



The African American Student Union, a Student Club at Harvard Business School Presents:

The 40th Annual H. Naylor Fitzhugh Conference

The Blueprint

Defining the Path to Success



Conference Program

March 23-24, 2012 • Hyatt Regency Boston
www.AASUConference.com



Grow Further.

WE GROW. YOU GROW WITH US.

BCG is growing, and our growth creates a path for yours. The success of our clients, our people, and our company is built on custom insight and open collaboration, stripped of templates, pretense, and hierarchy. And when we implement solutions together with our clients, they stand up to the test of real-world competition. This is why our clients outperform, our ideas become business principles, and our people grow to achieve diverse greatness, from a Grammy-winning vocalist to the CEO of Pepsi. You don't have to fit into a mold at BCG. We have never bothered to create one. We do, however, seek certain qualities in those who join us. Drive. Curiosity. And the desire to chart your own course while helping clients and colleagues find theirs. Within and beyond BCG, our people make a difference for their organizations—for the world—because of the leaders they become while here. How far will you grow?

BCG is proud to be a platinum sponsor of the 40th annual
H. Naylor Fitzhugh Conference • www.bcg.com

BCG

THE BOSTON CONSULTING GROUP

Table of Contents

Conference Agenda • 2

Welcome Letters

Co-Chairs Welcome • 4

AASU Presidents Welcome • 5

Dean's Welcome • 6

AASU Awards • 7

40th Anniversary Celebration: AASU's Legacy • 8

Conference Committee & AASU Officers • 10

AASU Members • 11

Keynote Speakers & Award Recipients

John D. Smith • 14

Bonita Coleman Stewart • 15

Sara C. Clarke • 16

David A. Thomas • 17

Breakout Session 1

Meeting the Challenges of Today's Marketplace • 20

Perspectives on Building a Global Career • 24

What We Learned After Graduation • 28

Breakout Session 2

Zig-Zagging to the Top • 34

Doing Good While Doing Well • 36

A Tale of Two Cities • 38

Entrepreneurial Ventures Competition • 44

Breakout Session 3

Your Road Less Traveled • 50

The Talent Worth Retaining • 51

The Entrepreneurial Challenge • 54

Conference Sponsors • 57

Hotel Floor Plan • 58

Conference Agenda

2

FRIDAY, MARCH 23

8:00 am – 3:00 pm	Prospective Students Activities (Harvard Business School Campus)
7:00 pm – 9:00 pm	Opening Reception, Conference Hotel
10:00 pm – 2:00 am	Opening Party The Vault 105 Water Street Boston, MA

SATURDAY, MARCH 24

7:00 am – 9:00 am	Registration and Continental Breakfast (Foyer & Thomas Jefferson Grand Ballroom, 4 th floor)
9:00 am – 9:45 am	Opening General Session & Keynote Address Speaker: John Smith (HBS '92) Senior Vice President and General Manager of Harrah's Atlantic City Resort and Casino (Thomas Jefferson Grand Ballroom, 4 th floor)
10:00 am – 11:30 am	Breakout Sessions 1 Meeting the Challenges of Today's Marketplace: Where Talent Meets Opportunity. Powered by Prudential (Cape Cod, 3 rd floor) Going Global: Perspectives on Building a Global Career (Nantucket, 3 rd floor) What We Learned After Graduation: Alumni Tell Their Stories. Powered by The Bert King Foundation (Martha's Vineyard I, 3 rd floor)
11:30 am – 11:45 am	Break
11:45 am – 1:15 pm	Keynote Luncheon and Award Presentation Speaker: Bonita Coleman Stewart (HBS '83) Vice President of US Sales, Google, Inc and Recipient of the Professional Achievement Award (Thomas Jefferson Grand Ballroom, 4 th floor)
1:15 pm – 1:30 pm	Break

1:30 pm – 3:00 pm

Breakout Sessions 2

Zig-Zagging to the Top: The Pros and Cons of Job Hopping. Powered by McKinsey & Co.
(Cape Cod, 3rd floor)

The Talent Worth Retaining: Lessons from Leaders in Human Capital. (Nantucket, 3rd floor)

Doing Good While Doing Well: Leveraging your MBA to Make a Social Impact. (Martha's Vineyard I, 3rd floor)

Entrepreneurial Ventures Competition
(Martha's Vineyard II, 3rd floor)

3:00 pm – 3:30 pm

Coffee Break Coffee break sponsored by The Federal Bureau of Investigation (Foyer, 3rd floor)

3:30 pm – 5:00 pm

Breakout Sessions 3

Your Road Less Traveled: Creating a Work-Life Balance of Your Own. Powered by BCG
(Cape Cod, 3rd floor)

A Tale of Two Cities: Urban Development in Corporate America. (Nantucket, 3rd floor)

The Entrepreneurial Challenge: Moving from Idea to Action. (Martha's Vineyard I, 3rd floor)

5:00 pm – 6:45 pm

Break

6:45 pm – 9:30 pm

Closing Conference Gala & Awards Presentation

Speaker: Sara C. Clarke (HBS '97)
Senior Vice President of Corporate Strategy, Analysis, and Communication, Showtime Networks Inc.

David A. Thomas
Dean & William R. Berkley Chair of Georgetown University's McDonough School of Business
Recipient of the Bert King Award for Service
(Thomas Jefferson Grand Ballroom, 4th floor)

10:00 pm – 2:00 am

Closing Party



Kimberly Celestine &
Maurice Kuykendoll

Dear Guests,

Welcome to the 40th Annual H. Naylor Fitzhugh Conference! We hope that this year's conference entitled, "The Blueprint: Defining the Path to Success" will serve as an opportunity to learn actionable steps to assist you as you pursue your future goals. The conference team has worked diligently to bring distinguished panelists who will speak from experience and provide specific insights for you to use in your current role and as you move forward in your pursuits. The discussions and interactions you have today will challenge you to define success and chart a path which allows you to get to your ultimate destination.

This 40th anniversary also allows us the unique opportunity to look back at the last four decades to understand the factors critical to the success of this conference, organization, and community. The annual conference is named after a distinguished alumnus, H. Naylor Fitzhugh, one of the first African-American graduates of Harvard Business School. The conference honors Mr. Fitzhugh's legacy as a community leader, educator and as a business leader with Pepsi-Cola, where he established the African-American community as a viable and lucrative target market and created the concept of targeted marketing in Corporate America. We hope that our focus on recognizing the contributions of individuals and institutions that have contributed meaningfully to the African American community at Harvard Business School will inspire each participant to continue the legacy.

In addition, this conference brings together hundreds of business leaders from around the country. We invite you to engage in active conversations and robust networking to ensure that the 40th Annual Conference exceeds your personal and professional development expectations.

Finally, we would like to thank the conference planning committee, the African-American Student Union, the supportive faculty and staff of HBS, and all the speakers, panelists, corporate sponsors and volunteers who have contributed countless hours and support to help make this event a success. An event of this size and scale does not happen without an incredible team, and we are grateful to have just that. Enjoy the conference activities and the opportunity to participate in this special moment in history.

Sincerely,

Kimberly Celestine & Maurice Kuykendoll
40th Annual H. Naylor Fitzhugh Conference Co-Chairs
MBA Class of 2012

Dear Distinguished Guests and Friends,

On behalf of Harvard Business School's African-American Student Union (AASU), we are delighted to welcome you to the 40th Annual H. Naylor Fitzhugh Conference! This marks a special year in AASU's history, as we are honoring four decades of diverse leaders congregating to engage in meaningful dialogue regarding pertinent issues in our lives and our community. We are excited to come together once more to celebrate our collective accomplishments, learn how we can continue to empower ourselves and one another, and explore ways of impacting society. We consider this as an essential component of competing and ultimately succeeding in an increasingly dynamic business world.

This year's theme, "The Blueprint: Defining the Path to Success," intends to provide attendees with a toolkit that they can leverage in their professional and personal lives for quite some time. With topics ranging from investing in new markets and building global careers, to exploring urban development and navigating the talent game, practitioners from every industry will share their insights from across the field. Other leaders will discuss the challenges and opportunities that come along with complex issues such as job-hopping, achieving work/life balance, making social impact, and pursuing entrepreneurial goals. Coupled with keynote speakers and a number of social events, there is truly something for everyone.

We are incredibly grateful to the countless individuals who have contributed towards making this conference a success – first and foremost, Conference Co-Chairs Kimberly and Maurice, who have worked tirelessly to bring this vision into fruition, a host of alumni and student volunteers, as well as business school faculty and administration. We are especially appreciative of the keynote speakers, panelists, and moderators for contributing their valuable time. Many thanks to the attendees from near and far—your energy and ideas are critical to fulfilling the purpose of this conference. This content-rich annual experience would not be possible without the generous support of our committed and dedicated sponsors. We sincerely hope you will continue to partner with us for many years to come.

Finally, this is an opportunity for alumni to connect with fellow classmates, for current students to build even stronger bonds within the AASU community, and for prospective students to learn more about the Harvard Business School experience. We hope you will use this conference as a platform to share knowledge, to learn from others, and of course, to have a great time! Thank you for choosing to take part in this exciting weekend with us—we are honored by your presence.

Warm regards,

Lauren Booker & William Drewery
AASU Co-Presidents
MBA Class of 2012



Lauren Booker &
William Drewery



Dean Nohria

Dear Friends,

It gives me great pleasure to welcome you to the 40th Annual H. Naylor Fitzhugh Conference sponsored by the African American Student Union (AASU) at Harvard Business School. This year's theme, *The Blueprint: Defining the Path to Success*, highlights an objective that I think is so important today: translating ideas into action. From job hopping to building a global career and from creating social impact to creating work-life balance, you'll glean insights you can put to use.

The AASU conference is a high point for the School each winter, bringing together students – current, past, and prospective – and business and community leaders for intellectual engagement, networking, and personal development. This year's conference co-chairs and many others in AASU have worked tirelessly over the past few months to put together a truly outstanding program of panels, workshops, keynote speeches, and activities. I know you will find the events both enriching and engaging, and I hope you will join me in thanking them for their efforts. Enjoy!

Best,

Nitin Nohria

Dean of the Faculty

George F. Baker Professor of Administration

Harvard Business School

About The Awards

Since 1972 the H. Naylor Fitzhugh Conference has informed and empowered thousands of participants through the productive exchange of ideas and experiences. This dynamic event is an occasion for creating alliances and renewing friendships as well as charting a course for the future. Equally important, the conference provides an opportunity to keep our history alive and to honor exemplary pioneers and breakthrough leaders. Through celebrating their achievements and contributions, we learn enduring lessons that will inspire and guide us in the years to come.

At the 40th Annual H. Naylor Fitzhugh Conference we are proud to present:

- The Professional Achievement Award to Bonita C. Stewart (MBA '83), and
- The Bert King Award for Service to David A. Thomas

The Bert King Foundation, founded in 1996 to honor the life and legacy of Bert King (MBA '70), is proud to sponsor The AASU Awards in partnership with the African American Student Union and the HBS African American Alumni Association.

Professional Achievement Award

Paula Banks (AMP 154)	Henry McGee (MBA '78)
Peter C.B. Bynoe (MBA '75)	Raymond J. McGuire (MBA '83/JD '84)
W. Don Cornwell (MBA '71)	E. Stanley O'Neal (MBA '78)
Lawrence V. Jackson (MBA '79)	Robert L. Ryan (MBA '70)
Pamela J. Joyner (MBA '84)	Stuart A. Taylor II (MBA '87)
Keith Clinkscales (MBA '90)	Pamela Thomas-Graham (MBA '88)
Edward Lewis (OPM '84)	Herbert Wilkins (MBA '70) and
William M. Lewis (MBA '82)	Terry L. Jones (MBA '74)
Jonathan D. Mariner (MBA '78)	Reginald Van Lee (MBA '84)

Bert King Award for Service

Rena Clark (MBA '90)	Quintin E. Primo III (MBA '79)
Clifford (Jamari) Darden (MBA '69)	W. Dwight Raiford (MBA '78)
Ann M. Fudge (MBA '77)	John Rice (MBA '92)
Carla Harris (MBA '87)	Argelia Rodriguez (MBA '84)
Dennis F. Hightower (MBA '74)	Michele Rogers (MBA '86) and
Nancy Lane (PMD 29)	Steven Rogers (MBA '85)
Lillian Lincoln Lambert (MBA '69)	Gregory A. White (MBA '90)
Kenneth A. Powell (MBA '74)	Leroy Willis (MBA '69)

Civic Commitment Award

(Awarded 1997 – 2001)	Jonathan Weaver (MBA '75)
Catherine W. LeBlanc (MBA '80)	Benaree Pratt Wiley (MBA '74)
Edwin C. Reed (MBA '79)	Deborah C. Wright (MBA '84)

For decades after the school's founding in 1908, only a handful of intrepid black students negotiated the path to Harvard Business School. An historic page was turned in February, 1968, when five students in the Class of 1969 founded the African American Student Union (AASU). Their leadership and commitment ensured that those who followed could be of Harvard Business School, not simply in it, and help to shape its future. Some 2,400 students of African descent have graduated since then. Seeking more than a toolbox of skills, they came to HBS with a desire to make their mark and a difference. AASU organized its first conference in 1972, and the African American Alumni Association (HBSAAA) was founded in 1978.

The Bert King Foundation (BKF) was launched in 1997 to carry on the life work of Bert King (MBA '70), who devoted his career to helping others fulfill their promise. The BKF is proud to preserve AASU's history and to present its compelling legacy of inspiring leadership.

From its founding in 1968 to 1972, AASU demanded and fought for fair treatment in the classroom and in the social and political systems that impacted their daily lives as HBS students. In those days the school's inability to address the needs of its expanding black student population compelled the unity and clarity of purpose among its members that enabled AASU to succeed as an agent of change. By the time our class entered HBS in 1972, AASU had engineered a revolution which profoundly altered our experience at the school.

With our initial goals achieved, we faced a greater challenge: building AASU into an institution that would survive and have relevance over the long-term. That was the task undertaken by the leadership and members of AASU from 1972 to 1974. It was important to us—and to those who followed—that AASU endure.

Today the challenge continues. AASU members must ensure that the power, the capabilities, and the soul of AASU are nurtured, protected, and transferred into the hands of future black students at HBS.

Terry L. Jones (MBA '74) AASU Co-Chair 1973-74

Managing Partner, Syncom Venture Partners
AASU Professional Achievement Award 1997

Harvard Business School is the finest school of its type in this country and you are part of an incredible legacy, but that will not ensure your success.

What, then, can be of real and ongoing aid? Take a good look around this room. You will succeed, and some of you will exceed even your own expectations. But if you are going to reap the rewards of success you have to live up to the responsibilities it brings. If you are black that means eventually, and perhaps frequently, you are going to find yourself in harm's way. The attitude that all African Americans in business must adopt if we're all going to compete for opportunities is that of mutual assistance. When you reach the upper rungs in the corporate world or in your own business, you must feel duty bound to *reach out* and *point out*.

Open doors.

Ask questions.

Push the point when it needs to be pushed.

That is standing in harm's way. And it is the only way, if we are to win at this game.

I believe the bottom line today is this: The vast majority of America doesn't much care whether you and I succeed in business. That leaves you and me with each other. None of us can afford to say, "I got mine. You get your own." Will vigilantly looking out for each other make it easy? Of course not. But so what? The goal is not—and never has been—that it be easy. The goal is victory. It is success. And not just for you and me, but for as many of us as all of us can help to achieve it.

Far too few of us reach out to help others. Whether it is out of fear of competition, insecurity, or just plain selfishness, really doesn't matter. I do believe in the fundamental truth of the saying: If you're not part of the solution, you're part of the problem. So, I implore you: Do not be afraid to stand up for what's right and fair. Selfishness doesn't last. Fearful people don't last. It's much better to walk on the side of the angels. Be each other's angels.

The torch of leadership will be handed over to you. Be ever mindful of the price others have paid so that you could carry it forward and remember the wise words of one of our most astute sages, H. Naylor Fitzhugh. He often said: We don't have time to be average. We've got to fly high where it's not as crowded.

”

Earl G. Graves, Sr.

Founder and Publisher, Black Enterprise
Chairman, Earl G. Graves Ltd.

Conference Committee & AASU Officers

10

AASU Board



Co-Presidents: Lauren Booker & Will Drewery
CFO: Matt Mariner
COO: Fadzai Makanda
Conference Director: Kimberly Celestine

External Affairs Director: Sam Jackson
Service Director: Katrina Moseley Journey
Student Affairs Director: Lauren Miller
Social Chair: Will Jurist

Committee Directors

Marketing Chair: Kevin Boakye
Technology Chair: Fadzai Makanda
Parties Chair: Brian McIntosh
Bonding Chair: Jamira Cotton
Education Chair: Nnennia Ejebe

Community Service Chair: Carol Lauson
Admissions Chair: Brittany Harris
Corporate Relations Chair: Tevie Monk
Career Chair: Erin Harkless
Conference Co-Chair: Maurice Kuykendoll

Conference Committee

Logistics: Katrina Moseley Journey
Marketing: Kevin Boakye
Awards: Brandi Burns
Program: Christian Karega
Social: Scott Harris & Will Jurist
EVC: Kareem Meliani & Tevie Monk

Panel Managers:
Duane Jackson
Maurice Taylor
Derrick Weatherspoon
Will Drewery
Layusa Isa-Odidi
Chidinma Asonye
Steven "Andrew" Musoke
Emily Frasier
Stefon Burns
Janee Wilson-Gooden

MBA Class 2012 & 2013

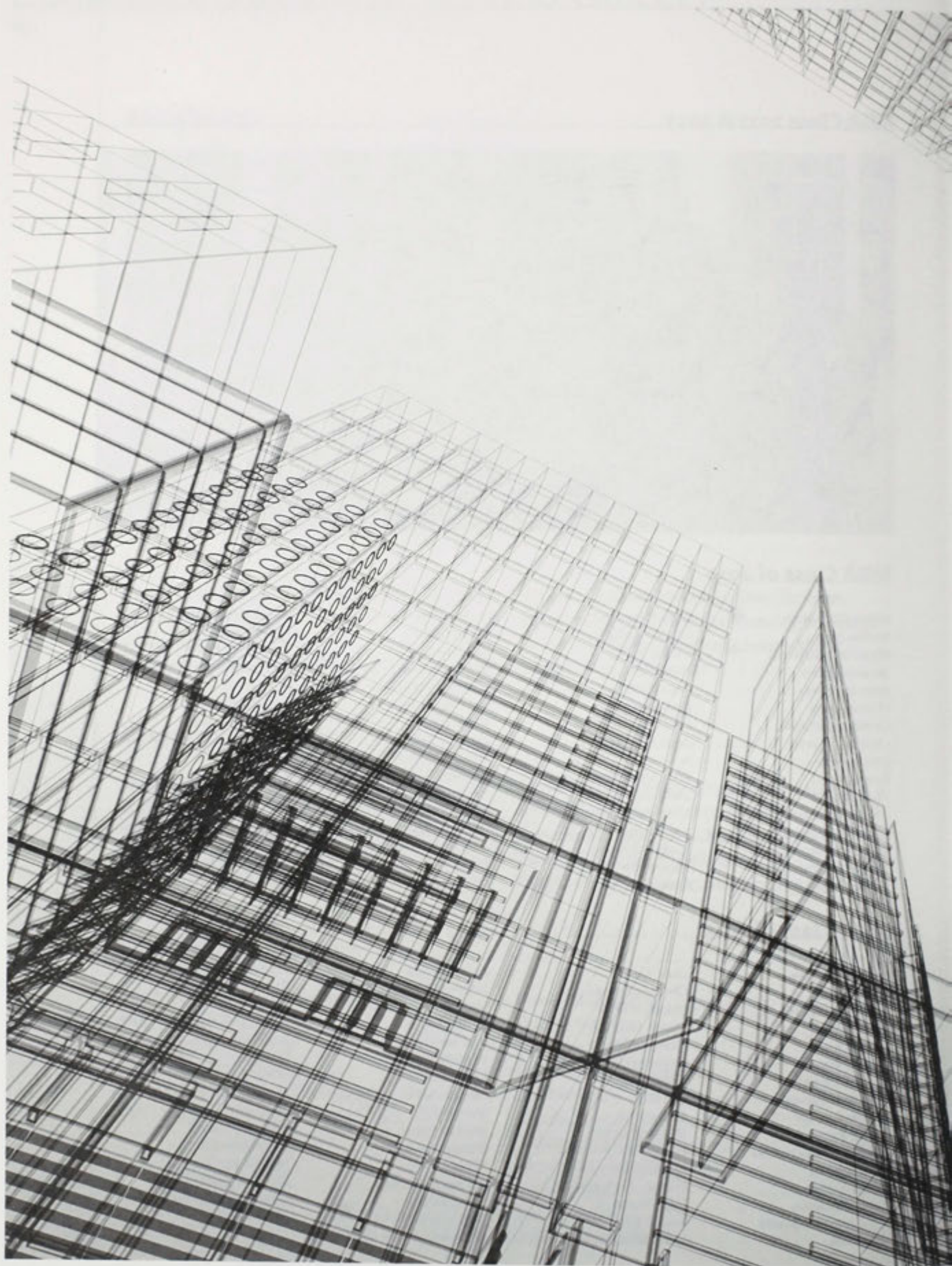


MBA Class of 2012

Ashley Clayborne	Fadzi Makanda	Lauren Miller	Rebecca Agonafir
Andrea John	Gloria Monfrini	Michael Beal	Robert Leke
Angelica Smallwood	Gaspar Stinfil	Monique Gaskins	Stephanie Belcher
Britanny Harris	Hind Zaki	Mohamed Haji	Stefon Burns
Brian McIntosh	Funa Maduka	Maurice Kuykendoll	Sarah Elliot
Chuma Ajene	Jenn Brown	Matthew Mariner	Samuel Jackson
Chidinma Asonye	Jamira Cotton	Martha Osier	Toks Afolabi Ajayi
Christofer Garner	Jason Herron	Maurice Taylor	Tabia Brown
Chad Jones	Jude Jason	Monne Williams	Tevie Monk
Carol Lauson	John Smith Ricco	Nnennia Ejebe	Vimbayi Chari
Chris Lloyd	Joel Vidal-Phillips	Pelumi Adeleke	Fats Dlamini
Cheick Sanankoua	Kimberly Celestine	Michael Braimah	Will Drewery
Cameron Johnson	Katrina Journey	Omari Douglas-Hall	Wren Hunt
Dan Gebremedhin	Kareem Meliani	Onyi Ezekwueche	Will Jurist
Derrick Weatherspoon	Kwame Owusu Kesse	Tomiwa Igun	Ashley Drewery
Erin Harkless	Lauren Booker	Oscar Turner	

MBA Class of 2013

Andreea Akerele	Chris Hollins	Justin Gilstrap	Oluwatobi Osibodu
Abena Asare	Christian Karega	Janelle McDonald	Raphael Anderson
Austin Blackmon	Chinenye Offor	Janee Wilson-Gooden	Rachel Arnett
Ariel Roberts	Duane Jackson	Kevin Boakye	Roniesha Copeland
Brandi Burns	Dileepan Siva	Kyle Mosley	Sean Brazier
Brooke Daniels	Emily Frasier	Kerri Williams	Scott Harris
Brittani Jackson	Erin Henry	Landon Dickey	Sergio Marrero
Brandis Johnson	Erin May	Moses Esema	Steven Musoke
Brittany Lanier	Ebele Mora	Mary Haile	Sheila Sun
Bryan Mezue	Elisabeth Ndour	Michael Porter	Vernon Beckford
Benedict Nwachukwu	Fopefoluwa Adelowo	Marques Torbert	Misan Rewane
Bria Selhorst	Florence Evina-Ze	Michael Trejo	Simone Bartlett
Meka Asonye	Folafolu Folowosele	Nicolas Anderson	Akinseye Akinola
Clifton Dawson	Ibiye Harry	Navid Rahimi	Candy Baffour-Awuah
Christine Esangbedo	Jessica Asinugo	Oluwadamilola Adesanya	Kia McLeod
Chris Hill	Jameelah Calhoun	Orinola Gbadebo-Smith	



The Blueprint

Defining the Path to Success

The 40th Annual H. Naylor Fitzhugh Conference

Keynote Speakers & Award Recipients

John D. Smith

Bonita Coleman Stewart

Sara C. Clarke

David A. Thomas

BREAKFAST KEYNOTE

John D. Smith



**Senior Vice President & General Manager
Harrah's Resort Atlantic City**

As the Senior Vice President and General Manager of Harrah's Resort, John oversees the company's flagship property, in the Eastern Region, and the second largest property within the Caesars Entertainment brand.

With revenue in excess of \$500M and more than 3,000 team members, John maintains an innovative approach to the competitive world of gaming, entertainment, hospitality and service.

Throughout his career, John has held leadership positions in the retail and service industries. Prior to joining Harrah's Resort in November of 2010, John served as the Senior Vice President, General Manager of Retail for the Performance & Lifestyle Group, a division of Collective Brands, Inc., whose brands include: Saucony, Keds, Sperry Topsider and Striderite. In addition, John previously held leadership roles with Target Corporation, HealthAxis Corporation, Diamond Cluster International, McKinsey & Company, IBM and General Electric.

A well-respected leader, John brings a wealth of proven experience, creativity and enthusiasm to our organization.

A community advocate, John serves as the Chairperson for the Alzheimer's Association Walk for a Cure program, Board Member for The Boys & Girls Club of Atlantic City and is a member of the Caesars Entertainment HERO program.

John graduated with a Master of Business Administration degree in General Management & Strategy from Harvard Business School and a Bachelor of Science degree in Electrical Engineering from Temple University. John is an avid golfer and in his spare time enjoys playing the most challenging courses in the country.

Bonita Coleman Stewart

Vice President, US Sales
Google, Inc.

Bonita C. Stewart brings more than 20 years of marketing, technology and industry expertise to Google, where she oversees US strategy and sales for the Automotive, Finance and Travel categories for the Americas. She has responsibility for delivering integrated advertising solutions across Search, YouTube, Display, Mobile and Social products. Prior to joining Google, she served as Director, Chrysler Group Interactive Communications for DaimlerChrysler AG and Director, Chrysler Brand Advertising. In 2005 Advertising Age named the Chrysler Group Interactive Marketer of the Year. Bonita also enjoyed a 10-year career with IBM and co-founded Nia Enterprises, a web-based company, in 2000.

Bonita is a frequent speaker at numerous marketing and interactive conferences such as ANA, AD:TECH and Automotive World Congress and has been quoted in such publications as Automotive News, Advertising Age, Brandweek and USA Today. In 2005, she co-authored "The Fifth P of Marketing," an article for CRM Magazine. Advertising Age named her a "Woman to Watch" in 2011.

Bonita graduated magna cum laude with a Bachelor of Arts in Journalism from Howard University and an MBA from Harvard Business School. She currently serves on the Board of Governors for Cranbrook Art Academy based in Bloomfield Hills, Michigan and the Lincoln Center for the Performing Arts. She resides in Englewood, New Jersey with her husband.



Sara C. Clarke

Senior Vice President of Corporate Strategy, Analysis, and Communication, Showtime Networks Inc.

Sara Clarke, who chaired the 25th Anniversary conference when she was a student at HBS, is Senior Vice President of Corporate Strategy, Analysis, and Communication at Showtime Networks Inc. (SNI), based in New York. Ms. Clarke is an insightful, collaborative leader with a rich understanding of the competitive marketplace. She leads analysis and packaging recommendations that contribute to record subscriber, revenue and OIBDA growth, helping SNI exceed its performance targets. She has revitalized internal communication and streamlined processes by redesigning and administering the company intranet, most recently developing an innovative iPad Resource Center to support the sales force and other departments.

Sara designed and executes an annual Intern Group Project Program, immersing the summer interns in educational assignments tailored to SNI's business strategy. This has consistently proven to be mutually beneficial, with interns generating fresh ideas and recommendations that SNI has been able to use. She has truly enjoyed orchestrating this program for 3 years, engaging nearly 85 interns in NY and LA over that period.

In addition to her core responsibilities, Sara conceived and executed SHO Green to advocate sustainable practices throughout the organization and heighten awareness of environmentally conscious efforts already in place at Showtime.

A member of the HBS MBA Class of 1997, Sara earned a BA in Modern Culture and Media from Brown University. She is also an alumna of the Betsy Magness Leadership Institute.

Sara serves as a Director at Large on the Board of the New York Chapter of Women in Cable Telecommunications (WICT NY), and co-chairs the Prime Access Executive Mentoring Program. She is also a member of National Association for Multi-ethnicity in Communications (NAMIC). Sara complements her professional pursuits with volunteer commitments to both alumni and community organizations, and enjoys mentoring students at the Young Women's Leadership School of East Harlem. Sara has served on the Board of Directors of Global Action Project, a non-profit educational organization that develops youth leaders through media production and peer education.

She resides in South Orange, NJ with her husband, Walter, and their two sons.

David A. Thomas

Dean & William R. Berkley Chair
Georgetown University's McDonough School of Business

David A. Thomas is Dean and William R. Berkley Chair of Georgetown University's McDonough School of Business. A recognized thought leader in organizational behavior and strategic human resource management, Dr. Thomas' research focuses on issues related to executive development, cultural diversity in organizations, leadership, and organizational change.

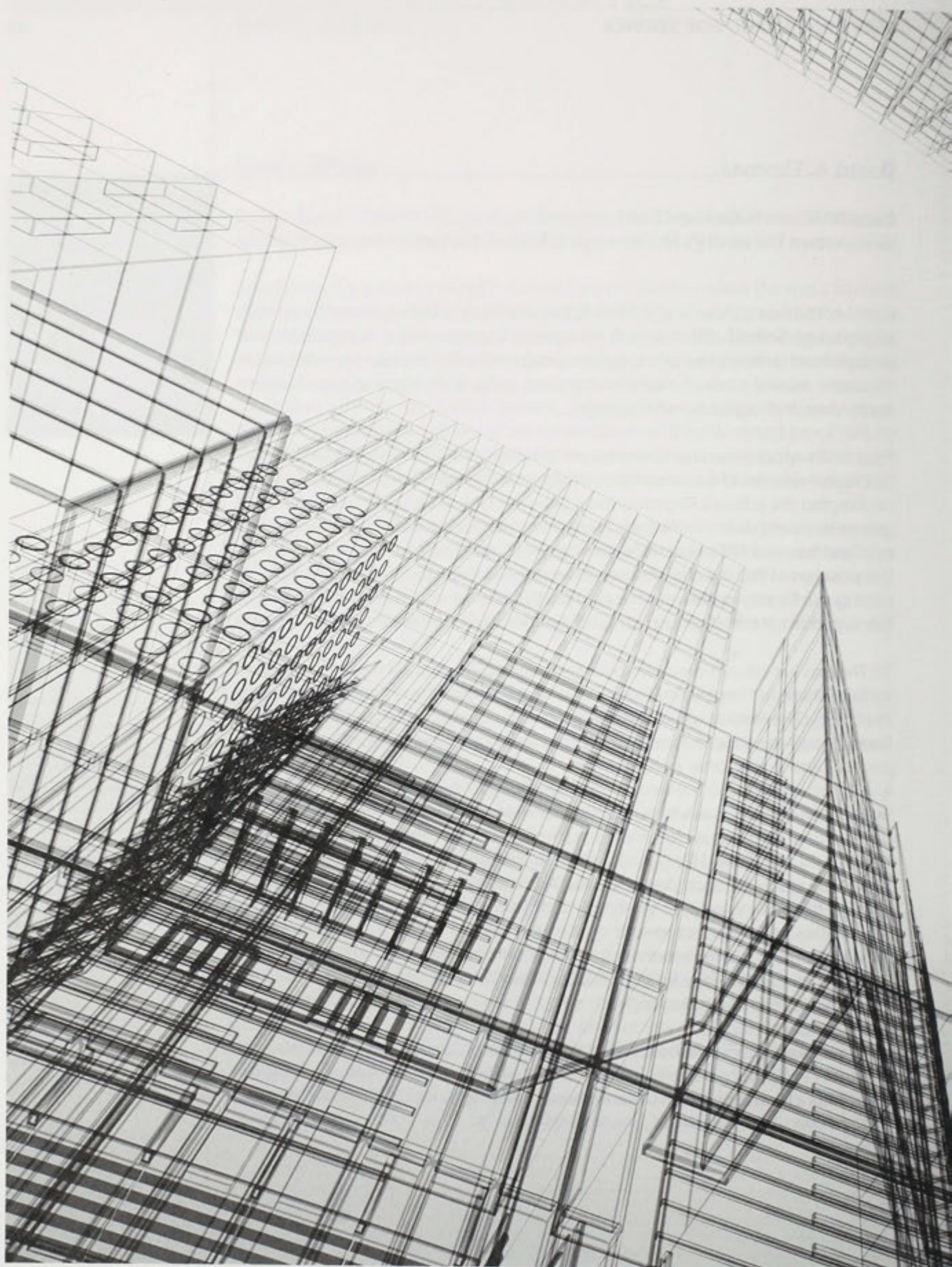
Prior to his appointment at Georgetown University, Dr. Thomas was the H. Naylor Fitzhugh Professor of Business Administration at Harvard Business School, where he directed the school's Organizational Behavior Unit. He also served as senior associate dean and director of faculty recruitment at Harvard; led its business school's required first-year MBA course, Leadership and Organizational Behavior; and held the position of faculty chair for several executive education programs. Prior to joining the faculty at Harvard in 1990, Dr. Thomas was an assistant professor of management at the Wharton School of Finance at the University of Pennsylvania.

Dr. Thomas has co-authored two books—*Breaking Through: The Making of Minority Executives in Corporate America* (Harvard Business Press, 1999) and *Leading For Equity: The Pursuit of Excellence in Montgomery County* (Harvard Education Press, 2009)—and more than 60 case studies and articles for leading academic journals and practitioner publications.

In addition to being widely published, Dr. Thomas has been recognized with a number of prestigious awards, including the Executive Development Roundtable's Marion Gislason Award for Contributions to the Theory and Practice of Executive Development. He recently received the Administrative Science Quarterly Scholarly Contribution Award for the article that had the most impact on the field in the last five years. He also earned the George R. Terry Award from the Academy of Management for the most outstanding contribution to the advancement of management knowledge for his book, *Breaking Through: The Making of Minority Executives in Corporate America*.

Dr. Thomas received a Bachelor of Arts in Administrative Sciences and Master and Doctor of Philosophy degrees in Organizational Behavior from Yale University. He also holds a Master of Arts in Organizational Psychology from Columbia University.





The Blueprint

Defining the Path to Success

The 40th Annual H. Naylor Fitzhugh Conference

Breakout Session 1

10:00 – 11:30 AM

Meeting the Challenges of Today's Marketplace:

Where Talent Meets Opportunity (Powered by Prudential)

Cape Cod, 3rd floor

Perspectives on Building a Global Career

Nantucket, 3rd floor

What We Learned After Graduation:

Alumni Tell Their Stories (Powered by The Bert King Foundation)

Martha's Vineyard I, 3rd floor

Meeting the Challenges of Today's Market Place:

Where Talent Meets Opportunity

Today's increasingly diverse marketplace has created prime opportunities for corporations to expand their reach into new markets while developing greater intellectual capital. The ability to attract and retain top tier talent to address the needs of these new markets is critical for organizations who expect to thrive in the new economy. During the *Meeting the Challenges of Today's Marketplace: Where Talent Meets Opportunity* panel discussion, senior business executives will discuss the business value of investing in diverse markets. This discussion will provide conference participants with insights into what leading corporations look to as key drivers of top talent, brand consideration and increased market penetration. Powered by Prudential.

PANELISTS

Mark Hug

EVP: Marketing & Distribution, Individual Life Insurance, Prudential



Mark A. Hug is the Executive Vice President, Marketing and Distribution, for the Individual Life Insurance business at Prudential. In this capacity, he has sales and marketing responsibility for all domestic individual life insurance sales through the company's career agency sales force and third party distribution channels. Hug is active in Prudential's Marketing Council and serves as executive sponsor of the Multicultural Committee.

Prior to joining Prudential in 2004, Hug was the President of Allmerica Financial Services. His primary responsibilities included all aspects of marketing, product management and distribution of all life and annuity products. Previous positions include Senior Vice President of Life and Annuity Products for The Equitable Life Assurance Society, where he was responsible for the design and management of Equitable's insurance products and Head of Sales at The Aetna, where he was responsible for all distribution systems (brokerage, career agents, broker/dealers, banks and direct sales) for life, annuity and pension products. Over the course of five years at The Aetna, he held a variety of positions involving life insurance products, marketing and sales.

Hug also previously served as Chief Marketing Officer for Connecticut Mutual's Corporate Owned Life Insurance product line, and prior to that, he spent 11 years in the actuarial field at Transamerica Life Companies in Los Angeles.

Hug earned a B.A. degree in mathematics from the University of Notre Dame in 1979. He is a Fellow of the Society of Actuaries, a member of the American Academy of Actuaries and registered principal of FINRA. Hug is also an active participant in industry events, including the American College, AALU, LIMRA and the ACLI.

Colette English Dixon,
Principal - Transactions, Prudential Real Estate Investors

Colette English Dixon is Principal - Transactions, for Prudential Real Estate Investors (PREI), a business unit of Prudential Financial. Since January 2008, she has been co-leader of PREI's national investment dispositions program, which is responsible for managing the sale of PREI's investment properties on behalf of its clients. In 2011, the PREI dispositions team completed the sale of more than \$2B in portfolio assets, for a total of more than \$7B in portfolio asset sales since 2008.

Prior to January 2008, she was responsible for sourcing real estate investments in multiple Midwest Region markets, covering all property types, including office, multi-family, hotel, industrial and retail properties. Through December 2007, Ms. English Dixon had received authorization for more than \$2.7 billion of new investments for PREI's clients.

From 1989 through early 1996, Ms. English Dixon was responsible for PREI and Prudential General Account property dispositions and exit strategy for investment properties located throughout the eastern United States. During this period, she was involved with more than \$380 million of real property sales. From 1986 to 1989, Ms. English Dixon was part of Prudential's Southern Region transactions unit.

Prior to 1986, Ms. English Dixon was with Prudential's property development group, overseeing all facets of the real property development process for wholly-owned and joint venture projects throughout the Southeastern U.S. Her activities included concept development and feasibility analysis, site acquisition, construction administration, asset management and project disposition.

Ms. English Dixon began her career with Prudential as an asset management analyst in 1979. She received her BBA from the University of Notre Dame. She earned her Masters of Business Administration from Mercer University.

Ms. English Dixon is the Immediate Past President of CREW Network, a Past President of CREW Chicago and a Past Chair of CREW Foundation. Ms. English Dixon also serves as Vice -Chair/Membership of the Purple Flight of the Urban Development-Mixed Use Council of ULI. Ms. English Dixon received the 2008 Conscientious Professional Award given by the Global Diversity Summit. She was recognized as a Woman of Influence in 2011 by Real Estate Forum magazine and awarded an Honorable Mention as 2011 Female Leader of the Year Commercial Property Executive magazine. Ms. English Dixon is on the Advisory Council for the Roosevelt University Marshall Bennett School of Real Estate and on the Advisory Board for the Goldie Wolfe Miller Scholarship Fund. Additionally, Ms. English Dixon is a member of the Board of Directors for the Oak Park River Forest Food Pantry. She has also been active in Jack and Jill of America, Inc, as a board member of Hepzibah Children's Association and on the alumni association for her alma mater, the University of Notre Dame.



DIVERSE MARKETS (CONTINUED)

Benjamin E. Robinson III, Chief Strategist, Prudential Annuities



Benjamin Robinson is vice president, chief strategist for Prudential Annuities. He is responsible for partnering with senior leaders across Annuities to execute on a broad range of initiatives, directly aligned to the goals and strategies of the organization.

Previously, Benjamin was chief strategist for Prudential Group Insurance, where he was responsible for corporate development and strategy including oversight of mergers and acquisitions, and development of new business capabilities for Prudential's Group Insurance.

Prior to joining Prudential, Robinson held a number of executive management positions at Bank of America Corporation where he was responsible for the strategic business direction for several business units. In his previous position as President and Chief Executive Officer of MasterCard Cardholder Solutions, he was responsible for the strategic management of the MasterCard International subsidiary.

Earlier in his career, he served as Congressional Advisor to the U.S. House of Representatives, Committee on Banking, Finance, & Urban Affairs. He advised former Congressman Joseph P. Kennedy II, Chairman, Subcommittee on Consumer Credit and Insurance. He also served as an officer in the United States Navy Reserve from 1995 to 2005.

Robinson earned a Bachelor of Arts in Rhetoric from Bates College, a Master of Arts in Public Policy from Trinity College, and a Ph.D. in Banking and Finance Policy from Union University.

An author of books, including *Financial Privacy & Electronic Commerce: Who's in My Business* (Writers Club Press, 2000), as well as numerous papers and articles on the banking industry, Robinson is internationally recognized in his field. In January 2003, he was appointed to the Federal Reserve Board Consumer Advisory Council. In 2002, Robinson was awarded The Jack Rudin & John G. Driscoll Distinguished Visiting Professorship at Iona College, New Rochelle, N.Y. He serves on the board of trustees of Pfeiffer University, The William Penn Charter School, and Providence Day School.

Ommeed Sathe

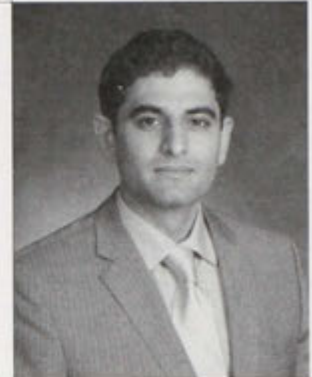
Vice President, Head of Social Investment Program, Community Resources Director, Newark Investment Fund

Ommeed Sathe is head of the Social Investment Program, a unit of the Community Resources Division of the Human Resources Department at Prudential. In this position he is responsible for underwriting, origination and pipeline development activities related to Prudential's \$400 million social investments portfolio. He is also director of the Newark Investment Fund, which provides investment resources to support the Strong, Healthy Cities Initiative, one of five collaboratives that comprise the Living Cities Integration Initiative.

Before joining Prudential in June 2011, Sathe was director of real estate development for the New Orleans Redevelopment Authority (NORA), a quasi-public entity that alleviates blight, redevelops residential and commercial properties and implement crucial public projects in New Orleans. He managed NORA's acquisition, redevelopment and disposition programs and raised more than \$400 million in capital to support development ventures.

Sathe also has served as a real estate and land use attorney with the Fried, Frank, Harris, Shriver & Jacobson law firm in New York City; a real estate development and urban planning associate with Jonathan Rose Companies in New York City; a law clerk in the United States Agency for International Development in Washington, D.C.; and an assistant to policy advisors with the President William J. Clinton Foundation.

Sathe has an undergraduate degree in neuroscience and urban studies from Columbia University; a Masters in City Planning from the Massachusetts Institute of Technology; and a J.D. from Harvard Law School.



Kimberly Supersano, Chief Marketing Officer, Prudential Annuities

Kimberly Supersano is vice president and chief marketing officer for Prudential Annuities. She is responsible for leading the Annuities Marketing team on the strategy, creation and delivery of marketing materials to drive profitable sales and reinforce the Prudential brand. Kimberly joined Prudential Annuities in 2003, with the American Skandia acquisition. She has held a variety of leadership roles in the organization including vice president and chief of staff, vice president of Marketing, vice president of International Retirement and most recently vice president of Strategic Initiatives.

Kimberly previously directed the corporate marketing function for the Save the Children Federation and performed management consulting services for the Marketing Corporation of America.

Kimberly holds a bachelor's degree from Dartmouth College and a MBA from Columbia Business School, Columbia University. She holds FINRA Series 6 and 26 licenses.



Going Global: Prospectives on Building a Global Career

As the United States continues to grow slowly out of the 2008 and 2009 recession, international markets, and more specifically emerging markets, are expected to be the world's growth engine. Over the next 10 years, GDP growth in the emerging markets is projected to be 3x GDP growth in the United States. This growth trend presents compelling international career opportunities. In this panel we will explore the backgrounds of panelists who have successfully navigated global careers and get their perspectives on several related topics, including how to select a foreign country to work in, if it is possible to be based in the US and frequently commute to an international market and still have an impact, potential "glass ceilings" as a foreigner and personal life trade-offs necessary for a global career.

MODERATOR

Christine Phillpotts,

Global Portfolio Manager, Grassroots Business Fund



Christine Phillpotts is the Global Portfolio Manager for the Grassroots Business Fund (GBF), a global impact investment fund that provides capital and business support to companies targeting underserved customers or suppliers in developing countries. The fund spun out of the International Finance Corporation in 2008 and makes debt, equity, and mezzanine investments in businesses with significant growth potential and impact in Africa, Asia, and Latin America. Christine sources, evaluates, and structures new investment opportunities, and supervises existing investments, working closely with portfolio company management teams. She also assesses key performance drivers and risks across the entire GBF portfolio and fosters relationships with global partners. Prior to GBF, Christine was an Equity Research Associate at JPMorgan Asset Management, covering stocks in the technology and telecommunication sectors for investment portfolios worth over \$100 billion. Prior to that role, she worked in JPMorgan Asset Management's Fixed Income division where she invested in high yield and investment grade securities. She was also an active member of JPMorgan's microfinance working group and worked with Kenya Women Finance Trust, a microfinance organization based in Nairobi. Christine earned a B.A. in economics and psychology at Columbia University and an M.B.A. from Harvard Business School. She holds the Chartered Financial Analyst (CFA) designation and was awarded the Robert Toigo Foundation and Morgan Stanley MBA fellowships. She is fluent in French and has a basic knowledge of Haitian Creole and Spanish.

PANELISTS

Biniam Gebre, McKinsey & Company, Partner

Biniam Gebre is a Partner in McKinsey & Company's Washington, DC Office, where he has worked primarily in the Firm's Social Sector, Public Sector and Financial Institutions Practices. His primary area of focus is public finance and international economic development with a functional expertise in strategy, risk management, and operations.

Most recently, Mr. Gebre helped a development agency develop a strategy on climate change, a public finance agency develop a strategy to expand in an effort to grow jobs, and work with a major metropolitan region in the US develop an economic development roadmap.

Biniam holds an M.B.A. in finance and economics from the Kellogg School of Management, Northwestern University and a B.A. in biochemistry from Williams College. Prior to McKinsey, Biniam worked as a research associate studying protein/DNA interactions using computational biochemistry.



Emmanuel Evita,

Manager Global Communications & Public Affairs, Google

Emmanuel Evita is a Global Communications and Public Affairs Manager for Google in Brazil, where he develops communications and press strategies that bring the magic of Google's products to life. Prior to joining Google in 2006, Emmanuel provided public relations and communications consulting services for clients as varied as the Organization for Economic Cooperation and Development, and the United States Department of Defense. He has also worked as a freelance journalist covering international affairs for wire service United Press International (UPI). Prior to embarking on a career in communications, Emmanuel worked for 10 years in software design, development and documentation for IT consulting firm, American Management Systems, Inc (now CGI-AMS), both in the United States and Germany. Emmanuel holds a MSFS (Master's of Science in Foreign Service) degree in US Security Policy from Georgetown's Edmund A. Walsh School of Foreign Service and Bachelor's degrees in Comparative Literature and Spanish Language and Literature from Yale University.



Val Carlotti, President, Goldman Sachs Brazil Bank



Val Carlotti is president of the Goldman Sachs Brazil Bank, where he is responsible for managing the São Paulo office across the divisions of the firm. Previously, he was a member of the management team within the Securities Division. In 2000, Val moved to Equities and FICC Management, where he spent time in the London and New York offices. Prior to that, he was an institutional salesperson in the Equities Division, covering hedge funds and mutual funds in US Shares Research Sales from 1997 to 2000. Val joined the firm in 1994 in the Investment Banking Division as a banker engaged in financing and mergers and acquisitions transactions in the Communications, Media and Entertainment Group. He was named managing director in 2001 and partner in 2006.

Val serves as a board member of the Boys Club of New York, the Studio Museum in Harlem, American Ballet Theatre and Prep for Prep. He is a member of the Executive Leadership Council and the Advisory Council of the Albert G. Oliver Program.

Val earned a BA from Yale University and an MBA from the Harvard Graduate School of Business.

Teresa H. Clarke, Chairman & CEO, Africa.com LLC



Africa.com is changing the way the world sees Africa. Africa.com is the fastest growing Africa-related website, with nearly five million page views per month from users in over 200 countries. Africa.com gives its users premium content on travel, business, blogs, news, and analysis, by creating much of its own content, and partnership with organizations such as the Committee on African Studies at Harvard University, McKinsey & Co., Brookings Institution, Council on Foreign Relations, and the Mo Ibrahim Foundation.

At Goldman Sachs & Co, Ms. Clarke was a managing director in the investment banking division, where she led mergers and acquisitions and corporate finance transactions for Fortune 500 companies in the U.S. and in Europe. She also led the Goldman Sachs Africa-Aspen Program, a leadership development project for emerging public- and private-sector African leaders.

Ms. Clarke lived in South Africa from 1995-2000 during which time she taught corporate finance in the MBA program at Wits Business School and served on the investment committee of a private equity fund that invested in the Southern Africa region.

Ms. Clarke co-founded the Student Sponsorship Programme of South Africa (www.spsa.org). SSP provides academically talented but economically disadvantaged South African students with scholarships and mentors to attend private schools. SSP has provided scholarships to more than 600 South African high school students, valued at more than \$10 million since its inception more than a decade ago.

Ms. Clarke is a member of the Council on Foreign Relations, and serves on the boards of the Student Sponsorship Programme South Africa, Southern Africa Legal Services (Legal Resources Centre), the Tony Elumelu Foundation, the Opportunity Agenda, and the Harvard Business School Club of New York City.

Ms. Clarke received a bachelor's degree in economics, cum laude, from Harvard College, an MBA from Harvard Business School and a J.D. from Harvard Law School.

What We Learned After Graduation: Alumni Tell Their Stories

Business school applicants are asked to envision how they will utilize their MBA in the future. How do post-graduation careers match up to those aspirations and dreams? How do market shifts, personal growth, changing priorities, and unforeseen factors and influences affect the early stages of a career? HBS graduates from a range of backgrounds and fields will share experience and insights from the perspective of five, ten, and fifteen years out—and what they wish they had known on graduation day! This lively, down-to-earth session on the personal side of business will engage all attendees—from prospective students and current MBAs to alumni. Powered by The Bert King Foundation.

MODERATOR

Demond Martin, MBA '01

Demond is a partner at Adage Capital Management in Boston, which he joined after graduating from HBS. He currently manages the firm's retail portfolio.

Demond was elected student body president at the University of North Carolina, Charlotte, where he earned a degree in accounting. Soon after graduating he accepted a job offer from President Clinton's White House Chief of Staff, Erskine Bowles. For a year and a half as Bowles' assistant Demond worked forty feet from the Oval Office. He subsequently gained private sector experience at Arthur Andersen prior to enrolling at HBS.

Demond served as co-president of AASU at HBS. He is a former treasurer of the board of trustees for Roxbury Preparatory Charter School and currently serves on the board of St. Elizabeth's Hospital in Brighton, MA. His wife, Kia, is a professor at Wheelock College. The Martins have established a fund at UNC Charlotte that awards scholarships to graduates of the University Transition Opportunities Program (UTOP) and to juniors accepted into the Teacher Education program in the College of Education and into the Belk College of Business.

PANELISTS

Earl Gordon, MBA '08

Earl graduated from the Leonard N. Stern School of Business at New York University with a degree in Finance and International Business and began his career as an investment banking analyst at Goldman Sachs. He subsequently became an associate director at UBS in the private equity group, and for two years prior to business school he was an associate at Altaris Capital Partners, a healthcare private equity fund.

While at HBS, Earl took the opportunity to refocus his career and pursued a management role at an innovative young company. After graduation, he served for two years as director of Strategic Planning at Kidrobot, a fast-growing manufacturer, retailer, and distributor of designer toys and apparel. He then joined the launch team for Soap.com, a brand of Quidsi, Inc., a family of direct-to-consumer e-commerce specialty sites acquired by Amazon.com in 2011. He then helped launch Quidsi's Wag.com, a pet products site, and served as director of Marketing until March 2012. He is currently exploring a range of possible new opportunities focused on entrepreneurship and building great consumer experiences.

Kimberly Keating, MBA '95

Kim is the founder and managing director of Keating Advisors, an organizational development consulting firm headquartered in Washington DC. Keating Advisors works with companies to build and manage HR systems that enable organizational success. The firm's areas of expertise include organizational effectiveness, compensation system design and implementation, incentive plan development, and performance management. Before establishing Keating Advisors, Kim was a senior consultant at Mercer Human Resource Consulting, and previously led the rewards function for The Advisory Board Company, a strategic research think-tank.

At the outset of her career, Kim was drawn to Wall Street and joined Morgan Stanley as an analyst after majoring in finance at Southern Methodist University. But she was soon attracted to the mission of the recently launched Teach for America program and became the young organization's first chief financial officer before she applied to business school. She then chose to defer her admission to accept a Rotary Foundation scholarship which covered a year of study and goodwill ambassadorial service in Nairobi, Kenya.

Kim began her career in strategic human resource management after graduating from HBS, serving first as a consultant with Sibson & Company. She was subsequently recruited to design and develop the human resources function at the Motley Fool, a multi-media financial services and education company.

Kim is also an adjunct professor at Johns Hopkins University in the School of Professional Studies in Business and Education. Her husband, Bill Keating (MBA '93) is president of Urban Service which provides comprehensive waste management services to the public and private sector including support for client's green initiatives.

ALUMNI INSIGHTS (CONTINUED)

Craig Robinson, MBA '02

Craig is president of Corporate Services in the New York office of Cassidy Turley, a commercial real estate services provider based in St. Louis. As a member of the firm's executive team he also serves on the board of directors and executive committee. His responsibilities encompass business development, account operations, and strategic planning. He is currently focused on expanding the firm's real estate outsourcing solutions for corporations, health care organizations, and public institutions. He also directs investments in talent, technology, and innovation for the benefit of Corporate Services clients.

He was previously managing director of Strategy and Consulting for CB Richard Ellis Global Corporate Services where he lead a Northeast region team that provided corporate real estate solutions for Fortune 500 organizations. He was also responsible for global client development, key account management initiatives, and platform development strategies. Prior to CBRE he structured and managed commercial real estate investments for AIG Global Real Estate (AIG), including Atlantic Station, a \$3 billion mixed-use development project in Atlanta. Before AIG, Craig was senior vice president and director of Strategic Services for Trammell Crow where he co-led the launch of its Government and Public Sector practice group. Before entering the commercial real estate field, he worked for Arthur Andersen Business Consulting in Europe. He interned at Goldman Sachs between his first and second year at HBS. He holds a degree in Management of Information Technology at MIT where he served as president of his class.

Craig was AASU co-president while at HBS. His commitment to service has included work with a number of organizations focused on economic development and disadvantaged youth. His wife, Modupe Akinola Robinson (MBA '01/Ph.D. '09), is an assistant professor of management at Columbia University.

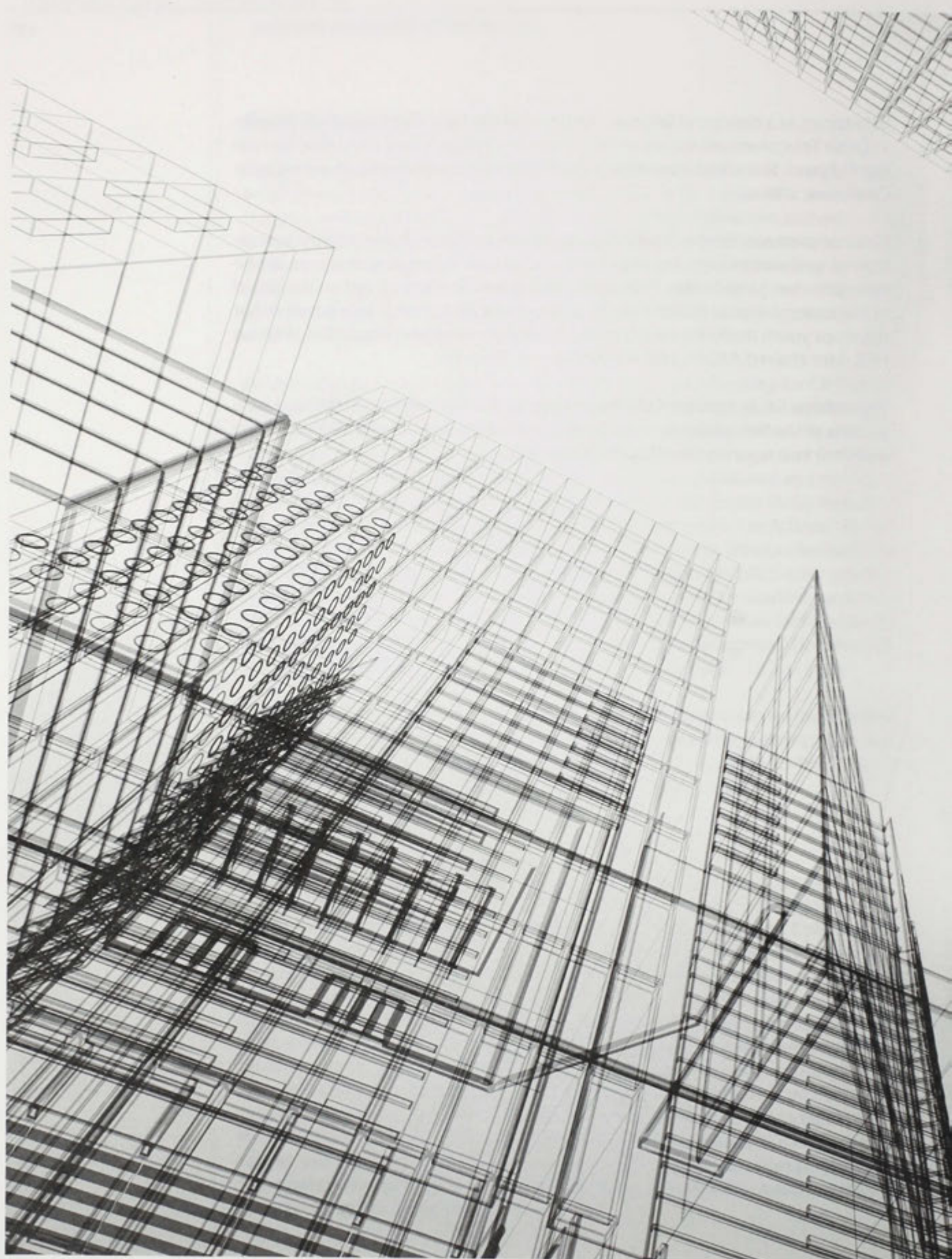
Sara Clarke, MBA '97

Sara is senior vice President of Corporate Strategy, Analysis, and Communication at Showtime Networks Inc. (SNI), based in New York. She leads analysis and packaging recommendations that contribute to record subscriber, revenue, and OIBDA growth. In addition, she redesigned and administers the company intranet, most recently developing an innovative iPad Resource Center to support the sales force and other departments. Sara also designed and executes an annual Intern Group Project Program, immersing the summer interns in educational assignments tailored to SNI's business strategy. This has consistently proven to be mutually beneficial, with interns generating fresh ideas and recommendations that SNI has been able to use. In addition to her core responsibilities, Sara conceived and executed SHO Green to advocate sustainable practices throughout the organization and heighten awareness of environmentally conscious efforts already in place at Showtime.

Sara serves as a director at large on the Board of the New York Chapter of Women in Cable Telecommunications, and co-chairs the Prime Access Executive Mentoring Program. She is also a member of National Association for Multi-ethnicity in Communications.

Sara complements her professional pursuits with volunteer commitments to both alumni and community organizations, and enjoys mentoring students at the Young Women's Leadership School of East Harlem. She has served on the Board of Directors of Global Action Project, a non-profit educational organization that develops youth leaders through media production and peer education. While at HBS, Sara chaired AASU's 25th Anniversary conference.

She holds a BA in Modern Culture and Media from Brown University and is an alumna of the Betsy Magness Leadership Institute. She and her husband, Walter, and their two sons reside in South Orange, NJ.



The Blueprint

Defining the Path to Success

The 40th Annual H. Naylor Fitzhugh Conference

Breakout Session 2

1:30 – 3:00 PM

Zig-Zagging to the Top:

The Pros and Cons of Job Hopping (Powered by McKinsey & Co.)

Cape Cod, 3rd floor

Doing Good While Doing Well:

Leveraging your MBA to Make a Social Impact

Martha's Vineyard I, 3rd floor

The Talent Worth Retaining:

Lessons from Leaders in Human Capital

Nantucket, 3rd floor

Entrepreneurial Ventures Competition

Martha's Vineyard II, 3rd floor

Zig-Zagging to the Top: The Pros & Cons of Job Hopping

Our generation is increasingly shifting towards a career model that explores a variety of experiences over shorter time periods. Instead of spending years at one company, business school graduates are approaching their careers in a much more fragmented way – aiming to leverage 1-2 years at one company for bigger and better opportunities at the next. Is there anything wrong with the 2 or more jobs the average business school graduate holds within 5 years of graduation? Research indicates that people who stay in one place ultimately make more money than those who bounce around to multiple companies. This breakout session will discuss the benefits/tradeoffs of switching jobs and explore multiple ways to create a sustainable career across various trajectory models. Powered by McKinsey & Company.

PANELISTS

Rayford Davis

General Management/Business Development Professional,
McKinsey & Co.



Through operating and advisory roles, Rayford Davis has built a career in general management and business development within for-profit, non-profit, and education organizations.

Most recently, he was the Deputy Chief Operating Officer at Howard University, where he served as part of a leadership team that delivered enterprise financial improvement from -\$49M in FY2009 to \$13M in FY2011. Before joining Howard University, Rayford was an Engagement Manager in McKinsey and Company's Washington, DC office, where he focused on engagements in education and service operations.

Prior to his professional work in education, Rayford developed an expertise in digital media business development through leadership roles at Cox Enterprises (owner of Cox Communications, AutoTrader.com, and other properties), Procter and Gamble, Ethcentric (a venture funded interactive marketing firm), and in McKinsey and Company's Chicago Office (as a part of the E-Commerce Retail Practice).

Rayford graduated magna cum laude from Florida A&M University with a BS in Chemical Engineering-Materials and from Harvard Business School with an MBA with Distinction degree. While at HBS, Rayford was a Class of 2003 AASU Co-President, and since then, has served on the HBSAAA Admissions Advisory Board. He currently resides in his hometown of Atlanta, GA with his loving wife Dione and beautiful daughter Daphne.

Biniam Gebre, Partner, McKinsey & Co.

Biniam Gebre is a Partner in McKinsey & Company's Washington, DC Office, where he has worked primarily in the Firm's Social Sector, Public Sector and Financial Institutions Practices. His primary area of focus is public finance and international economic development with a functional expertise in strategy, risk management, and operations.

Most recently, Mr. Gebre helped a development agency develop a strategy on climate change, a public finance agency develop a strategy to expand in an effort to grow jobs, and work with a major metropolitan region in the US develop an economic development roadmap.

Biniam holds an MBA in finance and economics from the Kellogg School of Management, Northwestern University and a B.A. in biochemistry from Williams College. Prior to McKinsey, Biniam worked as a research associate studying protein/DNA interactions using computational biochemistry.



Harold Martin, Engagement Manager, McKinsey & Co.

Harold Martin is an Engagement Manager in the Atlanta office of McKinsey & Company, where he serves clients in consumer-related sectors and focuses primarily on growth strategy and post-merger management. Harold joined McKinsey & Company as a Summer Business Analyst, returned as a Business Analyst, and ultimately re-joined after graduate school as a Senior Associate.

Born in Winston-Salem, NC, Harold graduated summa cum laude and Valedictorian from Morehouse College with a B.A. in Business Administration. He earned a JD from Yale Law School and an MBA from Harvard Business School. While a student at HBS, Harold served as President of Section E and an active community volunteer.

Harold is an active member of the Atlanta Community, where he was recently selected as a member of the LEAD Atlanta Class of 2012. He also serves as a member of the Presidential Advisory Council at Oglethorpe University and the Dean's Advisory Council and Renaissance Commission at Morehouse College.



Doing Good While Doing Well: Leveraging Your MBA to Make a Social Impact

Harvard Business School promotes a transformational educational experience to educate leaders who make a difference in the world. As a result, outside of their day jobs, HBS alumni have long been active volunteers in their community and offered financial and other resources to give back. Recently, however, students have also begun to realize that it is not necessary to separate one's professional aspirations from their passion for helping others. During the "Doing Good While Doing Well: Leveraging Your MBA to Make a Social Impact" panel, seasoned professionals will provide their insights on the evolving social impact landscape and the value that they are able to offer their community drawing from their MBA education. This discussion will provide conference participants with guidance on how to develop a social impact focused career, specifically highlighting both the pros and cons relative to more traditional career options.

MODERATOR

Greg Shell, Portfolio Manager, GMO



Greg (HBS '01) is a member of the International Active team at GMO, a global \$100B investment management firm in Boston, and co-manages the U.S. sleeve of the Global Active Portfolio. Prior to joining GMO he was a senior equity analyst at Columbia Management and a consultant at Bain & Co. in the Strategy practice and Private Equity Group. He was an associate at Putnam Investments prior to business school. At HBS Greg was a Robert Toigo Foundation Fellow and served as corporate relations co-chair for AASU.

Greg and his wife, Michelle (HBS '03), met as undergraduates at MIT where Greg majored in Political Science with a concentration in Economics. They decided to stay in Boston to work and raise their family and have made a deep sustained commitment to serving the community. Greg is currently chair of the Roxbury Prep Charter School board of trustees and serves on the Board of Directors of The Boston Foundation, Chestnut Hill School and is on the New England Advisory Committee of the Federal Reserve Bank of Boston. Michelle is a vice president and business line manager in the Asset Allocation Division at Fidelity Investments. Outside of work, Michelle chairs the Massachusetts Convention Center Authority and serves on the Board of Directors of My Sister's Keeper, which assists communities of women around the world, and Community Servings, which provides meals and nutrition education to critically ill patients.

PANELISTS

Heidi Brooks,

SVP & Director of Charitable Giving, Citizens Financial Group

Heidi heads the Citizens Charitable Foundation, and sets strategy and direction for Citizens' community outreach efforts. Prior to joining Citizens, Brooks spent several years as Director of Community Relations for John Hancock Financial, a subsidiary of Toronto-based Manulife Financial, and doing consulting and business development at The Bridgespan Group, a nonprofit strategy consultancy.

Prior to business school, Brooks worked in Africa, Asia, and Latin America managing, designing, and auditing development programs for Africare, Catholic Relief Services, the International Finance Corporation, the Asian Development Bank and others in the field of international development. She has worked in 15 countries and traveled to more than 75.

Brooks holds a B.A. in Government and International Studies from the University of South Carolina, an M.A. in International Affairs from the Johns Hopkins School of Advanced International Studies, and an MBA from Harvard Business School. Fluent in French and Spanish, conversant in Vietnamese, she is an award-winning salsa dancer, and loves skiing, scuba diving, training for marathons and singing Vietnamese folk songs. She is married and has two wonderful little girls.



Constance Jones,

Director of Program Evaluation & Operations, KIPP Foundation

Constance Jones is the Director of Program Evaluation & Operations for the KIPP School Leadership Programs (KSLP) Team at KIPP Foundation. In this role, she leads the KSLP Team's rigorous program evaluation and operations efforts to ensure that KIPP leaders across the country continually receive world-class professional development. In addition, Constance oversees various projects, including hiring and development initiatives, for the KSLP Team. She previously served as a Director for Hyatt's Spa Division, where she trained new and turnaround spa teams throughout North America. Prior to Hyatt, she managed over 150 physician and hospital accounts for Johnson & Johnson. Constance received a Bachelor of Science degree in Business Administration from The University of North Carolina at Chapel Hill and a Master of Business Administration from Harvard Business School. She is currently an active member of the HBS African-American Alumni Admissions Advisory Board, and also serves on the finance committee for the KIPP Gaston Board of Directors. Constance particularly enjoys spending time with her nine, amazing advisees at UIC College Prep (a Noble Street School) and is looking forward to seeing them matriculate to college in 2012. She is a proud native of Durham, North Carolina who currently lives in Chicago.



Breakout Session 2

38

SOCIAL IMPACT (CONTINUED)

John Alford

Senior Director of Turnaround, New York City Department of Education



John Alford is the Senior Director of Turnaround for the New York City Department of Education, working to improve the city's most underperforming schools. John is the founder of NOLA 180°, a turnaround charter management organization in New Orleans, Louisiana. John served as middle school principal for the NOLA 180°'s first school, Langston Hughes Academy. Langston Hughes Academy was the first school built in New Orleans after Hurricane Katrina.

Prior to his work in New Orleans, John was the National Director of Trailblazing for KIPP Foundation. John led the organization's expansion from two schools in 2001 to forty-three schools in 2005. John taught fifth grade math at KIPP Ujima Village Academy in Baltimore, Maryland where his students scored in the top 15% in the city on the state assessment. John has a BS in Industrial Engineering from North Carolina A&T State University and an MBA from Harvard Business School. In his previous career, John worked at General Motors as a supplier development engineer working to turn around failing suppliers.

Breakout Session 2

HUMAN CAPITAL

The Talent Worth Retaining: Lessons from Leaders in Human Capital

Young professionals constantly search for ways to exhibit superior workplace performance. The impact of the global economic downturn on the labor market has only intensified this search. Simultaneously, companies have even greater incentive to attract and retain the best talent in order to meet the challenges of the times. During The "Talent Worth Retaining: Lessons from Leaders in Human Capital" panel, seasoned human capital professionals will provide their insights on the skills and attributes that make an early career professional "the talent worth retaining." This discussion will provide conference participants with guidance on how to develop their own careers, including the critical factors for becoming a great people manager in addition to being a great business manager.

MODERATOR

Aaron Mitchell, Associate, Citi

Aaron Mitchell, joined the Human Resources Management Associate rotational program at Citi in August of 2011. In his current rotation, Aaron is supporting compensation within Citi Capital Advisors, a global alternative asset management platform that offers a broad range of innovative investment products to select institutional investors.

Aaron has over 8 years of Human Resources experience. Before completing his MBA and joining Citi, he was a Human Resources Manager for Bolthouse Farms, Inc., a large food processing company in Bakersfield, CA. In addition to managing the firms recruiting, HRIS and compensation processes, Aaron was involved in organizational design and restructuring issues that impacted the organization both during growth and contraction.

While in Bakersfield, Aaron served as President of the Kern County Chapter of the Society for Human Resource Management as well as a board member for the Kern County Economic Development Board. He currently serves as a mentor for iMentor in New York City.

Aaron holds a BBA in Human Resource Administration from Temple University in Philadelphia, PA and completed an MBA at Harvard Business School in May 2011. While attending HBS, he simultaneously served as the Co-President of the African-American Student Union and the Human Capital Management Club. He is a 2011 recipient of the Bert King Award Fellowship.



PANELISTS

Ted Childs, Founder & CEO of Ted ChildsTM, LLC.

In August, 2006, J.T. (Ted) Childs, Jr. retired from IBM after a distinguished 39 year career as a member of their corporate Human Resources team. Upon retiring, he founded Ted ChildsTM, LLC. The role of Ted ChildsTM LLC is to serve as a global "Strategic Diversity Advisor" to Senior Management and a client's Workforce Diversity team.

While at IBM, Ted held a variety of human resource assignments, including fifteen years of executive responsibility for global workforce diversity programs and policies. In addition, Ted served as Executive Assistant to Dr. Benjamin L. Hooks, Executive Director of the NAACP, on an IBM Social Service Leave from March 1982 to September 1983. Ted is a graduate of West Virginia State University, a member of the board of directors and a past president of the University's Foundation, and a life member of the West Virginia State University National Alumni Association.



In December 1989, Ted was appointed by Governor Mario Cuomo to the New York State Governor's Advisory Council on Child Care. In 1992, Ted was named co-chair of the National Council of Jewish Women's Work Family Advisory Board, and presented with their Founder's Award for commitment to quality of life issues for U.S. families.

In 1995, Ted was appointed as an official delegate to the 1995 White House Conference on Aging. In 1996, Ted was invited by Vice President Albert Gore to serve on the eight person planning team for the 1996 Family Reunion "V" that the Vice President and Mrs. Gore hosted in Nashville, Tennessee. In 1997, Ted was named by Working Mother magazine as one of the 25 Men Friends of the Family who have made it easier for working parents to raise and nurture children. Also in 1997, U.S. Treasury Secretary, Robert E. Rubin appointed Ted as an advisor to the Secretary's Working Group on Child Care. In November 2006, the U.S. Embassy in the Hague and the Leadership Conference on Civil Rights Education Fund convened "Diversity Dialogue - Sharing Ideas, Building Bridges: A Dutch - US Muslim Dialogue." Ted was the U.S. business representative / speaker at this event. In 2007, the National Council of Disability submitted to President Bush its report, "Empowerment for Americans with Disabilities: Breaking Barriers to Careers and Full Employment." Ted chaired the Business Advisory Council component of the national team that prepared the report.

In 1998, The National Association of Child Care Resource and Referral Agencies presented Ms. Joan Lombardi, Deputy Assistant Secretary, U.S. Department of Health and Human Services, U.S. Senators Ted Kennedy and Orrin Hatch and Ted with its Lifetime Achievement Award. In March of 2000, Ted received the Diversity Awards 2000 for Excellence in Diversity in the Corporate Sector from Working Mother magazine. In 2003, the Human Rights Campaign presented IBM and Ted with its Corporate Leadership Award.

In 2004, the Families and Work Institute presented Ted with its Work/Life Legacy Award. In 2006, Ted received the Trailblazers in Diversity Award from the Chief Diversity Officer's Forum, sponsored by Bennett College; and, Working Mother Media announced The Ted Childs Life / Work Excellence Award to be given annually to the individual who by their distinctive performance has contributed to the field of Life / Work in the business community. In 2011, Ted received the "Omega Century Award of Excellence" by Omega Psi Phi Fraternity, Inc. which salutes members of the fraternity in the areas of Business, Civic and Political Involvement. Ted was also the third recipient of "The Captain Charlie Tomkins Award". This is a civilian award given by the United States Navy recognizing all of his contributions to the Navy that have made it a better place for all naval personnel.

In 2009, Ted delivered the keynote address for the Danish Institute for Human Rights Awards Ceremony in Denmark; and one of the two keynotes at the Third European Community Equality Summit in Stockholm, Sweden.

Ted is a member of the Executive Leadership Council (ELC); The Families and Work Institute Board of Directors, and was installed as a Fellow in The National Academy of Human Resources in 2001. Ted has received Honorary Doctorate of Humane Letters Degrees from Pace University (2001), West Virginia State University (2003), and

Our Lady of the Elms College (2005). Ted holds life memberships in the National Association of African Americans in Human Resources, The National Council of Negro Women, Inc., The National Organization of Women (NOW), Omega Psi Phi Fraternity, Inc., the NAACP, the Sierra Club, and the Bass Anglers Sportsmen Society.

Marietta Cozzi, Vice President of Staffing, Prudential

Marietta Cozzi is the Vice President of Staffing, and in that role is responsible for the strategic oversight for the acquisition of the company's most competitive advantage-its talent.

In 2005, she joined Prudential to transform the company's talent acquisition capability. She leads Prudential's Staffing function, including experience hiring, campus recruitment, diversity sourcing, employment branding, and the assessment programs used to drive quality of hire. She is responsible for the development and execution of strategies to recruit diverse, high quality talent across Prudential's businesses.

Prior to joining Prudential in 2005, Cozzi served as vice president of Human Resources at the American Express Company for 18 years, where she led the company's global assessment, selection and recruitment functions. She previously held positions including vice president, Employee Relations and Human Resources Generalist.

Cozzi maintains an active role in her profession by serving on the board of the Center for Human Resource Management in the College of Business at Florida State University. She was also past vice president of the Broward County Urban League.

Cozzi earned a B.S. degree in Business from Florida State University, and a M.S. degree in Management from St. Thomas University.



Fred Keeton

Vice President of Finance, External Affairs & Chief Diversity Officer for Caesars Entertainment

Fred Keeton is Vice President of Finance, External Affairs and Chief Diversity Officer for Caesars Entertainment, the world's largest gaming entertainment company. In this role, he oversees operationalizing diversity and inclusion in Human Resources, Supplier Sourcing, Community Reinvestment, Design and Construction, Marketing, Innovation and Continuous Improvement. He leads its senior executive team on issues pertaining to reputation, management, government regulatory relations diversity and inclusion awareness, and driving business outcomes through Diverse by Design (DbyD) Teams.

Keeton is widely respected for his knowledge and business acumen and is a noted and sought after speaker. Keeton articulates the requirement for inclusion



HUMAN CAPITAL (CONTINUED)

driven business enhancement and provides passionate leadership. Fred's veteran business and corporate relations experience allows him to effectively address dynamic and highly challenging issues in our ever changing political, social and economic environment.

Keeton was born Morton, Mississippi in 1957, and the youngest of eleven children. His parents, Fred Keeton Sr. and Elizabeth McCoy Keeton instilled in each of their children the importance of integrity, education and personal achievement; qualities he instills in others today. 1975 He entered Jackson State University in Jackson, Mississippi working toward a bachelors of Science degree in political science, concurrently working full-time for at Allstate insurance company to pay for school. Keeton's career has taken him from an insurance customer service representative, claims adjuster, licensed insurance broker/agent and Manager in Risk and Insurance Management to Director Corporate Claims Management, Director of State Government Affairs, Vice President Government Affairs, and finally Vice President of Finance, External Affairs and Chief Diversity Officer.

Throughout Keeton's tenure he has developed relationships with community and philanthropic leaders, government officials, and key business leaders. Fred serves as Co-Chair of the American Gaming Association's Diversity Task Force, is a member of the governing board of the National Minority Supplier Development Council (NMSDC) and continues to take a national leadership role in our country's quest for full inclusion and global economic leadership.

Christopher R. Powell,

Executive Vice President, Human Resources, Scripps Networks Interactive



Christopher Powell is responsible for the strategy, development and delivery of initiatives, programs and policies to recruit, develop, retain and reward employees for Scripps Networks Interactive. In addition, he leads the company's efforts related to diversity and other key strategic initiatives.

Prior to assuming his current role in 2008, Powell joined the E. W. Scripps Company (Scripps) as the divisional head of human resources for Scripps Networks in February 2007. Before assuming his role at Scripps, Powell served as vice president of human resources for the global financial services company, ING, in Atlanta. Powell worked for Marriott International in Washington, D.C. in various corporate human resources roles. Powell was previously assistant director of admissions for Northwestern University (his alma mater) and worked in human resources for Deloitte & Touche in Chicago. Prior to his human resources career, Powell worked in sales and marketing with the Ford Motor Company.

In addition to his daily activities as the head of human resources, Powell chairs the company's Benefits Committee, serves on its Diversity Committee and its Management Committee. He is currently a member of the Knoxville Area Urban

League, 2012 Leadership Knoxville Program and the University of Tennessee Chancellor's Associate Council. In addition, he serves as a member of the board of directors for Women in Cable & Telecommunications (WICT) and is board vice president/president-elect for the Cable and Telecommunications Human Resources Association (CTHRA).

For his work in the cable industry, Powell received the National Association for Multi-Ethnicity in Communications (NAMIC) Luminary Award at the 2008 NCTA Cable Show. Also in 2008, Powell attended CTAM's Executive Education Program at Harvard University. He's been nationally recognized multiple times as one of the "100 Most influential Blacks in Corporate America" by Savoy magazine and has been named to CableFAX's "Top 75 Most Influential Minorities in Cable" list the last four years (20



ENTREPRENEURIAL VENTURES COMPETITION

Entrepreneurial Ventures Competition

The AASU conference seeks to raise awareness of issues relevant to its community as well as highlight the accomplishments of its members. Consistent with those themes, the competition seeks to highlight new potential businesses that members of the AASU community and other historically underrepresented minority groups have envisioned. Funding for this competition was provided by the Ewing Marion Kauffman Foundation.

Competition Judges

Rob Ruffin, Principal, Bain & Co.



Rob Ruffin joined Bain & Co. in 2005. He is a principal in Bain's Boston office. Since joining the firm, he has worked in the Industrial Products and Performance Improvement practice areas. Rob has cross-industry experience in strategy development, manufacturing turnarounds, and process improvement implementations.

Over more than 7 years in consulting, Rob held manager-level positions at both PwC and Booz Allen & Hamilton. He led teams in post-merger integration, innovation management, and growth strategy in the automotive, technology, aerospace & defense, and consumer products industries. Before entering consulting, Rob gained 5 years of industry experience as a process engineer at DuPont.

Rob earned an MBA from Harvard Business School and a Bachelor of Science degree in Mechanical Engineering from Swarthmore College. While at Swarthmore, he was a McCabe Scholar and received All American honors in Football.

Rob currently lives in downtown Boston and is an avid golfer.

Akilah Rogers, Owner, Rogers Empire, LLC

Ms. Akilah Rogers is the owner and operator of a real estate investment firm in Chicago, Illinois, called Rogers Empire, LLC dba Naeem Enterprises. In this position she oversees the purchase, rehab, and rental of foreclosed homes on the south side of Chicago. Prior to starting the company in 2009, Akilah matriculated at the Harvard Business School and focused on entrepreneurship and real estate. She interned, during the summer of 2008, at the Walt Disney Imagineering group in Celebration, Florida with the real estate development department.

After college, Akilah began her career in the Research Department at Ariel Investments, an asset management firm. Before leaving for business school she also worked in the Marketing Department.

She graduated from Williams College in 2004 with a BA in Economics. While at Williams she was a starter on the volleyball team that advanced deep into the NCAA post season playoffs (1 "Elite 8" and 2 "Final Fours") for 3 consecutive years. She was named a team captain as a junior and senior. Akilah was also the President and choreographer of one of the school's hip-hop dance troupes. She also was selected as a Class Marshall for the Convocation her senior year. Akilah has participated in a number of community organizations including Big Shoulders, Tax Assistance Program, Urban Prep Charter School and several others that she created.



André Taylor, Entrepreneur and Media Personality

André Taylor is an award-winning entrepreneur, strategic thinker, dynamic speaker, and media personality. He's the author of a series of books, videos, and learning programs on winning, leadership, personal effectiveness, and business success. His most popular books include: *You Can Still Win!: Break Through, Bounce Back, Come from Behind and Flourish*, and *Winning In Sales: The 7 MUSTS: Succeed In The Modern Game of Selling*.

He's a frequent contributor to ABC News, "Money Matters," and regularly appears on broadcast and cable television, radio, Internet programming and in print publications. He's a serial entrepreneur and founder of Taylor Insight Worldwide, a premier leadership development firm providing innovative, forward-moving advice, information, and resources for high-potential individuals, entrepreneurs, and entrepreneurial enterprises.



Competition Finalists

BeautyX

Entrepreneur: Jamira Cotton

BeautyX is an ecommerce website to help women of color easily find beauty products that solve their needs by sending them monthly samples of products selected for their unique beauty concerns to drive their product purchases.

Intellievents

Entrepreneurs: Mark Elbadramany, Dezmon Landers, Ajay Prasad, Ayden Ye

Intellievents™ was founded in 2012 with the vision of maximizing the way people experience their favorite events by transforming how event organizers and marketers interact and learn from their customers—in real-time.

Excelegrade

Entrepreneurs: Lauren Miller, Jason Brein, Joy Buolamwini

Excelegrade will produce online software that facilitates the K–12 education sector's widespread transition towards effective standards-based, data-driven instruction. The product will allow instructors to design standards-based assessments, administer tests on mobile devices, automatically grade and track student performance, conduct rigorous data analysis, and create individualized progress reports for students, parents, and administrators—features that will simultaneously save teachers' time and improve students' educational outcomes.

CommonDividend

Entrepreneurs: Zainep Mahmoud, Rashan Jibowu

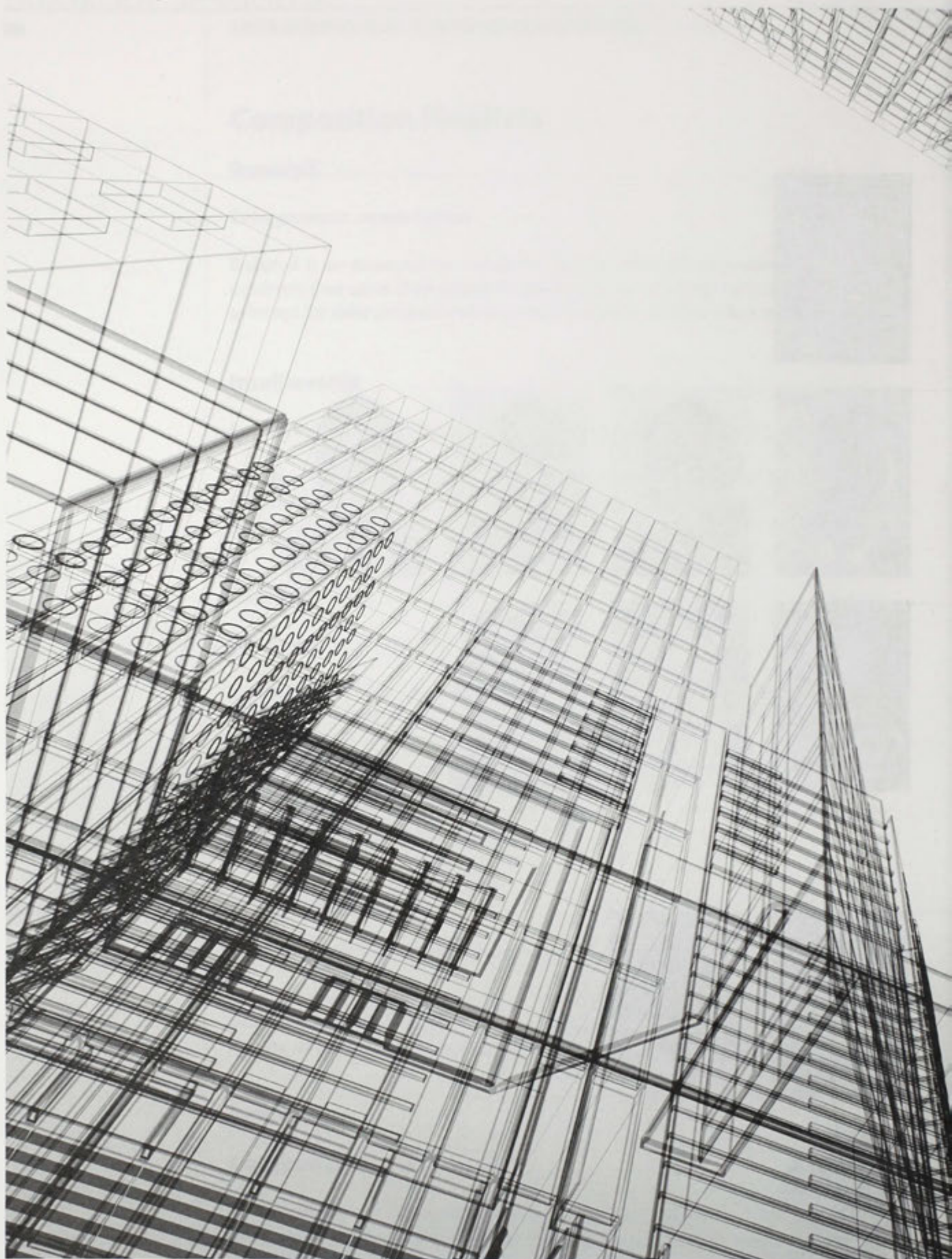
CommonDividend is the first online investing platform that enables social impact investors to find and invest in local small businesses, social enterprises, and community development projects that improve local communities.

Voluminosa

Entrepreneur: Christina Marshall

Voluminosa is an online, made-to-measure apparel brand for youthful, style-conscious plus-size women looking to add fashion, fit and personalization to their wardrobes. Voluminosa translates trend and lifestyle into confidence-boosting fashions that uphold Style, True Fit, and Fullness of Life.





The Blueprint

Defining the Path to Success

The 40th Annual H. Naylor Fitzhugh Conference

Breakout Session 3

3:30 – 5:00 PM

Your Road Less Traveled:

Creating a Work-Life Balance of Your Own (Powered by BCG)

Cape Cod, 3rd floor

A Tale of Two Cities:

Urban Development in Corporate America

Nantucket, 3rd floor

The Entrepreneurial Challenge:

Moving from Idea to Action

Martha's Vineyard I, 3rd floor

Your Road Less Traveled: Creating A Work-Life Balance Of Your Own

Your best individual work-life balance will vary over time, often on a daily basis. The right balance for you today will probably be different for you tomorrow. There is no perfect, one-size-fits-all balance you should be striving for. During our careers, we all encounter unexpected circumstances as well as exciting opportunities, and each of us will explore a range of personal and career development options. The best work-life balance is different for each of us because we all have different priorities and different lives. Nneka Rimmer is a Partner and Managing Director in the BCG Chicago office. In addition to juggling a demanding career in the Consumer and Social Impact practice areas, Nneka is also involved in multiple community boards, is the BCG Diversity Recruiting Vice President, and is the mother of two young children. Come hear Nneka Rimmer and a panel of BCG consultants discuss strategies for creating an effective work-life balance of your own in an ever-changing professional world. Powered by The Boston Consulting Group.

PANELIST

Nneka Rimmer, Partner & Managing Director, Boston Consulting Group



Nneka Rimmer is a Partner and Managing Director with The Boston Consulting Group. She joined BCG in 2001 and is a member of BCG's Consumer Goods and Retail Practice group. During her tenure with BCG, Nneka has worked with clients in the consumer goods, high tech, pharmaceutical, and industrial goods industries. She has also worked with multiple clients in the public sector, including large-scale not-for-profits and district and state K-12 education providers.

At BCG, Nneka's public sector experience includes

- Development multi-year strategic plans for multiple Chicago area not-for-profits including After School Matters, Metropolitan Family Services, & Lincoln Park Zoo
- Development of an economic revitalization plan for a major US city
- Development of multi-year teacher effectiveness strategy and stakeholder management plan for Prince George's County Public Schools (PGCPS)
- Leading stakeholder engagement components of district-wide high school transformation strategy for Chicago Public Schools (CPS)

Beyond the public sector, Nneka's experience includes

- Serving as regional expert on consumer trade programs, leading efforts to transform \$5B+ of trade programs
- Leading multiple years of global strategy development and implementation for major consumer goods company
- Developing and implementing sales/marketing organization redesign for a global consumer goods company
- Optimizing supply chain services for a leading shipping and logistics company

Prior to joining BCG, Nneka worked at Motorola in various engineering roles, and at George Group, an operations consulting firm. Nneka holds an MBA from Northwestern University Kellogg Graduate School of Management, a JD from Northwestern University School of Law, and a BS in Chemical Engineering, from Stanford University.

Breakout Session 3

URBAN DEVELOPMENT

A Tale of Two Cities: Urban Development in Corporate America

With over 82% of its population residing in cities and suburbs, the US boasts one of the most highly urbanized populations in the world. It should come as no surprise that the vast majority of business opportunities overwhelmingly reside in the financial centers of America's cities. Why then, does it seem that so many inner city businesses lack the means and access to raise the capital necessary to be successful in today's business environment? In this panel, we aim to explore the peculiarities involved with doing business in America's inner cities and how to overcome some of these challenges. We will discuss strategies for raising capital, funding growth, and forming partnerships in this environment. We'll also examine the various players and discuss strategies for obtaining a position in this market.

MODERATOR

Will Drewery, HBS Class of 2012

Will Drewery is a second year MBA student at Harvard Business School (HBS). During his time at HBS, Will has served as co-president of the African American Student Union (AASU) and pursued interests in economic development, including an internship with the World Bank Group - International Finance Corporation (IFC).

Will received a BS in Business Administration from Carnegie Mellon University. As a Pittsburgh native, he developed an affinity for urban economic development. Upon graduating from CMU, Will worked as a consultant for PricewaterhouseCoopers in Washington DC where he worked as an economic development consultant to the U.S. Department of Defense and the Iraqi Ministry of Industry and Minerals in Baghdad, Iraq. During his time on the project he worked with foreign investors, oversaw security and logistics operations, and conducted factory site visits to industrial factories.

Following business school, Will plans to pursue his interest in improving the conditions of inner-city communities through economic empowerment.



PANELISTS

Ronald L. Walker, II, President & Founding Partner, Next Street

Ronald L. Walker, II is the President and Founding Partner of Next Street, a merchant bank for the urban enterprise. Next Street provides advisory services and customized financing solutions to urban small businesses and nonprofit organizations across the U.S.

Mr. Walker has over 20 years of commercial and retail banking experience. Before co-founding Next Street, he served as Executive Vice President and Regional Executive of Retail Banking for Sovereign Bank, and as Senior Vice President, retail market manager and Senior Vice President of Northern New England's Business Banking Group at Fleet Financial Group. While at Sovereign, Ron was responsible for the bank's largest region with more than \$1 billion in commercial and retail core deposits and loans, and was appointed by Sovereign's president to chair the Massachusetts Advisory board and lead the bank's effort to increase small business and real estate lending statewide.

Mr. Walker is a member of The Brookings Institution's Metropolitan Leadership Council and a Trustee of Boston Medical Center. He sits on the Board of Trustees of Emerson College and serves as a board member of The Community Builders, Inc. He is the recipient of leadership awards from the Boston Chamber of Commerce, the YMCA, and Spike Lee.

Ron holds a BBA in Marketing and Finance from Prairie View A&M University of Texas and completed Harvard Business School's Executive program in Finance. He has also played competitive football at both the college and semi-professional levels.

Kirk A. Sykes, President Urban Strategy America Fund, L.P.

Mr. Sykes is the head of an urban investment, development and redevelopment fund for select institutional investors called Urban Strategy America Fund, L.P. The Fund is a true "triple bottom-line fund" focusing on investment returns, economic development and environmental sustainability. The fund offers investors an opportunity to transform urban and economic development areas in their states, regions and cities while achieving an attractive return on their investment by prioritizing diversity in the asset types and locations in order to maximize returns. Mr. Sykes is responsible for the supervision of the partnership equity placement, the identification of investments and the day-to-day business operations of the USA Fund.

Kirk Sykes combines his professional training and hands-on experience in the areas of development, design and construction to create customized responses to the complex issues of urban real estate development. His approach is grounded in the bottom-line driven perspective gained during his tenure as a member of Board of The Federal Reserve Bank of Boston, Fleet Bank and BankBoston's Com-

munity Bank Advisory Boards and various other for-profit and non-profit board affiliations. His combination of business and community-based experience allow him to bridge the competing concerns that sometimes block urban projects from moving forward.

Mr. Sykes currently serves on the Boards of; The Federal Reserve Bank of Boston Board (Chairman), Initiative for a Competitive Inner City, Urban Land Institute's Responsible Property Investing Council (Vice-Chair), Real Estate Executive Council (Vice-Chair), Progressive Business Leaders Network and The City of Boston's Civic Design Committee.

Mr. Sykes has been a speaker at Harvard University Business School & Kennedy School of Government, University of Pennsylvania Wharton School of Business, MIT Sloan School of Management and Center for Real Estate, Cornell University Real Estate Program and The League of Historical Cities of the World Conferences in Japan, Turkey and Australia

Mr. Sykes attended the Harvard University Business School, Owners and Presidents Management Program, the MIT Center for Real Estate Development Commercial Development Executive Program and the L'Ecole Polytechnique in Paris, France. He earned his Bachelor of Architecture from Cornell University.

The Entrepreneurial Challenge: Moving from Idea to Action

This panel discussion is designed for the inquisitive, budding entrepreneur. Our diverse panel of entrepreneurs, from varying industries and backgrounds, have agreed to share their startup stories; stories that reflect both success and struggle. Please join us in a candid conversation about the challenging path to startup success. What is it like taking a venture from idea to launch? What are the down-sides of entrepreneurship? How receptive is the funding community to minority entrepreneurs? What are the implications of having, or not having, a business partner? How should one handle outsourcing? These, and other questions from the audience, will be answered.

MODERATOR

Lauren Miller, HBS Class of 2012



Lauren C. Miller is currently a second year student at Harvard Business School. Prior to HBS, she taught 2ndgrade in Atlanta Public Schools with Teach for America. After her first year teaching, Lauren volunteered to serve as a Program Director at Youth Institute of Science and Technology in Agogo, Ghana and led a program to take students to Garden City University College for a STEM enrichment program ran by teachers from around the world. In her second year as a teacher, Lauren was selected as the Sue Lehmann Excellence in Teaching Award winner for Atlanta and one of the top six TFA elementary teachers in the nation. Immediately before entering the HBS Class of 2012, Lauren was a Corps Member Advisor for the Teach for America Atlanta Institute. After her first year in business school, she worked for McKinsey & Company. She is the co-founder and CEO of Excelegrade, Inc., a start-up that produces educational assessment software for teachers and school districts. Lauren holds a B.S. in Business Management from Georgia Institute of Technology, loves the arts, and enjoys traveling.

PANELISTS

Aaron Arnold, CEO of MusicIsMyBusiness



Aaron Arnold, CEO of MusicIsMyBusiness ("MIMB") built his company into one of "America's Smartest New Companies led by people under 30," according to Inc.Magazine. He is a graduate of Florida A&M University where he studied print journalism and PR with a minor in marketing and theatre. Upon graduating, he had the opportunity to work at four of the top five global PR|marketing firms in NYC and Chicago. After 3.5 years in corporate America, he followed his passion and took an unpaid intern-assistant job with Sean "Diddy" Combs for 18 months. He launched MIMB shortly after the completion of his internship.

"I launched my own music company with the goal to change the way business is done in the music industry," said Aaron, a south-side of Chicago native. MusicIs-MyBusiness is a fully integrated music company, which houses three components: Music and Publishing, Television/Film/Animation, and Brand Management. MIMB has produced several records for musical artist and for television. Clients include Sony Australia artist Jessica Mauboy, RCA artist Travis Porter, celebrated Country writer Jeffery Steele (Faith Hill, Tim McGraw, Trace Adkins, Miley Cyrus and Montgomery Gentry), ESPN, and the Cartoon Network.

On the Brand and Film side, MIMB has consulted the likes of ESPN, McDonalds, Heineken, The United Nations, The World Food Organization, Danity Kane, Grammy Award Winner Bryan-Michael Cox, and various agencies in New York, Atlanta, and Chicago.

Aaron has recently spoke at USC, Northwestern University, Emory, Georgia Tech, Capitol Hill, and at Inc. Magazine's GROW Conference in Las Vegas. His story and growth continue to peak interest across the globe. He's been featured in Black Enterprise (twice) and Inc. Magazine, on CNN, MTV, Vh1, and on blogs for Fast Company Magazine.

Akilah Rogers, Owner of Rogers Empire, LLC

Ms. Akilah Rogers is the owner and operator of a real estate investment firm in Chicago, Illinois, called Rogers Empire, LLC dba Naeem Enterprises. In this position she oversees the purchase, rehab, and rental of foreclosed homes on the south side of Chicago. Prior to starting the company in 2009, Akilah matriculated at the Harvard Business School and focused on entrepreneurship and real estate. She interned, during the summer of 2008, at the Walt Disney Imagineering group in Celebration, Florida with the real estate development department.

After college, Akilah began her career in the Research Department at Ariel Investments, an asset management firm. Before leaving for business school she also worked in the Marketing Department.

She graduated from Williams College in 2004 with a BA in Economics. While at Williams she was a starter on the volleyball team that advanced deep into the NCAA post season playoffs (1 "Elite 8" and 2 "Final Fours") for 3 consecutive years. She was named a team captain as a junior and senior. Akilah was also the President and choreographer of one of the school's hip-hop dance troupes. She also was selected as a Class Marshall for the Convocation her senior year. Akilah has participated in a number of community organizations including Big Shoulders, Tax Assistance Program, Urban Prep Charter School and several others that she created.



André Taylor, Entrepreneur & Media Personality



André Taylor is an award-winning entrepreneur, strategic thinker, dynamic speaker, and media personality. He's the author of a series of books, videos, and learning programs on winning, leadership, personal effectiveness, and business success. His most popular books include: *You Can Still Win!: Break Through, Bounce Back, Come from Behind and Flourish*, and *Winning In Sales: The 7 MUSTS: Succeed In The Modern Game of Selling*.

He's a frequent contributor to ABC News, "Money Matters," and regularly appears on broadcast and cable television, radio, Internet programming and in print publications. He's a serial entrepreneur and founder of Taylor Insight Worldwide, a premier leadership development firm providing innovative, forward-moving advice, information, and resources for high-potential individuals, entrepreneurs, and entrepreneurial enterprises.

Tiffany Norwood, Co-Founder, Next Generation Broadband



Tiffany Norwood is co-founder of Next Generation Broadband (NGB) a high tech company based in Washington, DC.. In her role as EVP of Product at NGB, Ms. Norwood is responsible for all product development and management. A lifelong entrepreneur, she was a member of the team that globally established the digital radio communications platform and domestically created XM Radio. She has more than 20 years of international experience including roles as VP of International Business Development at WorldSpace and Director of European Operations at Road Runner/Time Warner Cable. Prior to these positions, she worked in investment banking, with leading players such as Goldman Sachs, Morgan Stanley and Citicorp Investment Bank based in London. Her global knowledge base spans several countries, including: England, Germany, Spain, Ireland, Belgium, Switzerland, South Africa, Singapore, The Netherlands and she recently returned from the West Bank in Palestine evaluating investment opportunities with The Aspen Institute. Tiffany is a social entrepreneur, as a special advisor to Telos Group and a founding officer of Network Ethiopia. She is also occasionally a guest professor of entrepreneurship and enterprise management at Cornell University.

Ms. Norwood has a Masters in Business Administration from Harvard University and a Bachelor's in Economics with a concentration in statistics and electrical engineering from Cornell University. She has lived, worked and visited more than thirty countries, is fluent in Italian and has a passion for yoga, travel, painting and food.

Conference Sponsors

57



Prudential

Diamond
Sponsors

BCG

THE BOSTON CONSULTING GROUP

McKinsey & Company

Platinum
Sponsors

**Goldman
Sachs**

Gold
Sponsors

BAIN & COMPANY

Deloitte.

J.P. Morgan

Silver
Sponsors

The **Bert King** Foundation

booz&co.

CREDIT SUISSE



**CAESARS
ENTERTAINMENT.**

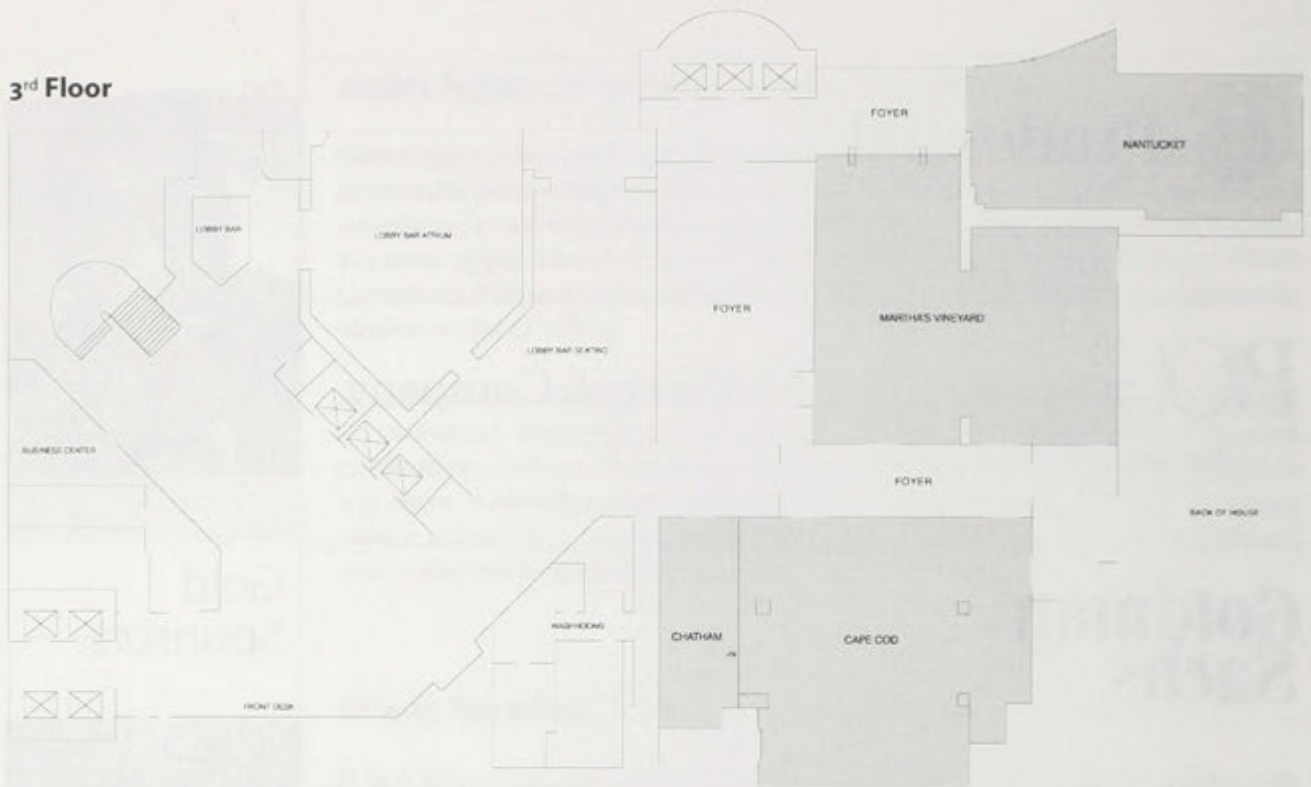
Morgan Stanley

Bronze
Sponsors

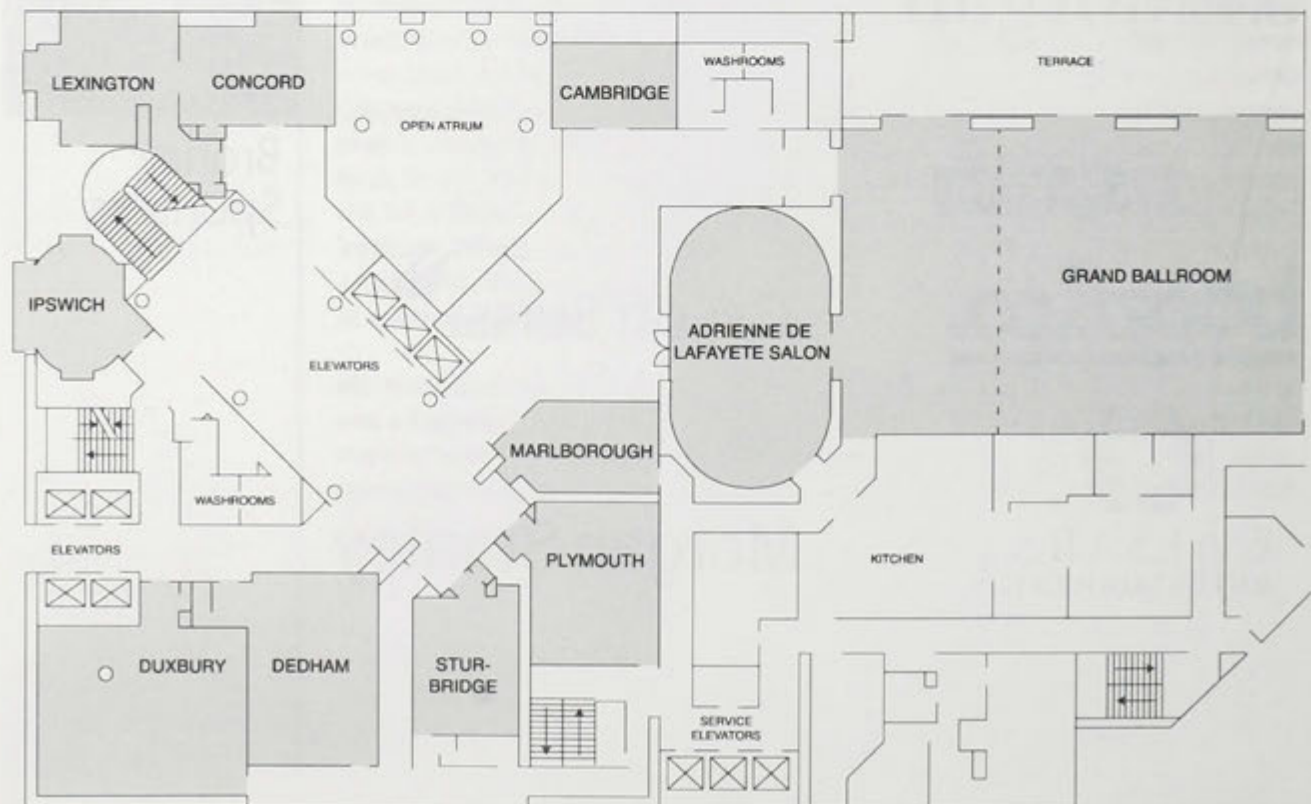
Hotel Floor Plan

58

3rd Floor



4th Floor





No two are alike

Diversity of skills. Diversity of people. We do more than just embrace it.
We develop it. Learn how diversity shapes Deloitte.
Lead with your differences.

Learn more about Deloitte's Diversity & Inclusion program. Visit www.deloitte.com/us/diversity

Deloitte.

CREDIT SUISSE

ONE YOU
One Credit Suisse

Credit Suisse is a proud sponsor of the
Annual HBS AASU Conference.
credit-suisse.com/careers

LOCATION: LONDON

Credit Suisse is an Equal Opportunity Employer and does not discriminate in its employment decisions on the basis of any protected category. To the extent permitted or required by applicable law, a candidate who is offered employment will be subject to a criminal record check and other background checks before the appointment is confirmed. © 2011 CREDIT SUISSE GROUP AG. All rights reserved.

booz&co.



Accelerate your learning curve

Booz & Company succeeds because our people continually do the extraordinary. We work closely with each other and with our clients. We see results and are measured by them. Each experience better prepares us for the next challenge.

If you're interested in learning about career opportunities with Booz & Company, please visit us at www.booz.com/join_us.

Goldman
Sachs

It takes different perspectives to keep innovating.

Our people's unique experiences help us make an impact at Goldman Sachs.

Goldman Sachs is a proud sponsor of the 40th Annual H. Naylor Fitzhugh Conference.

Learn more at goldmansachs.com/careers

PEOPLE. PASSION. RESULTS.



Passion elevates the ordinary to extraordinary.

It fuels those who seek greater results and returns. It moves people, and mountains, and the bottom line. It's rare, but contagious—and around here, it's everywhere you look.

Bain & Company has it. Do you?

At Bain, our unique, results-driven culture has been continuously redefining strategy consulting. Our commitment to delivering real, measurable results that impact futures and bottom lines is unmatched in the industry—and so are our people. We succeed because we refuse to allow ourselves or our teammates to fail. We prefer setting the pace to sitting on the sidelines, and we write invaluable personal results stories with each new experience.

www.joinbain.com

BAIN & COMPANY



Proud sponsors of career development.

J.P. Morgan is proud to be a Silver Sponsor of the 40th Annual Harvard Business School H. Naylor Fitzhugh Conference. Get to know us a little better and learn just how supportive we can be when it comes to good partnerships. Speak to the people who work at J.P. Morgan and they'll tell you that we provide some of the best support, mentoring, training, and career development you'll find in our industry, or anywhere. They'll give you their insight into the culture of cooperation and teamwork that makes this a great place to work.

➔ jpmorgan.com/careers

J.P.Morg



Developing Global Leaders



Connecting with leaders

We give you access to leaders of the most influential organizations in the world, and plenty of opportunities to build enduring relationships with them.

McKinsey is proud to be a Platinum Sponsor of this year's AASU Conference

www.mckinsey.com/careers

TALENT HAS NO GENDER. CURIOSITY HAS NO AGE. EXPERTISE HAS NO ETHNICITY.

IF YOU'VE GOT WHAT IT TAKES, LET'S TALK.

At Prudential, we don't attach labels to the qualities that make us a more dynamic organization. We create an environment where the people we hire can contribute, grow and seize opportunity. We believe a diverse workforce is a strong one. If you're up for the challenge of a company that's committed to hiring the best and brightest from every walk of life, let's talk.

Find out how you fit in: search jobs.prudential.com



Prudential
Bring Your Challenges™

Prudential is proud to be a sponsor of the 40th Annual H. Naylor Fitzhugh Conference, hosted by the African American Student Union at Harvard Business School.

