

THE  
AFRICAN-AMERICAN  
STUDENT UNION  
AT THE HARVARD  
BUSINESS SCHOOL  
PRESENTS THE



**31** *ST ANNUAL*  
*H. Naylor Fitzhugh*  
**CONFERENCE**

**REDEFINING**

**WEALTH**

*Claim it, Grow it, Sustain it!*





## MBA CLASS OF 2003

Chinwe Ajene  
 Dante Anderson  
 Thandi Baxter  
 Brian Benjamin  
 Edrienne Brandon  
 Wesley Brandon  
 Heidi Brooks  
 Paula Campbell  
 Sean Coar  
 Russell Constantine  
 Rayford Davis  
 Walter Delph  
 Jim Ettamarna  
 Javier Ewing  
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 Feyi Folowosele  
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 David Hall  
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 Darren Jackson  
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 Anthony Lewis

Desmond Lovell  
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 Bethany Otuteye  
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 Bereket Selassie  
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 Raquella Thigpen  
 Kweli Thompson  
 Makambo Tshionyi  
 Matt Turner  
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 Craig White  
 Careina Williams  
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 Omari Bouknight  
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 Patrick Scott  
 Zuhairah Scott  
 Everard Barclay Simmons  
 Nathaniel Simmons  
 Shayna Smith  
 Rob Sundy  
 Afolabi Williams  
 Wesley (Bo) Williams  
 Shannan Wilson  
 Naana Winful  
 Lynn Wood  
 Shon Wright  
 Kent Yee



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2003

# 31<sup>ST</sup> ANNUAL H. Naylor Fitzhugh CONFERENCE

**Friday**

**January 31st, 2003**

Time	Event	Location
2:30pm	Conference Registration Begins	Harvard Business School Spangler Center
4:00pm – 5:00pm	<b>Town Hall Forum</b>	Harvard Business School Spangler Auditorium
5:30pm – 6:45pm	Welcome Reception (Alumni and Prospective Students)	Harvard Business School Williams Room
7:00pm – 8:30pm	<b>Entertainment Panel</b> Building Wealth through the Entertainment Industry	Harvard Business School Spangler Auditorium
10:00pm - 2:00am	AASU Party featuring DJ Grand Master Flash	Cambridge Marriott Grand Ballroom

**Saturday**

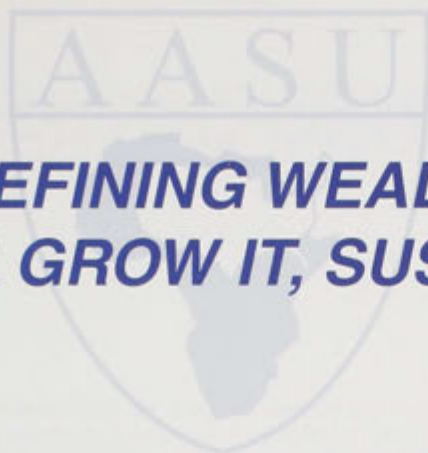
**February 1st, 2003**

7:00am – 8:00am	Alumni Association Breakfast Continental Breakfast	Cambridge Marriott Salon V Main Conference Atrium
8:30am – 10:00am	<b>Panel Session One</b> • Minority Owned Businesses • Perspectives from the Top: Key Insights from Our Most Prominent Business Leaders	Cambridge Marriott Salon III Salon IV
10:00am – 10:15am	Break	

\* Schedule is subject to change without notice.



# REDEFINING WEALTH: CLAIM IT, GROW IT, SUSTAIN IT!



Time	Event	Location
10:15am – 11:45 am	<b>Panel Session Two</b> <ul style="list-style-type: none"> <li>• Building Your Family Empire</li> <li>• Community Development for Profit</li> <li>• What We Learned After Graduation: Young MBAs Tell Their Stories</li> </ul>	Cambridge Marriott Salon III Salon IV Salon I
12:30pm – 2:00pm	Luncheon	Cambridge Marriott Grand Ballroom
2:15pm – 3:45pm	<b>Entrepreneurial Ventures Competition</b>	Cambridge Marriott Longfellow Meeting Room
2:15pm – 3:45pm	<b>Career Fair</b>	Cambridge Marriott Salon VII
3:45pm – 4:00pm	Break	Cambridge Marriott
4:00pm – 5:30pm	<b>Inspirational Leaders' Series</b> With Michael Lee Chin and Russell Simmons	Cambridge Marriott Salon IV
7:00pm – 8:00pm	Pre-Banquet Reception	Cambridge Marriott Main Conference Atrium
8:00pm – 10:30pm	Banquet	Cambridge Marriott Grand Ballroom

<b>Sunday</b>	<b>February 2, 2003</b>
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9:30am – 11:30am	Gospel Brunch & Sermon	Cambridge Marriott Grand Ballroom
12:30pm – 2:30pm	Basketball Tournament	Harvard Business School Shad Hall

H. Naylor Fitzhugh Conference



2003



**THE AFRICAN-AMERICAN STUDENT UNION AT THE HARVARD BUSINESS SCHOOL**  
2405 HBS Student Mail Center Boston, MA 02163-7825  
<http://sa.hbs.edu/aasu> • [afriamerclub@hbs.edu](mailto:afriamerclub@hbs.edu)

**CO-PRESIDENTS**

Rayford Davis  
Raquelle Trigpen

**TREASURER**

Tony Lewis

**ADMISSIONS**

Jamie Iick  
Maisha Pifer

**ALUMNI RELATIONS**

David Hall  
Mays Waldorf

**COMMUNITY SERVICE**

Matthew Turner

**CONFERENCE**

Mia Mendis  
Andrew Robinson

**CORPORATE RELATIONS**

Cameron D. Jones  
Erin Rice

**DISTINGUISHED SPEAKER SERIES**

Debbie McCoy

**EDUCATION DEVELOPMENT**

Dante Anderson  
Desmond Lovell

**HISTORIAN**

Heidi Brooks

**SOCIAL ACTIVITIES**

Nekia Hadworth  
Karin Hutson

**STUDENT AFFAIRS**

Selena Saunders  
H. Granvel Tale II

January 31, 2003

Dear Friends,

It is with great pleasure that we welcome you to the 31st Annual H. Naylor Fitzhugh Conference. Thank you for joining us on this brief, but what we hope will be a compelling journey. We are confident that you will be intrigued and challenged as we examine the notions behind this year's Conference theme of, Redefining Wealth: Claim It, Grow It, Sustain It! Our goal is to introduce and reconnect African-American alumni, students and business leaders/people and surrounding issues of wealth and its impact on our personal lives and the African American community as a whole. Through an enriching set of activities, we will explore various dimensions of wealth, including political, community, and intellectual wealth. It is our expectation that during this weekend, meaningful relationships will be formed and enriched in an enjoyable environment.

Today's challenging economic and geopolitical environment makes it increasingly difficult to maintain perspective on the meaning of success. Too often society promotes financial success as the only legitimate measure of a person's wealth. It is our responsibility, particularly now, to expand beyond this simple definition of wealth so that we can build for ourselves, individually and collectively, richer more meaningful lives. We invite you to participate with us in creating an interactive and lively forum where topics are debated, ideas are challenged, and ultimately spirits are lifted.

In closing, we would like to extend our sincere gratitude to the alumni, corporate sponsors, keynote speakers, panelists, AASU members and all conference participants for contributing to the success of this Conference. The conference will provide a forum for the exchange of knowledge and ideas critical to the success of African-American business leaders and entrepreneurs. Collectively, your support participation will help us to further the legacy of business excellence and social consciousness.

We hope this weekend exceeds your expectations and provides a truly transformational experience. Thank you, again, for joining us.

Sincerely,



Mia Mendis  
Conference Co-Chair



Andrew Robinson  
Conference Co-Chair





**THE AFRICAN-AMERICAN STUDENT UNION AT THE HARVARD BUSINESS SCHOOL**

2405 HBS Student Mail Center Boston, MA 02163-7825  
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Welcome

**CO-PRESIDENTS**

Rayford Davis  
Raquelle Thigpen

January 31, 2003

**TREASURER**

Tony Lewis

Dear Friends,

**ADMISSIONS**

Jaime Irick  
Melina Pifer

On behalf of the officers, committee chairs, and general body of the African American Student Union, we are honored to welcome you to the 31st Annual H. Naylor Fitzhugh Conference. We are extremely excited to be able to share this dynamic weekend with you. It is our hope that you find this year's Conference to be enlightening, uplifting, empowering, entertaining, and fulfilling. We encourage you to use this weekend as an opportunity to reflect on the social and economic successes of the past thirty-one years, as well as to celebrate the tireless efforts and accomplishments of Dr. James Cash, the recipient of this year's Bert King Award, and Ray McGuire, the Alumni Award recipient.

**ALUMNI RELATIONS**

David Hall  
Maya Watford

**COMMUNITY SERVICE**

Matthew Turner

This year's theme, "Redefining Wealth: Claim It! Grow It! Sustain It!" reflects the need for African America to define wealth with its own definition, not necessarily by the mainstream definition of capital accumulation. Indeed, we want to facilitate economic development and progress within our community; however, we'd also like for this year's conference participants to view financial net worth as only one facet of what being wealthy truly means. Within our community, there are so many valuable assets – intellectual, political, spiritual, and financial to name a few – that not to recognize and leverage all of them would be doing us a disservice. Additionally, if we are so myopic as to focus only on financial wealth in our quest for self-improvement, we are certain to be left less than fully fulfilled, as individuals and as a community.

**CONFERENCE**

Ma Mendis  
Andrew Robinson

**CORPORATE RELATIONS**

Cameron D. Jones  
Erin Rice

**DISTINGUISHED SPEAKER SERIES**

Debbie McCoy

We hope that this weekend ignites a burning fire within your spirit to go forth and maximize total wealth in the community and the world, so that the next generation of young African Americans will have a solid foundation on which to continue building and growing. In addition to our honored keynote speakers, we have invited thought and action leaders from a variety of fields to share their insights and words of wisdom, and to challenge the way we think about the impact of our daily activities on our overall wealth. We hope that they provide a platform for discussion, debate, and learning long after you leave Boston this weekend.

**EDUCATION DEVELOPMENT**

Dante Anderson  
Diamond Lovell

**HISTORIAN**

Held Brooks

**SOCIAL ACTIVITIES**

Nikia Hacheworth  
Karin Hutson

**STUDENT AFFAIRS**

Selena Saunders  
H. Granvil Tole II

We look forward to meeting and interacting with you throughout the course of the Conference. Whether you meet up with old friends, make new ones, or network with associates, enjoy yourself and take advantage of the phenomenal gathering of alumni, panelists, speakers, honorees, current students, prospective students, family, and friends that have assembled for this dynamic weekend. It is our sincere desire that you find the 31st Annual H. Naylor Fitzhugh Conference a rewarding and enriching experience. Once again, welcome.

Sincerely,



Rayford L. Davis  
AASU Co-President



Raquelle E. Thigpen  
AASU Co-President

H. Naylor  
Fitzhugh  
Conference



2003



# Harvard Business School STUDENT ASSOCIATION



January 31, 2003

Welcome Letter from the Student Association Co-Presidents

Dear Conference Attendees,

In its 31st year, the H. Naylor Fitzhugh Conference continues to be one of the most significant and anticipated events in the HBS Community.

This year's theme, "Redefining Wealth: Claim It, Grow It, Sustain It," furthers the Conference's tradition of thought-provoking and important topics. All of us in the HBS Community have much to gain from exploring with you the topic of wealth in all of its various forms, whether it is monetary, intellectual, political or cultural. We look forward to a weekend of substantive discussion and meaningful connections between the HBS Community and African American alumni, students and business leaders.

AASU has a long tradition of being one of the most prominent and active organizations at HBS, and the Student Association is very grateful for their commitment in organizing this conference. In particular, we would like to thank Andrew Robinson, Mia Mends and all the other organizers for their hard work and dedication for this very important event.

We are very excited about having you on our campus. The 31st Annual H. Naylor Fitzhugh Conference promises to be the type of experience that enriches not just the participants, but the entire HBS Community as well.

Sincerely,



Salman Khan  
SA Co-President



Annemarie Jensen  
SA Co-President

Welcome



# Conference Committee and AASU Officers

## Our Mission

The African-American Student Association of the Harvard Business School seeks to enhance the experience for African/African-American students, to increase the matriculation of African/African-American students at HBS, and, to strengthen the presence of AASU and the HBS African-American Alumni Association inside and outside the HBS community.

## 31st Annual H. Naylor Fitzhugh Conference Committee

### Co-Chairpersons

Mia Mends  
Andrew Robinson

### Admissions

Jaime Irick  
Mishka Pitter

### Alumni Relations

David Hall  
Maya Walrond

### Communications

Onay Payne

### Community Service

Matthew Turner

### Corporate Relations

Cameron Jones  
Erin Rice

### Corporate Relations Logistics

Paula Campbell

### Entertainment

Drew Dixon

### Entrepreneurship Venture Competition

Karim Hutson  
Chris Young

### Food & Beverage

Nekia Hackworth  
Crystal Stanley

### Keynote Speakers

Debbie McCoy

### Logistics

Dante Anderson

### Luncheon/Receptions

Kim Kyles

### Media Coordinator

Walter Delph

### Panels/Workshops

Selena Saunders  
Granvel Tate

### Registration

Edrienne Brandon  
Wesley Brandon

### Technology/Website

Troy Jackson

## AASU 2002-2003 Officers

### Co-Presidents

Raquelle Thigpen  
Rayford Davis

### Treasurer

Tony Lewis

### Admissions

Jaime Irick  
Mishka Pitter

### Alumni Relations

David Hall  
Maya Walrond

### Community Service

Matthew Turner

### Conference Chairs

Andrew Robinson  
Mia Mends

### Corporate Relations

Cameron Jones  
Erin Rice

### Distinguished Speaker Series

Debbie McCoy

### Education Representatives

Dante Anderson  
Desmond Lovell

### Social Activities

Nekia Hackworth  
Karim Hutson

### Student Affairs

Selena Saunders  
Granvel Tate

### Historian

Heidi Brooks



# Sponsors

The 31st Annual H. Naylor Fitzhugh Conference Committee would like to thank our Corporate Sponsors, Entrepreneurial Ventures Competition Sponsors and Donors for their continued and generous support.

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2003



## H. Naylor Fitzhugh



The alumni and friends of Harvard Business School established the H. Naylor Fitzhugh Professorship of Business Administration to honor the exceptional career of its eponym – a chief of industry, pioneer in business education, visionary community leader, and mentor of countless African-American women and men.

Naylor Fitzhugh graduated from Harvard Business School (HBS) 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."



# Banquet Keynote Speaker

## Bennie Wiley



Bennie Wiley's career has been strongly influenced by values acquired early in her life. "Many people have had an influence on me," she notes, "but perhaps the single most influential person as I was growing up was my father. He always encouraged us to go forward with whatever we set our eyes on and to try to be the best at whatever we undertook." Today, Wiley is President and CEO of The Partnership, an organization dedicated to increasing the representation of African-Americans in positions of leadership, influence, and decision making in Boston. The Partnership also fosters key relationships among existing and emerging leaders, addressing the concerns of African-American professionals and strengthening Boston's capacity to recruit, retain, and develop professionals of color. During Wiley's five-year tenure as president, The Partnership has experienced tremendous growth in size and influence. She also demonstrates her commitment to the community through contributions of time and expertise to a broad range of organizations including The Children's Museum, Boston

College, the WGBH Educational Foundation, and Children's Hospital, and through her service on the boards of The Boston Company and The First Albany Companies, Inc.

An early ambition to become a teacher changed after Wiley enrolled at Howard University and took an introductory business course. "I discovered that I loved many aspects of business -- management, problem solving, and working with people to create something and implement a vision." After earning a B.A. with honors in marketing Wiley went to work at IBM. In those days women were not allowed to sell. "We were really in marketing support," she notes. "I also knew that my growth potential would be limited without an advanced degree. So I came to Harvard Business School and learned a lot about myself in that process." After working for several years as a consultant in the field of public policy, she became an early pioneer in negotiating a part-time schedule and working as an independent consultant while raising her children. She also became involved with her children's schools and other volunteer activities and was "very pleased to be able to bring my business and consulting experience to institutions that focused on child development."

During that time, Wiley began to think carefully about the things she truly enjoyed and what she could do to bring them together. "I thought of opening a toy store," she recalls, "because I thought it would be creative and also involve operational aspects of business. I did a lot of research, but without a track record in retail it was hard to get a lease in Boston." As a result, she altered her original plan and focused on running a seasonal business on Martha's Vineyard. "We packed up and moved down there for the summer and had a great family experience as well as a professional one. My kids were my in-house consultants and they learned quite a lot from it -- how to buy, how to do inventory, and how to wait on customers and use the cash register." The venture was not sustainable, however, without a deeper financial investment, but Wiley remembers it as "one of the highlights of my life."

Later, a friend brought The Partnership to Wiley's attention and she found that the organization addressed an issue she had been struggling with for some time. "In all of my experiences, I was intrigued by how difficult it is for organizations, even those with an honest commitment to being inclusive, to create environments where people of all colors can share positions of influence and decision making in real and meaningful ways." Joining The Partnership as its President offered an opportunity to run a business that combined many of her greatest interests and deeply held beliefs. The experience has been very rewarding. "We enhance the ability of our members to maximize their talents," she explains, "and we help them find ways to develop, navigate, and reach their goals."

The Partnership also encourages its members to get involved in nonprofits. "I initially began to volunteer because it worked for me at one time in my life," admits Wiley, "but I became very engaged with the organizations and got used to doing it." The work also yields more far-reaching benefits. "I can't tell you the number of times I've gone to a board meeting and learned something that is applicable to what I'm doing professionally," she continues. "There's a kind of synergy there. You learn how other people do things and broaden your interactions. It's such a good way to develop and hone skills, expand your horizons, and meet people you might not otherwise come into contact with." Equally important, according to Wiley, is the fact that service as a volunteer often results in individuals becoming more invested in Boston, and using their interests, talents, and resources to influence the city as they become leaders in the workplace and in the community.

Reflecting on her career, Wiley can offer guidance and support to young people just beginning their professional lives. "Try to combine the things and environments that really excite you in a way that allows you to grow and to get a charge out of what you're doing. Don't be afraid to take risks or to make what appear to be nontraditional choices. Do what feels right at the time." Finding a satisfying career is not everything, she cautions. "Remember that you have to have balance in your life. To be involved in something that is broader than your profession is healthy. And when you do find something outside of your workplace that excites you, you will do even better in your work."

2003

Banquet Keynote Speaker



The H. Naylor Fitzhugh Conference brings together alumni, current and prospective students, and outstanding leaders in business and social enterprise. Through the years, this dynamic event has informed, enlightened, and empowered thousands of participants through the productive exchange of views and experiences. It is an occasion for renewing friendships and creating new alliances. Equally important, the conference provides an opportunity to keep our history alive and vital, and to honor our pioneers and exemplary leaders. And in celebrating their achievements, we hope to inspire future generations.

At the 31st Annual Conference we are proud to present the Bert King Award and the Alumni Award, respectively, to:

## James I. Cash, Jr.



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 joined the Harvard Business School Faculty in 1976, and has taught in all the major HBS programs - MBA, Program for Management Development (PMD), Program for Global Leadership (PGL) and Advanced Management Program (AMP). Among his administrative assignments he has served as Chairman of the MBA Program from 1992 to 1995, during the schools' project to redesign the MBA Program - MBA: Leadership and Learning, and currently is Chairman of HBS Publishing.

Professor Cash's non-academic activities include serving as a Trustee or Overseer for non-profit organizations, and on the Board of Directors for several public 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 information technology 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 Technology 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).

## Raymond J. McGuire



Raymond McGuire is a Managing Director in Morgan Stanley's Mergers and Acquisitions Group based in New York. He has executed a broad range of domestic and international financial advisory transactions including takeover defense, merger restructuring, acquisition and divestiture mandates. Prior to joining Morgan Stanley, Mr. McGuire was a Managing Director in the Mergers and Acquisitions Group of Merrill Lynch & Co., Inc. Prior to Merrill Lynch, Mr. McGuire was one of the original members of Wasserstein Perella & Co., Inc. where he became a Partner/Managing Director in 1991. He started his career in 1984 in the Mergers and Acquisitions Group of The First Boston Corporation.

He received his MBA and JD from Harvard Business School and Harvard Law School, respectively (1984), and an AB, cum laude (1979) from Harvard College. He also attended the University of Nice, France while on a Rotary Fellowship (1980). He had legal experience at the law firms of Skadden,

Arps, Slate, Meagher & Flom and Patterson, Belknap, Webb & Tyler.

Presently, Mr. McGuire serves on several Boards including: the De La Salle Academy (Chairman), The International Center of Photography (President), New York-Presbyterian Hospital, the Studio Museum in Harlem (Chairman), the Whitney Museum of American Art (Executive Committee), The Enterprise Foundation, The Joseph & Claire Flom Foundation, the Howard Gilman Foundation and formerly with the Hotchkiss School.

He has served on various committees at Harvard University and is currently a member of the Overseers/Directors Nominating Committee.

H. Naylor  
Fitzhugh  
Conference



## Alan Keyes, Speaker

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Seasoned statesman. Alan Keyes spent 11 years with the U.S. State Department. He served in the U.S. Foreign Service and on the staff of the National Security Council before becoming Ronald Reagan's ambassador to the United Nations Economic and Social Council, where he represented the interests of the United States in the U.N. General Assembly (1983-85). In 1985, he was appointed Assistant Secretary of State for International Organizations (1985-88).

Genuine conservative. Keyes was President of Citizens Against Government Waste (1989-91) and founder of National Taxpayers' Action Day. As the two-time Republican nominee for U.S. Senate in Maryland, he challenged liberal Democrats Paul Sarbanes (1988) and Barbara Mikulski (1992). In the 1996 Republican presidential campaign, Alan Keyes eloquently elevated the national political debate.

With his unequivocal pro-life, pro-family message, he forced the GOP leadership to address America's moral crisis. His political views are consistently based on America's founding ideals, those in the Declaration of Independence and U.S. Constitution.

Well-educated leader. Keyes has a Ph.D. in government from Harvard and wrote his dissertation on constitutional theory. He served as Interim President of Alabama A&M University in 1991. He speaks French and Spanish and a little Russian and ancient Greek, and is the author of *Masters of the Dream: The Strength and Betrayal of Black America* (1995); and *Our Character, Our Future: Reclaiming America's Moral Destiny* (1996).

Pro-life champion. Keyes has unashamedly and consistently raised the standard of unalienable rights--and Biblical truth--in defense of the unborn. Keyes confronts the culture of death with compelling and inspiring reasons why abortion must be banned from our land.

Dedicated family man. Keyes and his wife Jocelyn have three children: Francis, Maya, and Andrew. Alan's stated purpose in life, like that of America's Founders, is to provide a secure future for our posterity.



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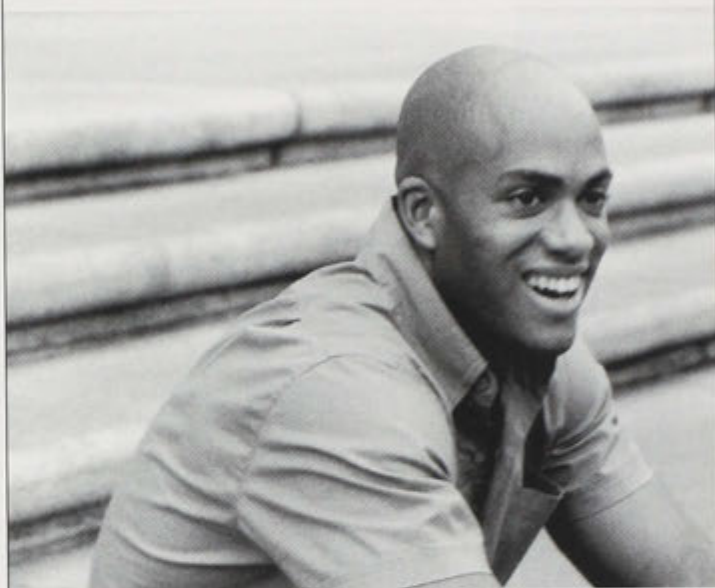
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# The New Business of Entertainment

## Managing Risk and Reward to Build Wealth

Despite the abundant media coverage and intense public interest, the entertainment business does not have a legacy of producing sustained wealth for entertainers. The tremendous challenges across the entertainment industry today have perhaps deteriorated the value proposition that companies can deliver to many artists and entertainment talent. This difficult climate has produced a movement that is quickly gathering momentum - artists are beginning to take power from labels, companies, and agents and are building their own enterprises. This panel will highlight examples from different segments of the entertainment industry where artists and entertainers are taking on other roles beyond creating content, including production, distribution and ownership. These entrepreneurs are making a statement to the rest of the industry that these skills can be learned and that you increase your influence and independence as you control more segments of the value chain. In the future, this period could be referred to as an inflection point, a point where artists had a unique opportunity to strike a better deal with their companies and representatives to build sustained wealth. However, at this point it is unclear if the community of artists and entertainers possesses enough organizational acumen and knowledge of their true value to affect change on a large scale. What is clear is that there are a few individuals who are already doing this and who can point the way. This panel will frame the industry's many challenges in the words of those who are managing the risks and creating enormous rewards.

## Marc Barnes



Born and raised in Washington, DC, Marc Barnes has created a name for himself as one of the nation's premier promoters and nightclub owners. He is the creative mind and driving force behind the hottest nightclub in the nation, Dream.

At the age of 19, Mr. Barnes started his first business, a courier company known as Personal Courier. The company serviced a steady and faithful customer base for 10 years before it was sold in 1991. He moved on from there to establish a thriving event promotion company as he decided to take a stab at the world of entertainment and entered this highly competitive field as a local promoter. He started promoting at small, local nightclubs and quickly moved onto larger venues reaching capacities well into the thousands. In the late 90's he took his special event promotions on the road and began hosting sponsored events coinciding with NBA All-Star, Superbowl, Sinbad Soul 70's Festivals, and the Essence

Music Festival. Unprecedented success at these events was the beginning of his national branding campaign and the path that would create enduring partnerships with entertainment conglomerates such as; Earvin "Magic" Johnson and Sean "P. Diddy" Combs. As a result of this national exposure, Mr. Barnes gained a strong coast-to-coast following and was catapulted to the ranks of a national promoter. He had become a household name in the world of entertainment promotions and began reaping the rewards of his entrepreneurial success. In the late 90's, he officially incorporated his business of national promotions under Influence Entertainment.

As part of his bigger plan, Mr. Barnes purchased and renovated a faltering neighborhood café in 1995 in Washington, DC's historic U Street corridor, Republic Gardens, once the historic home to legends such as; Duke Ellington, Dizzy Gillespie, and Ella Fitzgerald, and turned it into DC's most revered and thriving nightclubs and restaurants. Republic Gardens quickly gained recognition as a top-notch caterer, providing full-scale services for clients such as Fannie Mae, Amtrak and Howery, Simon, Arnold & White and Washington, D.C. mayor Anthony Williams. Catering events to date have ranged from 300 person monthly attorney receptions to breakfast for 1,000 in the Great Hall of the Library of Congress. He is credited with pioneering economic revitalization in the underserved U Street neighborhood and more recently in the Ivy City area of Northeast, DC where DREAM is located.

Dream Nightclub opened its doors to the public in November 2001 and in its short existence has already been host to celebrity entertainers like Chris Tucker, Vivica Fox, Wesley Snipes, Jamie Fox, LL Cool J, Busta Rhymes, and Michael Jordan, just to name a few. The renowned catering company, which started at Republic Gardens, is now housed at Dream, which is not just a club but also an event center catering corporate conferences and private receptions. Mr. Barnes is expanding his entertainment vision into film, television, and music. He has plans of branding his nightclub Dream in Atlanta, Houston, Chicago and Philadelphia. He is a visionary who recognizes that without the help of others he would never have made it as far as he has and is committed to assisting others continuously. He strives to share his Dream with those around him and encourages young people to work towards achieving their own Dreams.

## Malcolm D. Lee



Born and raised in Brooklyn, New York, Director, Malcolm D. Lee has been working professionally in the industry since age 17 as a production assistant, apprentice film editor, casting associate, assistant director, director's assistant and writer. After completing his undergraduate studies at Georgetown University, the novice screenwriter participated in the Disney Screenwriting fellowship where he wrote Morningside Prep (currently in development at Spike Lee's 40 Acres & A Mule Filmworks).

He made a short film based on Morning Prep at NYC Graduate Film Program and it won several festival awards including 2 from the Black Filmmaker's Hall of fame and made its television debut on Showtime's Black Filmmaker's Showcase. After completing his graduate studies at New York University Lee wrote his sixth screenplay "The Best Man" and made his directorial debut. This Universal Pictures film opened to rave reviews and scored #1 at the box office in October of 1999 facing tough competition.

Following the success of The Best Man, Lee continued to write and in September of 2001 Lee developed the animated series, "My Babies" Mamas for Urbanentertainment.com. Through his association with Urbanentertainment.com, Lee signed on to direct the live action film version based on the animated John Ridley series, "Undercover Brother" (May, 2002) starring Eddie Griffin and Dave Chappelle. Lee is developing several screenplays including the existing "Feast and Famine" which made him a finalist at the Screenwriter's Lab in 1997, "Buckwild", a dramatic comedy about Black male strippers, and "The Rucker" about playground basketball. One of which he hopes to lens in 2003.



## Pharell Williams



The Neptunes reign as today's most successful hip-hop production team. Over the last six years, they have helped propel the talents of a number of artists, their punctuating beats and syncopated rhythms fueling a unique sonic aesthetic. They have worked with current chart toppers (Justin Timberlake, Britney Spears, Alicia Keys, Jennifer Lopez), hard-core hip-hoppers (Noreaga, Jay-Z, Nelly) and eclectic performers (soulstress Kelis, Nelly Furtado, Counting Crows). Add to that work with longtime superstars (Janet Jackson, Mary J Blige, Babyface, Whitney Houston, Usher) and alternative ska icons (No Doubt, Sean Paul), and their artist roster spans nearly every genre of music today.

The Neptunes consist of Pharrell Williams and Chad Hugo, both 29, friends since attending the same high school in Virginia Beach, VA. After meeting in music class, the duo began working together, mixing beats and playing in various live bands. Their first break came in 1994, when they were

discovered by New Jack Swing producer Teddy Riley, who had opened his Future Recording Studios and Lil' Man Records in a building adjacent to their school. Riley recognized their talent and enlisted Williams and Hugo to assist in producing Blackstreet's 1994 debut album. Following their inauguration with Riley, the pair began producing on their own, working on albums for SWV and Total. Their next big project, a track on Ma\$e's highly successful 1997 Harlem World album, opened the door to producing rap artists. For the ensuing two years, Williams and Hugo focused efforts on the production of rap notables such as Jay-Z and MC Lyte.

The omnipresent Neptunes remain a powerhouse in production for the most popular artists today. Their latest undertaking is Justin Timberlake's highly anticipated new album, *Justified*, on which they produced eight tracks. Upcoming projects include collaborations with artists ranging from Enrique Iglesias and Sugar Ray to DMX and Limp Bizkit to Blur and Aretha Franklin, and even a venture into country music, a step that may seem big for anyone else, but is not really a step at all for The Neptunes, who effortlessly rise above to create music that belongs in a genre all its own.

## Terrie M. Williams



The phenomenal and inspirational success story of Terrie Williams began as the tale of a caring and shy young woman who "wanted to save the world." The early chapters of her life will note that she is a social worker by training that earned a Masters in Social Work from Columbia University. A detour into the entrepreneurial world has made an enduring mark in the archives of business history, but it was her early career path—one designed to help others—that lies at the very core of who Terrie is today, and what she's doing for a better tomorrow.

Terrie wears many hats. She is a published author – November 2002 marks the release of *A Plentiful Harvest: Creating Balance and Harmony Through Seven Living Virtues* by Warner Books. In April 2001 *Stay Strong: Simple Life Lessons for Teens* was published by Scholastic, Inc. Her first book, *The Personal Touch: What You Really Need to Succeed in Today's Fast-paced Business World*, has been

a perennial bestseller since its publication by Warner Books in 1994.

In conjunction with the release of *Stay Strong* Terrie established The Stay Strong Foundation, a 501(c)(3) non-profit organization that supports, educates and inspires America's youth through a series of programs and events that are designed to raise awareness of teen issues, promote the personal well-being of young people and enhance their educational and professional development. The Foundation encourages corporate and individual responsibility, develops educational resources for youth and youth organizations, provides and coordinates internships, sets up mentoring opportunities, and facilitates visits by prominent individuals and business professionals to schools, libraries, youth organizations and group homes. The invaluable lessons and messages of the book have even been utilized by numerous teachers and educators for their course curricula and lesson plans.

Today, although she devotes most of her time to the Foundation and its various programs, Terrie is also a dealmaker, a sought-after lecturer, a mentor, a noted authority on achieving success, and a community activist. And, as the business chronicles will record, she's an accomplished public relations professional, the founder and president of The Terrie Williams Agency, one of the country's premier communications firms. Over the years the Agency has handled some of the biggest names in entertainment, sports, business and politics. The likes of Eddie Murphy, Miles Davis, Janet Jackson, Sean "Puffy" Combs, Johnnie Cochran, Jackie Joyner-Kersey, NBA teams and players, Sally Jessy Raphael, AOL Time Warner, HBO, AT&T and Essence Communications Partners have been listed as clients of the Agency.

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# Perspectives From the Top

## Key Insights from Prominent Business Leaders

Black executives are attaining positions of power and influence in ever increasing numbers. As we move beyond the days of "the first" and "the only", what special challenges remain and how should we prepare to address them? We have invited CEOs, CFOs, and other top executives to share their experiences and thoughts on the factors that shaped their own careers. What motivates and drives them today? How do they deal with the added scrutiny they inevitably attract? What should the next generation expect—how open is the system and where can the greatest opportunities be found? This provocative and extraordinary session will explore the role and responsibilities of African American leaders in these turbulent times.

## A'Lelia Bundles, Moderator



Author and journalist A'Lelia Bundles is director of talent development for ABC News in Washington, D.C. and New York.

Her critically-acclaimed, national best-selling biography, *ON HER OWN GROUND: The Life and Times of Madam C. J. Walker*, was named a 2001 New York Times Notable Book, the 2001 Letitia Woods Brown Book Prize winner by the Association of Black Women Historians for the best book on black women's history and a 2002 Honor Book by the American Library Association's Black Caucus. *ON HER OWN GROUND*, the first truly comprehensive account of her great-great-grandmother's life, is based on nearly three decades of Bundles's meticulous research in the libraries, historical societies, courthouses and private homes of more than a dozen U. S. cities. Her young adult biography, *MADAM C. J. WALKER: Entrepreneur*, received an American Book Award. Her articles have been published in the New York Times Book Review, O, (The Oprah Magazine), Parade, Essence, Fortune Small

Business, The Radcliffe Quarterly and on her website at [www.madamcjwalker.com](http://www.madamcjwalker.com).

Bundles was deputy bureau chief of ABC News from 1996 to 1999, after twenty years as a network television producer with ABC and NBC News. From 1989 until 1996 she was a producer with ABC's "World News Tonight with Peter Jennings" on many award-winning "American Agenda" segments.

Her speeches about Madam Walker and about media have been well-received across the country by audiences at conferences, libraries and educational institutions including the U. S. Postal Service, Harvard University, the National Archives, Spelman College, the National Association of Women Business Owners and the Council on Philanthropy.

She is vice chair of the Madam Walker Theatre Center of Indianapolis and chair of the National Association of Black Journalists Authors Showcase. She has served as president of the Radcliffe College Alumnae Association, a Harvard Alumni Association director and a member of the Board of Governors of the Indiana University Center on Philanthropy. As well, she spearheaded the national campaign which led to the 1998 U. S. Postal Service's Black Heritage stamp of Madam Walker.

Among her broadcasting awards are an Emmy and a du Pont Gold Baton. Bundles graduated magna cum laude from Radcliffe College at Harvard University in 1974 and from Columbia University Graduate School of Journalism in 1976. She lives in Alexandria, Virginia.

## Carla Harris



Carla Harris is a Managing Director, Head of Equity Private Placements at Morgan Stanley in New York and Co-Head of Financial Sponsors Coverage for Global Capital Markets. Ms. Harris is responsible for the structuring, marketing, and execution of private equity financing in the technology, media, telecommunications, transportation, industrial, and healthcare sectors. She is currently the chair of the Firm's Private Placement Commitment Equity Committee.

For more than a decade, Ms. Harris was a senior member of the Equity Syndicate desk and executed such transactions as initial public offerings for UPS, Martha Stewart Living Omnimedia, Ariba, Redback, the General Motors sub-IPO of Delphi Automotive, and the \$3.2 Billion common stock transaction for Immunex Corporation, the largest biotechnology follow on offering in U.S. history. Ms. Harris was recently named to Fortune Magazine's list of "The 50 Most Powerful Black Executives in Corporate America" and to Black Enterprise Magazine's "Top 50 African Americans on Wall Street."

Ms. Harris began her career with Morgan Stanley in the Mergers & Acquisitions department in 1987. Prior to joining Morgan Stanley, Carla received from Harvard Business School an MBA, Second Year Honors and an AB from Harvard University, Magna Cum Laude. Ms. Harris is actively involved in her community and heartily believes that "we are blessed so that we can be a blessing to someone else." As a result, Carla has funded the Carla Harris Scholarship at Harvard University and at Bishop Kenny High School in Jacksonville, Florida.

Ms. Harris sits on the executive boards of Food for Survival, The New York City Food Bank, Sponsors for Educational Opportunity (SEO), the Brooklyn Alumnae Chapter of Delta Sigma Theta Sorority Incorporated, and is President and an active member of the St. Charles Gospelites of St. Charles Borromeo Catholic Church, as well as a member of the board of St. Charles Borromeo Catholic School. Ms. Harris is also on the board of the Manhattan Council of the Boy Scouts of America. In her other life, Carla is a singer, and has released her first CD entitled, "Carla's First Christmas", which was a bestseller on Amazon.com and in record stores, and has been featured on the CBS Evening News with Dan Rather in his "American Dream" segment.



## Dennis Hightower



Dennis F. Hightower is a retired business executive with over 30 years of strategic management consulting, operational planning, strategic planning, and international general management experience. Most recently, he was Chief Executive Officer of Europe Online Networks S.A., a privately-held Luxembourg-based broadband interactive entertainment company.

Previously, Hightower was a Professor of Management at the Harvard University Graduate School of Business Administration, from which he received the MBA degree in 1974. He joined the Harvard Business School faculty in July, 1996, and focused on issues of leadership, managing change, building emerging markets, and global management from the perspective of the general manager.

He was a senior executive with The Walt Disney Company from June 1987 to June 1996, and served as President of Walt Disney Television & Telecommunications, then Disney's largest division in terms of revenues and operating income; and as President of Disney Consumer Products, Europe, Middle East and Africa. In his last executive position with Disney, Hightower managed worldwide production, marketing and distribution of Disney network TV, TV animation, syndication and pay TV, home video, and interactive entertainment; and Disney's operational support to the Americast joint venture with its four telephone company partners.

As head of Consumer Products based in Paris, his responsibilities included book and magazine publishing, character merchandise licensing, children's records and music, computer software, film promotion and television sponsorship, as well as management of the 16 Consumer Products subsidiaries, offices and joint ventures throughout Europe and the Middle East. Hightower also led Disney's entry into Eastern Europe, the former Soviet Union, the Middle East, and post-apartheid South Africa.

Earlier in his career, Hightower was a manager at Xerox Corporation; senior associate and engagement manager at McKinsey & Co., Inc.; vice president and general manager with General Electric Co. in Mexico; vice president of corporate planning and a corporate officer of Mattel, Inc.; and managing director and Los Angeles office manager with Russell Reynolds Associates, Inc. A native Washingtonian, he graduated from Howard University in 1962. Hightower served on active duty as a regular army officer for eight years, and rose to the rank of major. He served in airborne infantry and strategic and operational intelligence positions in the US and abroad; and was a ranger and senior parachutist. He resigned his commission in 1970, after being selected ahead of his contemporaries to attend The US Army Command & General Staff College. While on active military duty, he was awarded decorations for meritorious achievement and valor.

Featured in "Fortune," "Black Enterprise," and a host of other publications, Hightower is the recipient of numerous awards, including the US Department of Commerce Pioneer Award; the Harvard Business School Alumni Achievement Award; an honorary doctorate degree from Howard University; and the Howard University Alumni Award for Distinguished Postgraduate Achievement in Business. He is listed in "Who's Who in the World" and other reference publications. Hightower is a guest lecturer at professional management and marketing conferences throughout the world. He is a member of the board of directors of The Gillette Company, Northwest Airlines, Inc.; PanAmSat Corporation; Phillips-Van Heusen Corporation; and The TJX Companies, Inc.; and is a Trustee of Howard University, and Chairman of the Advisory Board of the Andrew Young Center for International Affairs at Morehouse College.

He and his wife, Denia, divide their time between their homes in Washington, DC and Paris. They have two grown children, Dennis, Jr. and Dawn H. Lucas, and two grandchildren.

## Samuel Landol



Samuel Landol graduated from HBS in 1977. Trusting that his prior success in manufacturing and his appreciation for the profession would only be further enhanced by HBS Landol decided to return to manufacturing with Digital Equipment Corporation. This assignment, in Puerto Rico, gave Landol the opportunity to return to his place of birth while working for one of the fastest growing companies at the time.

He enjoyed numerous promotions from Production Manager, Business Unit Manager, and Plant Manager and in 1983 was promoted to President of Digital Puerto Rico. In this last assignment Sam had host management responsibilities for Digital Sales in the Caribbean. In 1986 Landol returned stateside with Digital as Strategic Planning Manager for Digital world wide manufacturing. After one year in this assignment he was asked to go into the Sales organization as Regional Director managing all of Dec's distributors in Latin America working out of Deerfield Beach, Florida. Landol knew that this was a critical assignment in rounding out his skills in corporate executive management. His success in this endeavor led Sam to be promoted to Regional Sales and Marketing for all of Digital Latin America including Mexico and Brazil, two Digital mid size subsidiaries.

In 1991 a head hunter approached Landol about an opportunity returning to Puerto Rico for a manufacturing company. Neither the Puerto Rico location nor returning to manufacturing interested Landol at the time. It was only after the Chairman of Nypro Inc., convinced him that the assignment involved growing the business and dealing with customers 70% of the time that Landol finally decided to move back to Puerto Rico as President of Nypro Puerto Rico. During the five years at this assignment Landol grew the business 100% in Sales and 500% in net profit. This success led to the promotion, in 1996, to Corporate Vice President of Nypro Inc, responsible for Puerto Rico, Corporate HR and Corporate Quality and Chairperson of the board of Nypro's only proprietary product. This assignment led to further development of the region including start up operations in the Dominican Republic and Monterrey Mexico.

In 2000 Landol was asked to join Manufacturers Services Ltd (MSL) as President of the Americas responsible for roughly one billion (\$1B) in sales with 5 manufacturing operations in the U.S. MSL is a contract manufacturer with operations in the U.S., Europe and Asia. The assignment was short lived, nine months, as the plight of contract manufacturers in the telecom world washed away the hopes of many. With continued amiable communications with the chairman of Nypro Inc, Landol was given the opportunity to return to Nypro as President Nypro Latin America. Landol has been back with Nypro for close to two years. Since his return his region has gone from three operations to six and sales have grown from \$75M to \$180M expected this fiscal year.

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## Robert L. Ryan

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Robert L. Ryan was named Senior Vice President and Chief Financial Officer of Medtronic in April 1993. He is responsible for the following functions: treasury, tax, controllership, internal audit, and investor relations.

Before moving to Medtronic, Ryan was the vice president and chief financial officer at Union Texas Petroleum Corporation in Houston, TX, where he worked from 1982 as Treasurer, became Controller in 1983, and was promoted to vice president in 1984. Prior to that, Ryan was vice president at Citicorp responsible for Citibank's relationships with all companies engaged in the broadcasting and cable television industries. From 1970-1975, Ryan was a management consultant for McKinsey & Company in New York, New York.

Ryan received his Bachelor of Science in Electrical Engineering degree from Wayne State University, Detroit, Michigan in 1966. In 1968 he was awarded the Masters of Science in Electrical Engineering degree by Cornell University, and in 1970, he received his MBA from Harvard Business School in Boston, MA. Ryan is currently on the board of directors of Abbott Northwestern Hospital, UnitedHealth Group, and Brunswick Corporation.

Ryan lives with his wife, Sharon, in Minneapolis, Minnesota. They have two children: daughter Lesley, and son Eric.

## Paula Sneed

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Ms. Sneed is a member of Kraft's Management Committee, the company's 15-person policy decision-making group. She is responsible for leading Kraft's innovation in Marketing and E-Commerce through Kraft's 700+ person Marketing Services and E-commerce organizations. These groups ensure world-class marketing including, advertising, media, promotions, ethnic marketing, marketing research, database, digital and electronic marketing, and other marketing disciplines for more than 100 major food brands. Ms. Sneed joined General Foods Corporation (which later merged with Kraft Foods) in 1977 as an Assistant Product Manager. She advanced through a number of established brand and new product brand management positions in the Meals and Desserts Divisions. In 1986, she was appointed to Vice President of Consumer Affairs. In 1990, Sneed became Senior Vice President of the company's Foodservice Division. In 1991, Sneed was named Executive Vice President and General Manager of the Desserts Division. In January 1995, she became Kraft Foods Senior Vice President of Marketing Services. She was named to the additional post of Chief Marketing Officer in May 1999.

Sneed was named Executive Vice President Kraft Foods and President E-Commerce in September 1999. She was named to her current position in September 2000.

After receiving a BA from Simmons College, Sneed worked for several years in the not-for-profit sector. She received her MBA in 1977 from the Harvard Graduate School of Business. She has also received an Honorary Doctorate of Business Administration from Johnson & Wales University.

She has been recognized by Black Enterprise, Working Mother and Ebony Magazine. Recently, she was named to Fortune Magazine's list of the Most Powerful Black Executives. Sneed is Trustee of Simmons College, the Illinois Institute of Technology and Chicago Children's Museum and Director of Airgas Inc. and Charles Schwab Corporation. She is also a member of the Executive Leadership Council and The Chicago Network.



# Minority Owned Businesses

## How to Claim, Grow, and Sustain a Multi-Million Dollar Enterprise

It has long been known that entrepreneurship is a key to increasing the financial wealth of the African-American community, and many of us aspire to found or acquire, then grow, sustain, and eventually pass on, thriving businesses. African-American business leaders can increase their personal and family net worth in constructive and powerful ways that also benefit the broader African-American community. Our panelists will share the stories behind their successful ventures—the many challenges they faced while starting their business, the resources they tapped to dramatically increase its size and scope, and the wide-ranging impact of their enterprise.

## Laura Morgan Roberts, Moderator



Laura Morgan Roberts is an Assistant Professor of Business Administration in the Organizational Behavior area at the Harvard Business School. She completed her B.A. in Psychology with highest distinction and graduated Phi Beta Kappa from the University of Virginia. Roberts received both her M.A. and Ph.D. in Organizational Psychology from the University of Michigan. At the University of Michigan, Roberts taught several courses in Organizational Psychology and Organizational Behavior, including: Research Methods, Group Behavior in Organizations and Managing for the Future. She teaches Leadership and Organizational Behavior (LEAD) in the first year curriculum at the Harvard Business School. Roberts' research addresses the self-presentation strategies that individuals employ to establish credibility and develop relationships with diverse colleagues and clients in professional settings. Based upon her research on professional image construction in diverse organizations, Roberts conducts workshops and training sessions on how to navigate social identity in a variety of

settings, including college classrooms. In addition, she is collaborating with the Student National Medical Association on a longitudinal study of minority physicians-in-training to assess the relationship between impression management behavior and professional success.

## Keith Clinkscales



Keith Clinkscales founded Vanguard Media, Inc. (VMI) in 1999 with a mission to give voice to the relevant issues, interests and concerns of today's urban audiences. Publisher of Heart & Soul, HONEY, impact! Weekly, and SAVOY magazines, VMI has since become a major media contender and a dominant force in defining the American urban marketplace, its publications reaching a combined rate base of over 1 million readers. VMI provides news, trends and features on urban music, fashion, entertainment, politics and health through its print publications, online media channels and conferences.

Clinkscales has an extensive history of successful media property conceptualization, evolution, and management; a track record of effective brand extension; and is a master at positioning media properties aimed at urban audiences. He entered the media arena by launching Urban Profile, a progenitor of the urban magazine genre, in 1988. By the time he graduated from Harvard Business

School several years later, the circulation had increased to 75,000.

Called "the boy wonder of black magazine publishing" by the Washington Post, Clinkscales is a Harvard MBA, and served as president and CEO of VIBE magazine. Clinkscales catapulted VIBE from a consumer music magazine with a circulation of less than 100,000 to a comprehensive, industry-standard urban lifestyle publication reaching 700,000 readers in under 6 years. Under Clinkscales' leadership, VIBE was the fastest growing publication to reach profitability in Time Warner history (it has since only been surpassed by Teen People and In Style). VIBE was also named one of AdWeek's, "Top 10 Magazines of '98" and has been nominated for five National Magazine Awards.

During his tenure at VIBE/SPIN Ventures, Clinkscales spearheaded the development of the VIBE Music Seminar, a profitable national music industry convention; VibeBiz, a magazine co-venture with Variety; and BLAZE magazine, the most successful music magazine launch in publishing history. With his vision, Clinkscales was among the first in the publishing world to recognize the potential of the internet to enhance the urban market, launching VIBE.com in 1994.

Clinkscales lectures extensively at media and entertainment industry events, and to marketers who desire to tap into the power of urban culture. He offers guidance to corporations looking to grow market share by expanding into the urban marketplace, and to those looking to understand the impact of urban culture on the ever-changing American media landscape. He credibly represents and speaks to corporations, focusing on the impact of urban-American lifestyles that transcend race, class and religion.

A magna cum laude graduate of Florida A&M University, Clinkscales also received an M.B.A. from Harvard Business School and serves as Treasurer of the Apollo Theater Foundation Board of Trustees.



## Paula E. Groves



Ms. Groves is a Founding Partner of Axxon Capital, a venture capital firm targeting women and minority businesses. With over \$50 million of capital under management, Axxon is one of the largest female-run, female and minority targeted funds in the country. Groves has more than 12 years of investment and private equity experience. Prior to founding Axxon Capital, Groves was a partner with Triumph Capital Group, where she completed more than \$120 million of investments for a range of companies. She also helped the firm's private assets grow from \$50 million in 1993 to \$1.6 billion in 1999.

A well-respected industry veteran, Groves' experience includes working with start-up companies, firms interested in acquisition strategies and businesses seeking growth and buy-out financing. Having appeared on CNNFN and The Money Gang, Groves frequently speaks about private equity, and has published articles on the topic.

Prior to joining Triumph, Groves worked on Wall Street at The First Boston Corporation. She also worked at the Leo Burnett advertising agency, and Twentieth Century Fox Film in Hollywood. Groves currently serves on the boards of several nonprofit organizations, including the Urban League of Eastern Massachusetts, The New England Aquarium Historic Boston, and Revision House. Groves earned her bachelor's degree from Stanford University and her MBA from Harvard Business School.

## L. Londell McMillan



L. Londell McMillan is President and C.E.O. of L. Londell McMillan, P.C. and NorthStar Business Enterprises, Inc. where he specializes in business, entertainment, and sports law and business operations. Mr. McMillan's elite client list includes gold and platinum status recording artists, professional sports clients, authors, executives and businesses in the communications, entertainment, retail and fashion industries (i.e. Prince, Stevie Wonder, DMX, D'Angelo, Roberta Flack, Faith Evans, Roy Jones, Jr., Wesley Snipes, Spike Lee and many other notables). Mr. McMillan was the recipient of the prestigious MBBA Haywood W. Burns, Lawyer of the Year Award 2001.

Before founding his own businesses on January 15, 1997, Mr. McMillan established himself as a leading entertainment lawyer with the law firm of Gold, Farrell & Marks. During Mr. McMillan's earlier years as an attorney, he practiced corporate law at the law firm of LeBoeuf, Lamb, Greene & MacRae, L.L.P., where he counseled multi-media communication companies (i.e., Time-Warner Cable and The Discovery Channel) as well as private and publicly-held corporations and financial institutions. Prior to that he worked with

Athletes and Artists, Inc. as a sports agent, while attending college and law school.

Mr. McMillan was born in the Bedford-Stuyvesant section of Brooklyn; he is a graduate of Brooklyn Technical high school (Class of 1983), the School for Industrial and Labor Relations at Cornell University (B.S. 1987) and New York University School of Law (J.D. 1990). Mr. McMillan is an honors graduate and Academic All American mentioned student-athlete who played for four years on the Cornell University football team. While in law school, Mr. McMillan was the Northeast Regional Director of the National Black Law Students Association. He is admitted to practice law in the States of New York and Connecticut. Mr. McMillan serves on the Alumni Counsel of Cornell Board of Trustees at Cornell University. In December 1989, Mr. McMillan was one of the founders of the New York City Minority Roundtable for large, corporate law firms.

A champion of human and artists' rights, Mr. McMillan is General Counsel and co-founder for the Artist Empowerment Coalition (AEC) a non-profit coalition of artists, musicians, performers, songwriters, consumers and community advocates formed to utilize the gift and creation of music, art and culture to make the world a better place, as well as promote changes in the relationships between artists and the companies that exploit, market and distribute their creative work. Mr. McMillan has appeared on television and radio programs as well as participated in numerous forums and government hearings regarding business and economic development, juvenile justice and the business of sports and entertainment. Mr. McMillan is also the author of "An Overview of the Wide World of Entertainment & Sports Law" and co-author of "Transactions and Aggregation of Capitol Resources for Financial Empowerment and Self-Determination," published in National Bar Association Magazine.



## Donahue Peebles



R. Donahue Peebles, 42 is the Founder, President and Chief Executive Officer of Peebles Atlantic Development Corporation ("PADC"), a highly qualified real estate development company experienced in all aspects of upscale property development, ownership and project management. Recognized nationally as a leader in real estate development, Peebles' portfolio includes high profile hotel, residential and commercial developments in South Florida and Washington, D.C.

PADC's hotel developments include the Royal Palm Crowne Plaza Resort in South Beach, Florida. This 422-room, four-star, public/private venture opened in May 2002. The company's first hotel project, the 188-room Courtyard by Marriott Convention Center Hotel in Washington, D.C., which included the conversion of a bank building listed on the National Register of Historic Places, opened in July 1999. PADC is currently developing the historic Bath Club site into a super luxury condominium enclave. On December 31, 1999, Peebles

completed his purchase of the 5.3 acre Bath Club property located directly on the Atlantic Ocean in Miami Beach, Florida. Peebles' development plans will combine a new 107-unit modern condominium tower, 6 oceanfront villas and the historic Bath Club facilities into Miami Beach's most prestigious residential community. Peebles is also developing a 210,000 square foot office complex in South Beach which will include Class A office, retail and parking facilities.

Peebles began his real estate career in 1979 as a real estate appraiser. In 1987 he began construction on his first commercial building, a 100,000 square foot building, which was also the first of his public/private ventures. Built in an economically neglected section of Washington, D.C., this project has been credited with contributing to the economic revitalization of the area, gaining public and critical acclaim when the building was featured in the 1991 Parade of Mayors tour as an example of excellent urban renewal. From 1984-1988, Peebles was chairman of the District of Columbia real estate tax appeal board, then known as the Board of Equalization and Review. And, at the age of 28, he established a highly successful commercial tax assessment appeals firm in Washington, D.C. After developing and/or owning over 1,000,000 square feet of commercial properties in Washington, D.C. Peebles took his company in a new direction five years ago and established a hospitality division dedicated to the development and ownership of premiere hotel properties. The Royal Palm Crowne Plaza Resort in Miami Beach has been cited by civic leaders and the national media as a prime example of successful public/private partnerships.

Having served as a page and legislative intern for the United States House of Representatives, Peebles continues to be politically and civically active. He spearheaded a fund-raising effort for President Clinton in his home, served on the Board for the National Democratic Leadership Forum and was a National Corporate Sponsor of the Presidential Inauguration. Additionally, he served on the National Black Leadership Department of Commerce Forum, raised funds, and hosted events at his residence for Mayor Bill Campbell of Atlanta, Mayor Willie Herenton of Memphis, Former Mayor Dinkins of New York City, Congressman Ronald V. Dellums, Congressman John Conyers, Maryland Governor Paris Glendenning, Carl McCall gubernatorial candidate of New York State, as well as numerous politicians in the District of Columbia. Mr. Peebles chaired the 1995-1996 Boarder Baby Project to provide homes for urban babies abandoned by their parents at hospitals. He also serves on the Board of Directors of the Greater Miami and the Beaches Convention and Visitors Bureau as Vice Chair, the Visitors Industry Council, and Florida International University. In 1999, Peebles and his company PADC established the first permanently endowed scholarship fund at Florida International University for African-American students enrolled in the university's School of Hospitality Management.

## Angelo Wright



Angelo Wright entered the sports representation arena in 1989 by initially establishing endorsement opportunities for Bay Area athletes including San Francisco 49er player's Tim McKyer, Don Griffin, and Roger Craig. He then garnered a name for himself as a solid negotiator by landing numerous free-agent's opportunities with NFL clubs. Subsequently, Mr. Wright quickly gained a solid reputation amongst NFL talent evaluators as someone who could discover NFL caliber players where scouting services could not.

Mr. Wright's astute judgment of football talent has positioned him as a viable source for NFL clubs and pro football talent evaluators when evaluating a player's football potential. Since 1992, Mr. Wright has negotiated close to 200 NFL player contracts, represented first round picks ranging from the 8th pick to the 25th pick, and placed several players with no college experience with NFL clubs. Mr. Wright has negotiated

the largest non-quarterback restricted free-agent deal in the history of the NFL, and won two landmark NFL arbitration rulings. The first ruling in 1993, involved Cleveland Brown Webster Slaughter who along with four other NFL players (Freeman McNeil et al. vs. the NFL) successfully challenged the league's restrictions on player movement as a violation of federal anti-trust. The player's won the decision, thus changing the rules and creating the NFL's current labor system. The second ruling for then Buffalo Bill Ted Washington changed the way teams could apply franchise tags to players.

With affiliates in Texas, Ohio, North Carolina, Georgia, and California. Mr. Wright's firm SportsWest Football actively recruits top-rated college football players throughout the nation. SportsWest Football's clients include: Ted Washington, Alex Molden, Pat Williams, Solomon Page and a host of others.

Mr. Wright is a 1983 graduate of San Jose State University with a degree in International Business and a minor in Economics. He also attended the Monterey Institute of International Studies and studied intensive Japanese at U.C. Berkeley. His professional career includes sales, consulting and strategic planning positions with Fortune 500 companies including: Motorola Communications, United Airlines, Fujitsu America, and IBM.

Angelo utilizes sound business acumen, unsurpassed football knowledge and direct personal contact, as one of the top-tier agents in the business.

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# Community Development For Profit

*In an era of mega-bank mergers and acquisitions, community development centers offer a much-needed alternative source of venture funding. Given the growing interest in successful, business-based, for-profit approaches to community development, we have invited professionals with expertise and experience in this area to share insights into how companies can balance their focus on generating earnings and shareholder return with an equal, if not greater, focus on a community development mission.*

*Panelists will explore the ways that CDCs and the community economic development (CED) industry create wealth, build healthy and sustainable communities, and achieve lasting economic vitality. Participants will take away broadly applicable and transferable lessons about:*

- Promoting community empowerment and self-determination
- Fostering indigenous leadership
- Practicing integrity, equity, fairness and accountability
- Creating individual, family and community wealth
- Championing diversity
- Investing in education and advocacy

## **Ndidi Nwuneli, Moderator**

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Ndidi Okonkwo Nwuneli is the founder of Leadership Effectiveness Accountability and Professionalism (LEAP) Africa, a consulting, training and coaching organization that is committed to building management capacity in Africa. Prior to establishing this organization, Ms. Nwuneli served as the pioneer executive director for the FATE Foundation Nigeria, a nonprofit organization that promotes business development and entrepreneurship among Nigerian youth. FATE was recently recognized as one of the winners of the 2002 World Bank Development Marketplace Competition.

Ms. Nwuneli has also worked as a management consultant with McKinsey & Company, the Bridgespan Group, Ford Foundation's West Africa Office, and the Center for Middle East Competitive Strategy.

Ms. Nwuneli holds a master of business administration from the Harvard Business School. She received her undergraduate degree with honors in multinational management and strategic management from the Wharton School of the University of Pennsylvania. Ms. Nwuneli serves as a director of FATE Foundation USA, FATE Foundation Nigeria, the Aart of Life Foundation and as an advisor for a range of nonprofit organizations in the United States and in Africa.

Ms. Nwuneli has received numerous awards and speaks widely on issues related to entrepreneurship, nonprofit management, African development and Christianity. She was recently recognized as a Global Leader of Tomorrow by the World Economic Forum.

## **Maurice L. Coleman**

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Maurice L. Coleman is an Investment Officer and Relationship Manager with Fleet Development Ventures (FDV), a for-profit subsidiary of FleetBoston Financial Corporation. FDV is a \$500 million dollar equity investment unit of FleetBoston Financial. FDV's mission is to profitably invest equity capital and knowledge in local businesses and real estate enterprises which benefit low-and-moderate-income communities as well as in women-owned and minority-owned businesses. Prior to joining Fleet Development Ventures, Mr. Coleman served as Dean of Students for Nobles and Greenough Prep School in Dedham, Massachusetts. While at Nobles, Maurice taught U.S. History, African American History and Literature and Economics and served as the Executive Director of the University of Massachusetts' Math and Science Upward Bound Program.

Mr. Coleman has received several local and national awards including the FleetBoston 2001 YMCA Black Achievers Award, the FleetBoston Forward Thinking Award and recognition in the Boston Herald newspaper as one of the 20 most influential African Americans in New England under age 35. Recently, he was selected by the City of Boston and the Boston Junior Chamber of Commerce for the Ten Outstanding Young Leaders Award (TOYL). Maurice received his Bachelor of Arts degree, Cum Laude, from Columbia University where he was a Rhodes Scholar Finalist. He was awarded a Jacob Javits Scholarship to obtain his Masters of Science in Finance and Advance Management from Columbia University School of Business. Maurice is an extremely active volunteer in the local Boston community and he serves on the advisory boards of several venture capital firms including Coastal Enterprises, New City Community Investment Corporation, Urban Growth Partners, Argosy Ventures and North Atlantic Ventures.



## Mr. Charles Frazier



Mr. Charles Frazier, is the President of Educational Development Company of America, LLC. Educational Development Corporation of America ("EDCA"), formerly known as ApaQuelype Development Group, was formed in 1997 for the purpose of developing student housing at Historically Black Colleges and Universities ("HBCU"). EDCA is a Texas company with its principals having fifteen combined years experience specializing in the development and management of student housing. Over the past three years the firm has developed over 1100 student housing beds at a value of over \$38 million financed with tax-exempt bonds in Tallahassee, Florida, Houston, Texas and Jackson, Mississippi.

Mr. Frazier began his career with Citicorp Securities, in the Global Loans and Syndication Department. Mr. Frazier participated in all aspects of investment and non-investment grade loan structuring,

origination and syndication for real estate, telecommunications, and consumer goods transactions. After leaving Citicorp, Mr. Frazier concentrated solely on real estate with Hinson Realty as a licensed real estate agent in Tallahassee, Florida and Prism Properties where he participated in all aspects of development from land acquisition through lease-up and property management. Mr. Frazier holds a Bachelor of Science degree in Business Administration and a Masters of Business Administration in Finance from Florida A&M University. He is an active member of the Urban Land Institute and several other professional and civic organizations.

## Oramenta F. Newsome



Ms. Newsome is the Director of the Washington, DC office of the Local Initiatives Support Corporation (LISC), a national nonprofit community development organization that provides funding and technical support to build the capacity of neighborhood based organizations and invests financing in their neighborhood redevelopment projects. Ms. Newsome has been working in the community development field for over 20 years. Prior to joining LISC, she worked for the Enterprise Foundation, the City of Fort Worth, Texas and Cobb County, Georgia. Ms. Newsome was a Fannie Mae Foundation Fellow at Harvard's Kennedy School of Government Program for Senior Executives and a Eugene and Agnes E. Meyer Foundation Emerging Leader.

Ms. Newsome serves on the Board of Directors of the Nonprofit Roundtable of Greater Washington, the DC Agenda, the DC Heritage Tourism Coalition and the Washington Area Housing Partnership. She holds

a Bachelors of Science in Public Administration from Auburn University and a Masters of Science in Community Development and Planning from Georgia State University.

## Sheena Wright



Sheena Wright, a native New Yorker and long-time Harlem resident, was elected President and Chief Executive Officer of the Abyssinian Development Corporation (ADC) on July 15, 2002 by the ADC Board of Directors. Ms. Wright previously served as Chief Operating Officer of ADC.

From 2000 to 2002, Ms. Wright served as the General Counsel and Executive Vice President of Business Development for Crave Technologies, a minority owned software company based in New York City and Baltimore Maryland. From 1999 to 2000, she was a senior associate at the law firm of Reboul, MacMurray, Hewitt, Maynard and Kristol, specializing in structuring private equity funds and private equity investments. And from 1994 to 1999, Ms. Wright was an associate at the law firm of Wachtell, Lipton, Rosen and Katz, where she participated in complex mergers, acquisitions and corporate restructurings for companies including W.R. Grace & Co. and SCI International.

Ms. Wright received a law degree from Columbia Law School in 1994 and was named a Stone Scholar for outstanding academic achievement. She completed her undergraduate work at Columbia College in 1990, distinguishing herself athletically as well as academically, lettering in varsity track & field and cross-country. At Columbia, Ms. Wright was a founding member of the Pan-African House, a black student cultural institution and residence on the school's campus. After graduating, she worked for The New York Times Washington bureau.

Sheena Wright was born on January 6, 1970 in The Bronx, New York. Her mother, Debra Fraser-Howze, is the founder and Chief Executive Officer of the National Black Leadership Commission on AIDS. Ms. Fraser-Howze's pioneering achievements, devotion to her community and legendary advocacy have inspired and guided Ms. Wright throughout her life.

Ms. Wright is married to Gregg Walker, a Vice President of Goldman Sachs, and board member of several Harlem-based organizations. She has been blessed with two sons, ages 11 and 5, who both attend public school in Harlem.

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# Building Your Family Empire

Can we manage our family life as successfully as our careers? Have earning and consuming become the greatest measure of our success? Multiple demands are placed on us as we strive for professional achievement while the noise and haste of contemporary life also takes its toll. So how can we find time for those we love, to live fully, mindfully – more simply? Perhaps we can have it all – but not all at the same time. How, then, should we think about “investing” for the long- and short-term in our families and ourselves? Redefining wealth is our conference theme and many would say that family life is the source of true enrichment - presenting our greatest challenges and greatest joys. In this session, HBS couples from three decades will share their experiences and the strategies they have developed for adapting their lives and lifestyles to integrate careers and family over time. Our discussion will embrace a broad definition of family and impart valuable lessons for everyone.

## Gail J. McGovern, Moderator



Gail McGovern joined the faculty of the Harvard Business School in June 2002. She will be teaching Marketing to first year students in the MBA program.

Prior to joining Harvard University, Gail McGovern was President of Fidelity Personal Investments, a unit of Fidelity Investments, serving 4 million customers with \$500 billion in assets. In this role she had overall responsibility for Fidelity's retail mutual fund and brokerage businesses and was a member of Fidelity's Operating Committee. Ms. McGovern joined Fidelity in September 1998 as president of Distribution and Services. Previously, she was Executive Vice President for the Consumer Markets Division at AT&T, responsible for AT&T's \$26 billion residential long distance service and largest business unit. She began her career at AT&T as a computer programmer and moved up through sales, marketing and general management assignments, including chief strategist of AT&T's Communications Services Group and

Executive Vice President of the \$25 billion Business Markets Division.

Born in 1952, Ms. McGovern received a bachelor of arts degree in theoretical mathematics from Johns Hopkins University in 1974. She received an MBA from Columbia University in 1987. Ms. McGovern received alumna of the year from both universities. She is a member of the Children's Hospital (Boston) Board of Trustees, the Board of Trustees of Johns Hopkins University, and the Board of Overseers at Columbia University's Business School.

Ms. McGovern was recognized by Fortune magazine in 2000 and 2001 as one of the top 50 most powerful women in corporate America. She lives in Boston with her husband and twelve year old daughter.

## Gail Covington



Gail Covington joined Goldman, Sachs & Co. in 1993. She began her career in investment banking and currently specializes in providing restricted stock, asset allocation and fixed income strategies for private clients within Goldman Sachs' Investment Management Division. Gail received her MBA from Harvard Business School with a concentration in finance and capital markets and obtained her BA from Williams College. She is a trustee for the Bay Area Discovery Museum and board member for Yerba Buena Center for the Arts. Gail lives in San Francisco with her husband John, daughter Lauren (age 5), and son William (5 months).

## Ann M. Fudge



Ann M. Fudge is the Former President of Kraft's Beverages, Desserts and Post Division ---- a \$5 Billion unit of Kraft Foods. She served on Kraft's Management Committee and has managed many businesses including Maxwell House Coffee, Gevalia Kaffe, Kool Aid, Crystal Light, Post cereals, Jell-O desserts, and Almonds. Before joining General Foods, she spent nine years at General Mills, Inc. where she began as a Marketing Assistant and rose to the level of Marketing Director.

She serves on the Board of Directors of General Electric, Honeywell International, Marriott International, and the Federal Reserve Bank of New York. She also serves on the Board of Governors of the Boys and Girls Clubs of America and is a trustee of the Brookings Institution. She is a member of The Committee of 200 and The Council on Foreign Relations.

Among her honors are Leadership Awards from the Minneapolis and New York City YWCA, the 1998 Alumni Achievement Award from Harvard Business School and the 2000 Achievement Award from The Executive Leadership Council. She has been profiled in Black Enterprise magazine and The New York Times, and named by Fortune magazine as one of the 50 most powerful women in American business.

Ms. Fudge received her BA from Simmons College and her MBA from Harvard University Graduate School of Business. She and her husband, Rich, have two sons and three grandchildren.



## Richard E. Fudge



Richard E. Fudge is President of Richard Fudge Consulting, a private practice specializing in personal and organizational innovation and effectiveness. He brings over twenty-five years of corporate, small business and entrepreneurial experience to the practice which tailors its services to a variety of private clients addressing organizational change, personal growth and career/life choices.

After serving as Associate Director of the Upward Bound Program at Wesleyan University and later as a Consultant at Abt Associates, Mr. Fudge worked at 3M Company in various positions including corporate education and training, new business development, and strategic planning. Prior to the establishment of his practice, he was a principal of a marketing consulting firm whose primary mission was the development of minority business enterprises.

He has served as a volunteer Big Brother and mentor in the Westport Public Schools. He has also served on the Alumni Council of Bowdoin College and is active in a variety of national and local philanthropic initiatives. Mr. Fudge received his BA from Bowdoin College and M.Ed from Harvard University Graduate School of Education. He and his wife, Ann, have two sons and three grandchildren.

## John Murray



John Murray is the Chief Technology Officer for Brigade Corporation, a business process outsourcing company with offices in the United States and India. At Brigade he manages the global technology team and infrastructure and assists clients in designing outsourcing solutions. Prior to joining Brigade, Mr. Murray was the CEO and founder of Tetragon, a software development business that was an early innovator of web-based technologies. Earlier in his career he spent almost 10 years as an investment banker in New York at Credit Suisse First Boston and San Francisco with Stone & Youngberg. Mr. Murray is also President of the Recreation & Parks Commission for the City and County of San Francisco and active in many youth-serving non-profit organizations. He has two young children and a fabulous wife he adores.

## Greg Shell



Greg Shell is a Consultant in Bain & Co's Boston office. He joined the firm full time in 2001. Greg has worked on several cases, including corporate strategy, post-merger integration, growth potential, and R&D strategy. He has done work across many industries, including private equity, pharmaceuticals, media, and basic industry.

Greg holds an MBA from the Harvard Business School. At HBS, he was a Bert King Fellow and a Toigo Fellow. He also served as Co-Chair of Corporate Relations for AASU. He did his undergraduate work at MIT in Political Science with a concentration in Economics. While at MIT, Greg was President of the Black Student Union and on the Committee on Undergraduate Admissions and Financial Aid. Prior to attending HBS, Greg was an Investment Associate in the Global Equity Research department at Putnam Investments where he covered conglomerates, retail, and brokerage stocks.

Greg currently serves on several committees and boards, including The Partnership Strategic Planning Committee, HBS Alumni of Boston Programs Committee and the Development Committee of Roxbury Preparatory Charter School. He is also working on a volunteer consulting project with the HBS Community Action Program. In his spare time, Greg enjoys spending quality time with his wife of five years, Michelle, and two children, Greg Jr. and Elijah. He enjoys competitive sports, international travel, music, and reading.

## Michelle A. Shell



Michelle A. Shell is currently a second-year student at the Harvard Business School. At Harvard, she is a Toigo Fellow and an Editor of the Harbus Newspaper.

Prior to business school, Michelle worked at Forrester Research, a technology research company, where she served on the Corporate Strategy and Development team. There, she was directly involved in crafting Forrester's business strategy and developing new products. She also held responsibility for all competitive intelligence and customer analysis, working with the sales teams globally to position Forrester's products.

She joined Forrester from State Street Global Advisors, where she led a number of strategic initiatives. In particular, she was the lead analyst in designing and planning State Street's educational investment products (529 plans) and business, which is now a wholly owned subsidiary of State Street Corporation, Schoolhouse Capital, LLC. Michelle completed her undergraduate studies at the Massachusetts Institute

of Technology, where she majored in Management Science, with concentrations in strategic marketing and economics.

She enjoys reading, international travel, and getting involved in public service. In fact, she dedicated the majority of her second year project work to social enterprise, focusing on education reform, affordable housing, and leading change at the Massachusetts Department of Social Services. Michelle Shell's life work is to raise Greg Allen, Jr. and Elijah Rasaan in partnership with her husband, Greg.

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# What We Learned After Graduation

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Panel Session:  
What We Learned After Graduation

## Young MBAs Tell Their Stories

Business schools ask their applicants to envision how they will utilize their MBA in the future. How do post-graduation careers match up to those early aspirations and dreams? What happens when MBAs apply their toolbox of skills in the real world? How do evolving economic and political conditions as well as personal growth and changing priorities affect the early stages of a career? We've invited young HBS alumni from classes spanning the '90s to share their stories in a range of industries. H. Naylor Fitzhugh Professor David A. Thomas will contribute to this panel through his expertise in career development and mentoring. This innovative session will engage all attendees—from prospective students and current MBAs to graduates from earlier decades.

## David A. Thomas, Moderator



David Thomas is currently Professor of Organizational Behavior and Human Resource Management at the Harvard Graduate School of Business Administration.

David is a noted authority on mentoring, executive development and the challenges of creating and effectively managing a diverse workforce. His articles and case studies on these topics have appeared in numerous scholarly journals and books. He consults and lectures widely on topics ranging from career and leadership development to major systems change and organizational design. His most current book, *Breaking Through: The Making of Minority Executives in Corporate America*, which explores the career advancement and development of minority executives, was the Academy of Management's George R. Terry Outstanding Book Award recipient for 2001.

Prior to joining the faculty of the Harvard Business School, David was on the faculty of the Wharton School of Finance. He is a member of the Academy of Management, National Training Laboratories and the International Society for the Psychoanalytic Study of Organizations.

## Beverly Anderson



Beverly Anderson, a 1997 graduate from HBS has spent over 15 years in the financial services industry. After graduating summa cum laude from Florida A&M University in 1986, Beverly began her career as a corporate lender with the Bank of Boston (now FleetBoston). Her six-year career spanned large corporate, middle market, healthcare and M&A lending. In 1993, Beverly joined the Energy Banking Group with NationsBank in TX (now Bank of America) and provided financial and treasury products to corporate clients such as Mobil Oil and Sun. She continued her migration to the West Coast where she joined Wells Fargo Bank in San Diego and was responsible for providing financing to middle market and non-profit organizations. Her efforts led to the construction of a trade school targeted at minority construction workers and funding of new low-income housing.

After ten years of corporate banking, Beverly decided to broaden her skills and attended Harvard Business School where she graduated with honors in 1997. Building on her financial services experience, Beverly joined First USA Bank One's credit card subsidiary where she helped create the Strategic Planning Group and develop profitable customer retention and loyalty strategies. She took a 2-year hiatus from the world of banking and joined Novantas, a start-up consulting firm in New York. Beverly's role at Novantas was monumental as she became the senior female responsible for client and engagement management as well as business development.

Beverly recently joined FleetBoston's credit card division in Horsham, PA as the Senior Vice President in charge of Strategic Planning. Her goals are lofty and include creating the strategic plan that will drive long-term sustainable growth in a very competitive industry. At Fleet, Beverly also serves as a senior sponsor of the credit card division's Black Professionals Resource Group.

Over the years, Beverly has managed to extend herself beyond work and pursue some of her passions. She has maintained an active spiritual life and serves as the Communications Coordinator and a member of the Building and Planning Committee at Alpha Baptist Church in Wilmington, DE. Beverly also is a board member of Alpha's non-profit organization, People Impacting People. She participates regularly in HBS alumni activities in Philadelphia and New York and is on the Program Committee of the HBS African American Alumni Association annual conference. Beverly contributes her time and resources to a host of charities and non-profit organizations.

Beverly lives in Newark, DE with her older sister, Debra and tends to her ninety year-old paternal grandmother in Philadelphia, PA.



## Sara Crutchfield Clarke



In her role as Vice President of Corporate Strategy at Showtime Networks Inc. (SNI), Sara Clarke is responsible for informing and influencing senior management decision-making on issues critical to SNI's business. Specifically, she makes recommendations regarding competition, distribution, positioning, technology, legislation, and analyzes trends in the telecommunications industry.

Her first post-MBA employer was Andersen Consulting (subsequently renamed Accenture) where she was a manager within the Media and Entertainment practice. Project highlights included a business unit divestiture of a global media and entertainment conglomerate, reinvention of the organizational culture for an international arts institution, and a market feasibility study for a filmed entertainment and new media production studio.

Prior to business school, Sara developed sales and marketing experience at Showtime Networks as Manager of Field Marketing and an Account Manager. She supervised strategic implementation of corporate marketing programs and trained sales personnel on direct marketing tactics and Showtime growth strategies. As an Account Manager, she developed and executed strategic marketing plans for over thirty cable TV affiliates, coordinated promotional tactics and channel launches, and analyzed market trends and retail pricing to determine subscriber buying patterns and improve network penetration. Her current role at Showtime enables her to draw on this front line experience, while her MBA education and consulting work prepared her for the demands of contributing at a more senior level in a dramatically transformed operating environment.

Sara received a BA with honors in Modern Culture and Media from Brown University. She and her husband, Walter reside in South Orange, New Jersey with their two sons, Sebastian, 3, and Ivor, 1.

## Gregg Gonsalves



Gregg A. Gonsalves is the Sector Head of Goldman, Sachs & Co.'s Aerospace & Defense Group in the Investment Banking Division, and is also a Managing Director in Goldman's Industrial & Natural Resources (INR) Group. Gregg has been working with industrial companies in the aforementioned groups at Goldman Sachs for over nine years, and has been involved in a variety of both buy and sell side transactions in a wide range of industries including: aerospace & defense, automotive; building products; chemicals; consumer products; high technology; metals and mining; paper and forest products; retail; and telecommunications. Mr. Gonsalves completed his undergraduate studies in Mechanical Engineering, and received his B.Sc. from Columbia University in 1989. Gregg worked at Mobil Oil Corporation in their Marketing & Refining Division as a Sales Engineer from 1989 to 1991, and then attended the Harvard Graduate School of Business.

Gregg received his M.B.A. from Harvard in 1993. Gregg joined the Goldman Sachs Mergers & Acquisitions Department as an Associate in 1993, after having spent a summer in the M&A Department in 1992. Mr. Gonsalves was promoted to a Vice President in the Investment Banking Division in 1997, and has been responsible for running Goldman's Aerospace and Defense Sector since 1999. Gregg was promoted to Managing Director in 2001. Gregg has been involved in many recruiting, training, mentoring and management endeavors while at Goldman Sachs. He was the Co-Head of the Diversity Committee in the Investment Banking Division (IBD) for two years, and also was the Co-Head of Harvard Business School Recruiting for IBD for five years. Gregg is a member of IBD's Associate Recruiting Committee, has served as the Business Unit Manager and Staffer for the Merger Department, run Analyst Training, and mentored several analysts, associates and vice presidents. Outside of work, Gregg is an active member of both of the Jackie Robinson Foundation's Alumni Association (Gregg was a JRF scholar while attending Columbia) and the Columbia Engineering Council. He also tries to spend most of his spare time with his wife and three children.

## Carl T. Horton



Carl T. Horton, Jr. is an experienced business executive who has focused on strategic planning, new business development and consumer marketing throughout most of his career. He is a Vice President at Bridgeport-based People's Bank, responsible for growing the market share and profitability of the Emerging Workforce. He has served as Vice President of Strategic Planning for J. Crew and was responsible for capital and real estate planning for Old Navy, a Gap division. He started his career at Bain & Company as a college intern, then as an associate consultant and returned from Harvard Business School as a consultant. He belongs to many professional, community and political organizations.

He is a graduate of Yale University, where he majored in Economics and Political Science, and earned his Masters in Business Administration from the Harvard Graduate School of Business.

He currently is transitioning from business to a political career and will announce his candidacy for the Office of Mayor of Bridgeport, Connecticut. As Mayor, Horton will use his vision for economic growth -- and his experience in management, marketing and strategic planning -- to tackle the difficult challenge of job creation and improved public education. This, in a city that not only has the highest tax rate per capita in the U.S., but is one of the ten poorest communities in the country.

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# What We Learned After Graduation

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## Joseph W. Williams



Mr. Williams is an entrepreneur. Before he co-founded his current venture, Wakefield James, he started two businesses during his college years at Stanford University. Currently, Mr. Williams is President of Staircase and Millwork Company in Alpharetta, GA (a portfolio company of Wakefield James) and a Managing Member of Wakefield James in Atlanta, GA. In addition, he serves on the Board of Directors of Buyout Smarts. Wakefield James is a firm that purchases and improves privately held manufacturing businesses. Staircase and Millwork Company is Wakefield James' first acquisition. Buyout Smarts is a company that provides seminars and training materials to individuals that seek to purchase privately held businesses.

Mr. Williams' experience includes financial analysis on Wall Street, business-to-business marketing with a major high tech manufacturer, and production and operations work in Japan for a multinational Japanese consumer electronics manufacturer. Mr. Williams worked at the investment banking firm of Donaldson, Lufkin & Jenrette (DLJ). At DLJ, he worked on both equity and debt offerings with teams performing due diligence and valuation. Through this work, he developed a greater understanding of the use of debt for creating shareholder value in stable cash flow businesses.

Prior to Wall Street, Mr. Williams worked at Texas Instruments (TI) and assisted in sales of Application Specific Integrated Circuits to major U.S. and Japanese wireless equipment and PC peripheral manufacturers. He helped to create pricing strategy and cost benefit analyses that were instrumental in guiding the Texas Instruments' sales force. Immediately after graduation from Stanford University, Mr. Williams worked in Asia as a business analyst in the production department of Konica Corporation, a major Japanese consumer electronics and film manufacturer. During his time in Tokyo with Konica, he played a lead role in developing production time targets for over fourteen suppliers of components for Konica's Color Laser Jet printer. In addition, he played a key role in business negotiations with the Hewlett-Packard Corporation.

Mr. Williams has a Bachelor of Science degree in Industrial Engineering from Stanford University. He attended Asian Language and History programs at the Stanford Japan Center in Kyoto, Japan and at the University of Pennsylvania. He is also fluent in Japanese. Mr. Williams received an MBA from the Harvard Business School with a focus on Entrepreneurship and General Management. He is also an alumnus of Babson College, cum laude, and a 1982 graduate of the General Motors Institute where he received a Bachelor of Science degree in Engineering.

Panel Session:  
What We Learned After Graduation



*Mogul. Billionaire.* Two words to describe the guests for the Inspirational Leaders Series rap session. While everyone does not aspire to have these two words connected with their names, many do; and until recently there were few examples within the minority community of such individuals. The Inspirational Leaders Series serves to bring in speakers who have had a profound impact on an industry, company, or culture, and who can provide blueprints from which we can all learn. When considering our theme *Redefining Wealth: Grow It, Claim It, Sustain It*, we searched for two leaders who have succeeded in doing just that. One speaker helped to legitimize a culture and turn it into a multi-billion dollar industry. The other speaker has reshaped the landscape of investing in Canada and has landed on *Forbes* magazine's richest individuals list. The session will explore the key decisions these leaders made to reach their respective positions, as well as current issues facing corporations, entrepreneurs, and minorities. Additional topics to be discussed will include:

- Growing a small business into a billion dollar enterprise
- Managing in an international setting
- Creating substantial net worth

## Orlando Patterson, Moderator



Orlando Patterson, John Cowles Professor of Sociology at Harvard College, received his B.Sc. in Economics from London University and went on to take a Ph.D. in Sociology from the London School of Economics in 1965. After faculty appointments at the London School of Economics and the University of the West Indies he moved to Harvard in 1969-70 and was appointed Professor the following year. Between 1971 and 1973 he was also Allston Burr Senior Tutor of Leverett House. An early interest, mainly historical and literary, in Jamaican slavery matured into a sociological fascination with slave society as a system of total domination posing empirically the Hobbesean problem of order. His dissertation, *The Sociology of Slavery: Jamaica, 1655-1838*, was published in 1967. From this source his academic interests moved in three main directions: the comparative study of slavery aimed at an understanding of power at its limits on both the personal and systemic levels; the study of its antithesis, freedom; and the study of socio-economic underdevelopment with special reference to Jamaica and the Caribbean Basin. *Slavery and Social Death: A Comparative Study* was published by Harvard Press in 1982. The problem of underdevelopment has been explored in papers on the Caribbean and many policy-

oriented reports prepared for the government of Jamaica during his tenure as Special Advisor to Prime Minister Michael Manley for Social Policy and Development (1972-1980).

The convergence of his primary interests led naturally to an exploration of the problem of ethnicity resulting in the publication of *Ethnic Chauvinism: The Reactionary Impulse* (1977). His study of slavery and domination prompted interest in, and the study of, the nature and development of its shadow concept, freedom. The first of a two volume historical sociology of freedom was published in June 1991, entitled *Freedom: Freedom in the Making of Western Culture*. He is presently completing the second volume of *Freedom*, dealing with the modern world. At the same time, he is shifting the focus of his research to contemporary America with special emphasis on the intersecting problems of race, immigration, and multiculturalism. The first two volumes of a trilogy in this area, *The Ordeal of Integration: Progress and Resentment in America's "Racial" Crisis* and *Rituals of Blood: The Consequences of Slavery in Two American Centuries* are available from *Civitas/Counterpoint*. Before fully committing himself to sociology, Patterson pursued a parallel career as a novelist and critic. He has published three novels, *The Children of Sisyphus*, *An Absence of Ruins* and *Die the Long Day*, a number of anthologized short stories, and numerous reviews and critical essays. Patterson was awarded the Distinguished Contribution to Scholarship Award of the American Sociological Association in 1983 (The Sorokin Prize), and was co-winner of the Ralph Bunche Award of the American Political Science Association for the best scholarly work on the subject of pluralism. In 1991 he was awarded the National Book Award in non-fiction for Volume 1 of *Freedom*. He is a Fellow of the American Academy of Arts and Sciences.

## Michael Lee-Chin



Michael Lee-Chin was born in Jamaica in 1951 and immigrated to Canada in the 1970s where he studied civil engineering at McMaster University. Shortly following his graduation, Mr. Lee-Chin entered the financial services industry in 1977. Mr. Lee-Chin held progressive positions within financial services—first as a financial advisor for Investors Group and later as a regional manager heading up one of Regal Capital's most successful branches. In 1987, Mr. Lee-Chin purchased AIC and took the company from \$1 million to more than \$14 billion in assets under management.

Mr. Lee-Chin has distinct and specific beliefs regarding wealth creation, role modelship, his firm's investment strategy, how that strategy is implemented and the constant need for discipline. AIC's goal is to create long-term wealth for investors. To achieve that objective, Mr. Lee-Chin has looked for role models—those business people who have created wealth. Mr. Lee-Chin ascertained how those role models (among them Warren Buffett, Galen Weston and Ken Thomson) achieved their success and he then followed suit. Mr. Lee-Chin believes that all the wealthy people

in capitalist societies became wealthy by owning one or two businesses. Accordingly, the mutual funds created by Mr. Lee-Chin aren't diversified. Indeed five stocks—Amvescap, Berkshire Hathaway, Loblaw's, Merrill Lynch and TD Bank—account for approximately 60% of the value in AIC's most well known funds (AIC Advantage I & II). Those five investments account for more than 20% of AIC's total assets under management.

Mr. Lee-Chin has identified a number of disconnects between the behavior of a typical mutual fund and the behavior of wealthy people. According to Mr. Lee-Chin, "The typical mutual fund methodology owns too many businesses for too short a period of time. This is a flawed methodology and not how true long-term wealth is created." Mr. Lee-Chin maintains that wealthy people achieved their status because they owned few businesses for a very long time. For this reason, Mr. Lee-Chin applies the business person's approach to investing. AIC buys few excellent businesses in long-term growth sectors and holds these businesses for the long term in order to help AIC investors to prosper by preserving and growing their capital and minimizing taxes. He has summed up this philosophy through the words: "Buy. Hold. And Prosper."™

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## Russell Simmons



Russell Simmons is a master visionary who has long shaped the cutting edge of hip-hop -- America's most compelling cultural explosion of the latter 20th century. His vision stems from his early realization of two key points: first, hip-hop's appeal could cut across geographic, race and class boundaries; second, hip-hop would evolve from a musical form into a lifestyle expression, a culture unto itself.

Over the course of the last fifteen years, Russell used these realizations to bring hip-hop to every facet of media and pop culture: in music with the immensely successful Def Jam Recordings; in film with Simmons/Lathan/Brillstein/Grey (SLBG) and Def Pictures; in television with HBO's "The Def Comedy Jam" and "One World Music Beat"; in the fashion industry with the red-hot Phat Farm clothing line; and in magazine publishing with "One World" Magazine.

42-year-old Russell Simmons is a native New Yorker who came of age in the late seventies, just as hip-hop was being born in the city's African-American neighborhoods. He immediately understood that hip-hop represented a creative explosion on par with earlier African-American artforms such as jazz, swing, gospel, blues, rhythm & blues, rock 'n' roll, soul, and funk. An early believer in the universal appeal of hip-hop, Russell introduced rap to New York's downtown taste-makers.

While still a student at CCNY, Russell saw his first rap show in 1977, and soon began promoting his own shows, managing artists, and producing records. By the early eighties the roster of his Rush Artist Management included such hit-making rappers as Whodini, Kurtis Blow, and Run-DMC. Over the years Rush would help mold the careers of chart-topping artists, including Will Smith, LL Cool J, Public Enemy and the Beastie Boys.

In 1984 Russell co-founded Def Jam Recordings, which quickly developed into rap's premier label. Today, the label continues to hold the leading spot in the market with 1999 revenues of \$250 million. Russell's approach to the marketing of the label reflects his background in artist management: "We don't make records, we build artists." Def Jam's roster began with LL Cool J, the Beastie Boys, Slick Rick, and Public Enemy. Today its stars include Jay-Z, DMX, Method Man, and Montell Jordan. Def Jam went into business with Columbia Records/Sony Music in 1985. In 1995 Polygram Music bought out Sony's half-interest in Def Jam. Island/Def Jam is now owned by Polygram's successor, The Universal Music Group, although Russell Simmons retains the title of Chairman of Def Jam Records, and maintains an active interest in and commitment to the company.

Russell's desire to further the "hip-hopification" of American media also included a number of ground-breaking films. In 1985, he acted as the associate producer of Warner Bros.' "Krush Groove," a movie about a hip-hop impresario very much like himself. "Krush Groove" was only the beginning of a string of profitable movies in which he was involved, including: "Tougher Than Leather" (1988), "Gridlock" (1997), "How to Be a Player" (1997), "The Nutty Professor" (1996) starring Eddie Murphy, and two films directed by Abel Ferrara, "The Funeral" (1996) and "The Addiction" (1996).

In 1991 Russell began producing "Def Comedy Jam" for HBO. The show, which ran for seven years, helped revolutionize the American comedy industry and introduced some of today's hottest comedians, including Martin Lawrence, Chris Tucker, Steve Harvey, Jamie Foxx, DL Hughley and Bill Bellamy, among others. SLBG also produced "One World," a nationally syndicated weekly television show designed as a hip-hop style "Entertainment Tonight" which was hosted by Kimora Lee Simmons, the former supermodel who became Russell's wife. The show was a natural outgrowth of One World magazine which Russell launched in 1996.

In 1992, Russell Simmons founded Phat Farm; a men's sportswear brand which began as a passion to convey the All-American lifestyle that has evolved into the standard for sportswear worldwide including denim, outerwear, loungewear, footwear and fragrance. Phat Farm has since paved the way for a sexy women's collection, Baby Phat. Under the creative direction of Kimora Lee Simmons, the collection has expanded to include denim, outerwear, lingerie, fur-free furs, handbags and accessories. Due to the success of the men's and women's collection the company introduced kids' wear; Phat Farm Boys and Baby Phat Girlz.

dRush, Russell's advertising agency, is a joint venture with the Deutsch ad agency, which was hailed by The New York Times as the vehicle by which "Madison Avenue is hooking up with the hip-hop nation." dRush is the nation's first ad agency to both create and market the cutting-edge American youth culture in top demand by "Fortune 500" advertisers worldwide. By drawing upon the creative resources of Rush Communications in music, television, fashion, film, and talent management, and the proven marketing and advertising expertise of national powerhouse Deutsch, dRush has the unique ability both to create and strategically market the latest trends in youth culture. The agency's clients include Coca-Cola and HBO.

Russell's interests extend far beyond the business world, and he spends a great deal of his time and considerable energy working for social, political, and philanthropic causes, pushing hip-hop on to new plateaus of power and relevance. In 1995 he, along with his brothers Danny and Joseph Simmons (Rev. Run of Run DMC) founded Rush Philanthropic Arts Foundation. The organization is dedicated to providing disadvantaged urban youth with significant exposure and access to the arts, as well as offering exhibition opportunities to underrepresented artists and artists of color. Since its inception, Rush Philanthropic has awarded more than \$500,000 in grants to worthy organizations.

The last word? Leave it to Donald Trump, Russell's close friend. "Russell knows the market and he sees the future, and that's the ultimate businessperson."



# Entrepreneurial Ventures Competition Judges

The 4th Annual Entrepreneurial Ventures Competition is designed to make a significant contribution to entrepreneurship in the African American community through venture capital investing. The Entrepreneurial Ventures Competition is designed both to add entrepreneurial-focused events to our Annual Conference, and to provide African-American, and other historically disadvantaged minority entrepreneurs, access to much-needed entrepreneurial resources. The competition is open to non-HBS students as well as alumni. Today five teams selected from a pool of many applicants will present their business plans before a panel of venture capital judges.

## A. Anthony Gee

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Mr. Gee is a general partner at Carthage Venture Partners. Mr. Gee led the Fund's investments in B2eMarkets and Connectiva Systems, where he sits on the Board of Directors.

Before founding Carthage Venture Partners, Mr. Gee served as Chief Financial Officer and Senior Consultant for New York Online, a NY based technology consulting firm. Mr. Gee served as a Corporate Finance Associate in Smith Barney's Technology and Communications Group and Summer Corporate Finance Associate in Salomon Brothers' Media and Mergers & Acquisitions Groups.

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). At New Science Associates, Mr. Gee advised major corporations regarding the outlook for deploying new leading edge technologies. Prior to New Sciences, Mr. Gee was a Systems Consultant at AT&T.

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

## Thomas E. Darden, Jr.

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Thomas is the founder of Reliant Equity Investors, a private equity firm investing in minority led companies and companies that serve the minority marketplace. Prior to starting Reliant, Thomas was a Managing Director at Wind Point Partners. Wind Point, with over \$600 million under management and offices in Southfield, Michigan and Chicago, invests in venture and buyout opportunities primarily in the Midwest. From July 1995-June 1997, he was a member of the Charter Class of Kauffman Fellows, and spent two years with Advent International in their Boston office as an Investment Manager. Prior to his Kauffman Fellows experience, Thomas spent 11 years in various management positions for 3 venture-backed startup companies: GTech Corporation, UltraCision and Surgilase, which was a two time member of the Inc. Magazine "List of 500 Fastest Growing Companies in America". Previously, he spent 7 years in several engineering positions with the Detroit Diesel Allison Division of the General Motors Corporation.

At the private equity firm Advent International, Thomas led a \$3.5 million investment in Internet Securities Inc., an Internet-based provider of financial and business information on emerging market economies. At Wind Point, he participated in both venture and buyout investments, including a \$9 million investment in Mpower Communications (NASDAQ: MPWR) and a \$25 million investment in Eschelon Telecommunications. He has also led investments of \$4 million in One Stop Telecommunications, \$8 million in LDMI Telecommunications and \$25 million in Network Telephone. He continues to represent Wind Point on the board of directors of LDMI and Network Telephone.

In addition, Thomas serves on the board of the Commonwealth Enterprise Fund, a Boston-based venture capital fund, that makes investments in women and minority owned enterprises. He also serves on the board of TJ Technologies, a minority owned firm that develops novel battery and ultra-capacitor technology for the wireless industry. During his Kauffman Fellowship, he conducted a 2 year study on early stage venture capital, and authored the report entitled, "Pre-funding Due Diligence Factors and Their Affect 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".

Thomas holds a Master of Business Administration degree cum laude from Babson College, Massachusetts, and he is a 1982 graduate of the General Motors Institute where he received a Bachelor of Science degree in engineering.

## Marc McMorris

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Marc McMorris is a Principal at General Atlantic Partners, LLC, a worldwide private equity firm, where he has worked since 1999. Mr. McMorris is based in Greenwich, CT and works in the Enterprise sector. He is actively involved with such portfolio companies as Chordiant and iFormation Group.

Prior to joining General Atlantic Mr. McMorris served as a Vice President in the High Technology group with Goldman Sachs. Prior to his affiliation with Goldman Sachs, Mr. McMorris served as an associate in the mergers, acquisitions and restructurings department within the Telecommunications and Media Group of Morgan Stanley Dean Witter.

Mr. McMorris holds a BA in Economics from The University of Pennsylvania, and an MBA from The Wharton School at the University of Pennsylvania.



# Entrepreneurial Ventures Competition Judges

## Robert F. Smith

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Robert F. Smith is the Managing Principal of Vista Equity Partners LLC (VEP). Mr. Smith founded VEP in 2000, after 14 distinguished years of business experience, primarily in Investment Banking and technical management positions.

Before founding VEP Mr. Smith worked for Goldman Sachs (GS) from 1994 to 2000. As Vice President and Co-Head of the Enterprise Systems and Storage sector, he executed and advised on merger and acquisition activity across a broad range of technology segments. These segments included semiconductors, contract manufacturing, data networking, computer systems, B2B and enterprise software, and Internet infrastructure for clients such as Microsoft, Sun Microsystems, Gateway 2000, Hewlett Packard, Micron Technologies, Silicon Graphics, Apple, BroadVision, Agilent, Octel, and Autodesk. Prior to that he was a business unit manager for M & A, responsible for conflict clearance, team staffing, recruiting, marketing strategy, and fee schedule integrity. Mr. Smith began his career at Goldman executing various buy-side, sell-side, leveraged buyout, raid-defense, anti-raid, leveraged re-capitalization, and restructuring transactions across multiple industries.

From 1990 to 1994, Mr. Smith worked at Kraft General Foods (KGF) in strategic planning and development. He served as Technical Supervisor in the Food Service Division and was responsible for product, equipment and process development. While at KGF, he also developed a proprietary processing technology, launched four product reformulations, integrated processing technology from a major European acquisition and designed and implemented a distribution acquisition strategy. He is the principal inventor on two United States and two European patents.

Prior to working for KGF Mr. Smith was an engineer at Air Products and Chemicals where his accomplishments included launching the Freshpak® line of gas blends used in modified atmosphere packaging. He also developed key customer accounts, and was awarded the Outstanding Market Development and Outstanding Sales Performance Awards. Mr. Smith also worked as an engineer at The Goodyear Tire and Rubber Company from 1986 to 1987, providing technical support to two product lines and implemented numerous process improvement technologies.

Mr. Smith received an MBA from Columbia Business School (CBS) with concentrations in Finance and Marketing. A KGF USA Fellowship recipient, Mr. Smith also distinguished himself as a member of Beta Gamma Sigma, was the President of the CBS Black Business Students Association and the CBS Wine Society, the leader of the Japan study tour, and his class commencement speaker. He also made the Dean's List and was the recipient of the Roswell C. McCrea Prize. He received his B.S. in Chemical Engineering at Cornell University where he made the College of Engineering's Dean's List and received the Proctor & Gamble Technical Excellence Award along with the College of Engineering Leadership Award.

He currently sits on the boards of Enterprise for High School Students, SourceNet Solutions, CRC Information Systems, BigMachines, Inc., CRAIG/is and DataCore Software.

## Lisa Skeete Tatum

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Lisa Skeete Tatum joined Cardinal Partners in 1998 from the prestigious Kauffman Fellows program. She has led the firm's investments in AthenaHealth, iPhysicianNet, Mobile Medical Industries, Nexcura and TechRx.

Previously, Lisa worked for Procter & Gamble in various global and functional roles including Product Development, Purchasing and Product Supply. She was also a Managing Associate at Circle of Beauty, a cosmetics joint venture start-up funded by Sears. In addition, she founded her own consulting firm specializing in strategic operational development for medium-sized consumer products companies.

Lisa received her B.S. in Chemical Engineering from Cornell University and her M.B.A. from Harvard Business School.

Lisa is on the board of the Harvard Business School African-American Alumni Association and a member of the President's Council of Cornell Women. She is also a mentor for both the Toigo Foundation and the Management for Leadership Tomorrow Programs.



# Gospel Brunch and Sermon

## Rev. Gloria Elaine White-Hammond, M.D.



Rev. Gloria E. White-Hammond, M.D. is Co-Pastor of Bethel AME Church in Boston, MA and has been a pediatrician at the South End Community Health Center since 1981. She was awarded a Bachelor of Arts degree in biology from Boston University in 1972 and a Doctorate of Medicine from Tufts Medical School in 1976. She completed her residency at the Boston Floating Hospital in 1979. In April 1991, Rev. Gloria accepted the call to the preaching ministry. In 1997, she graduated from Harvard Divinity School and was ordained an itinerant elder in the African Methodist Episcopal Church.

Rev. Gloria has a long history of involvement with youth and community activities. She is the founder and advisory chair of the church-based creative writing/mentoring ministry called "Do The Write Thing" for high-risk black adolescent females. The project, which began in 1994 with four girls, now serves some sixty young women through small groups at two Boston public schools; at a juvenile detention facility in Boston and on site at Bethel AME Church. Gloria also co-chairs the Faith in Action Committee of the

United Way of Massachusetts Bay. Since 1997 this committee has contributed almost two million dollars to faith-based initiatives that address the needs of high risk children and youth. She currently serves on the Women's Health Leadership Forum of Brigham and Women's Hospital, the Board of Visitors for the Women's Educational and Industrial Union, and on the boards of the American Anti-Slavery Group and the Boston branch of the National Conference for Community and Justice.

Dr. White-Hammond's work as a humanitarian has achieved global impact. She has worked as a medical missionary in several African countries including South Africa, Cote D'Ivoire and Botswana. Most recently Dr. Gloria has traveled to southern Sudan where she has been involved in obtaining the freedom of 10,000 women and children who were enslaved during the two-decade long civil war. She is also the convener of My Sister's Keeper, a project organized by American women to support women of southern Sudan in their efforts toward reconciliation and reconstruction of their communities. Gloria's most recent awards include the New England Women's Leadership Award (2001), the Big Sisters Association Award (2001), the Lifetime Achievement Award of Rosie's Place (2002), the Boston Celtics "Heroes Among Us" Award (2002) and the Women in Development Award (2002).

Since 1973, Rev. Gloria has been married to the Rev. Ray A. Hammond, M.D., who is the founding pastor of Bethel AME Church, the Chairman of the Boston Ten Point Coalition and the Chairman of the Boston Foundation. They are the blessed parents of two daughters, Mariama and Adiya.

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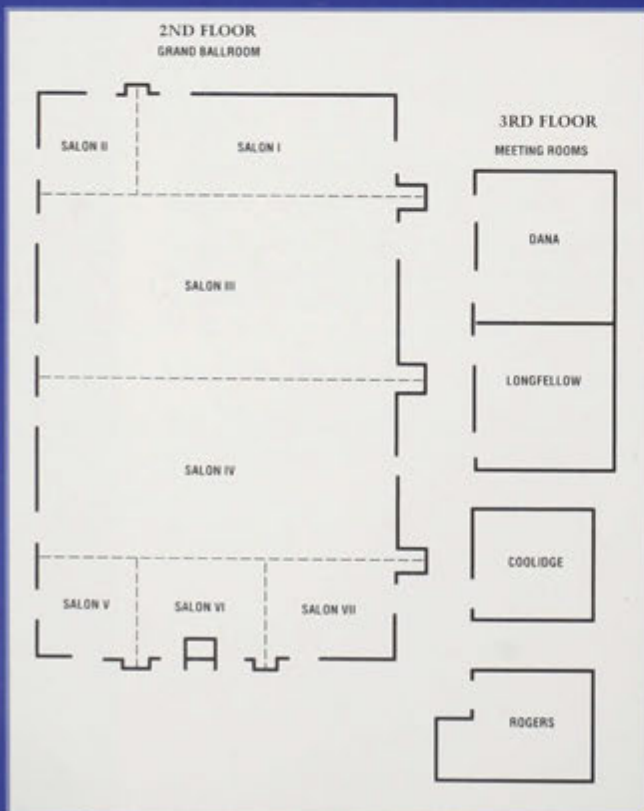
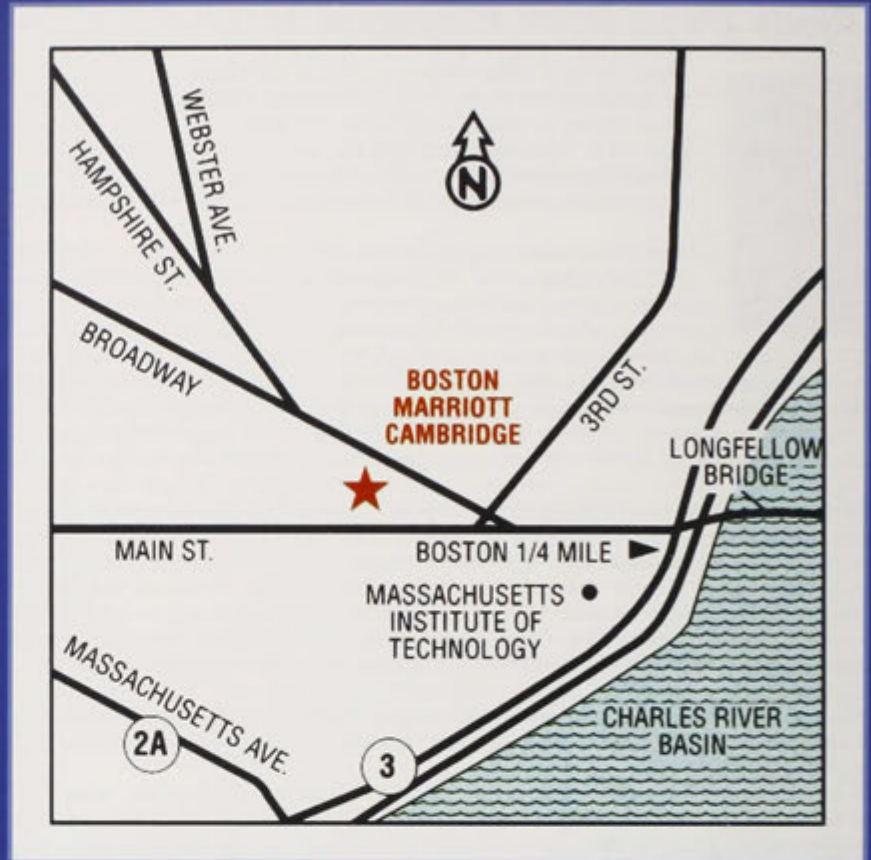
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