Tufano has spent the past two years researching the delivery of financial services to the poor, and in particular, how to design a technology-enabled matched savings program for lower-income savers. This matched-savings program is built around Individual Development Accounts (IDA's).

Before joining the HBS faculty in 1989, Tufano earned his Ph.D. in Business Economics from Harvard University, and his MBA from HBS, with high distinction as a Baker Scholar, in 1984. He graduated *summa cum laude* in economics from Harvard College in 1979.

# Accessing the World of Venture Capital & Private Equity

While the venture capital industry has grown to record levels over the last few years with billions of dollars poured into VC funds, recent market downturns appear to have caused these wells of money to dry up. Gaining access to investment capital remains puzzling for many. The panel will inform entrepreneurs and those seeking to build careers as investors on the most effective means to approach and interact with the venture capital and private equity community. Panelists will also explain how to break into this game, build a network of people, identify routes to pursue to obtain funding and outline necessary steps to getting prepared.



## RONALD P. MITCHELL, MODERATOR

**Principal, Provender Capital Group, LLC & General Partner, Provender Opportunities Fund L.P.**

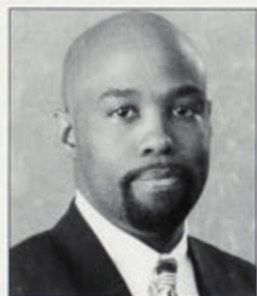
*Picture was unavailable at printing deadline.*

Mr. Mitchell is a Principal of Provender Capital Group, LLC and a General Partner of Provender Opportunities Fund L.P. Provender Capital is a merchant banking group that makes principal investments in the areas of financial services, business services, media and specialty retail. Provender also provides advisory services to clients seeking to make investments across various industries. Mr. Mitchell joined Provender in 1997 and has closed transactions in the media, finance, restaurant and retail sectors.

Mr. Mitchell was formerly in the Corporate Finance Department of Morgan Stanley Dean Witter & Company. At MSDW, he worked on various valuation and financing assignments in connection with the execution of equity, debt and derivative offerings in the transportation industry. Following his career at MSDW, Mr. Mitchell advised middle market companies on issues including technology integration, marketing strategies and valuation, while with Mitchell & Titus, LLC, the nation's largest minority-owned accounting and consulting firm.

Mr. Mitchell has also spent time with McKinsey & Co. and The Anschutz Corporation. In addition, he served as President of his Harvard Business School class and as a member of the Board of Directors of the HBS Alumni Association. Mitchell sits on the Board of PacPizza LLC, Vanguard Media and The Alumni Challenge Education Fund.

Mr. Mitchell earned his AB degree from Harvard University and his MBA degree from the Harvard University Graduate School of Business.



## THOMAS DARDEN

**Founder, Reliant Equity Investors**

Thomas E. Darden, Jr. is the founder of Reliant Equity Investors, a private equity firm investing in minority controlled or minority led companies and companies that serve the minority marketplace. Prior to starting Reliant, Mr. Darden was a Managing Director at Wind Point Partners. Mr. Darden was a member of the Charter Class of Kauffman Fellows and spent two years with Advent International as an Investment Manager. Prior to his Kauffman Fellows experience, Mr. Darden worked in various management positions for 3 venture-backed startup companies: GTech Corporation, UltraCision and Surgilase. Previously, he held engineering positions with the Detroit Diesel Allison Division of the General Motors Corporation.

At Advent International, Mr. Darden led an investment in Internet Securities Inc., a provider of financial and business information on emerging market economies. At Wind Point, Mr. Darden participated in both venture and buyout investments, including investments in Mpower Communications and Eschelon Telecommunications. He also led investments in One Stop Telecommunications, LDMI Telecommunications and Network Telephone. He continues to represent Wind Point on the board of directors of LDMI and Network Telephone.

In addition, Mr. Darden serves on the board of the Commonwealth Enterprise Fund, a Boston-based fund that invests in women and minority owned enterprises. He also serves on the board of TJ Technologies, a minority owned firm that develops battery and ultra-capacitor technology for the wireless industry. During his Kauffman Fellowship, Mr. Darden conducted a study on early stage venture capital and authored the report entitled, "Pre-funding Due Diligence Factors and Their Effect on Outcomes for Early Stage Venture Capital Investments." He has also authored chapters in the 1999 and 2001 editions of *The Handbook of Business Strategy* entitled "Managing Aggressive Growth" and "Strategies for Successful Startups."

Mr. Darden holds an MBA from Babson College, *cum laude*, and is a 1982 graduate of the General Motors Institute where he received a BS degree in engineering.



## DAPHNE J. DUFRESNE

**Principal, Weston Presidio Capital**

Dufresne is a Principal at Weston Presidio Capital, a diversified venture capital firm with over \$2.3 billion in assets under management. Daphne joined in 1999, following her selection as a 1999 Kauffman Fellow. She is currently involved with the firm's investments in @hoc, Insulair and Zoots.

Daphne previously led business development for the online trading platform of Interactive Investor, a London-based financial advisory site. She began her investment career as an Associate Director in Bank of Scotland's Structured Finance Group, focusing on management buyouts in the UK and France. Daphne served previously as an Associate in Andersen Consulting's Strategic Services Group, specializing in business and technology strategy for Fortune 500 companies.

Daphne earned her B.S. in Engineering from the University of Pennsylvania and her MBA from Harvard Graduate School of Business. She is also a Toigo mentor, a member of the Brigham and Women's Hospital Leadership Forum, and an active alumni volunteer for the University of Pennsylvania and Harvard Business School.



### MICHAEL A. SMART

#### Managing Director of Investment Banking, Merrill Lynch Private Equity Group

Michael A. Smart is a Managing Director in the Private Equity Group at Merrill Lynch where he focuses on raising equity capital for leveraged buyout firms in the US and Western Europe. Clients include Clayton Dubilier & Rice, J. W. Childs Equity Partners, Quad-C, EQT Partners, Electra and Cinven. Prior to joining the Private Equity Group, Michael was in the Corporate Banking Department and was responsible for executing corporate finance transactions including high yield and equity financings.

Previously, Michael was in the Mergers & Acquisitions Department at Dillon, Reed & Co. Prior to business school, Michael spent three years as a lending officer at the Bank of New York focusing on acquisition financing. Michael earned a BBA in Finance and Insurance from Howard University and an MBA from the Wharton School at the University of Pennsylvania.

Michael is currently a member of the Board of Managers of the Harlem YMCA, the Benjamin Franklin Society of the University of Pennsylvania and the Leadership Gift Committee of the Wharton Graduate School of Business. Michael's other activities include involvement with the American Cancer Society, My Sisters Place, a New York shelter for battered woman, and the United Way. Michael and his wife, Dr. Jodi Clement, reside in White Plains, Westchester County, New York.



### DARRYL E. WASH

#### Managing Partner, Ascend Venture Group, LLC

Mr. Wash is the managing partner of Ascend Venture Group, LLC, a venture capital firm focused on investing in early-stage businesses that leverage emerging technologies. Through formal and informal networks that exist among a broad array of minority and women communities, Ascend is able to access attractive unique investment opportunities.

Prior to forming Ascend, Mr. Wash was a managing director of Peter J. Solomon Company ("PJSC"), a leading New York-based private investment bank. Prior to his tenure with PJSC, Mr. Wash was both an Associate and Financial Analyst with Goldman, Sachs & Co. where he was a founding member of the firm's Oil and Gas Group (1987) and later its Communications and Technology Group (1992).

Mr. Wash currently serves as a director of B2E Markets, Inc.; UplaySports, Inc.; and Pennoyer Capital Management. Mr. Wash received an M.B.A. from Stanford University's School of Business and was named an *Arjay Miller Scholar* for graduating in the top ten percent of his class. He also received a Bachelor of Arts degree in Economics from the University of California at Berkeley where he graduated with the highest distinction in general scholarship (*summa cum laude* equivalent) and was elected to *Phi Beta Kappa*.



### CHRISTOPHER YOUNG

#### Co-Founder, Cyveillance, Inc.

Mr. Young, one of the Washington, D.C. area's most successful Internet entrepreneurs, is a co-founder, former President and former director of Cyveillance, Inc. While at Cyveillance, Mr. Young was responsible for generating the bulk of Cyveillance's early sales and customer relationships. He was also instrumental in helping Cyveillance raise over \$10,000,000 in venture capital financing and building the company to over 60 employees in less than three years. Mr. Young has been recognized for his entrepreneurial success in several publications, including *Black Enterprise* magazine, *Tech Capital*, *The Washington Business Journal*, and *The Washington Post* among others. Mr. Young has also been featured as a speaker at a number of Internet conferences, including the Interactive Newspapers conference, New York New Media Association and the MIM 99. Mr. Young has also testified in front of the US Senate Judiciary Committee on the

issue of Cybersquatting.

Prior to founding Cyveillance, Mr. Young was an Associate at Mercer Management Consulting. At Mercer, Mr. Young focused almost solely on large corporate strategy engagements for companies in the U.S. and abroad. Mr. Young holds a Bachelor of Arts from Princeton University from its Woodrow Wilson School of Public and International Affairs. Following his graduation from Princeton, Mr. Young served a four year term on its Board of Trustees.

# Understanding the Backbone of the New Economy

Are you still confused when you hear terms like "broadband" and "wireless?" Are you interested in gaining a deeper education about the technologies driving the new economy? This panel will explain currently available broadband and wireless technologies and detail the main challenges facing the various players in these markets. Panelists will also discuss the future and promise of the broadband and wireless industries and how you can break into this exciting sector.



## **DR. ANDREW MCAFEE, MODERATOR** **Assistant Professor, Harvard Business School**

Andrew McAfee joined the faculty of the Technology and Operations Management area at Harvard Business School in 1998. His research investigates effective e-business approaches, and the novel companies, alliances, and markets that are emerging in the Network Era. He was the recipient of a US Department of Energy Integrated Manufacturing Fellowship for his doctoral research, which focused on the performance impact of enterprise information systems such as SAP's R/3.

In the 2000-2001 school year, McAfee will launch Operating an E-Business, a new second year elective at HBS that will highlight operations management challenges and opportunities brought on by new information technologies such as the Internet. In the past, McAfee has taught the required first year operations course, as well as the second year elective Designing, Managing, and

Improving Operations and the introductory quantitative methods course. In addition, he has taught in HBS's executive education courses such as Delivering Information Services, and developed and delivered at HBS a series of seminars aimed at understanding the IT innovations such as public key cryptography that are at the heart of the rapid expansion in electronic commerce.

He graduated HBS with a Doctorate in Business Administration in 1999. He also holds dual MS degrees in Mechanical Engineering and Management from MIT as a Leaders for Manufacturing fellow, and BS degrees in Mechanical Engineering and in Humanities from MIT.

Prior to coming to HBS, he worked as a consultant in operations management, advising clients in a range of industries including aerospace, consumer electronics, white goods, and OEM electronics.

He continues to consult, primarily on helping companies formulate and execute e-business strategies. He speaks frequently to industry and trade groups.



## **LAMONT EANES** **Vice President and General Manager, Sprint PCS Network Services**

Lamont Eanes is Vice President and General Manager of Sprint PCS Network Services. In this capacity he oversees the buildout and operation of the fastest growing wireless network in the world. His responsibilities include Network Operations, Switch and Radio Frequency Engineering, Network Management, and Material Logistics.

Prior to his current position, Eanes was Vice President, Human Resources at Sprint PCS. He was responsible for hiring, compensation, employee relations and employee development for over 20,000 employees nationwide. Eanes was also Vice President, Marketing for Sprint's Business Markets Organization. In this position he was responsible for marketing activities to business customers in Sprint's Local Telecommunications Division accounting for \$1.9 billion in annual sales.

Before working in Business Markets, Eanes was the Vice President, Consumer Markets for the National Integrated Services Division (NIS), at Sprint World Headquarters where he was responsible for product development, marketing, call center sales and service for product and service offerings to small business and residential customers. He was also Vice President and General Manager for the Public Networks Division at Sprint/North Supply. In this position he was responsible for the sales and marketing operations to the Sprint Corporation, the independent telephone companies/contractor market, the cable TV market, AT&T and the Bell Telephone companies, accounting for \$600 million in annual sales.

Eanes began his career with the Sprint Corporation in 1985 as Manager for Office Information Systems for United Telephone - Midwest. He also served Midwest as Manager of Network Construction Budgets, and as Director - Eastern Division Staff in Missouri, before moving to Sprint Headquarters in Kansas City in 1989. While at Sprint's corporate headquarters, he served as Director, Network and Facility Operations and Staff Director of New Products before moving to Florida, as Vice President and General Manager for Sprint/United Telephone of Florida.

Prior to joining Sprint/United, Eanes worked at both AT&T and Ohio Bell. He holds a Bachelor's Degree in Political Science from Ohio Northern University and a Master's Degree in Business Administration from Baldwin Wallace College in Cleveland, Ohio. He has also completed advanced management courses at the University of Kansas, Duke University and Columbia University.

Eanes lists his interests as government and politics with a particular interest in primary and secondary education and just about any sporting competition imaginable. He participated in varsity football and track while at Ohio Northern and has coached soccer, baseball and football in community recreation programs. His primary sporting avocations are currently golf and tennis.



While in Florida, Mr. Eanes was a board member of United Way of Lake County, and Life Concepts, Inc. of Apopka, Florida. Life Concepts is a private agency providing vocational training, employment and recreational opportunities for handicapped individuals. In Kansas City, Eanes has served on the Board of Directors for the WDAF Love Fund for Children, and currently serves on the Board of Directors for Ozanam Home for Boys.

Eanes, his wife Linda, and their two sons, Drew and Austin, reside in Overland Park, Kansas



**JACQUELINE JONES**  
**Director, Business Development, Incanta**

Founded in 1999, Incanta provides broadband service providers with a single, turnkey source for a wide range of interactive services and content – music, films, sports and more. Incanta generates revenues from subscriptions, advertising, e-commerce and pay-per-view services and shares these revenues with BSP and content partners.

Prior to joining Incanta, Ms. Jones was a Manager with Andersen Consulting, specializing in eCommerce strategy consulting and research. Her clients included several Fortune 500 companies in the financial services, utilities and publishing industries. In 1995, Ms. Jones founded a company that provided management training and personal development material to business professionals and students. Clients included Cable and Wireless, IBM Jamaica, Goodyear, and the University of the West Indies.

Ms. Jones is a graduate of Harvard Business School, Columbia University and Wellesley College. She was also awarded a Fulbright Fellowship to research the challenges in systems development and training facing businesses in developing countries. Ms. Jones is the author of several articles in *Black Enterprise Magazine* on Internet entrepreneurs.



**JASON TAYLOR**  
**Director of Operations, Broadband2Wireless**

Jason Taylor is Director of Operations for Broadband2Wireless, a broadband Internet access company based in Boston. In his role, he is responsible for deploying the company's network infrastructure throughout the United States. Additionally, Mr. Taylor is responsible for customer facing operations including order fulfillment, technician installation, and customer care.

Before receiving his MBA from Harvard Business School in 2000, Mr. Taylor worked at US WEST as a manager in Network Operations and at Pacific Bell Mobile Services as a manager in Customer Care. He received his B.S. degree in Business Administration from the University of California at Berkeley in 1994.

# Built to Last?

## Exploring the Market for Urban Portals and Products

Our widely accomplished panelists will focus on the union between the Internet and the urban market – can this partnership last or will the recent upsets in cyberspace lead to divorce? The panel will explore how the urban market has been affected by the explosive growth in cyberspace and the excitement to create new business opportunities. Panelists will also discuss the ability for targeted portals to survive, grow and succeed in this new environment and the various issues and challenges related to running these businesses.



### **GUY PRIMUS, MODERATOR**

#### **Executive Director and Senior Analyst, UrbanIQ**

Guy Primus is executive director and senior analyst at UrbanIQ, Vanguard Media's market research company. Prior to starting UrbanIQ, Primus was a business strategy consultant with AT Kearney where he led projects for the media, transportation and industrial products industries. As senior consulting manager with CAPS Logistics in Atlanta, Primus managed logistics software sales and implementation in the consumer products industry. Before joining CAPS, Primus honed his market research and business process reengineering skills at such companies as Intel, Bell Atlantic, and UPS. As an entrepreneur, Primus is one of five co-founders of Buffalo Soldiers Jeans and Wearing Apparel in Memphis, and served as the company's first vice president of operations.

Primus earned his Bachelor of Science and Master of Science degrees in industrial engineering at Georgia Tech and his MBA at Harvard Business School.



### **GARY DAUPHIN**

#### **Site Manager, BlackPlanet.com**

Gary Dauphin is Site Manager of BlackPlanet.com, the largest and most heavily trafficked African-American online community on the Internet. A graduate of Yale University, he has written over 500 articles on film and media (many of them for The Village Voice and Vibe Magazine, where he has been a regular contributor of film reviews and as a writer-at-large, respectively).

Born in Queens, New York, to Haitian immigrant parents, Gary joined the BlackPlanet.com team as a producer in November 1999, taking over the reigns of day-to-day content and production as Site Manager in April 2000.



### **PETER GRIFFITH**

#### **Chief Executive Officer, Hookt.com**

*Picture was unavailable at printing deadline.*

Currently serving as the CEO of the hip-hop culture site, Hookt.com, Peter Griffith has established an extensive career in the worlds of business and entertainment. Prior to this recruitment at Hookt.com, Griffith was a founding partner and President of East 46th Street Partners, Inc. ("EFSP"). Griffith has also served as Senior Vice President of Programming for Diva Systems Corporation, the leading video-on-demand provider to the cable television industry and an EFSP client. As Senior VP, Griffith negotiated licensing agreements for entertainment programming with all the major studios and cable channels including Warner

Brothers, Sony Pictures, Paramount Pictures, Walt Disney Company, Universal Pictures, Twentieth Century Fox, MGM, Trimark Pictures, Artisan Pictures, Fox Family Channel, The Disney Channel, HBO, Showtime, Discovery Networks and Script Howard.

Before founding EFSP with Charles Walker, currently CSO of Hookt.com, Peter was Vice President in charge of the Media and Telecommunications Group of Nippon Credit Bank Ltd., the tenth largest bank in the world. During his seven years there, Nippon became the largest Japanese lender to the cellular telephone and cable television industries. Under his leadership, the group's loan portfolio increased from \$100 million to over \$1 billion in assets. Griffith managed a \$3 billion credit facility to support the growth of McCaw Cellular Communications, Inc. (now AT&T Wireless). In addition, he served as an advisor to McCaw Cellular during its acquisition by AT&T and to Time Inc. during its \$10 billion acquisition of Warner Communications Inc.

Griffith currently resides in San Francisco, California and Jersey City, New Jersey.



**CARLA KELLY**  
**Vice President of Marketing, BET Interactive**

As vice president of marketing for BET Interactive, Kelly is responsible for devising and implementing marketing initiatives to build brand awareness and generate a loyal, valuable consumer franchise for BET.com, the largest African American-targeted Website, and its sister Web site, 360HIPHOP.com.

Kelly will also manage and execute projects designed to increase interactive marketing and promotions synergy between BET cable network and both Web sites. This effort is part of an overall strategy to deliver convergent programming that creates a more engaging and personalized experience for both online users and BET Network viewers. Carla will lead the efforts to expand

BET Interactive's convergent programming with the BET Cable network in an attempt to leverage lucrative marketing sponsorships for both BET.com and 360HIPHOP.com with major consumer product companies.

Prior to joining BET.com, Kelly worked as senior product manager for the *Irish Spring* franchise at Colgate Palmolive. There she was responsible for developing the new product pipeline and managing the day-to-day operations and profitable growth for the business. In her previous position, Kelly was senior product manager for Nabisco Foods, where she helped reposition the *Snack Well's* franchise by initiating a new strategic platform for sustainable growth and developing reduced fat-line extensions. Kelly also managed several consumer product initiatives and customer segmentation efforts in her previous role as senior consultant for Andersen Consulting's Strategic Services.

Kelly received a bachelor's degree in applied economics and business management /communications from Cornell University and an MBA from The Fuqua School of Business at Duke University.



**BO KEMP**  
**President and Chief Operating Officer, Vanguard Neomedia**

Utilizing business stabilization strategies and an intimate knowledge of business and urban online communities, Bo Kemp, President and Chief Operating Officer, oversees the management of Neomedia's operations and its strategic and developmental investments.

Kemp has an extensive history in the strategic planning and development of Internet properties. From 1995-1996, Kemp served as the Chief Financial Officer and Vice President of Strategic Planning for New York Online (NYO), one of the first companies to develop an urban online community.

Additionally, Kemp helped originate the concept for the business-to-business site, Netroadshow.com, which replays IPD roadshows over the Internet (Netroadshow.com was recently purchased by Broadcast.com which in turn was acquired by Yahoo!). Furthermore, he has consulted numerous web companies - most notably the UK-based Interactive Investor.

Kemp has a background in acquisitions and private equity through his years with Morgan Stanley and TSG Capital Group.

Kemp is an economics graduate of Yale University and received an MBA from Harvard Business School.



**STEPHEN PAMON**  
**President and Chief Executive Officer, Ethcentric**

Steve is the President and Chief Executive Officer of Ethcentric, a next-generation marketing service agency dedicated to improving the delivery of information, products, and services to the ethnic consumer markets. The company offers a broad range of solutions, including strategy, advertising creative, interactive development, promotions, and market research. Ethcentric's client base of Fortune 500 companies features market leaders such as Hewlett Packard and Mercedes Benz USA, among others.

Before forming Ethcentric, Steve was an Engagement Manager at McKinsey & Company, the world's premier strategy consulting firm. At McKinsey, he was active in both the Consumer Electronic Commerce practice (serving America Online, Excite@Home, and The Walt Disney Company / GO.com) and efforts to develop new marketing frameworks that present the opportunities present in the African-American market. Prior to his tenure at McKinsey, Mr. Pamon was a National Corporate Fellow with Citibank Securities, Inc. and a Financial Analyst at Merrill Lynch & Co.

Mr. Pamon holds an MBA from the Stanford University Graduate School of Business and a BA in Finance from Morehouse College.

## The Bleeding Edge: Capturing Value from New Technologies

If you are reading about "hot" technologies in the popular press, you may very well have missed the window of opportunity! This panel's technology and investment experts discuss how they identify emerging technologies. Panelists will share their thoughts on current "hot" trends, including distributed computing, optical networking, wireless communications and innovations in healthcare and life sciences. Experts will discuss common pitfalls to investing in technology sectors and give pointers on how to take advantage of these markets, both as professionals and as investors.



### **ERIK S. MILLER, MODERATOR** **Principal, Carthage Venture Partners**

*Picture was unavailable at printing deadline.*

Mr. Miller is a Principal at Carthage whose position involves screening new business opportunities as well as working with existing portfolio companies to achieve their operational and strategic goals.

Previously, Mr. Miller was an Associate at Chase Securities High Yield Corporate Finance Group. Having helped private equity sponsors raise over \$1 billion in high yield transactions, he brings a distinguished background to Carthage Venture Partners. Prior to joining Chase Securities, Mr. Miller served as an analyst with the investment banking firm Goldman, Sachs & Co., where he provided investment banking services to a wide range of corporate clients.

Mr. Miller earned his B.B.A. in Finance from Howard University. Mr. Miller has spoken about venture capital at the Darden School of Business at the University of Virginia.



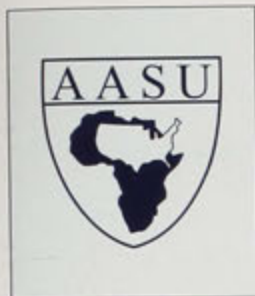
### **RICHARD GAY** **Vice President, Booz-Allen & Hamilton**

*Picture was unavailable at printing deadline.*

Mr. Gay is a Vice President in the Communications, Media and Technology Practice within Booz-Allen and Hamilton, Inc. He specializes in the development of corporate and business strategies for media and entertainment companies.

Mr. Gay has worked on several transactions while at Booz-Allen. He defined corporate and business strategies for a diversified media corporation with interests in film, broadcasting, cable networks, and publishing. Mr. Gay worked with a family of cable networks to develop a new corporate strategy and to drive related business initiatives. He has conducted a market evaluation for multiple clients by assessing the impact of digital television on U.S. content providers, programmers, and distributors. Mr. Gay has developed a corporate technology strategy for a media corporation with interests in broadcasting, publishing, and entertainment and helped identify market trends and technology-based threats to this businesses. In addition, he has performed a strategy audit for a trade publisher and analyzed product profitability for a major online retailer. Pro bono activities include strategies for The Studio Museum in Harlem, Lincoln University and the Chicago Urban League.

Mr. Gay joined Booz-Allen after earning a Bachelors of Science in Economics from The University of Pennsylvania's Wharton School of Business. Mr. Gay received his MBA and Public Management Certificate from Stanford University. He is a member of the National Association of Minority Media Executives.



**A. ANTHONY GEE**  
**General Partner, Carthage Venture Fund**

*Picture was unavailable at printing deadline.*

Mr. Gee is a founder and General Partner of the Carthage Venture Fund. The fund makes early-stage investments in software technology companies. Leveraging the firm's expertise in supply chain management, operations and information technology, Carthage Venture Fund will invest between \$1 and \$3 million in early-stage software technology companies that provide efficiency solutions to large global corporations.

Mr. Gee served as a Corporate Finance Associate in Smith Barney's Technology and Communications Group in 1994-1995. In 1993, Mr. Gee served as a Summer Corporate Finance Associate in Salomon Brothers' Media and Mergers and Acquisitions Groups.

Mr. Gee has served as Chief Financial Officer and Senior Consultant for New York Online, a New York-based Internet consulting firm and content developer. As chief strategist, Mr. Gee helped shape the Internet strategy for the largest paid subscription-based site on the Internet, Consumers Report and other major corporations and financial institutions.

Prior to investment banking, Mr. Gee was a Research Analyst at New Science Associates, an emerging technology and strategy think-tank based in Southport, Connecticut (acquired by Gartner Group in 1992).

Mr. Gee received an M.B.A. in Finance from New York University's Stern School of Business in 1994 where he was a New York University Graduate Fellow. Mr. Gee received a B.S. in Computer Science with a concentration in Artificial Intelligence from the University of Massachusetts at Amherst in 1989 where he was a National Science Foundation Scholar.



**YANCEY SPRUILL**  
**Vice President of Mergers & Acquisitions, Thomas Weisel Partners LLC**

Yancey is currently a Vice President of Mergers & Acquisitions at Thomas Weisel Partners LLC in their New York Office. His areas of focus are in the Internet and offline media and Healthcare sectors. Prior to joining Thomas Weisel Partners, Yancey was an Associate in the Mergers & Acquisitions group at Lehman Brothers and focused on the electric and gas utility sectors. Prior to his career in investment banking, Yancey worked for Corning Incorporated in the Optoelectronics Division as an electrical engineer in the company's optical fiber manufacturing plant and also worked for The Clorox Company in consumer products manufacturing.

Yancey earned a Bachelor of Electrical Engineering degree from Georgia Tech in 1989 and an MBA from The Tuck School at Dartmouth College in 1997. In his spare time, he enjoys golf, politics, reading and jogging.



**THEODORE T. SCOTT**  
**Founder, Stealth Consulting**

*Picture was unavailable at printing deadline.*

Mr. Scott is currently in the process of formalizing Stealth Consulting, a next generation Corporate and Internet Strategy Ecosystem Company.

As a Leadership Executive at ZEFER, he was responsible for developing and teaching the Wireless Internet strategy and evolving professional services and core competency criteria for industry leadership.

As Managing Director of Integrated Marketing and Technology Consulting, Mr. Scott facilitated and directed a number of industry leading and reinventing projects including Wireless & PCS, Cable & Satellite distribution and access, digital assistant definition, and launch and wireless remote next generation feature, function and access.

As Group Vice President and Senior Director at Citicorp, he defined and launched the next generation automated banking consumer experience and integrated interactive automated banking centers, globally, in five languages. After a promotion to Senior Vice President, he was responsible for five global profit center commerce, transaction, and security businesses.

At Pacific Telesis, Mr. Scott defined and established a joint venture with Tandem Computers and launched the first financial services public switched network feature node.

At Apple Computer, Scott was responsible for the Macintosh & Macintosh Plus launch as well as the management of the LISA for all direct channels. He was instrumental with his management team in reinventing personal computer distribution business models and execution.

Mr. Scott is a graduate of the Harvard Business School (Section C) and has an AB in Economics from Columbia University. He is single and lives in Back Bay, Boston.

# Entrepreneurial Ventures Competition Judges



## DR. JAMES E. AUSTIN

### John G. McLean Professor of Business Administration

Dr. Austin currently holds the John G. McLean Professorship of Business Administration at the Harvard Business School. Previously he held the Chapman Professorship. He has been a member of the Harvard University faculty since 1972. He now serves as the Chair of the HBS Initiative on Social Enterprise.

Austin received his Doctor of Business Administration and Master of Business Administration from Harvard University with Distinction and his Bachelor of Business Administration from The University of Michigan with High Distinction (elected to Beta Gamma Sigma).

He has authored 16 books, dozens of articles, and over a hundred case studies on business and nonprofit organizations. His most recent book is *The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances* (Jossey-Bass Publishers), which was selected to be part of the Drucker Foundation Leader Book series. Current research deals with social enterprises with emphasis on the creation, management, and governance of nonprofit organizations, and on the role of business leaders and corporations in the social sector. His prior research focused primarily on management problems in developing countries, agribusiness, and nutrition policy.

Austin has taught the following courses: Entrepreneurship in the Social Sector, Governance of Nonprofit Organizations, Management in Developing Countries, Agribusiness, Business Ethics, International Business, Business-Government Relations, Marketing, Nutrition Policy, and Case Method Teaching. Austin has also given seminars to managers, government officials, and graduate students throughout the world.

Austin has provided advisory services to private companies, governments, international development agencies, educational institutions, and nongovernmental organizations. He served as a Special Advisor to the White House.



## VALERIE S. BROWN

### Principal, TL Ventures

Valerie joined TL Ventures in October 1999. As a Principal, Valerie is responsible for identifying and evaluating potential investments, working with portfolio company management, and performing due diligence and industry analysis. Valerie has primary responsibility for identifying investments in New York's Silicon Alley. She led the firm's investments in Circles and ehomecare.com and is a board observer with Miradiant Global Network and MediaBrains.com. Valerie's primary areas of expertise are e-services, marketing strategy, and the deployment of IT services within the healthcare industry.

Prior to joining TL Ventures, Valerie was a Marketing Manager in the Ophthalmic Therapeutic Business Group at Merck & Co. At Merck, she was responsible for the successful launch of COSOPT™, a prescription medication used by ophthalmologists to treat glaucoma. Valerie served as Director of International Operations at Ben & Jerry's Homemade, Inc. At Ben & Jerry's, she led the integration of the company's international operations into an operating unit, launched Ben & Jerry's in France and the Benelux countries, and directed business development initiatives in Japan, Canada, Russia and Israel. Valerie was a management consultant with McKinsey & Company, where she advised leading companies in the financial services, securities brokerage and telecommunications industries on corporate strategy. Valerie was a Rotary Foundation Scholar in the Department of Economics at the University of Zimbabwe, and earned an MBA, with High Distinction, from Harvard Business School, and a BS in Economics from the Wharton School of the University of Pennsylvania.



## KELLY FITZSIMMONS

### Managing Partner and Co-Founder, New Profit Inc.

*Picture was unavailable at printing deadline.*

Kelly Fitzsimmons is Managing Partner and Co-Founder of New Profit Inc. Drawing on her 12 years of experience in both nonprofit and for-profit business development and operations, Kelly brings a hybrid perspective and entrepreneurial approach to solving strategic challenges. Prior to launching NPI, Kelly was COO of Crittenton Hastings House and achieved national recognition for their core programs. Currently Kelly serves as Chair of the Board of Directors of City Skills.org and is a venture capital judge with the Bronner Hatchery at Boston University. Kelly is a graduate of McGill University and holds an MBA with a concentration in Entrepreneurship from Boston University School of Management.



**RAHSAAN HARRIS**  
**Executive Director, Playing2Win**

Rahsaan Harris is the Executive Director of Playing2Win, the country's first public access technology learning center to be established in an inner city, low-income area. During his career, Rahsaan has been working as an educator to construct experiences for youth and adults that give them exposure to different ways of thinking so they can go beyond the microcosms in which they live. He has degrees in biology (a Bachelor of Arts from Princeton University) and high school science education (a Masters of Arts from Teachers College, Columbia University) and has taught in New York City Public Schools.

Before his tenure at Playing2Win, Rahsaan received a fellowship from the Open Society Institute of the Soros Foundation to work with HarlemLive ([www.harlemlive.org](http://www.harlemlive.org)), a web-based publication run by Harlem teens. The focus of his fellowship was to create and implement a plan for growth and sustainability.



**ROSZELL MACK III**  
**Founding Partner, Ascend Venture Group, LLC**

Mr. Mack is a founding partner of Ascend Venture Group, LLC ("Ascend"), a venture capital firm focused on investing in early-stage businesses that leverage emerging technologies. Through formal and informal networks that exist among a broad array of minority and women communities, Ascend is able to access attractive, unique investment opportunities. Ascend counts among its past investments 22 early-stage companies including StarMedia Network and Evolve Software.

Prior to forming Ascend, Mr. Mack was an Associate Director in the Mergers and Acquisitions Group at Peter J. Solomon Company, a leading New York-based investment bank. Prior to joining PJSC, Mr. Mack was an Associate at both Salomon Smith Barney and Prudential Securities. Mr. Mack began his investment banking career at Goldman, Sachs & Co. where he worked in both the

Corporate Finance and Asset Management Divisions.

Mr. Mack currently serves as a director of Kid-e-Sport, Inc. Mr. Mack received an M.B.A. from Harvard Business School. He also received a Bachelor of Arts degree in Engineering Sciences (Chemical) from Yale University.



**RONALD P. MITCHELL**  
**Principal, Provender Capital Group, LLC & General Partner, Provender Opportunities Fund L.P.**

*Picture was unavailable at printing deadline.*

Mr. Mitchell is a Principal of Provender Capital Group, LLC and a General Partner of Provender Opportunities Fund L.P. Provender Capital is a merchant banking group that makes principal investments in the areas of financial services, business services, media and specialty retail. Provender also provides advisory services to clients seeking to make investments across various industries. Mr. Mitchell joined Provender in 1997 and has closed transactions in the media, finance, restaurant and retail sectors.

Mr. Mitchell was formerly in the Corporate Finance Department of Morgan Stanley Dean Witter & Company. At MSDW, he worked on various valuation and financing assignments in connection with the execution of equity, debt and derivative offerings in the transportation industry. Following his career at MSDW, Mr. Mitchell advised middle market companies on issues including technology integration, marketing strategies and valuation, while with Mitchell & Titus, LLC, the nation's largest minority-owned accounting and consulting firm.

Mr. Mitchell has also spent time with McKinsey & Co. and The Anschutz Corporation. In addition, he served as President of his Harvard Business School class and as a member of the Board of Directors of the HBS Alumni Association. Mitchell sits on the Board of PacPizza LLC, Vanguard Media and The Alumni Challenge Education Fund.

Mr. Mitchell earned his AB degree from Harvard University and his MBA degree from the Harvard University Graduate School of Business.



**BARBARA J. PAIGE**  
**Vice President, Enron Investment Partners**

Barbara J. Paige is a senior investment professional with extensive corporate and community development finance experience. She serves as Vice President of Enron Investment Partners, a subsidiary of Enron Corp. that sponsors private equity funds that invest in high growth companies owned or managed by minority or women entrepreneurs.

Prior to joining Enron Investment Partners, Ms. Paige was Vice President of Access Capital Strategies, LLC where she structured and negotiated the firm's financing. She was integrally involved in the development, marketing and management of the Access Capital Strategies Community Investment Fund - the first of its kind to use capital market investments to increase the availability of affordable mortgages to low- and moderate-income borrowers. Ms. Paige has also served as Executive Director of the Initiative for a Competitive Inner City, a national inner-city economic research and business development organization that draws on the principles of private initiative and competitive advantage

developed by HBS Professor Michael Porter. She also established ICIC's Boston-based inner-city business advisory affiliate. During the prior 11 years, Ms. Paige executed over \$1 billion of fixed-income private placement investments for TIAA-CREF, the nation's largest private pension system.

Ms. Paige was selected as a 1993-94 White House Fellow where she served as Special Assistant to Alice Rivlin, Director of the White House Office of Management and Budget. She holds a Master of Business Administration from the University of Pennsylvania's Wharton School and a bachelor's degree in business administration from Temple University.

Ms. Paige serves on the board of directors of Equal Access Media Inc., a Houston-based company with interests in newspapers and radio. She has served as a judge in various business plan competitions. Ms. Paige has completed one marathon, is an avid reader, a music enthusiast and a budding piano player who recognizes the importance of a regular day job.



**LISA SKEETE TATUM**  
**Cardinal Partners, Partner**

Ms. Skeete Tatum is a Partner at Cardinal Partners, an early stage health care venture capital firm in Princeton, New Jersey. Prior to joining Cardinal, Ms. Skeete Tatum was founder of her own consulting firm specializing in strategic operational development for medium-sized consumer products companies. She was also a Managing Associate at a cosmetics joint venture start-up funded by Sears. In addition, Ms. Skeete Tatum worked for Procter and Gamble in various global and functional roles including Product Development, Purchasing, and Product Supply.

At Cardinal, she has led the firm's investments in AthenaHealth.com, Cancerfacts.com, iPhysicianNet, Parkstone Medical Systems, TechRx, and Wisebear.com.

Ms. Skeete Tatum received her B.S. in Chemical Engineering from Cornell University and her M.B.A. from Harvard Business School. Ms. Skeete Tatum is on the board of the Harvard Business School African-American Alumni Association and a member of the President's Council of Cornell Women.



**ALEX WASHINGTON**  
**Senior Associate, Whitney & Co.**

*Picture was unavailable at printing deadline.*

Alex Washington is a Senior Associate with Whitney & Co., based in Stamford, CT. Founded in 1946, Whitney & Co. helped pioneer the venture capital business and is today a leading global manager of over \$5 billion in alternative assets, including private and public equity, and private and public debt.

Alex focuses on private equity investments in the Information Technology and Transforming Industries areas. Previously, he was with McKinsey & Co. He is a graduate of Morehouse College, B.A. and Harvard Business School, M.B.A. Alex is also a current Kauffman Fellow.



**DARRELL A. WILLIAMS**  
**Chief Investment Officer, Telecommunications Development Fund**

Darrell A. Williams is the Chief Investment Officer of the Telecommunications Development Fund, based in Washington, D.C. With more than a decade of telecommunications, executive-level venture capital and investment banking experience, Mr. Williams has a proven track record for successfully positioning start-up companies to become post-IPO industry leaders. Williams directs the investment, ongoing management and return realization activities at TDF. He works as part of a high-caliber investment team seeking new companies with innovative products, services and applications capable of meeting the technological demands of the rapidly evolving and advancing communications industry.

Prior to TDF, Williams was the Vice President of Venture Capital for Ameritech Development Corporation, the venture capital affiliate of Ameritech, a division of SBC Communications. At Ameritech, Williams executed early stage venture capital investments in nascent telecom-related businesses, including wireless communications equipment, Internet content, e-commerce, vertical applications, and electronic security. From 1991 to 1994, Williams served as a Director in Ameritech's Mergers and Acquisitions Group. He directed forward-looking investment projects and led various telecom-related endeavors; assisting companies in the wireless communications, voice messaging, network management software, independent local exchange carriers operations and competitive local transport areas.

Prior to Ameritech, Williams worked as Assistant Vice President in the Mergers and Acquisitions Department of First National Bank of Chicago. He also held a similar position with Dean Witter Reynolds.

Williams is widely recognized as an expert on telecommunications issues, including broadband Internet deployment, wireless access, satellite applications, federal regulatory developments and emerging fiber optic solutions. Williams has provided expert commentary for NBC News, the Wall Street Journal, Telephony Magazine and numerous trade publications.

Williams represents TDF on the boards of directors for Invertix, Inc., Synovial, Inc., and New Media Technology. He also serves on the boards of SCC Corporation and Proofspace, Inc.

Williams received his B.S. from DePaul University and his MBA from Harvard University. He currently lives in Chicago where he is an active member of the St. James AME Church. He also serves on the board of the United Center Economic Development Corporation and is an active member of the HBS Club of Chicago. Williams has served on the National board of directors for the National Black MBA Association. He is married to Allison Grant Williams and has a son, Maxwell.



# Gospel Brunch

## The Boston Community Choir



The Boston Community Choir (also known as the Boston Pops Community Gospel Choir) is an all-volunteer group comprised of singers from church, community, and university choirs in the Greater Boston area. This group was originally brought together to perform in the first "Gospel Night at Pops" in 1993. "Gospel Night" came about as a result of the vision and commitment of the Boston Symphony Orchestra's Cultural Diversity Committee, and particularly because of the late Vondal M. Taylor, Jr. (1954-95), who was Vice-Chairman of the Cultural Diversity Committee and an overseer of the Boston Symphony Orchestra. The

Cultural Diversity Committee, in its effort to increase the diversity of Symphony Hall's patronage, developed "Gospel Night" to appeal to a broader audience than its traditional programming. Since 1993, the Boston Community Choir has been the featured performer for the "Gospel Night at Pops" in conjunction with the Boston Pops Esplanade Orchestra at both Symphony Hall and the Esplanade.

Dennis Slaughter has performed with the choir since 1993. After deciding in 1995 that singing with the choir was far too much fun to limit it to an annual performance with the Boston Pops, he began developing the choir as an entity outside of Symphony Hall. The Boston Community Choir (as it is known when they are not performing with the Pops) has performed at the following:

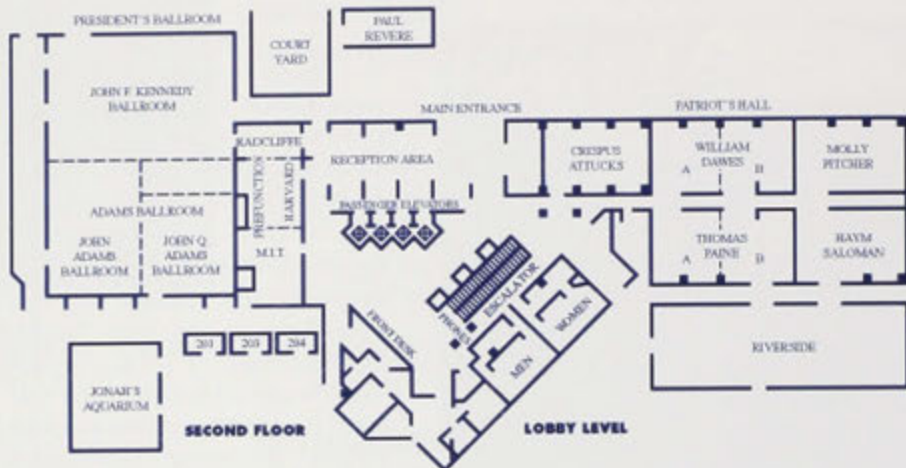
- Opening of the Fleet Center with Patti LaBelle, and James Taylor
- Natalie Cole at Harborlights Pavilion
- Boston's First Night
- Re-Lighting Dedication of the Museum of Fine Arts
- Phish in its New Year's Concert at the Fleet Center
- American Cancer Society's Relay for Life fund-raiser
- Project Clotheslines' Memorial Display on the Boston Common

.....and many community outreach functions that promote the positive.



Words of inspiration will be offered by **Reverend Mary Smith Reed, M.D.**, whose picture and bio were unavailable at the printing deadline.

# Hyatt Map



# Harvard Map

## HARVARD BUSINESS SCHOOL



### Selected Offices and Services

- |                                |                                       |  |
|--------------------------------|---------------------------------------|--|
| 1 Human Resources              | 10 MBA Program Office                 | 19 Doctoral Programs                                     |
| 2 MBA & Alumni Career Services | 11 MBA Academic Services              | 20 HBS Press & Publishing Division                       |
| 3 MBA Admissions               | 12 Health Services                    | 21 Harvard Business Review                               |
| 4 Executive Education          | 13 The Copy Bookstore                 | 22 HBS Press & Publishing Division Operations Department |
| 5 Dining Facilities            | 14 Operational Support Services (OSS) | 23 Security Center                                       |
| 6 MBA Course Services          | 15 Alumni Relations                   |  |
| 7 MBA Financial Aid            | 16 Faculty Offices                    |  |

YOUR  
IMAGE  
IS  
OUR  
CHALLENGE

Nex Graphix

&

Printing

Worldwide

ph. 617.572.3327

fax 617.572.3673

[www.nexgraphix.com](http://www.nexgraphix.com)

Your 24-HOUR

worldwide service

specializing in

high impact

full color graphics

and printing.

President:  
Terry Calloway

Vice President:  
Alkia Powell

Art Director:  
Mike Mancuso



**GRAPHIX  
PRINTING**

WANTED:

Investigators

Risk-Takers

Adventurers

Catalysts

Sergio pays close attention to detail when examining the accuracy of executed trades. He uses equal precision when racing against the forces of nature. What drives you?

MINDS.  
WIDE  
OPEN.

# Goldman, Sachs & Co.

is proud to sponsor the  
29th Annual AASU Conference

Goldman  
Sachs

MINDS. WIDE OPEN.™  
[www.gs.com](http://www.gs.com)

Goldman Sachs, an equal opportunity employer, does not discriminate in employment on any basis that is prohibited by federal, state or local laws. © 2001 Goldman, Sachs & Co.



VALUED WIRE D ENGAGED REWARDED VISIBLE SAVVY DECISIVE ORIGINAL

*Merrill Lynch salutes the  
Harvard Business School  
African American Student Union  
Career/Alumni Conference,  
February 23-25, 2001*

To build a great career, you need vision. And the view from the top is often, well, spectacular. *The Financial Times*, *The Wall Street Journal*, *Institutional Investor*, Reuters and Bloomberg – to name just a few – all find us worthy of top ranking among financial service firms. For you, this translates into opportunity. Our global dominance, innovative products and market-defining expertise offer you tremendous exposure and responsibility, and exceptional rewards. How's the view now?

Merrill Lynch is an equal opportunity employer.

[ml.com/careers/hbs](http://ml.com/careers/hbs)

be bullish  **Merrill Lynch**



# hedge your bets

Athol Williams, consultant at Bain. Helped three multibillion-dollar clients evaluate "bet-the-company" investments. Hedged the bets by analyzing the complex sets of risks involved and collaborating on plans to mitigate them. The companies are now actively pursuing these big ticket investments, which have an expected combined return of more than \$1 billion.

**springboard to  
opportunity**

## **BAIN & COMPANY**

**global business consultants**

Bain & Company, Inc.

Two Copley Place

Boston, MA 02116

USA

[www.bain.com](http://www.bain.com)

Atlanta • Beijing • Boston • Brussels/Amsterdam • Chicago • Dallas • Hong Kong • Johannesburg • London  
Los Angeles • Madrid • Mexico City • Milan • Munich • New York • Paris • Rome • San Francisco  
São Paulo • Seoul • Singapore • Stockholm • Sydney • Tokyo • Toronto • Zurich

Experience a world of opportunity.

EXPERIENCE SPRINT.



SPRINT IS PROACTIVELY BRINGING CONSUMERS THE TOOLS AND CHOICES THEY NEED TO SHAPE THEIR WORLD. SPRINT DELIVERS THE EXPERIENCE.

Sprint's Staff Associate Program offers a world of opportunity for talented achievers and future leaders eager to help us create the pre-eminent global communications company for the 21st century.

This cross-functional executive development program offers a fast-paced environment designed to turn motivated MBAs into tomorrow's corporate leaders. You'll find a world of opportunity in areas of business including finance, marketing, sales, technology services, e-commerce, business development and strategic planning.



*If you're ready for the experience of your life, give us a call at 1-800-673-3656. Equal opportunity employer. M/F/D/V.*

CREDIT SUISSE | FIRST BOSTON

SEE THE EFFECTS OF CHANGE.  
OR ACTUALLY AFFECT IT.



[www.csfb.com](http://www.csfb.com)

CSFB is a proud sponsor of the  
**29th Annual AASU Conference**

CSFB | **EMPOWERING CHANGE.**<sup>SM</sup>  
An Equal Opportunity Employer

©Copyright 2000 Credit Suisse First Boston Corp. All rights reserved.

## BLACK ENTERPRISE

### SALUTES HARVARD BUSINESS SCHOOL ON ITS 29TH ANNUAL AASU CONFERENCE



### CONTINUING OUR COMMITMENT TO FINANCIAL EMPOWERMENT

**BLACK ENTERPRISE** is proud to continue its commitment to **Wealth Building** through entrepreneurship with the **Black Wealth Initiative**. The Black Wealth Initiative empowers and informs all African Americans about how to build their personal wealth through savvy investment strategies.

Designed to change the behavior of African Americans, the Black Wealth Initiative educates using supportive tools such as the **Declaration of Financial Empowerment (DOFE)**, 10 principles to help you improve your wealth; the **Wealth Building Kit**, a step-by-step guide to money management; and the **BLACK ENTERPRISE Direct Stock Purchase Center**, where you can purchase stock online without the high fees, and much more.

We invite all members of **Harvard Business School** to join us in our commitment and be financially empowered.

To Subscribe, call 1-800-727-7777.  
To order the Wealth Building Kit  
call toll free 1-877-WEALTHY

or log on to [blackenterprise.com](http://blackenterprise.com)

**BLACK ENTERPRISE**  
YOUR ULTIMATE GUIDE TO  
FINANCIAL EMPOWERMENT

Amsterdam

Atlanta

Auckland

Bangkok

Berlin

Boston

Brussels

Budapest

Buenos Aires

Chicago

Copenhagen

Dallas

Düsseldorf

Frankfurt

Hamburg

Helsinki

Hong Kong

Jakarta

Kuala Lumpur

Lisbon

London

Los Angeles

Madrid

Melbourne

Mexico City

Milan

Monterrey

Moscow

Mumbai

Munich

New York

Oslo

Paris

San Francisco

São Paulo

Seoul

Shanghai

Singapore

Stockholm

Stuttgart

Sydney

Tokyo

Toronto

Vienna

Warsaw

Washington

Zürich



# Insight Impact

[www.bcg.com](http://www.bcg.com)



## JP Morgan salutes Harvard's AASU

for its annual Career/Alumni Conference

Consider the opportunities at JP Morgan,  
ranked one of America's 50 Best Companies  
for Asians, Blacks, and Hispanics by  
*Fortune* magazine

[www.jpmorgan.com/careers](http://www.jpmorgan.com/careers)

JP Morgan is an equal opportunity employer.



©2001 J.P. Morgan Chase & Co.

## SALOMON SMITH BARNEY

IS A PROUD SPONSOR

OF THE

AFRICAN-AMERICAN

STUDENT UNION'S

(AASU)

29TH ANNUAL

AASU CONFERENCE

Success. Conscience.

Having. Giving.

The end.

tomorrow



>>> >>> A beginning. >>> >>> >>> >>>

What motivates you?

[www.pwcglobal.com/mcscareers](http://www.pwcglobal.com/mcscareers)

Our people are creating global e-markets

that are reinventing entire industries.

What could we create for you?

PRICEWATERHOUSECOOPERS

Join us. Together we can change the world.™

CITIBANK

SALOMON SMITH BARNEY  
Members of citigroup

[www.salomonsmithbarney.com](http://www.salomonsmithbarney.com)

A person stands in a forest, their arms raised in a gesture of praise or joy. Sunlight filters through the trees, creating a hazy, golden atmosphere. The person is silhouetted against the bright light.

the magazine

for healthy  
living

to subscribe: 1.800.666.1716

heart&soul

[www.heartandsoul.com](http://www.heartandsoul.com)

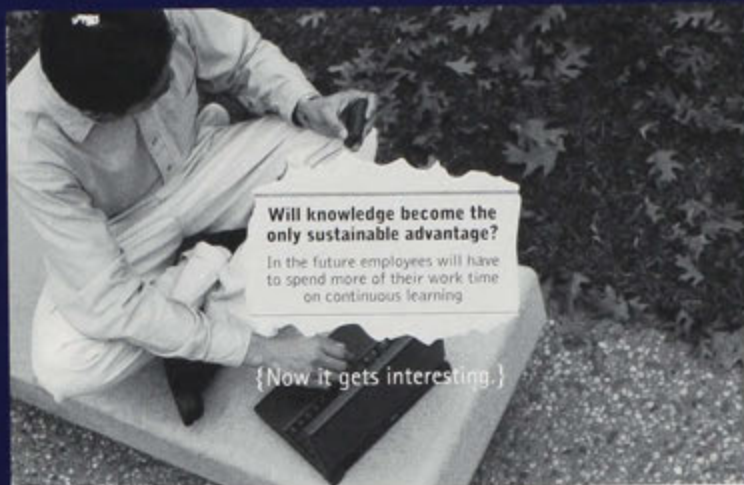


*The community is strengthened  
when hands come together.*

John Hancock is proud to sponsor The Digital Dilemma:  
Challenges to Building the New Economy.



John Hancock Financial Services, Inc. and affiliated companies, Boston, MA 02117  
JHAD104 1/01



**Will knowledge become the  
only sustainable advantage?**

In the future employees will have  
to spend more of their work time  
on continuous learning.

{Now it gets interesting.}

**\_Be there.**

Accenture is proud to sponsor the Harvard Business School African American Student Union 29th Annual Alumni Conference.

To learn more about careers and strategy, please contact Colleen Maszatics at 1-800-248-5453, Option #1 or email [colleen.m.maszatics@accenture.com](mailto:colleen.m.maszatics@accenture.com)

At Accenture we have a unique vantage point between what is and what will be. As we build a completely new network of businesses that will influence the shape of the new economy, our employees are presented

with ever expanding career options. With our flexible, collaborative environment that encourages the continual development of skills and careers, there has never been a better time to be part of our

dynamic global force as we bring innovations to improve the way the world works and lives.

For those who want to create the future, now it gets interesting. **Be there.**

Visit [campusconnection.accenture.com](http://campusconnection.accenture.com)

• Consulting • Technology • Outsourcing • Alliances • Venture Capital  
Accenture was formerly known as Andersen Consulting

**accenture**

## LEHMAN BROTHERS

*Lehman Brothers is proud to  
sponsor the 2001 Conference of  
the African-American Student Union,*

**“The Digital Dilemma: Challenges to  
Excelling in the New Economy”**

**Congratulations on your  
29th Annual Career/Alumni Conference!**

For more information about Lehman Brothers contact:  
Theresa Wordelmann at [twordelm@lehman.com](mailto:twordelm@lehman.com) for Investment Banking  
Becca Camino at [rcimino@lehman.com](mailto:rcimino@lehman.com) for Sales, Trading & Research  
Valerie DeMartino at [vdemarti@lehman.com](mailto:vdemarti@lehman.com) for Private Client Services

[www.lehman.com](http://www.lehman.com)

Lehman Brothers is an equal opportunity employer.  
©2001 Lehman Brothers Inc. All Rights Reserved. Member SIPC.



**Pictured Here: You.** If you are interested in a career with a leading M&A advisor and private equity investor serving IT, communications and media companies, give us a call at 1-888-BROADVIEW. Or visit us at [www.broadview.com](http://www.broadview.com).

**BROADVIEW**  
Commitment.

Mergers and acquisitions advisory services as well as other securities services provided by Broadview International LLC, Member NASD/SIPC.

# HOW LONG? TOO LONG

We have inspired America like no one else. We have profoundly shaped our nation's culture. From art to politics, style to entertainment, our influence is enormous. Now, SAVOY is here to celebrate with you.

Vanguard Media is creating a new legacy — a cutting edge company with cutting edge media.

Under the direction of award-winning journalist and Editor-in-Chief Roy S. Johnson, SAVOY offers entertaining and insightful articles. SAVOY chronicles the people and the events that shape the world of business, politics, sports and entertainment.

Brilliant writers. Powerful thinkers. Controversial figures. Dynamic photographers. New names. New voices. SAVOY will treat you to rare conversations with people you should know.

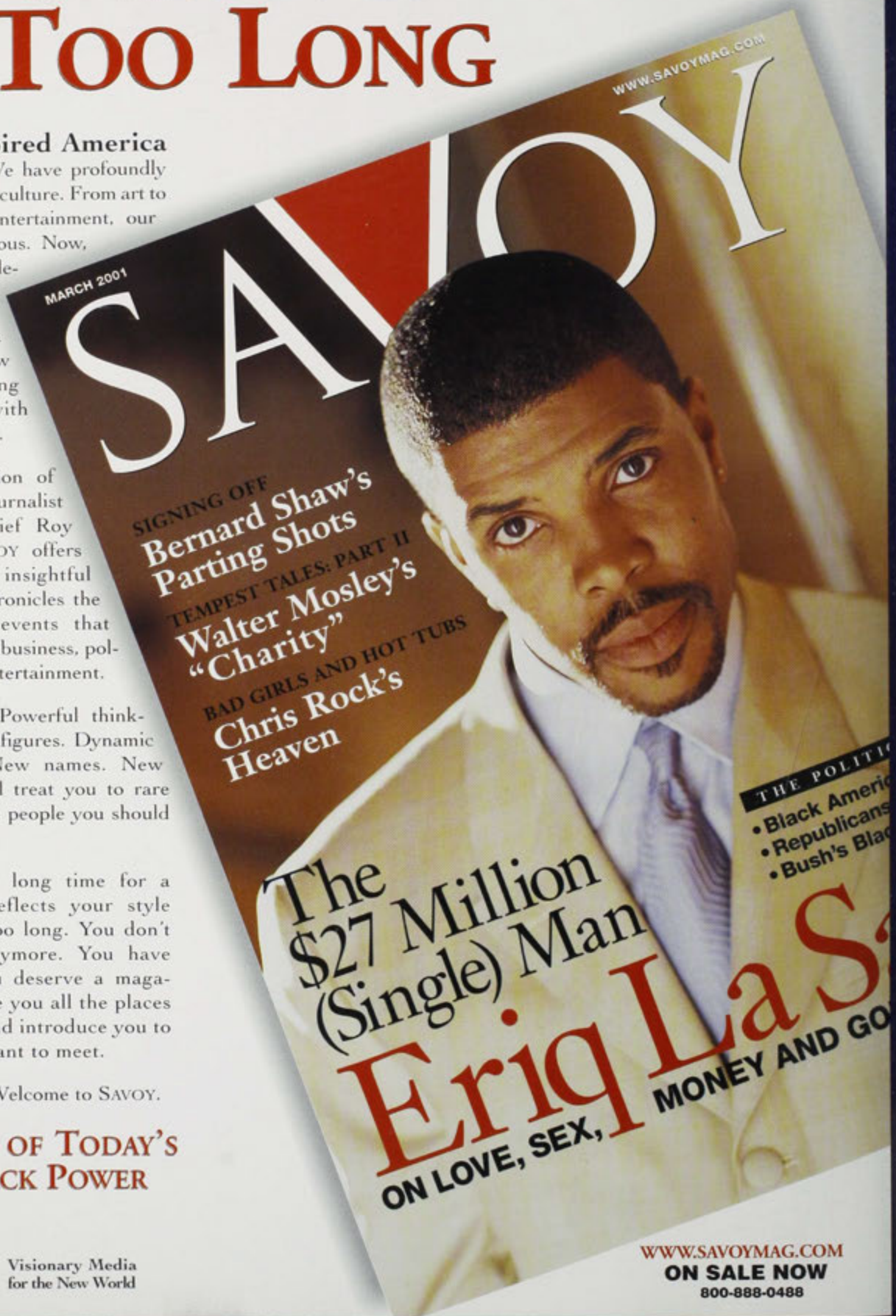
You've waited a long time for a magazine that reflects your style and greatness. Too long. You don't have to wait anymore. You have arrived. And you deserve a magazine that will take you all the places you want to go and introduce you to the people you want to meet.

The wait is over. Welcome to SAVOY.

**THE VOICE OF TODAY'S  
NEW BLACK POWER**



Visionary Media  
for the New World



WWW.SAVOYMAG.COM  
**ON SALE NOW**  
800-888-0488

The Kauffman Center  
for Entrepreneurial Leadership

is a proud

Educational Sponsor of the

2nd Annual Entrepreneurial  
Ventures Competition

and congratulates the

African-American Student Union

on it's

29th Annual  
Career/Alumni Conference.

**K** KAUFFMAN CENTER  
FOR ENTREPRENEURIAL LEADERSHIP  
AT THE EWING MARION KAUFFMAN FOUNDATION



DIVERSITY

IT'S NOT AN OBLIGATION—IT'S AN OPPORTUNITY.

Morgan Stanley Dean Witter

is a proud sponsor of the

29<sup>th</sup> African-American Student

Union Alumni Conference.

**MORGAN STANLEY DEAN WITTER**

Morgan Stanley Dean Witter is a service mark of Morgan Stanley Dean Witter & Co.  
[www.msdl.com/career/recruiting](http://www.msdl.com/career/recruiting)

# Notes

# Notes



## With Our Sincere Appreciation...


The Conference Committee would like to thank all who worked tirelessly to ensure the success of the 29th Annual Career/Alumni Conference. First, we thank our friends—the members of the African-American Student Union for the endless dedication, time and energy they committed to this event. To the Harvard Business School faculty and staff who were instrumental in helping us to develop both an intellectually enriching and enjoyable program, we say thank you as well. Thank you to the officers of the HBS African-American Alumni Association who assisted us through the contribution of their ideas and experiences. We also send very special thanks to Dr. Jim Cash and Mary Ellen Gardner for their unwavering support and advice throughout the entire planning process.

Thank you very much to NEX Graphix for designing and providing all of the printing and public relations needs of the Conference and to the Hyatt Regency Hotel-Cambridge for their input, assistance and facilities.

Finally, our deepest gratitude is extended to our distinguished keynote speakers, alumni achievement award winners, panelists, judges, sponsors, entertainers and, you, our honored guests and conference participants. Without all of you, none of this would have been possible. We truly hope you enjoyed the Conference as much as we enjoyed planning it for you.

Please continue to add to our legacy and tradition by joining AASU next year at the **30th Annual H. Naylor Fitzhugh Memorial Conference**.

Thank you,

Chrystal & 

Chrystal and Al







# A Special Thank You

The 29th Annual Career/Alumni Conference Committee volunteers and the African-American Student Union would like to give special recognition to our **Platinum Level Sponsors** for their generosity in helping to make this event a success.

Bain & Company

The Boston Consulting Group

Goldman, Sachs & Co.

Kauffman Center for Educational Leadership

Merrill Lynch & Co., Inc.

Vanguard Media, Inc.

