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Panels and Workshops



SELF-DETERMINATION: ACCEPTING THE CHALLENGE

February 14–16, 1992 Harvard Business School, Boston, Massachusetts

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SCHEDULE OF EVENTS

Friday, February 14, 1992

Prospective	Students
7:00 a.m 8:	30 a.m.

Conference Registration

Kresge

8:40 a.m. - 10:20 a.m.

Visit Classes

Aldrich

11:30 a.m. - 1:00 p.m.

Luncheon

Kresge

All Registrants

7:00 a.m. - 8:00 p.m.

Conference Registration

Kresge

7:30 a.m. - 8:45 a.m.

Alumni Breakfast

Dean's

with Dean John H. McArthur

Residence

Aldrich 112

9:00 a.m. - 10:30 a.m.

Advanced Management Seminar I The 10 Most Common Reasons for Failures in Securing Venture Capital Funds.

Led by professionals from UNC

Ventures, Inc.

10:45 a.m. - 12:15 p.m.

Advanced Management Seminar II The 10 Most Common Reasons for Failures of Service Firms. Led by Associate Professor Leonard A. Schlesinger

Aldrich 112

12:30 p.m. - 1:30 p.m.

Alumni/Student Luncheon

Hamilton

Aldrich 112

1:45 p.m. - 3:15 p.m.

Advanced Management Seminar III The 10 Most Common Reasons for Failures in Competitive Strategy. Led by

Professor Michael E. Porter

3:30 p.m. - 5:30 p.m.

Career Fair

Kresge

6:00 p.m. - 6:45 p.m.

Opening Address

Burden

6:45 p.m. - 8:00 p.m.

Reception

McCollum

9:00 p.m. - 11:30 p.m.

Cultural Performance and Phyllis Hyman Concert

Royal Sonesta

11:30 p.m.

Party

Royal Sonesta

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SCHEDULE OF EVENTS

Saturday, February 15, 1992

8:00 a.m 2:00 p.m. 8:00 a.m 8:45 a.m.	Conference Registration Prospective Students Panel	Kresge Aldrich
8:00 a.m 9:00 a.m.	Discussion Continental Breakfast	Kresge
9:00 a.m 10:30 a.m.	Town Meeting: The Future of Affirmative Action	Burden
10:45 a.m 12:15 p.m.	Session I Skill Building Workshops Exercising Power and Influence Ethical Considerations in Business Decisions—"The Citibank Ethics Game" Black Managers and Why They	Aldrich 11 Aldrich 12
	Derail (Session moved to 3:45) Building Effective Support Systems: For Ourselves and Our Communities	Aldrich 111
12:15 p.m 2:00 p.m.	Networking Lunch	Kresge
2:00 p.m 3:30 p.m.	Session II Industry Panels Entertainment Management High Technology Environmental Clean-Up and Waste Management	Aldrich 11 Aldrich 12 Aldrich 211
3:45 p.m 5:15 p.m.	Session III Entrepreneurial Workshops Getting Started: Launching a Successful New Business International Entrepreneurial Opportunities Black Managers and Why They	Aldrich 11 Aldrich 12 Aldrich 211
7:00 n m = 10:30 n m	Derail Reception and Banquet	Royal Sonesta
7:00 p.m 10:30 p.m.	reception and banquet	Noyai Soliesia
10:30 p.m.	Party	Royal Sonesta
Sunday, February 16, 1992		
10:00 a.m 1:00 p.m.	Jazz Brunch	Royal Sonesta

TOWN MEETING: THE FUTURE OF AFFIRMATIVE ACTION

Moderator: David Thomas, Assistant Professor, Harvard Business School

Join our panelists for a spirited debate on one of the most controversial issues of the 90's.

WALTER R. MURRAY, JR.

Mr. Walter Murray is the Managing Director of the Central New England chapter of INROADS and Pastor of the Zion Baptist Church in Lynn, MA. His involvement in INROADS has been critical in fulfilling the organization's goal of "developing and placing talented minority youth in business and industry, preparing them for corporate and community leadership." Prior to this, Mr. Murray served as adjunct faculty member of the Andover Newton Seminary in Newton, MA from 1989 to 1990 and as Vice President/Dean of Students at Cincinnati Technical College from 1976 to 1983.

Currently, Mr. Murray serves as Chairman of the Board of Directors for The Jericho Corporation, a non-profit housing development organization in Roxbury, MA. He is also a member of the Board of Directors for the Alumni Association of the Harvard Divinity School and an honorary member of the Board of Trustees for Upward Bound/Talent Search.

Mr. Murray received his Master of Divinity from Harvard Divinity School in 1986. He earned his Master of Management from Owen Graduate School of Management in 1974 and his B.A. from Vanderbilt University in 1970. Mr. Murray currently resides in Brookline, MA with his wife of twenty years, Donna, and their three children.

CHARLES J. OGLETREE

Charles Ogletree, Harvard Law School professor and prominent legal theorist, has earned a reputation for taking a hard look at complex constitutional issues of law and in working to secure the rights guaranteed by the Constitution for everyone equally under the law.

Ogletree has examined these issues, not only in the classroom and in the pages of prestigious law journals, but also in the everyday world of the public defender and in forums where these issues are dramatically revealed.

Professor Ogletree moderated a forum on the United States Constitution at Manhattan's New School for Social Research. The forum explored the Fourth and Fifth Amendment protections against unreasonable search and seizure and self-incrimination using the fictitious dramatic background of a criminal case. This hypothetical approach to probing such questions of ethics and law is one that Charles Ogletree continued using as the newest moderator of producer Fred Friendlies' "Ethics in America" series which aired on PBS in 1989 and "Hard Drugs, Hard Choices," which aired on PBS in 1990.

A Washington, D.C. public defender for seven years, Ogletree also lectures on a variety of topics, including "The Educational Agenda for the Future," and "Equality and the Law." Professor Ogletree factually presents and discusses the problems and discrepancies that challenge our justice system in trying to deliver equal treatment and protecting those rights that the law guarantees to every citizen.

TOWN MEETING

Charles Ogletree was formerly a partner in the Washington, D.C. firm of Jessamy, Fort & Ogletree and is now "of counsel" to Jessamy, Fort & Botts. Beginning as a staff attorney in the District of Columbia Public Defender Service, he served as Training Director, Trial Chief, and Deputy Director of the Service before entering private practice in 1985.

A contributor to the Harvard Law Review, among other publications, Charles Ogletree holds a J.D. from Harvard Law School and an M.A. and B.A. in Political Science from Stanford University, where he was Phi Beta Kappa. He formerly served as Special Projects Editor, Harvard Civil Rights - Civil Liberties Review and he is a member of the American Bar Association, Criminal Justice Section and the National Conference of Black Lawyers, Criminal Justice Section and the National Conference of Black Lawyers, Criminal Justice Task Force.

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12th Floor
New York, NY 10043

BLACK MANAGERS AND WHY THEY DERAIL

Facilitator: David Thomas, Assistant Professor, Harvard Business School

This seminar will focus on recent research into why the careers of black managers derail. The presentation juxtaposes two derailment phenomena - blocked career paths and deskilling. The first results from transparent issues related to the limiting of black promotional opportunities. The second, deskilling, is the process by which high potential black managers and professionals begin to underperform. Participants will be invited to share their own experiences and to identify ways to avoid being derailed.

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

His research interests are in the area of organizational diagnosis and change, group and intergroup relations, career development, and race relations in organizations. Dr. Thomas has written and published several articles related to his research. He has consulted to organizations on issues ranging from organizational design problems and major system change to career development and leadership training. His clients have included the Dupont Corporation, State of Connecticut, Southern New England Telephone Company, U.S. Environmental Protection Agency, Digital Equipment Corporation, Xerox Corporation, First Pennsylvania Bank, and the Philadelphia School District.

Prior to joining the faculty of the Harvard School of Business, he was on the faculty of the Wharton School of Finance.

Dr. Thomas received his bachelor of Science, Master of Philosophy and Doctor of Philosophy degrees from Yale University and also earned a Master of Arts in Organizational Psychology form Columbia University. He is a member of the Academy of Management and the National Training Laboratories.

EXERCISING POWER AND INFLUENCE

Facilitator: Linda A. Hill, Associate Professor, Harvard Business School Student Host: Kim Lew

In this session, we will look at the challenges of managing an interfunctional work group. Participants will watch a reenactment of an actual meeting of a design engineering group. Special attention will be paid to exercising influence without authority (that is, managing peer and superior relationships). In addition, we will explore the particular dilemmas that African-American managers face in managing key work relationships.

Linda A. Hill is an Associate Professor in the Organizational Behavior/Human Resource Management area at the Harvard Business School. Her manuscript, Becoming A Manager: Mastery of a New Identity, will be published by the Harvard Business School Press in February 1992. Professor Hill's consulting and executive education activities have been in the areas of managing change and innovation, managing interfunctional conflict, managing in the multinational corporation, and developing an effective leadership style. Organizations with which Professor Hill has worked include American Bankers Association, American Federation of the Arts, Bankers Trust Company, Bristol-Myers, IBM, McGraw-Hill, Molex International, and Textron.

Prior to joining the faculty at Harvard, Hill was a postdoctoral research fellow at the Harvard Business School and a special assistant to the President of Radcliffe College designing a research project on social change and the support systems for women. She was also appointed as an advisor to the Federal Commissioner of Education and as a member of the Blueprint 2000 Employment Committee for the Commonwealth of Massachusetts. She is currently a member of the Board of Directors of the New England Human Resource Management Group, the Board of Trustees of Bryn Mawr College, and a Corporator of The Children's Museum, Boston.

Dr. Hill earned a PhD in Behavioral Sciences at the University of Chicago. She received her M.A. in Educational Psychology with a concentration in measurement and evaluation from the University of Chicago. She has an A.B., <u>summa cum laude</u>, in psychology from Bryn Mawr College.

BUILDING EFFECTIVE SUPPORT SYSTEMS: FOR OURSELVES AND OUR COMMUNITIES

Facilitator: Kaye A. Craft, President, K. Craft

Associates

Student Host: LaDetra McGaha

A network of supportive relationships is a unifying structure. It offers strength and resources to the individual and to the community. With an effective personal support system, an individual can move beyond his or her self-interests to provide support and resources to others at work and in the community. In this workshop, participants will use a holistic approach for analyzing and building their personal support system. They will experience a sense of the empowerment that comes with being well-supported.

Kaye A. Craft is an organization effectiveness consultant with more than fifteen years experience in helping organizations and groups increase their productivity and in helping individuals improve their personal and organizational effectiveness. She has worked with a diverse range of organizations including large multinational companies and small entrepreneurial firms. Her clients have come from such industries as financial services, petrochemicals, telecommunications and consumer products. They also include public sector organizations such as hospitals, educational institutions, federal and municipal government and social service agencies.

Ms. Craft's consulting and training practice falls into four broad categories: Managing change, Managing diversity, Career and management development and Executive coaching.

Ms. Craft holds an M.B.A. in Organizational Behavior and Management from New York University. In addition, she received her B.A. in Sociology from Hampton University and an M.S. in Social Work from Columbia University. She completed the Organization and System Development Program at the Gestalt Institute of Cleveland, and she is a member of and trainer for National Training Laboratories Institute of Applied Behavioral Science (NTL). She is also a member of the National Black MBA Association, the National Organization Development Network, the Board of Managers of the Harlem YMCA and the Board of Directors of the Edwin Gould Services for Children Agency.

ETHICAL CONSIDERATIONS IN BUSINESS
DECISIONS: "THE CITIBANK ETHICS GAME"

Facilitator: Kate Nelson, Director of Education Programs, Business Ethics Study Team
Appeals Board: Rena Clark, Dwight Raiford,
Lynn Paine

Student Hosts: Brian Byrd and Ed Bryant

The ethical dimension of business can at crucial times make or break careers and companies. The purpose of the Ethics Game is to help participants think about how ethics applies to the many complex situations faced in business. Participants will gather in small groups to discuss and recommend action plans to address real life ethical dilemmas. The Appeals Board will then provide feedback to participants from the perspective of experienced managers.

Kate Nelson is the Director of Education Programs for B.E.S.T., the Business Ethics Study Team. She's also currently a senior fellow in Ethics at the Wharton School, University of Pennsylvania. As the former head of Human Resources Communications at Citibank, she created the "Work Ethic" board game, which has been featured in the Wall Street Journal, Fortune, and the Financial Times. Kate has conducted ethics training programs and made presentations for numerous organizations, including the Conference Board, NYNEX, Shearson Lehman, and Dupont, and at many graduate business schools including those at M.I.T., N.Y.U., the University of Pennsylvania, Washington University, Columbia, Vanderbilt, Penn State, and Northwestern University. She also participated in Business Ethics: The Roundtable, which was broadcast nationally on PBS in late 1991.

Before joining Citibank, she managed internal communications at a division of Merrill Lynch, managed internal and marketing communications for a division of Honeywell, and was a newspaper reporter for the Gannett chain of newspapers. Rena Clark is the Assistant Director of MBA Program Administration. She is responsible for all student services and is directly involved with the Resgistrar's Office, case distribution, housing and all Student Association activities.

Prior to coming to HBS, where she earned her MBA in 1990, Clark held a number of positions with General Electric in their Simulation and Control systems, Major Appliance, and Factory Automation Products departments. In addition, while with General Electric, she participated in a training program designed to develop managerial skills in a manufacturing setting.

After completing her MBA, she worked for a year at Bain & Company as a consultant. In addition to her MBA, Clark received her BS with honors in mechanical engineering from Lamar University in 1984.

Dwight Raiford joined the Stamford office of Citicorp's World Corporation Group as Senior Banker in May 1989. In that capacity, he had global responsibility for Citicorp's business with several of the world's largest corporations. Prior to this assignment, he was responsible for structuring and placement in the Risk Financing Unit of Citicorp's Global Insurance Division.

Between October 1984 and February 1988, Mr. Raiford was Senior Banker in Citibank, N.A.'s Insurance Industry Department. There he headed a team of bankers serving major property, casualty and life insurers in the Western, Midwestern and Southern United States as well as in Canada.

Mr. Raiford began his career at Citibank in its Chemicals Department as a Relationship Manager in 1980. While there, he worked on project financing for alternative fuels development. Before coming to Citibank, Mr. Raiford spent four years at Manufacturers Hanover as an account officer in that bank's National Division.

Mr. Raiford holds a B.A. from Yale and an M.B.A. from Harvard. He and his wife, Iris, live in Manhattan with their three children, Leigh, 19, Joshua, 11, and Andrew, 4. Mr. Raiford has served on the boards of the M.L. Wilson Boys Club of Harlem and the East Harlem Tutorial Program. In 1989 Mr. and Mrs. Raiford founded the Harlem Little League, the first such league to serve the Harlem community in 20 years. In 1990, on behalf of the Harlem Little League, the Raifords accepted the coveted Eleanor Roosevelt Community Service Award from Governor Mario Cuomo's office. The award is New York State's highest community service accolade.

Lynn Sharp Paine is an Associate Professor at the Harvard Business School where she teaches "Decision-Making and Ethical Values" in the first year MBA program and a second-year elective course, "Managing Information in a Competitive Context: Ethical and Legal Perspectives."

Ms. Paine's research focuses on ethical aspects of information management and on the ethics of competition. She is also interested in managing the ethical climate of organizations. Author of numerous articles and cases, she has written most recently on competitor information gathering, trade secrecy, and the ethics of competition.

A summa cum laude graduate of Smith College, Ms. Paine holds a doctorate in moral philosophy from Oxford University and a law degree from the Harvard Law School. A member of the Massachusetts Bar, she practiced law with the Boston firm of Hill & Barlow after graduating from law school. She has also served as a consultant for executive and management education for the Ethics Resource Center in Washington, D.C., and has conducted ethics workshops for executives and managers. She was a Fellow in Harvard's Program in Ethics and the Professions for 1990-1991.

Before joining the Harvard faculty, Ms. Paine was and Assistant Professor at Georgetown University's Business School where she developed and directed a program to integrate ethics throughout the curriculum. She has also served on the faculties of the University of Virginia's Darden School as well as National Cheng Chi University in Taiwan, where she was a Luce Scholar in 1976-1977.

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INDUSTRY PANELS

The ever changing world of the 1990's is producing new and exciting business opportunities. The industry panels will feature professionals from today's fastest growing industries who will offer valuable insights on trends, issues and career opportunities.

ENVIRONMENTAL CLEAN-UP AND WASTE MANAGEMENT

Facilitator: Karen Stanley, HBS '91, Monsanto Corporation

Barry Jordan is the Operations Manager for Contractors Four, Inc. Prior to joining Contractors Four, Mr. Jordan was Assistant Project Manager for Morse Diesel International where he worked on the Laguardia East End Terminal Project. He is also Owner/Founder of JDI Business Systems Group, a consulting firm specializing in computer applications and construction management for minority business.

From 1986 to 1990 Mr. Jordan served as Co-Founder/ConstructionOperationsManager for The Adolph Group, Inc. in Washington, D.C. Mr. Jordan received his B.S. in Civil Engineering from M.I.T. in May 1983.

Albert Richardson is the Founder/President of Richardson Environmental Contracting, Inc. The company has over fifty years combined experience in asbestos abatement, fire restoration, hazardous spill remediation, radon mitigation, lead paint abatement, construction and reinsulation. In order to gain the necessary experience to start his own company, Mr. Richardson worked for one year as an unpaid asbestos laborer, mechanic and foreman on a variety of projects for other asbestos removal and insulation application contractors.

For thirteen years Mr. Richardson worked for corporations such as IBM, Exxon, and Control Data. He developed his management and leadership abilities in his own sales and marketing business.

Mr. Richardson served in the United States Marine Corps for six years and returned to night school to earn a degree in electrical engineering technology. He is currently working towards a Bachelor of Science degree.

Jesse Jeter is President of Jet-Away Waste Technologies in Roxbury, MA. Founded over twenty years ago by his father, the late Eddie Jeter, Jet-Away has been servicing the waste management needs of commercial, industrial and residential customers throughout Eastern Massachusetts. Jet-Away is the only resource and recovery facility of its kind in New England. Bolstered by municipal, industrial and corporate contracts, Jet-Away's revenues may reach \$20 million by 1995.

HIGH TECHNOLOGY

Facilitator: Raphael Carty, Instructor, Harvard Business School Student Host: Ellen McClain

Raphael Carty was director of marketing for networking products at Silicon Graphics Computer Systems before coming to Harvard Business School. Prior to this, he was a product marketing manager in the Information Networks Division at Hewlett-Packard, where he managed a product marketing department responsible for market planning, market development, and third-party relationships. Earlier, Carty managed the HP-to-IBM communications and the UNIX networking product lines at Hewlett-Packard. In addition, he spent two years in IBM's computer sales organization before coming to study in Harvard's MBA program in 1981.

Carty received his MBA, with distinction, from Harvard Business School in 1983, and his AB from Harvard College in 1979, with a concentration in engineering and applied science.

INDUSTRY PANELS

Jacqueline R. Davis, a Marketing Manager at Digital Equipement Corporation, is respsponsible for the development and implementation of marketing strategies and sales programs that address the information technology requirements of travel and transportation companies.

Ms. Davis joined Digital in 1987 after holding a variety of marketing positions at IBM, Home Box Office, and American can Company. Ms. Davis received B.A. from Cornell University and her MBA from the Harvard Business School. She serves on the planning board of the Dr. Mary McLeod Bethune Instituet For Young Women and has been awarded several honors throughout her career, including a YMCA Black Achievers Award in 1991.

Wayne Threatt is President and CEO of Androx Corporation. He co-founded the organization in 1987 where he originally served as V.P. of Marketing and Sales. Prior to joining Androx, Mr. Threatt served as Director of Sales and Marketing for View Engineering. From 1982 to 1986, Mr. Threatt worked for Analog Devices where he was Director of Marketing for the Industrial Automation Division.

Mr. Threatt received his MBA from Harvard Business School in 1982. In 1976 he earned his M.S. in Physics from the University of Pittsburgh and his BA in Physics from the University of Chicago in 1975.

ENTERTAINMENT MANAGEMENT

Facilitator: Candace Bond

Debra Martin Chase is Director of Creative Affairs at Columbia Pictures where she is responsible for identifying and developing theatrical motion picture properties. Ms. Chase joined Columbia Pictures in 1989 as an attorney in the Motion Picture Legal Department. In October of 1990 she became Executive Assistant to the Chairman and in 1991 assumed her current position. Before coming to Columbia Pictures, Ms. Chase worked for Avon Products in New York City where she managed general litigation matters. Ms. Chase has also worked as a freelance writer and public relations consultant.

Debra Martin Chase is a Phi Beta Kappa, magna cum laude graduate of Mount Holyoke College. She is a 1991 graduate of the Harvard Law School.

Kevin Sullivan began his professional career as an actor in the theatre over twenty years ago. He went on to co-star in "Happy Days" as a regular character for four seasons. His career also includes a considerable list of stage, TV and film roles. While acting, he developed his skills as a writer and director.

Kevin's initial breakthrough came in 1982, when he wrote an episode of "Fame", for which he was nominated for an NAACP Image Award. Since then he has developed feature films for Warner Brothers, Universal, Columbia, Bill Cosby and Lucasfilm. "Red Tails", a feature written by Kevin to be produced by George Lucas, is in pre-production. Kevin's television work includes episodes of "Cagney and Lacey" and "Knots Landing" among others. "Knightwatch", a drama he created, executive produced, wrote and directed, appeared on ABC during prime time in the 1988-1989 television season. Kevin also produced "Moe's World" in 1990, a pilot written and directed for ABC. He is currently producing another original pilot for NBC, titled "Boy Meets Girl".

INDUSTRY PANELS

Steve McKeever joined Motown Record Co., L.P. in the unique dual role of Senior Vice President of Artist & Repertoire (A&R) and General Manager. As head of A&R, Mr. McKeever plays an integral role in development of Motown's roster of artists. As General Manager, he is responsible for managing the daily affairs of the A&R department as well as laying the foundation for new strategic business ventures.

Mr. McKeever received his B.A. from the University of Illinois, Champaign in 1982. He received his J.D. Degree from Harvard Law School in 1985 and is a member of the California Bar. Mr. McKeever officially started his career in the record business in college as a studio musician. Since that time, he has held positions in the entertainment industry ranging from D.J. and Promotion Director in radio, concert promotions and record producer, (Mr. McKeever produced the album, <u>Bebe's Kids</u> by the late Robin Harris), to recently heading up Polygram's West Coast business affairs as Director of Business and Legal Affairs.

While restructuring Motown's A&R department, Mr. McKeever played a crucial role in the production of a number of successful recording projects such as the "Jungle Fever" soundtrack album and Shanice Wilson's new album, Inner Child. This year, he also created a new jazz label for Motown, MoJazz, and is presently laying the groundwork for an alternative hip hop/rap label for Motown.

Stephen D. Barnes was born and raised in Los Angeles, California and attended the University of Southern California where he received his B.A. in English Literature in 1978. He received his J.D. from Harvard Law School in 1981. Immediately upon graduation he joined the law firm of Covington & Burling in Washington, D.C. where he practiced corporate law for 4 1/2 years. During that time he spent a large portion of his time also practicing entertainment law. In 1986, he was offered a position with a Beverly Hills law firm, Weissmann, Wolff where he practiced corporate and entertainment law for one year. He later joined with two other young lawyers and formed the law firm, Nelson, Barnes & Sheehan where he continued practicing entertainment law. In July 1989, he accepted a partnership with Bloom, Dekom & Hergott where he practices entertainment law, focusing on music, motion pictures and television.

Bloom, Dekom & Hergott is a very prominent entertainment firm representing: Sylvester Stallone, Arnold Schwarzenegger, Bruce Willis, George Lucas, Simpson & Bruckheimer to name a few. Stephen Barnes' clients include Keenan Wayans, Damon Wayans, Reginald and Warrington Hudlin, Julie Dash, Neema Barnette, Wendell Harris, Charles Burnett, Heavy D and the Boyz, The Boys, After 7, Luther Campbell, Nelson George, Trey Ellis, Vanessa Williams, and Jennifer Holliday.

GETTING STARTED: LAUNCHING A SUCCESS-FUL NEW BUSINESS

Facilitator: Keith Clinkscales, HBS 90 President, Career Communications Group, Inc. Magazines

Student Host: Ellen McClain

This session will feature successful young entrepreneurs with relatively new businesses. The panel will offer participants the opportunity to discuss issues related to business plans, financing, and growth.

Lisa Jones recently founded Golden Age Entertainment, Inc., a film production company in Los Angeles, California. In just a short time, Ms. Jones and her partner have experienced tremendous success and will soon start production on their first hit project. Ms. Jones is a graduate of Harvard College and Harvard Law School. Prior to launching out on her own, Ms. Jones worked for CBS where she negotiated entertainment, sports and news contracts including the billion dollar CBS Major League Baseball contract and the CBS contract for the 1992 Olympics. Prior to joining CBS, Ms. Jones practiced Corporate Law.

James K. Holden is the Founder and Managing Partner of Holden & Co. Inc., a provider of investment banking services to minority entrepreneurs. Currently, the firm is in the final stage of closing a \$2.0 million private placement for Preferred Management Group, Inc., a start-up sports and entertainment management firm that has targeted minority athletes and entertainers as clients.

Mr. Holden is also a Co-Founder and the President and Chief Operating Officer of Integrated

Cable Installations, Inc., a newly-formed company organized to install cable television and telephone services for residential and commercial customers nationwide.

Mr. Holden was formerly a Vice President of the investment banking firm of Dillon Read & Co. Inc. and is a 1986 graduate of Harvard Business School. Prior to business school, Mr. Holden was an Assistant Vice President of J.P. Morgan. He is a 1979 graduate of Dartmouth College.

Alan B. Bond, President and Chief Investment Officer, has served as Senior Equity Portfolio Manager with a major investment firm (\$2.0 billion under management). In that capacity, Mr. Bond designed, marketed and managed portfolios adhering to his growth equity investment approach. These efforts led to the selection of the firm to manage equity assets by numerous public, corporate and Taft-Hartley pension clients. Mr. Bond has been featured in the Wall Street Journal - Investment Dartboard column, Pension & Investments and Money management Letter. He appears weekly on the Consumer News and Business Channel (CNBC), providing financial commentary. He has also appeared as the Special Guest on "Wall Street Week "with Louis Rukeyser (November 9, 1990) and has recently joined the program as a permanent panelist.

Mr. Bond joined W.R. Lazard & Co. in 1989 as equity portfolio manager and member of the investment policy committee. Mr. Bond previously worked with Goldman, Sachs & Co. as an institutional equity salesman and was responsible for providing investment advice to large institutional investors. Mr. Bond received his MBA from Harvard Business School where he

was the recipient of the Alfred K. Priest and Donald Katz Fellowships. Mr. Bond graduated from Dartmouth College in 1983 where he received a B.A. in Economics. While at Dartmouth, he was awarded a citation of merit for excellence in Microeconomics and was named a Chase Manhattan Senior Fellow. Before pursuing his graduate work, he worked with Morgan Guaranty Trust Company as a lending officer, structuring transactions for large corporations.

Bond, Procope Capital was founded in 1991 by Alan B. Bond, John & Ernesta Procope, Harrison J. Goldin, Richard Nye and George Baker III. Alan Bond maintains day-to-day responsibility for the operations of the firm and the other founding partners compose the Board of Directors that govern the firm. The founding partners are prominent individuals in the financial and political arenas and bring to Bond, Procope a solid base of experience and professional expertise

Eric H. Vinson, Esq. is Chief Executive Officer and a principal of Preferred Management Group, Inc. (PM). Founded in February of 1991, PM is a full service sports and entertainment management and marketing company dedicated to the professional and financial growth of its individual and corporate clients.

Prior to joining PM, Mr. Vinson was a Vice President in the Private Banking Department of Chase Manhattan Bank. Prior to joining Chase, Mr. Vinson was a Vice President in the Private Banking Department of J.P. Morgan. Before beginning his banking career, Mr. Vinson was a practicing attorney and member of the bar in Michigan and Pennsylvania. In addition, Mr. Vinson is one of four founding shareholders and a member of the Board of Directors of Amistad Press Inc., the largest minority book publishing company in the United States.

Mr. Vinson holds a B.A., <u>cum laude</u> in government from Princeton University's Woodrow Wilson School of Public and International Affairs (1973), and a J.D. (Earl Warren Legal Fellow) from the Georgetown University Law School.

INTERNATIONAL ENTREPRENEURIAL OPPORTUNITIES

Facilitator: Roslyn Watford Student Host: Ellerton Castor

Panelists will deal with the concerns of starting a new business and expanding an existing business in markets outside of the U.S. The session will deal primarily with the abundance of opportunities in Africa and Eastern Europe.

Ernes J. Wilson is currently Director of The Center for Research on Economic Development at the University of Michigan. Dr. Wilson is a seasoned professor and has taught Political Economics, Public Policy, and African Politics at the nation's top universities, including The University of Michigan, The University of Pennsylvania and The University of California, Berkeley. He has served as consultant, lecturer and special assistant to The World Bank, The United Nations, The Government of Nigeria and many other organizations all over the world. Dr. Wilson's published works include 3 books, chapters in over a dozen additional books and numerous journal articles. His current research includes "Restructuring Public-Private Sector Relations in Four African Countries" and "Evaluating Theories of the Incidence of Economic Reform in Socialist and Capitalist Countries".

Dr. Wilson earned his B.A. at Harvard College in 1970, and his M.A. and Ph.D at the University of California, Berkeley.

Judith F. Aidoo Esq. is President of The Aidoo Group Ltd., a Wall Street investment boutique that specializes in providing financial advice to emerging market companies and international investors. The Group consists of a core team of experienced professionals and a consortium of independent consultants, accomplished in banking and finance, economic research, international relations, and law. It also enjoys a network of regional affiliates in London, Paris, Accra, Lagos, Nairobi, and Lusaka.

Ms. Aidoo is a securities lawyer by training, and is an expert in developing new financial institutions and products. From 1987 to 1991, she was at Goldman, Sachs & Co. and was responsible for structuring in excess of \$2.6 billion in transactions. She has done extensive work in Africa as an advisor to international organizations and governments alike in the creation and operation of specialized financial institutions. In 1989, she was commissioned by the International Finance Corporation and the Government of Ghana to undertake a feasibility study of the proposed Ghana Stock Exchange. Ms. Aidoo has since worked extensively in Nigeria, Cote d'Ivoire, Kenya, Zimbabwe, Zambia and The Gambia with senior government officials and members of the banking and finance communities to support the development of the local financial markets and private sector.

Ms. Aidoo is the Chair of The Aidoo Institute, a charitable organization that provides scholarships and grants in the fields of education and culture. She is also on the regional advisory board of Best Buddies, and an active fundraiser for the United Negro College Fund, the NAACP Legal Defense Fund, and the Harvard Law School, serving as its 5th-Year Reunion Gifts Chair.

Judith Aidoo graduated Phi Beta Kappa and magna cum laude from Rutgers University in Business Administration and French, and has a J.D. from Harvard Law School. She is a member of the New York State and American Bar Associations.

Michael E.M. Sudarkasa, Esq. is the founder and president of 21st Century Africa, Inc. An attorney by trade, Mr. Sudarkasa began his career in development as a technical assistant working with the Private Sector Promotion Unit (now the Private Sector Development Unit) at the African Development Bank in Abidjan, Cote d'Ivoire. He has worked at Citibank-Abidjan, in the private legal practice in Miami, Florida and as an independent consultant for a Switzerland based investment firm. He has travelled in Europe, the Caribbean, West Africa, Kenya, Zimbabwe and Egypt. He is currently serving as the Legislative Committee Chair of the United States/Cameroon Business Council. Recently, he was appointed Chair of the Sub-Committee on African Trade and Investment of the American Bar Association's Committee on International Investment and Development. Mr. Sudarkasa is also the author of The African Business Handbook: A Practical Guide to Business Resources for U.S./Africa Trade and Investment, the first of its kind.

Mr. Sudarkasa graduated from the University of Michigan with high honors in History and a concentration in African/African-American studies. Along with studying and working in Coted'Ivoire, he has lived and studied in Ghana, Nigeria, and Benin. He completed his legal education at Harvard Law School and is admitted to practice before the State of Florida Bar, the District of Columbia Court of Appeals and the United States Court of International Trade.

He is a member of both the American Bar Association and the International Bar Association and has furthered his legal education by studying at the University of San Diego's Institute on International and Comparative Law in Paris, France. He is also a member of the Society For International Development. Mr. Sudarkasa is certified by the National Association of State Development Agencies (NASDA) as an International Trade Specialist. He is proficient in written and spoken French.

21st Century Africa, Inc.

Founded in 1989 upon the premise that the future of African economic progress lies in the development of a well-trained and well-educated entrepreneurial labor force, 21st Century Africa, Inc. (incorporated in Delaware in 1990) is an international professional services firm

whose aim is to be a conduit between private enterprise in Africa and private enterprise in the global business community. 21st Century Africa, Inc. promotes African development by assisting in the transfer of "essential" goods and services and technology from the United States to Africa and by providing assistance to African companies interested in exporting goods to the United States. The firm provides three primary services: market research, product and company representation, and trade assistance, including the identification and facilitation of trade and investiment transactions. 21st Century Africa, Inc., draws heavily upon the expertise and experience of its Board of Advisors which includes two members of the African Business Roundtable, an internationally renowned Nigerian geographer and governmental consultant, the Director of Citibank-West Africa's Department of financial Institutions, and the President of Lincoln University, PA.



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