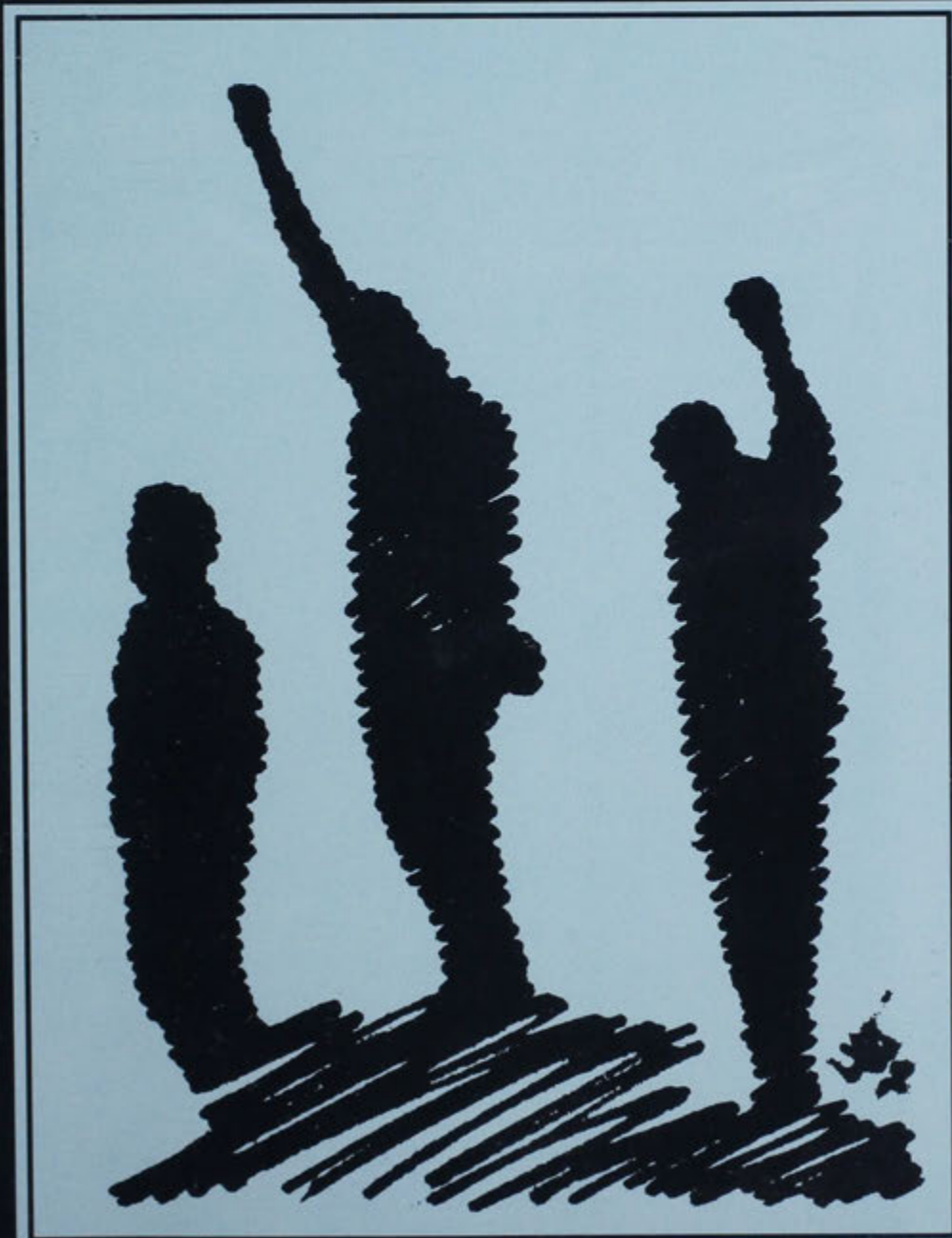


# *"African-American Leadership: Visionaries Breaking Through Traditional Barriers"*

*Dedicated to H. Naylor Fitzhugh*



**The 21st  
Annual  
Career/  
Alumni  
Conference**

*Sponsored by  
the African-  
American  
Student Union  
of the Harvard  
Business School*

February 12-14, 1993  
Boston, Massachusetts

# Putting it together.

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The best way to reach that goal is equally simple: put together the programs and policies that create a workplace where bias has no place.

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Of course, results like this don't just measure how far we've come. They also tell us how far we have to go.

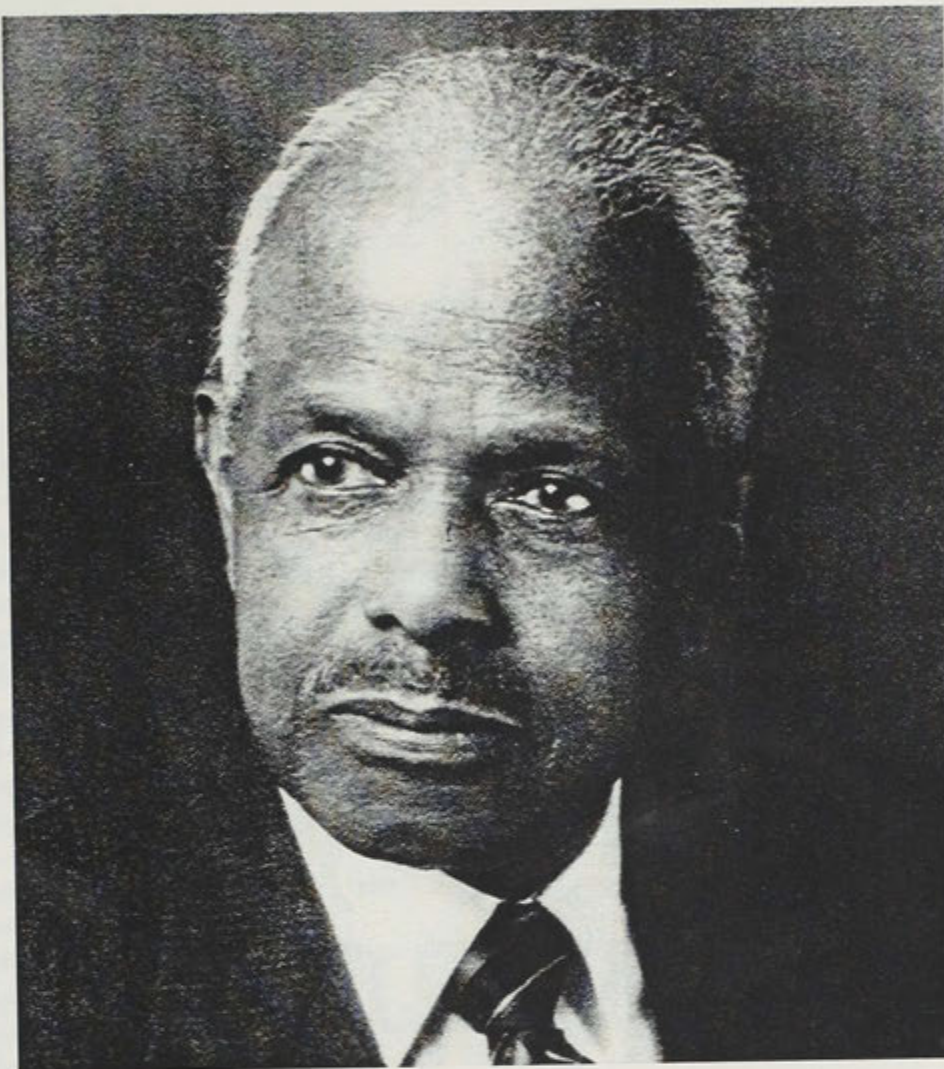
Because when it comes to opportunity, there can never be too much equality.



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## **DR. H. NAYLOR FITZHUGH**

**OCTOBER 1909—JULY 1992**

HARVARD B.A. 1930, M.B.A. 1933

PROFESSOR HOWARD UNIVERSITY 1934-1965

PEPSI-COLA COMPANY VICE PRESIDENT & CONSULTANT 1965-1992

*"I think also that one of the things our adults need as teachers, preachers and everybody else, is faith in our people and their possibilities."*

*H. Naylor Fitzhugh*

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## *In Remembrance of Reginald Lewis*

The African American Student Union wishes to acknowledge its sympathy for the family of the late Reginald F. Lewis, Chairman and Chief Operating Officer,

of TLC Beatrice International Holdings Inc. Mr. Lewis was the owner of the largest company in the country run by an African American.

Reginald was born into a middleclass family in Baltimore Maryland in 1942. Lewis was the product of a hardworking African-American family. His mother was a teacher and his father a postal worker. Reginald had an interest in being a businessman since his youth. At age, 9, he sold newspapers, earned about \$20 a week and saved \$18.

His undergraduate career was completed at Virginia State University. Thereafter he attended Harvard Law School and graduated in 1968. Upon graduation, he worked for Paul Weiss Rifkin Wharton & Garrison, a New York law firm. However, he desired financial independence and believed this could be gained through entrepreneurship. In the '70s, he opened his own law practice, Lewis & Clarkson, which specialized in venture capital projects.

He believed his contributions to educational institutions to be his most important legacy. Mr. Lewis contributed a grant of \$3 million to Harvard Law School in 1992. This represented the largest gift from any individual in the 175-year history of the Law School. These funds were placed toward the Reginald F. Lewis International Law Center and the Reginald F. Lewis Fund for International Study and Research. In addition, in the past few years he contributed vast sums to Virginia State and Howard Universities, and Kappa Alpha Psi Fraternity's scholarship foundation.

Reginald Lewis was committed to community involvement and served as advisor to many organizations. He served on the Dean's Advisory Council of Harvard Law School. Reginald was a member of the boards of WNET in New York and the NAACP Legal Defense and Education Fund. In addition, he was a member of the Business Roundtable and the Economic Advisory Committee of New York City. Mayor David N. Dinkins of New York nominated him to be a member of the city's Municipal Assistance Corporation.

As a representative of an African American success story, he rejected notions that he would be viewed as an important figure because of his race. He was delighted that people felt his accomplishments were noteworthy. However, he discouraged the dwelling on race as part of his persona and desired to be viewed and judged as an individual against all others.

Reginald is survived by his wife, the former Loida Nicolas; 2 daughters, Leslie and Christina; his parents, 3 half brothers, and 2 half sisters.

# We may have something in common.

**I**ntelligence. Motivation. The will to succeed. These are just some of the traits that the people of First Boston share. But there's more to First Boston leadership. As individuals, we share a common sense of purpose; a common sense of direction. We are guided by an uncommon strength of character. And we are not averse to change.

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At First Boston, your success comes from the traits you bring to us—the inherent traits we share. Contact us if we have something in common.



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Park Avenue Plaza, New York, New York 10055



# **The 21st Annual Career/Alumni Conference**

***"African American Leadership: Visionaries Breaking Through Traditional Barriers"***

Dedicated to H. Naylor Fitzhugh

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HARVARD UNIVERSITY  
GRADUATE SCHOOL OF BUSINESS ADMINISTRATION  
GEORGE F. BAKER FOUNDATION

JAMES I. CASH, JR.  
*James E. Robison Professor  
of Business Administration  
Chairman, MBA Program*

SOLDIERS FIELD  
BOSTON, MASSACHUSETTS 02163

February 12, 1993

Dear Conference Participants,

On behalf of the faculty, staff, and administration of the Harvard Business School, I welcome you to the 21st Annual African-American Student Union Career/Alumni Conference.

The AASU Conference serves a very important function at HBS. Namely, it is a forum for the exchange of knowledge and ideas that are crucial to the success of African-American business managers and entrepreneurs. The conference also provides the setting for constructive interaction amongst students, alumni, and representatives from sponsoring companies. Additionally, the conference remains an important vehicle for the continued involvement of African-American alumni in the HBS community.

The topic of this year's conference, African-American Leadership: Visionaries Breaking Through Traditional Barriers, promises to provide us with inspiration to continue in our relentless pursuit for successively higher levels of achievement. The conference has been appropriately dedicated to H. Naylor Fitzhugh, a man who was truly an African-American visionary. I encourage you to take advantage of the opportunity to engage in meaningful discussion and to develop solutions that will enable us to continue overcoming the obstacles faced by our communities. Further, consider pursuing these solutions in an energetic and courageous manner similar to the path-breaking work of Naylor Fitzhugh.

Once again, I welcome you to the Harvard Business School campus. I'm confident that the next few days will be a valuable and rewarding experience for all.

Sincerely,

*James I. Cash, Jr.*  
James I. Cash, Jr.





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RODNEY HERENTON  
PUBLIC RELATIONS

GREGG GONSALVES  
REGISTRATION

TONYA BROWN  
SPEAKERS

The African-American Student Union  
OF THE HARVARD BUSINESS SCHOOL



February 12, 1993

Dear Conference Participants:

On behalf of the African American Student Union of the Harvard Business School, I welcome you to the 21st Annual Career/Alumni Conference, entitled "African American Leadership: Visionaries Breaking Through Traditional Barriers" Dedicated to H. Naylor Fitzhugh.

When selecting this theme the Conference Committee was reminded of the many African American business leaders and entrepreneurs who have Broken Through the Barriers and paved the course for future leaders such as Percy Sutton and Susan Taylor, our two keynote speakers. One such leader was H. Naylor Fitzhugh. Regarded by **Black Enterprise Magazine** as the *Dean of Black Business*, Mr. Fitzhugh was acknowledged as the first African American to have graduated from the Harvard Business School.

The Conference Committee unanimously voted to dedicate this year's Conference to Mr. Fitzhugh. We hope that over the course of the weekend Conference participants will better understand the life of Mr. Fitzhugh, including his contributions to corporate America, the Harvard Business School, and the African American community. In addition to having Mr. Fitzhugh's name as part of the Conference theme, a special book on the life of Mr. Fitzhugh will be included in your Conference registration package. Additionally, under the sponsorship of the Pepsi-Cola Company a special presentation will be made at Saturday's closing banquet.

*"Throughout this whole thing, we have to have faith, because what we do today is going to affect what we do tomorrow and how we do it. Therefore, we must learn how to govern our behavior today by some concern and some contact for tomorrow."*  
H. Naylor Fitzhugh

The Conference committee's primary objective is simple: *learn from our history to prepare for our future.* To address this issue, a new feature this year will be a special presentation on the history of Black business in America presented by Professor Juliet E. K. Walker. Building on this insight, over twenty five panelists and workshop leaders will address the issues currently facing African American managers, talk about their relevance to the our past, and their implications for Breaking Through Traditional Barriers. These visionaries will address the areas of Personal Development, Social Responsibility, and Business Life.

If at any point in the weekend you are in need of information or assistance, please call 495-6858. Again, a warm welcome to all participants on behalf of the African American Student Union. We hope this gathering will be a memorable one for all involved.

Sincerely,

*Jeri C. Norris*  
Jeri C. Norris

Baker Library 5 • Soldiers Field • Boston, MA 02163

## ***The Career/Alumni Conference Planning Committee***

Jeri Norris  
Preston Polk, Jr.  
Robert Charles  
Ellen McClain  
Leon Henderson, Jr.  
& Mark Persaud  
Michele Browne  
& Lisa Green  
Thomas Morgan  
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*Advanced Mgmt. Seminar*  
*Alumni Relations*  
*Communications*  
*Corporate Relations*

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*Public Relations*  
*Registration*  
*Speakers*

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Kenneth Fearn  
Sydney deJongh  
Willie Woods

*President*  
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*Treasurer*

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Lloyd Howell  
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Roszell Mack\*  
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Maurice Nicholson  
Jeri Norris  
Peju Onafowokan  
Luis Penalver  
Mark Persaud  
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Dennis Tillman  
Francine Starks  
Gervase Warner  
Ronny Webb\*  
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Willie Woods

### ***Class of 1994***

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Robert Anglin\*  
Orville Bailey\*  
Andrea Armstrong  
Nina Bowman\*  
Sherri Brown\*  
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Randell Cain  
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George Dewey\*  
Martin Dorsey\*  
Stella Dyer  
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Godfrey Gill  
Melvin Glapion, Jr.\*  
L. Camille Hackney\*  
Martin Hunt\*  
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David Love  
Gisele Marcus\*  
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*\*The Career/Alumni Conference Planning Committee would like to express its thanks to these individuals.*

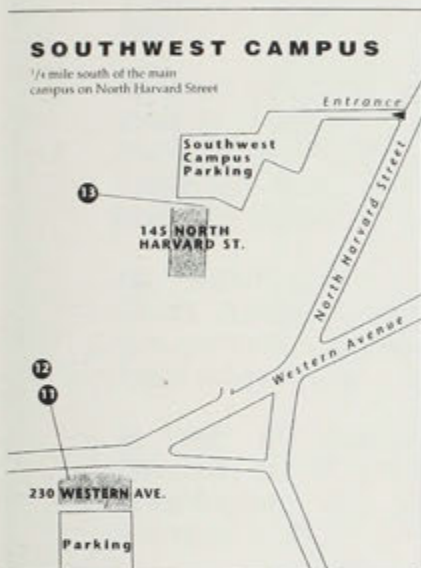


# HARVARD BUSINESS SCHOOL

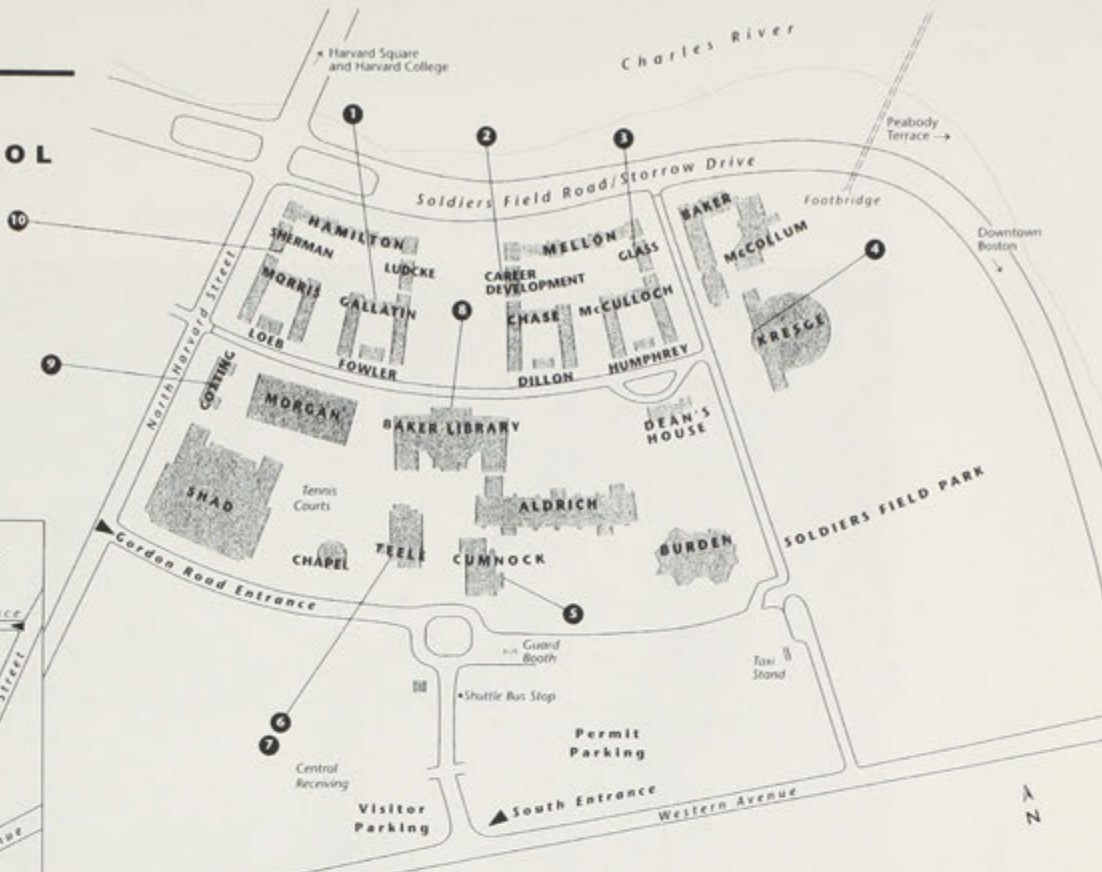


## SOUTHWEST CAMPUS

1/4 mile south of the main campus on North Harvard Street



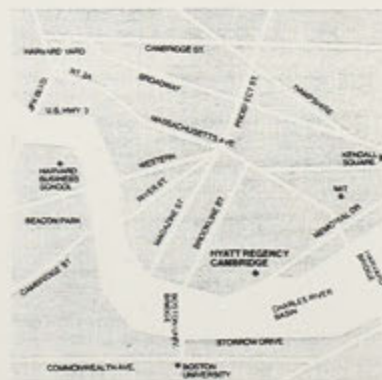
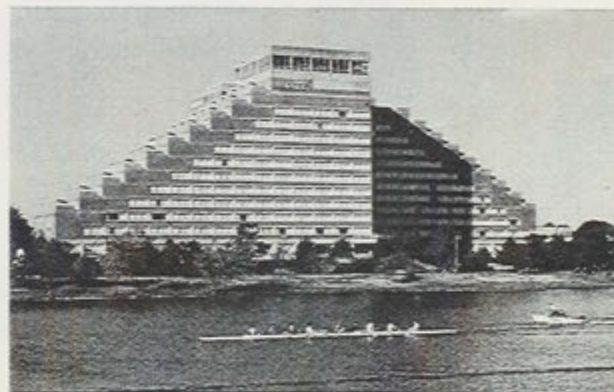
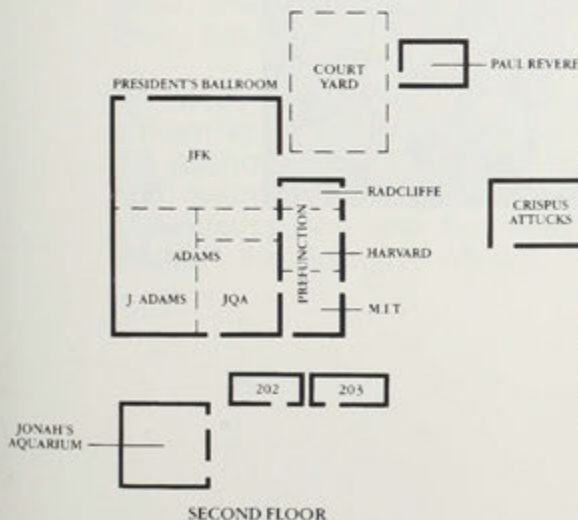
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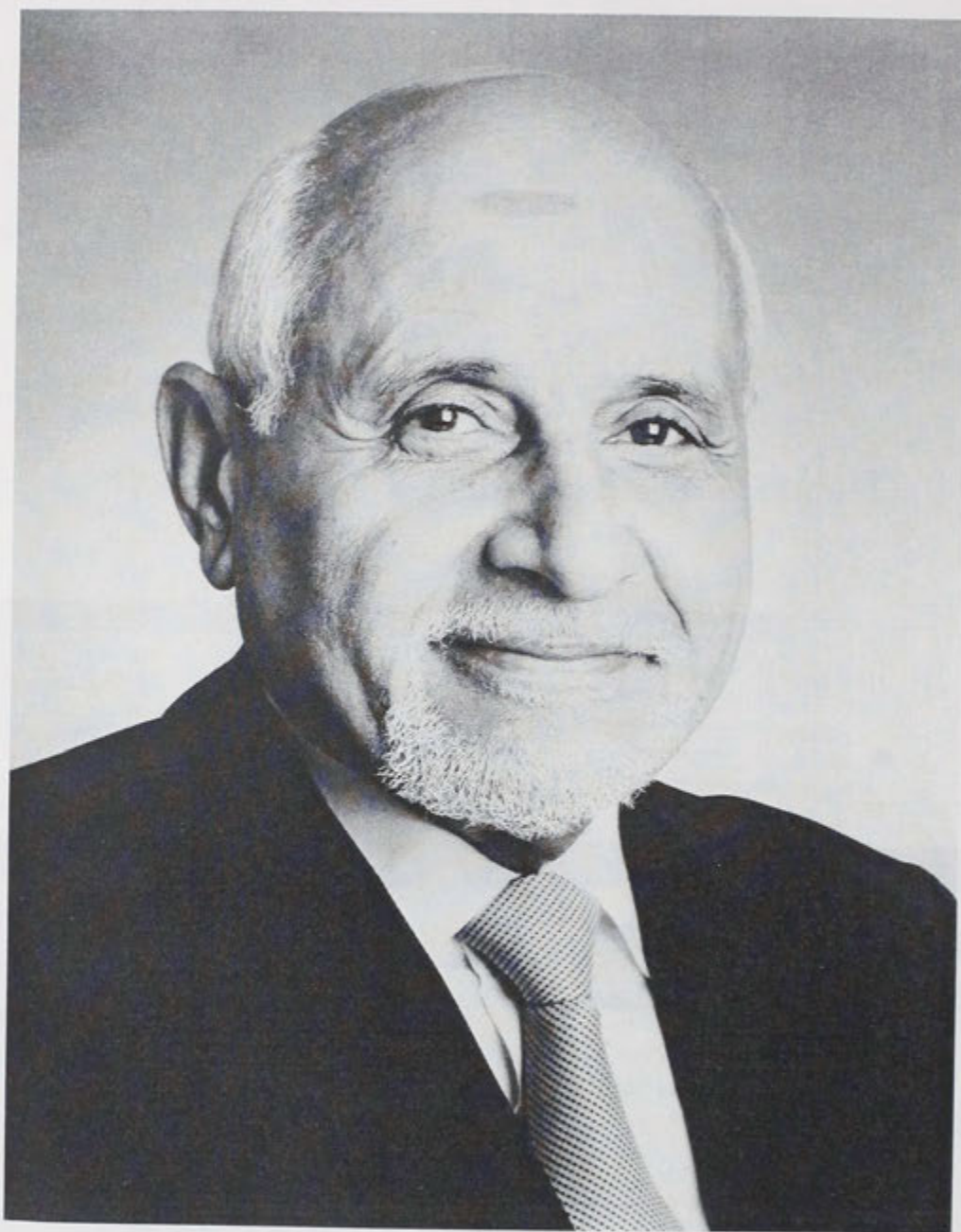


### Selected Offices and Services

- |                       |                                      |  |
|-----------------------|--------------------------------------|--|
| 1 MBA Admissions      | 6 Operational Support Services (OSS) | 11 Harvard Business Review                               |
| 2 MBA Placement       | 7 The Coop Bookstore                 | 12 HBS Press & Publishing Division                       |
| 3 Executive Education | 8 Student Association                | 13 HBS Press & Publishing Division Operations Department |
| 4 Dining Facilities   | 9 Doctoral Programs                  |  |
| 5 Health Services     | 10 Alumni Relations                  |  |

## HYATT REGENCY CAMBRIDGE







## ***Banquet Keynote Speaker***

**Percy E. Sutton** is the Founder and Chairman Emeritus of Inner City Broadcasting Corporation, a closely-held radio, television, Cable T.V., communication and entertainment company. He is General Partner of the Apollo Theatre Investor Group which owns and operates the world-famous Apollo Theater and Chairman and Chief Executive Officer of Percy Sutton Intercontinental, Inc. The latter is a New York-based operating and holding company involved in the ownership, and/or operation of television, recorded music production entities, the management of performing artists and the operation and ownership of a cable television system in New York City.

A native of Texas, Mr. Sutton was educated in the public school system of San Antonio Texas. He later attended Prairie View College of Texas, Hampton Institute of Virginia, Tuskegee Institute of Alabama as well as Columbia University and Brooklyn Law School. He holds a LLB Degree and several honorary degrees.

Mr. Sutton, together with his late brother, former New York State Supreme Court Justice Oliver C. Sutton served as attorneys for various individuals, groups and causes including Malcolm X. Presently, Mr. Sutton serves as a legal advisor and confidant to the Reverend Jesse Jackson.

In 1967, Mr. Sutton helped to found the National Council of Black Elected Officials, out of which grew the present day Joint Center for Political studies in Washington, DC. Along with Jesse Jackson, he is a founder and board member of PUSH, People United to Save Humanity.

A former member of the New York State legislature, Mr. Sutton was President and Chief Elected Official of New York City's Manhattan Borough from 1966-1977. He left public office in December 1977 after losing a Democratic Primary bid to become Mayor of the City of New York.

Having been an activist trial attorney and appellate counsel, Mr. Sutton then became Legal Counsel to the prestigious New York City Law Firm, Phillips, Nizer, Benjamin, Krim & Ballon in 1978. He later left to form his own firm, Percy Sutton Attorney at Law.

No longer active in the organized political arena, Mr. Sutton currently serves as a member of several boards, among them are The Boy Scouts of America and the Association For a Better New York. He is also the recipient of more than 450 awards honoring his contributions in Civil Rights, Human Rights, and Communications and Business, including the highest award granted by the NAACP, the Springarn Medal.



## ***Luncheon Keynote Speaker***

**Susan L. Taylor** is editor-in-chief of *ESSENCE* magazine and Vice President of Essence Communications. *ESSENCE* is published on a monthly basis and includes communications on a range of issues including fashion, health, celebrities, and kitchen recipes. Much of Ms. Taylor's life exemplifies the kinds of triumphant struggles *ESSENCE* readers know intimately. The determination to advance personally and professionally, and the desire to promote positive images and take pride in one's accomplishments are values Ms. Taylor shares with her readers. These are reflected in her editorials and are the kinds of issues regularly dealt with in *ESSENCE*.

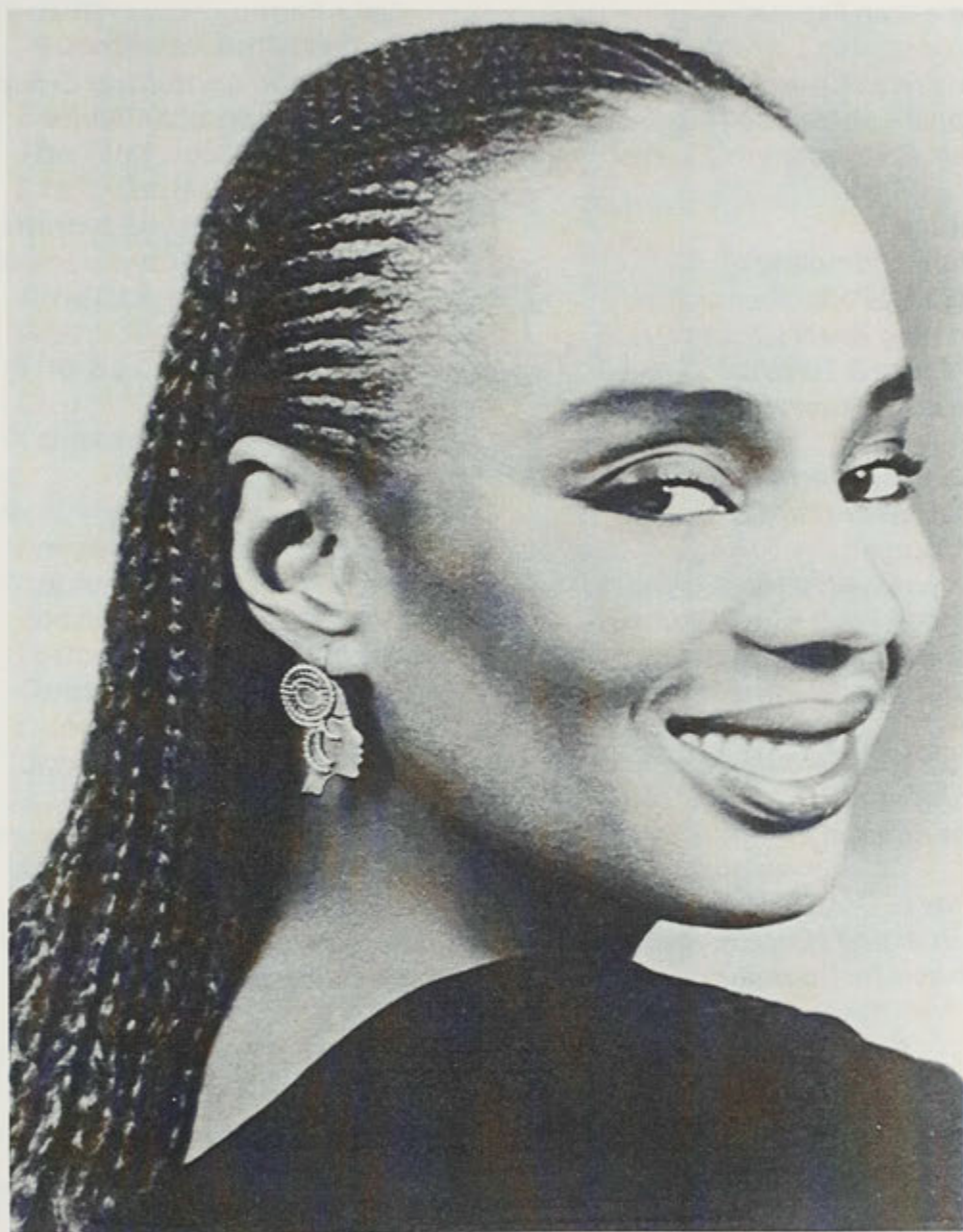
Prior to *ESSENCE*, Ms. Taylor pursued a career in acting and was a member of the renowned Negro Ensemble Company. She subsequently became a licensed cosmetologist and founded her own cosmetics company, Nequai Cosmetics. Shortly after joining *ESSENCE* in 1970, Ms. Taylor's expertise in cosmetology came to the attention of the editors and she was given freelance writing assignments. One year later, Ms. Taylor was named the magazine's Beauty Editor, and the year following, her position was expanded to include both fashion and beauty.

Since becoming Editor-in-Chief in 1981, Ms. Taylor has been responsible for guiding *ESSENCE* through a period of phenomenal growth. Circulation has grown from 50,000 at the start to 850,000 today. With an estimated readership of 4 million, it reaches almost 1 in 6 black women between the ages of 19 and 49. Under her editorship, the magazine has also reached out to male readers with an annual issue on men and a monthly column by men, "Say, Brother." Ms. Taylor was elected Vice President of Essence Communications, Inc. in March of 1986.

Ms. Taylor was also host and executive producer of "Essence", the country's first nationally syndicated Black-oriented magazine show, which ran for four consecutive seasons in more than 60 U.S. markets as well as in several Caribbean and African countries. In that role, she helped bring new and positive images of Black men and women to the television audience.

Ms. Taylor is a member of the National Association of Black Journalists, the Society of Magazine Editors, and Women in Communications. She is a board member of the Edwin Gould Services for Children and a recipient of the Women in Communications Matrix Award. Ms. Taylor has also received an honorary Doctorate of Humane Letters from Lincoln University.





### **Career Fair Participants**

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The African-American Student Union would like to thank the following sponsors for their help and contributions.

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***Advanced Management Seminars  
Success in Today's Rapidly Changing  
Business Environment***

This year, 1993, is not only a year in which we usher in a new administration for the United States, but in many respects, it also represents the beginning of a very different economic and business climate. In recognition of these significant changes and challenges, the 1993 Advanced Management Seminars will focus on new ways in which visionaries are understanding the changes to traditional corporate environment and will explore the characteristics of leadership and excellence in the presence of global competition.

**Economic Development: Addressing America's Capital Disadvantage:** Given the recent focus of business and political leaders on investment in America's Economic Development, this seminar will focus on America's Capital Investment System. It will explore America's traditional system of allocating investment capital and recommendations to improve long-term productivity growth for the American economy.

**Entrepreneurship in a Changing/Challenging Environment:** The coming of new regulations such as the North American Free Trade Agreement has generated anticipation and high expectations for new opportunities in entrepreneurial ventures. This seminar will explore ways to pursue entrepreneurial ventures in this new business environment.

**The Nature of Leadership: Facing the Challenges of Paradigmatic Shifts:** The introduction of new technologies into existing organizations has been the catalyst for significant changes in power structures within the corporations. This seminar will focus on the impact of technology on power structures and the paradigmatic shifts it creates within corporate environments.



**Michael E. Porter** currently teaches at the Harvard School of Business Administration and is a leading authority on competitive strategy. After joining the Harvard Business School in 1973, Porter became one of the youngest tenured professors in the school's history. He developed a widely acclaimed elective course on competitive strategy, and his ideas have become the basis for one of the required courses at the School.

Porter received a B.S.E. with high honors from Princeton University in 1969, where he was a member of Phi Beta Kappa and Tau Beta Pi. He also received an M.B.A. with high distinction in 1971 from the Harvard Business School and a Ph.D. in Business Economics from Harvard University in 1973.

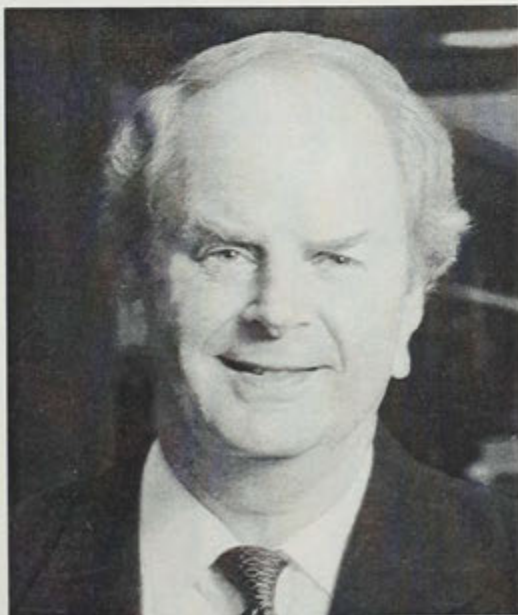
Michael Porter is the author of 13 books and over 45 articles. His book, Competitive Strategy: Techniques for Analyzing Industries and Competitors, published in 1980, is widely recognized as the leading work in its field. His latest major work, The Competitive Advantage of Nations (1990), was chosen as one of the top ten business books by "Business Week" and "The Financial Times" in 1990.



**Howard H. Stevenson** currently teaches at the Harvard University Graduate School of Business. He is a Senior Associate Dean and Director of Financial and Information Systems for Harvard Business School. He serves as doctoral program coordinator in General Management and teaches the first year M.B.A. course in Decision Making and Ethical Values.

Prior to joining the Harvard Faculty, Stevenson received his B.S. in mathematics, with distinction from Stanford and an M.B.A. with high distinction. He later received his D.B.A. from the Harvard University. In 1970-71, he served as Vice President of Simmons Associates, a small investment banking firm specializing in venture financing. Stevenson is also founder of The Baupost Group, Inc which manages partnerships investing in liquid securities for high net worth individuals.

Stevenson has authored or co-authored four books and forty-one articles, including New Business Ventures and the Entrepreneur and Policy Formation and Administration. He is currently director of Camp Dresser & McKee, Inc., Preco Corporation as well as partner or trustee for several private partnerships, trusts and foundations.



**Shoshana Zuboff** is an International Consultant and Professor of Business Administration at the Harvard Business School, which she joined in 1981. She earned her PhD in social psychology from Harvard University and her undergraduate degree from the University of Chicago

Professor Zuboff has published numerous articles and cases on the subject of information technology in the workplace. Her pioneering work on the subject, In the Age of the Smart Machine: The Future of Work and Power was published in 1988 to considerable critical acclaim. Some of Zuboff's current projects include a study on how firms create the conditions characteristic of an informed organization and an historical essay on "Work in the 20th Century".

Shoshana Zuboff is a member of the editorial boards of the Harvard Business Review and The American Prospect. In 1991, Zuboff was appointed to the General Accounting Office, Executive Council on Information Technology and the U.S. Postmaster General's Technology Advisory Board.

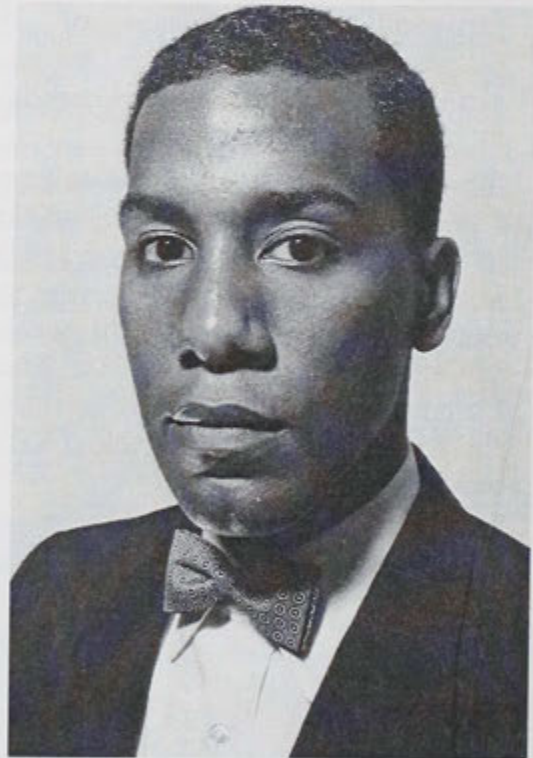
***Town Meeting***  
*Will separatism break down the barriers?*

Panelists will debate with the audience the effectiveness of separatist measures as a solution to educational, socio-economic and political problems affecting our communities. Is this philosophy the means to breaking down the barriers to African-American advancement that are omnipresent in American society? Harvard Business School Assistant Professor, David Thomas will moderate the debate. Panelists, representing both integrationist and separatist viewpoints, will be Mr. Robert Griffin, African-American Immersion Middle School; Minister Conrad Muhammad, Nation of Islam; Dr. William Stewart, Mississippi Valley University; and Professor Randall Kennedy, Harvard Law School.

***Minister Conrad Muhammad*** is the New York Representative of the Honorable Louis Farrakhan. He is presently doing a national collegiate Black History tour focusing on the "Nation of Islam's Perspective on the movie Malcom X."

Minister Muhammad pursued his undergraduate studies at the University of Pennsylvania. While there, Minister Muhammad was president of the Black Student League. He was also a student coordinator in the 1984 presidential campaign for Reverend Jesse Jackson.

Minister Muhammad was recognized by Ebony magazine as one of the "50 Leaders of the Future." He has also lectured at over 100 colleges and universities nationwide.





**Robert L. Griffin** is the Principal of the African-American Immersion Middle School. He is also a current fellow with North Central Regional Educational Laboratory.

Mr. Griffin has served over twenty years working in the Central City schools as teacher, supervisor and administrator.

He has appeared and participated in numerous workshops, conferences, etc. on educating African-American youth.



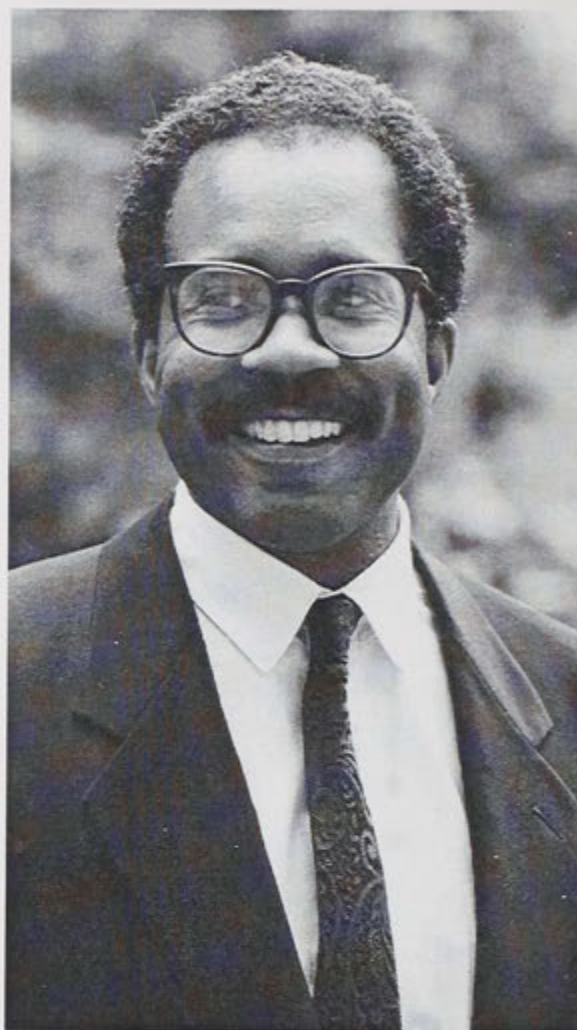
**William J. Stewart** is presently an Associate Professor of Mathematics at Mississippi Valley State University. He belongs to many professional and political organizations including the Leflore County Board of Supervisors of which he is president.

Mr. Stewart received his B.S. in Mathematics from Mississippi Valley State University, his M.S. in Mathematics from Arizona State and his Ph.D. in Mathematics from Indiana University.

**Dr. Randall Kennedy** is a professor at the Harvard Law School. Before joining the Harvard Law School faculty in 1984, Dr. Kennedy served as law clerk to both U. S. Supreme Court Justice Thurgood Marshall and U. S. Appeals Court Judge J. Skelly Wright. Dr. Kennedy has held positions with the law firm of Williams & Connolly, the NAACP Legal Defense Fund and the U.S. Department of Justice, Civil Rights Division. Dr. Kennedy has been a member of the Bar of the District of Columbia since 1983.

Dr. Kennedy's legal scholarship has appeared in various publications. Professor Kennedy's more recent works include "Racial Critiques of Legal Academia", *Harvard Law Review*, "Comment on Carl Rowan: Equality as a Constitutional Concept", *Maryland Law Review*, and "Race Relations Law and the Tradition of Celebration: The Case of Professor Schmidt", *Columbia Law Review*.

Dr. Kennedy is a graduate of Yale Law School, a recipient of the Rhodes Scholarship, and a graduate of Princeton University.



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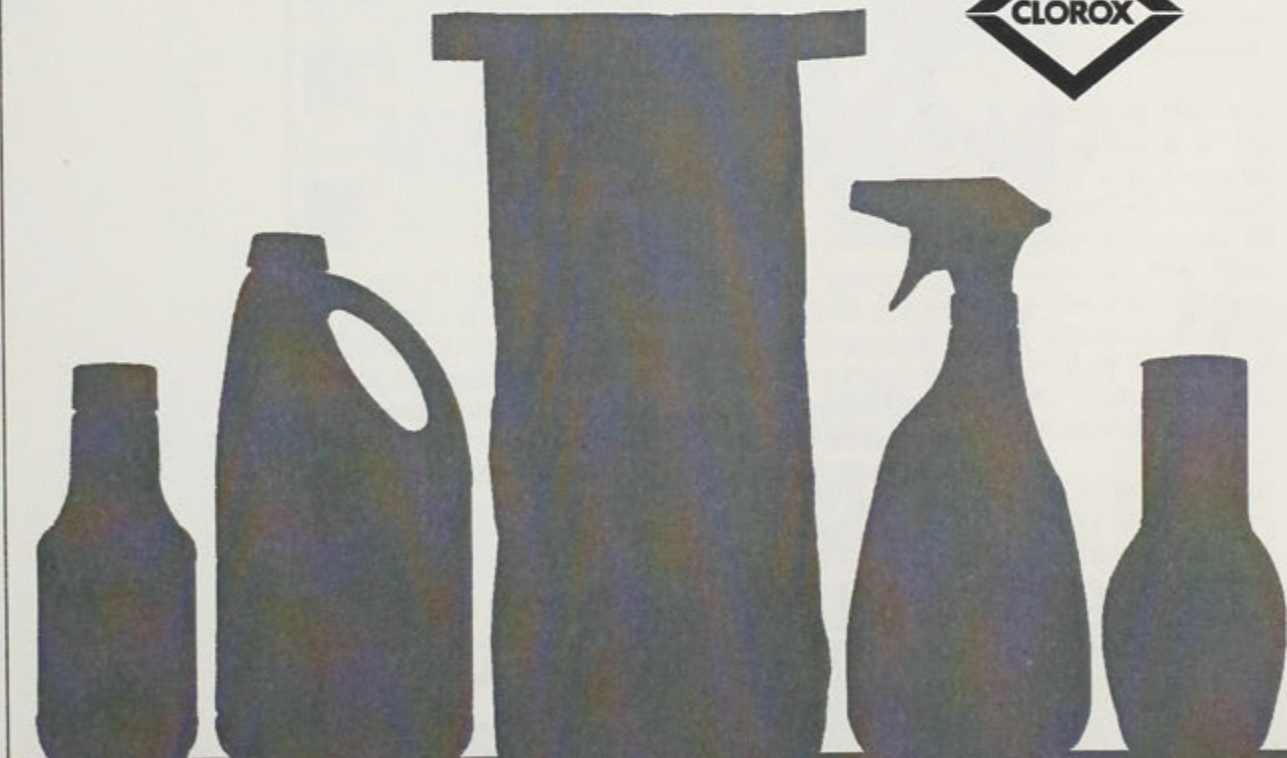
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## ***Power and Influence***

This interactive panel will focus on the challenges of managing an interfunctional work groups, and paying special attention to exercising power and influence without formal authority. Conference participants will witness a reenactment of an actual meeting of a design engineering group. Additionally, Professor Hill will help us explore the particular dilemmas that African American managers face in managing key work relationships.



***Linda A. Hill*** is an Associate Professor in the Human Resource Management area at the Harvard Business School. She currently teaches a course entitled Power and Influence. Her manuscript, *Becoming A Manager: Mastery of a New Identity*, (Harvard Business School Press, April 1992) explores the challenges of making the transition from star producer to manager.

Prior to joining the faculty at Harvard, Hill was a post doctorate fellow at the Harvard Business School and a special Assistant to the President of Radcliff College. 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, the Board of Trustees of the Children's Museum, Boston, and the American Repertory Theater Board.

Dr. Hill earned a Ph.D. in Behavior 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., summa cum laude, in psychology from Bryn Mawr College.

## Corporate Responsibility to Our Community

This workshop will focus on how corporations and their employees must become more proactive in addressing problems faced by society today. A particular point of discussion will focus on those problems faced by society

today. A particular point of discussion will focus on those problems faced by minorities and the extent to which corporations are responsible for providing programs that will assist in bringing a brighter future to these minorities. In light of the Workforce 2000 report, is the future of corporate America linked to its present commitment to social justice?

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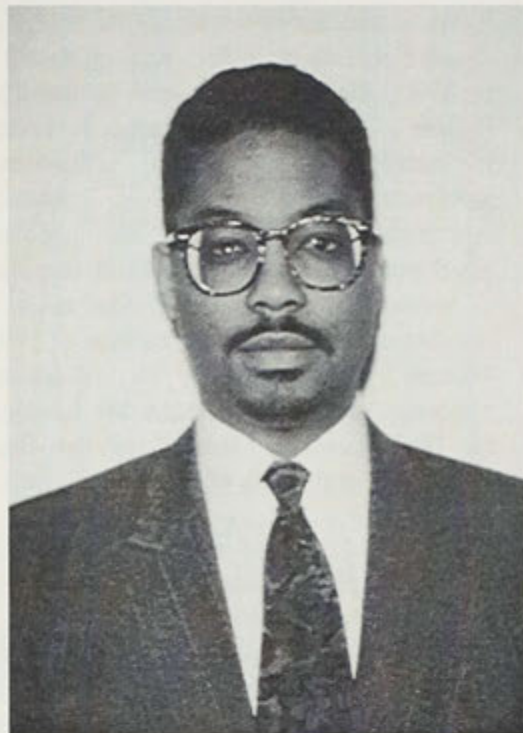
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**Mr. Pinkney G. Davis** is a Software Development Engineer with Hewlett-Packard Medical Products Group in Waltham, Massachusetts. He earned his B.S. degree in Computer Science from the State University of New York(SUNY, Stony Brook). Mr. Davis is a founding member of the Diversity Network and former Chapter President of the National Society of Black Engineers, NSBE.

Mr. Davis is also a founding member of the Board and Director of Programs for ESRA Incorporated (Engineering and Scientific Resources for Advancement), a non-profit company which develops intervention and retention program for youths. When not participating in other community activities, Mr. Davis shares his time as a member of the St. John's Baptist Church in Woburn, Massachusetts, as a member of the Board of Christian Education, a member of the men's choir, and a leader in various fund raising events.

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**Dr. Westina Matthews** is Vice President, Philanthropic Programs at Merrill Lynch & Co., Inc. and also serves as Secretary of the Merrill Lynch Foundation. Before joining Merrill Lynch in 1985, Dr. Matthews was Senior Program Officer at The Chicago Community Trust. She is noted for her board affiliations and involvement with membership organizations concerned with either the professional development or political/economic empowerment of women and minorities. She is an active member of the New York Coalition of 100 Black Women. In July 1990, Dr. Matthews was appointed to a four year term by Mayor David N. Dinkins as a Member of the Board of Education for the City of New York.



Dr. Matthews earned a Ph.D., in Education at The University of Chicago in 1980, and served as a postdoctoral research fellow at both Northwestern University (1981) and the University of Wisconsin at Madison (1982). A former elementary school teacher and reading specialist, she has published and presented many

articles and papers on equity in education. The recipient of numerous awards and recognitions, Dr. Matthews was cited by *Ebony* as one of the "100 Best and Brightest Black Women in Corporate America".

## THE ICA LOAN FUND

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The Fund is a national recognized leader in provider of financing and technical assistance to worker-owned and community-based companies throughout America. Our affiliate, ICA is a full service consulting company, staffed by seasoned, committed professional that provide consulting services to employee-owned or Community-based firms, and firms considering employee ownership. The Fund was established in 1982

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Most Admired Corporation within the financial services industry on the 1991 list of Fortune 500 companies.

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## Managing the Gender Gap

The Rev. Clarence Glover's workshop on Male/Female relationships will focus on how African Americans need to address the gender issue within and outside the work environment. How we relate to one another is very important to our professional and personal development. Rev. Glover believes that the context of this development must be based on an Afrocentric model if we are to utilize the full potential that our history and culture can provide in this development process.

**Reverend Clarence Glover** is the President of Clarence Glover and Associates. His organization is a multi-faceted lecturing and consulting agency designed to meet the needs of a changing multicultural society. He has lectured and consulted at major educational institutions, religious institutions, and public and private agencies throughout the U.S. and Caribbean. Rev. Glover is also Director of Intercultural Education and Minority Student Affairs and an Adjunct Professor of African-American Studies at Southern Methodist University. His work has been praised by the likes of Rev. Ralph Abernathy, Alex Haley, Ivan Van Sertima, and Gwendolyn Brooks for his intercultural awareness and insight on issues regarding African-American Life and Culture.

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*Black men and women need each other too much to be separated by...nonsense. It is a need that has economic, racial, and in a still racially hostile society, emotional implications as well. Black men and women alike must try to lighten the emotional baggage that keeps them estranged from each other.*

*by Paula Giddings*

## **The 21st Annual Career/Alumni Conference**

***"African American Leadership: Visionaries Breaking Through Traditional Barriers"***

Dedicated to H. Naylor Fitzhugh

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**FRIDAY, FEBRUARY 12, 1993**

### **PROSPECTIVE STUDENTS**

- 
- 7:00 - 8:30a.m. Conference Registration, Kresge Rollins Room
- 9:00 - 9:45a.m. Prospective Students Orientation, Kresge South Room
- 10:20 - 11:40a.m. Visit Classes in Aldrich
- 11:30 - 1:00p.m. Prospective Students' Luncheon, Kresge Boardroom
- 1:00 - 2:20p.m. Campus Tour
- 2:30 - 3:15p.m. Prospective Students' Panel, Aldrich 110

### **ALL REGISTRANTS**

- 7:00 - 8:00p.m. Conference Registration, Kresge Rollins Room
- 7:30 - 8:00a.m. Alumni Breakfast with Dean John H. McArthur at Dean's Residence
- 9:00 - 10:30a.m. Advanced Management Seminar I - Professor Michael Porter, Aldrich 112  
*Economic Development: Addressing America's Capital Disadvantage*
- 10:45 - 12:15p.m. Advanced Management Seminar II - Professor Howard Stevenson, Aldrich 112  
*Entrepreneurship in a Changing/Challenging Economic Environment*
- 12:30 - 1:30p.m. Alumni/Student Luncheon, Hamilton Lounge
- 1:45 - 3:15p.m. Advanced Management Seminar III - Professor Shoshana Zuboff  
*The Nature of Leadership: Facing the Challenges of Paradigmatic Shifts*
- 3:30 - 5:30p.m. Career Fair, Kresge Boardroom
- 5:45 - 7:30p.m. Welcome and Reception, McCollum Lounge
- 9:00 - 11:30p.m. Comedians and Concert Performance by Will Downing  
Hyatt Regency Cambridge President's Ballroom
- 11:30p.m. - until Party



## **The 21st Annual Career/Alumni Conference**

***"African American Leadership: Visionaries Breaking Through Traditional Barriers"***

**Dedicated to H. Naylor Fitzhugh**

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### **SATURDAY, FEBRUARY 13, 1993**

- 8:00 - 2:00p.m.**      **Conference Registration, Kresge      Rollins Room**
- 8:00 - 9:00a.m.**      **Continental Breakfast, Burden**
- 9:00 - 10:30a.m.**      **Town Meeting, Assistant Professor David Thomas, Moderator, Burden 40**  
*Will Separatism Break Down the Barriers?*
- 10:45 - 12:15p.m.**      **Panel/Workshop Session I - Social Responsibility/Personal Development**  
  
Panel I - **Power and Influence**, Associate Professor Linda Hill  
Panel II - **Managing the Gender Gap**  
Panel III - **Corporations' Responsibility to Our Community**
- 12:30 - 2:00p.m.**      **Keynote Luncheon Address, Susan Taylor, Kresge Boardroom**
- 2:15 - 3:45p.m.**      **Panel/Workshop Session II - Business Life**  
  
Panel I - **Entrepreneurship vs Corporate America**  
Panel II - **Public Management**  
Panel III - **Entertainment Management**  
Panel IV - **Gaining Access to Capital**
- 4:00 - 5:30p.m.**      **"Visionaries Breaking Through Traditional Barriers: An Historical Perspective"**  
**Burden 40**
- 7:00 - 10:30p.m.**      **Reception and Banquet, Percy Sutton**  
**Hyatt Regency Cambridge Presidents Ballroom**
- 10:30p.m.**      **Party**  
**Hyatt Regency Cambridge Presidents Ballroom**
- 

### **SUNDAY, February 14, 1993**

- 10:00 - 1:00p.m.**      **Jazz Brunch**  
**Hyatt Regency Cambridge Empress Room**
- 12:00 - 3:00p.m.**      **Basketball Challenge**  
**Shad**

## Entertainment

The Entertainment Industry is one of the fastest growing industries both domestically and internationally. The number of new and exciting opportunities for African-Americans to advance and excel in entertainment have never been as great. The entertainment panel is designed to highlight the achievements of successful African-Americans within the industry and to give valuable insight to participants interested in entering and learning more about the entertainment business.

This panel features six prominent entertainment executives who will detail the realities and challenges of working in various areas of the entertainment industry. Through a discussion of their experiences, panelists will give advice on getting started, moving up through the ranks, leading and managing others and the skill sets and key factors required for success in the industry. Conference participants are encouraged to ask probing questions that will lead to further insight into the entertainment industry.

**Ms. Janice Cook** is Director of the International MCA Home Entertainment Group. Her responsibilities in this position include: monitoring the activities of MCA foreign and pay television distributors, analyzing proposals for pay television series and video licensing agreements, identifying additional programming for the foreign market, developing marketing plans and analyzing management reports, budgets and industry data.

Ms. Cook received a B.A. from Amherst College and received an M.B.A. from the Harvard Business School.

While working towards her M.B.A., Ms. Cook interned with the United Artist Corporation refining the firm's computer models that determined the profitability of films, evaluating the cost effectiveness of licensing agreements and analyzing issues related to the merger of United Artists and MGM. Subsequently she worked for MCA, Inc. as senior auditor.



**Mr. Doug McHenry** is a partner in the Jackson/McHenry Productions Company. Mr. McHenry is both a producer and director of films, television programs and various musical projects. Mr. McHenry has produced such notable and successful films as "Krush Groove" that, made on a budget of \$3 million, had gross revenues of \$15 million; "New Jack City" a \$9 million film that grossed \$50 million; and, "House Party II" a \$4.5 million film that grossed \$17 million. Currently, the company has no fewer than a dozen other features and television projects in various stages of development with studios that include Warner Brothers, Tri-Star and HBO.

Mr. McHenry received a B.A. from Stanford University and a joint J.D. and M.B.A. from Harvard Law School and Business School.

Before forming the partnership in 1985, he held production as well as legal positions at Casablanca Records & Filmworks and Avco Embassy Pictures Corporation.



**Mr. Steve McKeever** is Senior Vice President of Artist & Repertoire (A&R) and General Manager of Motown Records. As head of A&R, Mr. McKeever plays an integral role in the 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 a B.A. from the University of Illinois, Champaign and received a J.D. from Harvard Law School and is a member of the California Bar Association.

Mr. McKeever officially began 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 DJ and Promotion Director in radio, concert promotions and record producer, (Mr. McKeever produced the album *Bebe's Kids* by the late Robin Harris), to recently heading up Polygram's West Coast business affairs as Director of Business and Legal Affairs. Recently Mr. McKeever launched a new jazz label for Motown, MoJazz and is presently laying the groundwork for an alternative hip/hop/rap label for Motown.



**Ms. Carmen Ashhurst-Watson** is the President of RUSH Communications—the parent company of hip-hop impresario Russell Simmons' media empire and the largest African-American owned entertainment company in America. She administers all management and financial functions of the company. She also serves as Executive in Charge of Production for "Russell Simmons' Def Comedy Jam", a 1/2 hour television show that features young African-American comedians and adds a hip-hop twist.

Ms. Ashhurst-Watson received a B.A. in Government from MacMurray College in Jacksonville, Illinois and an M.S. in Broadcast Journalism from Boston University.

Before her current position, Ms. Ashhurst-Watson was President of Def Jam Recordings. She also formed a consulting group, Ashhurst Associates. Her clients included elected officials and entertainment companies. Prior to that, she served as executive director for The Film Fund, Inc. in New York.



**Ms. June Baldwin** is Senior Vice President of Business Affairs for Quincy Jones Entertainment Company. In this role she is responsible for all aspects of business, legal and administrative affairs for the company. Quincy Jones Entertainment Company is a joint venture with Time Warner Enterprises and has complete autonomy to create enlightened entertainment. The Company was founded in May 1990 and its credits include executive production of the hit television show "Fresh Prince of Bel-Air". The Company is currently working on a 90 minute special for HBO entitled "Songs of My People".

Ms. Baldwin received a B.A. from Stanford University and received a J.D. from Harvard Law School.

Before joining Quincy Jones Entertainment Company she was the Head of Business Affairs for Act III Television Venture and served in the same capacity for Carson Productions Group. Ms. Baldwin also put her talents to use at NBC Entertainment as Director of Program Acquisitions and at a law firm in Beverly Hills while practicing entertainment law.



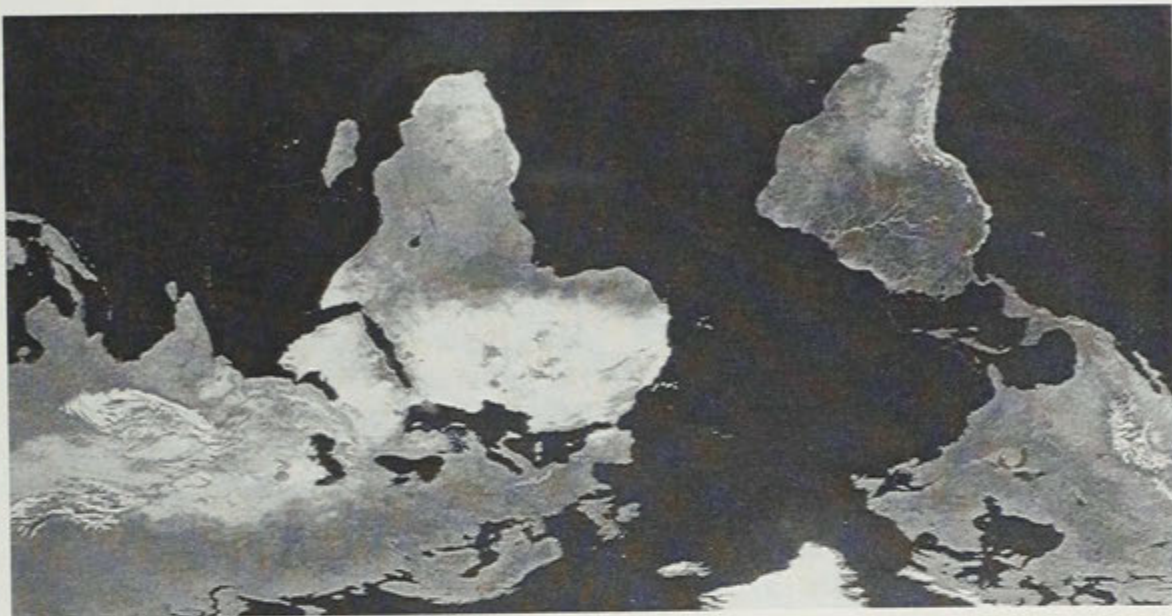
**Ms. Jacquelyn Edmonds** is an independent screenwriter whose accomplishments include winning a grant to produce a documentary entitled "Development and Disinvestment in Black Detroit". Currently she is working on several television, film and theatrical projects.

Ms. Edmonds received an A.B. from Princeton University and received an M.B.A. from the Harvard Business School.

Before working on her own, Ms. Edmonds spent five years in the strategic planning and marketing department at Ameritech Publishing in Detroit, Michigan. While pursuing her M.B.A., she interned with Columbia Pictures and most recently she participated in the Walt Disney Writer's Fellowship Program.



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Candidates for the International Track will be willing to devote 3-5 years in their first international assignment. We seek candidates with strong language skills, other than English and significant work or educational experience abroad. Additionally, applicants should possess strong computer skills, a distinguished academic record and sound business sense.

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## Public Management

The public Management panel will discuss the challenges that public-sector managers face in a changing environment. Today, constituents are demanding more services from their state and local governments. However, our economies have grown more slowly or have declined. Elected and appointed officials must be more creative in solving pervading housing, infrastructures, health, and transportation issues.



**Ms. Bella Marshall** is the Director of Finance for the City of Detroit. Named by Mayor Coleman Young in 1982, she oversees a budget of over \$2.0 billion. As Chief Financial Officer, she is responsible for all finance functions including revenue generation, employee benefits plans, banking and investment, securities, payments and payroll accounting and audit functions, tax levying and collection and numerous functional divisions.

Previously, Ms. Marshall was Director of the Michigan Housing Development Authority. She was responsible for the Authority's development and regulation of the financial status of its investments and related matters for six of the largest counties in the State of Michigan with a portfolio of over \$600 million. She was also the first female executive and legally authorized Officer of the Authority with Michigan Housing Development Authority with contract authority. Ms. Marshall taught courses in Political Science, Law Enforcement, Women and the Law and other courses.

Ms. Marshall has received various civic and leadership awards and was named by the Detroit News as one of the ten most powerful women in Detroit. She is a member of the Michigan Bar Association and Government Finance Officers Association. She is a board member of the Economic Growth Corporation, the Detroit Building Authority, the Downtown Detroit Development Authority and many others.

Ms. Marshall attended Wayne State University in Detroit, and received a Juris Doctorate from University of Michigan Law School.

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**Ms. Barabara Mickens** is the Deputy Director of Finance for the Metropolitan Transportation Authority. Ms. Mickens coordinates the Capital Program municipal bond financings which average over \$1 billion annually, monitors a \$8.7 billion portfolio of outstanding bonds, coordinates investor relations and manages the budget. In addition, she is Staff Representative on the boards of three MTA defined benefit pension plans.

Ms. Mickens is on the board of the Community Family Planning Council, a not-for-profit agency which provides selected family planning, HIV and health services for minority women throughout the five boroughs. She is also on the board of Associated Black Charities, a federation of black social services agencies and is a member of Support Network, Inc., which provides fundraising support for the minority children education programs of Early Steps and the neonatal intensive care unit of the Harlem Hospital.

Ms. Mickens previously was a Senior Financial Specialist in the Financial Risk Department of the Continental Insurance, where she underwrote investor bonds for real estate



private placements. She graduated cum laude with a degree in psychology from Mount St. Mary's College in Los Angeles, California and received a MBA from the University of California at Los Angeles. She also attended the Program for Senior Executives in State and Local Government at Harvard University's John F. Kennedy School of Government.

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## ***Entrepreneurship vs. Corporate America***

The many roads to success include climbing the corporate ladder and starting your own business. What are the pros and cons of each? Is there a "glass ceiling" inhibiting the entrepreneur? We will hear from successful corporate executives and entrepreneurs in multiple industries to determine the key success factors involved in each endeavor. What skill sets and spheres of influence are critical to survival? Panelists will be Jeffrey Humber, Merrill Lynch; Tina Walls, Phillip Morris; Steven Rogers, Fenchel Lamp Shades Company; Kathryn Leary, Leary Communications; and Eddie C. Brown, Brown Capital Management, Inc.



**Ed Brown** is founder and President of Brown Capital Management. He has over 22 years of investment experience and has served as a Vice President and Portfolio Manager for 10 years at T. Rowe Price Associates.

Mr. Brown holds a BS degree in electrical engineering from Howard University, an MS in electrical engineering from New York University, and an MBA from Indiana University School of Business. He is also a Chartered Financial Analyst and a Chartered Investment Counselor.

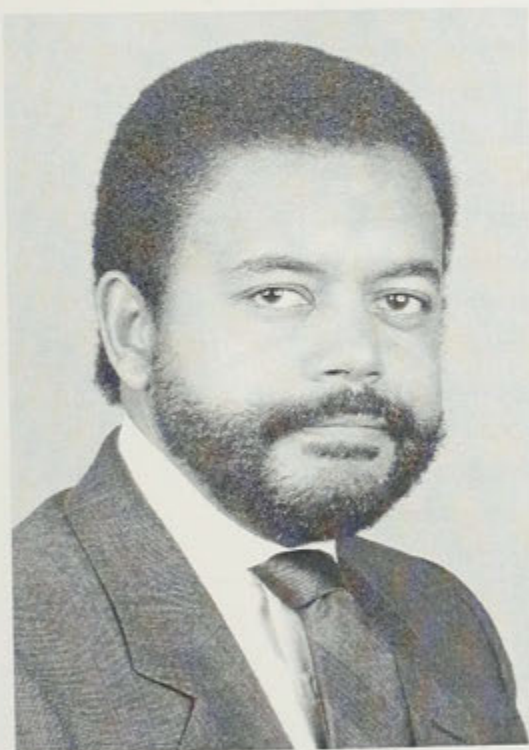
For the past 13 years Ed has been a regular panelist on the nationally televised program, Wall Street Week with Louis Rukeyser. He is currently a Commissioner for Maryland Public Broadcasting and a member of the Board of Directors of the Baltimore Community Foundation -- where he chairs the investment committee for the foundations \$30 million endowment.



**Jeffrey Humber** joined Merrill Lynch as a Managing Director in the Municipal Finance Department in 1984. He has participated in a variety of general obligation, note and revenue bond financings.

Mr. Humber holds a BA in sociology from Virginia Union University, an MBA from Harvard and a JD from the University of Virginia. Prior to joining Merrill Lynch, Mr. Humber worked for five years as Deputy City Administrator and Director of the Department of Finance and Revenue in Washington D.C.

Jeffrey, prior to his government experience, was associated with the Piedmont Virginia Community College as a business instructor, Coopers & Lybrand as a tax specialist, and Booz Allen & Hamilton as a consultant.



**Tina Walls** was appointed Director, Government Affairs West for Philip Morris U.S.A. in July 1989. She is responsible for directing regional government lobbying and constituency development activities on behalf of Philip Morris U.S.A. in the western half of the United States.

Ms. Walls received a BA in administration and legal processes from Mills College in Oakland, California. She has also attended the University of Wisconsin at Madison and the University of Colorado at Denver graduate schools for public and business administration. Prior to joining Philip Morris, she worked at the Colorado Legislative Council where she served as Principal Analyst. From 1972 to 1978 she served in various marketing and administrative positions for Chemical Bank in New York and IBM in Denver and San Francisco.

**Kathryn Leary** is President and CEO of Kathryn Leary Communications, Inc. and Publisher of JAPANWATCH. Kathryn Leary Communications specializes in unique domestic and international marketing programs, advertising, and communication efforts. JAPANWATCH is a monthly subscription newsletter providing vital information about Japan and the Pacific Rim.

Ms. Leary holds a dual BA degree from Antioch College and an MBA from Stanford Business School. Prior to her current responsibilities, she has been co-founder and president of Jamison & Leary Advertising, Inc.; vice-president and account supervisor at Ted Bates Advertising; and has worked in account management at Baker & Spielvogel, BBDO and Young & Rubicam.

Most recently Kathryn gave a series of lectures in Japan for the United States Information Service (USIS) on the subject of the US presidential election. She has presented lectures on media and communications to the KEIDANREN in Tokyo and for the USIS throughout Japan.



**Steven Rogers** is owner and president of Fenchel Lamp Shade Co. in Chicago Illinois, a manufacturer of premium quality lamp shades.

Mr. Rogers holds a BA in history from Williams College and an MBA from Harvard. Prior to purchasing two companies to form Fenchel, Steve was a consultant at Bain and Company and a Supervisor of Customer Service Parts Department at Cummins Engine Company in Columbus, Indiana.

Steve has remained active in sports programs in his community and is very involved with the "A Better Chance" program tutoring high school students and adults in Pennsylvania and Illinois.



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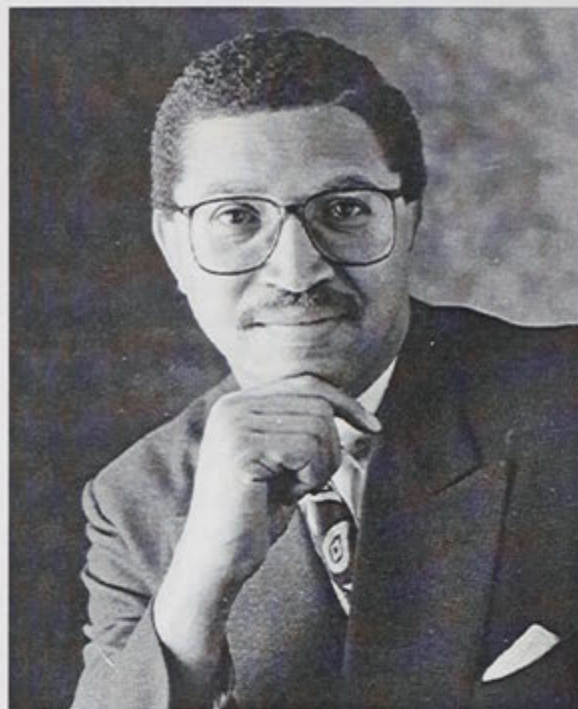
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## Gaining Access to Capital Markets

Through creative and non-traditional strategies African-Americans have been able to tap into capital sources which have been previously unavailable. The recent successes of entrepreneurs such as Robert Johnson, of BET Holdings, inc., and the late Reginald Lewis, of Beatrice International, illustrate the emerging presence of African-Americans in the public and private capital markets.

A greater measure of success will occur when creativity, innovation, and commitment to material gains and capital formation for small and medium sized African-American owned businesses.



**Ed Dugger** joined UNC Ventures in 1974, was appointed chief operating officer in 1977, and became president and chief executive officer in 1978. In 1983, he became a general partner of UNC Ventures II, L.P. He was formerly a manager in the Real Estate Group of Irwin Management Co. Inc., the private asset management company for the J. Irwin Miller family.

Mr. Dugger is an active civic leader. He serves as a board member of the following civic organizations: Greater Boston YMCA, Museum of Fine Arts Council, Museum of the National Center of Afro-American Artists, and A Better Chance, Inc., vice chairman of the Greater Boston YMCA and a trustee of the New England Aquarium. Mr. Dugger, who has been cited by *Esquire* for his business leadership, is a director of Ruggles Bedford Associates, Inc., Granite Broadcasting Company and Infolink Corporation.

Mr. Dugger received his A.B. degree cum laude from Harvard College in 1971. He continued his education at the Woodrow Wilson School for International Affairs, Princeton University, where he received a Master of Public Affairs and Urban Planning degree with honors in 1973.



**Stanley Tucker** is Director of the Maryland Small Business Development Authority where he directs and supervises all the administrative affairs and technical activities of the Authority. Prior to this position, he was the Vice President of Economic Development at the Park Heights Development Corporation.

Mr. Tucker is a graduate of Morgan State University, where he obtained a B.S. in Business Administration, and Carnegie Mellon University in Pittsburgh, where he received a M.S. in Finance and Real Estate Development.

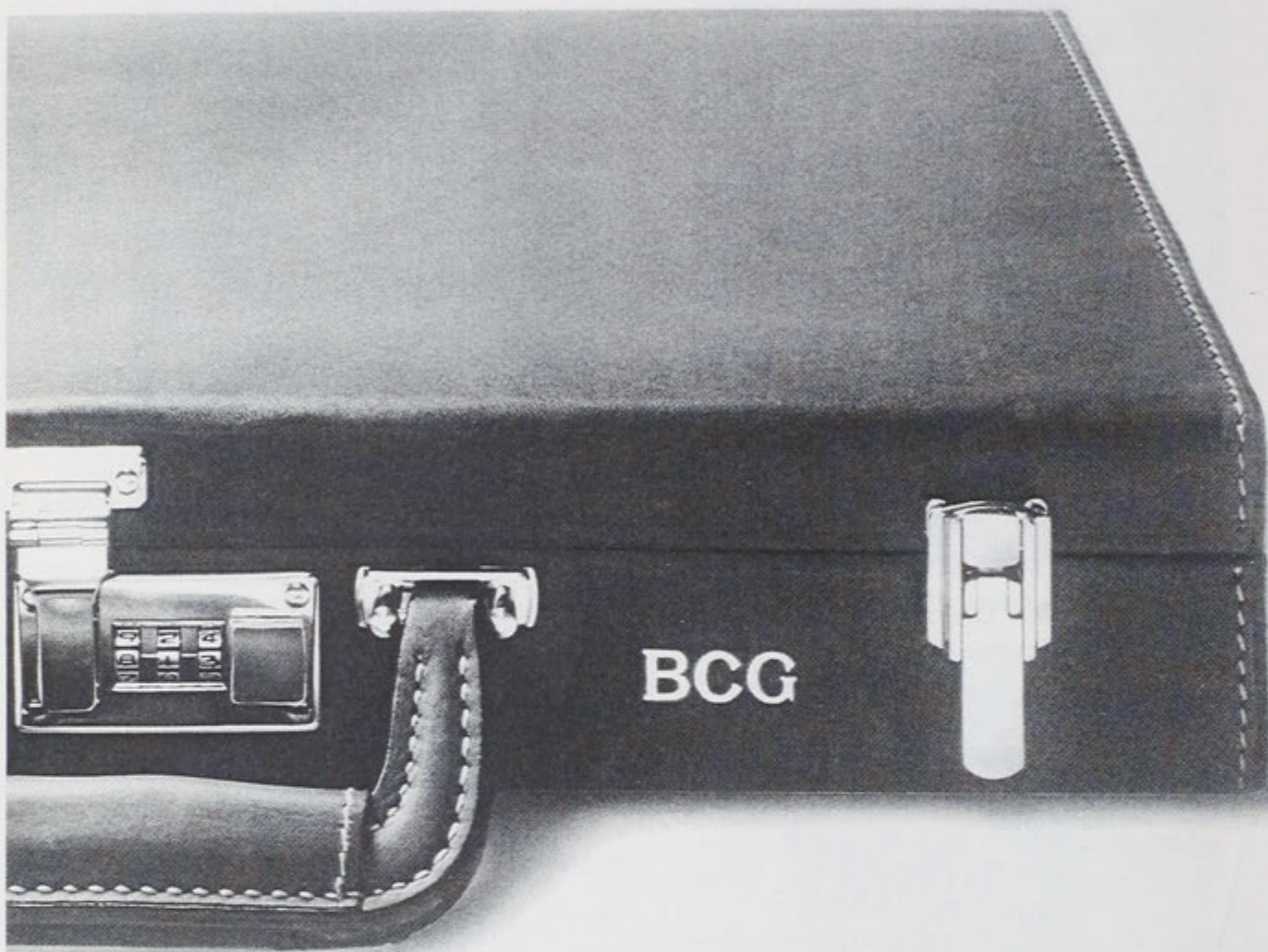
He is an active member and Chairman of the Golden Bears Association Inc., a Morgan State University Alumni association that sponsors various social, scholastic, and athletic events, whose proceeds go to benefit the Athletic department at Morgan.



**Justin F. Beckett** is an Executive Vice President at NCM Capital Management Group, Inc. NCM Capital is one of the nation's largest minority-owned investment management firms, with assets of \$2 billion. He is responsible for the firm's marketing strategy, which, for the last five years, has made them the fastest growing firm in the investment industry.

Mr. Beckett was recently featured in *Nation's Business* magazine where he states "the best way to capitalize minority entrepreneurs is to enable and encourage them and minority society to take control of their own economic power. This can be done by reinvesting in fellow minority firms, and by making careful decisions to recirculate wealth within their own communities".

He is a graduate of Duke University. Mr. Beckett is Chairman of Vision Capital Management and Legends Sports Group, an adjunct professor at Southern University, and a trustee of Elizabeth City State University, in addition to numerous civic activities.



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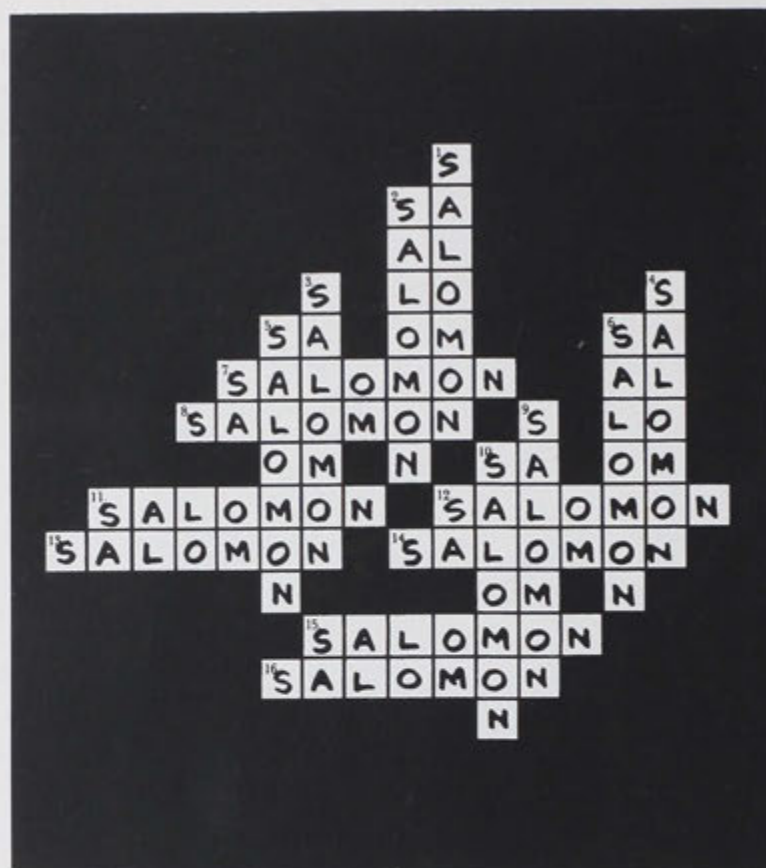
**Harvard Business School**  
 on the occasion of  
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**Professor Juliet E. K. Walker** is a full professor in the Department of History at the University of Illinois at Urbana. Professor Walker has written a biography of an antebellum black businessman Free Frank (1777-1854) whose profits from his entrepreneurial activities enabled him to buy sixteen family members from slavery including himself, Free Frank: A Black Pioneer on the Antebellum Frontier by the University Press of Kentucky. Her forthcoming book is The History of Black Business in America: The Suppression of Black Economic Nationalism will be published by Twayne Publishers of Macmillan Publishing Company. She has also written articles for the Radcliffe Quarterly, Journal of Negro History, Business and Economic History and many others.

Professor Walker's prizes for publications include the Newcomen Prize for the best article published in the Harvard Business History Review for 1986. Her research grant awards include the National Endowment for the Humanities Fellowship for Independent Study and a Rockefeller Foundation Fellowship.

Professor Walker has lectured at national academic institutions which include Harvard University, University of Chicago, Howard University, Michigan State University, Atlanta University and Marquette University.

Professor Walker received her B.A. at Roosevelt University in American History and her Master's and Ph.D. from University of Chicago in American History. She conducted her post-doctoral work at Harvard University's DuBois Institute and again as a Research Associate investigating Black Business History. She also conducted research at the Harvard-Radcliffe Bunting Institute as a Berkshire Fellow in History.



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Prior to launching his career as a solo recording artist, he performed background vocals with artists like Jennifer Holliday, Billy Ocean, Kool & the Gang, and Stephanie Mills.

Mr. Downing, who grew up listening to jazz and was born when soul music was at its height, currently resides in Brooklyn New York with his wife Revonda and six-year-old son Will Jr. When not writing or producing, Downing likes to play basketball, and root for his favorite NBA team, the New York Knicks.

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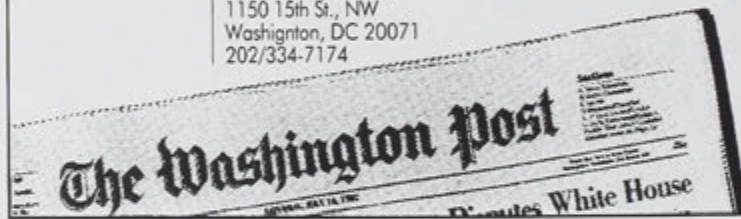
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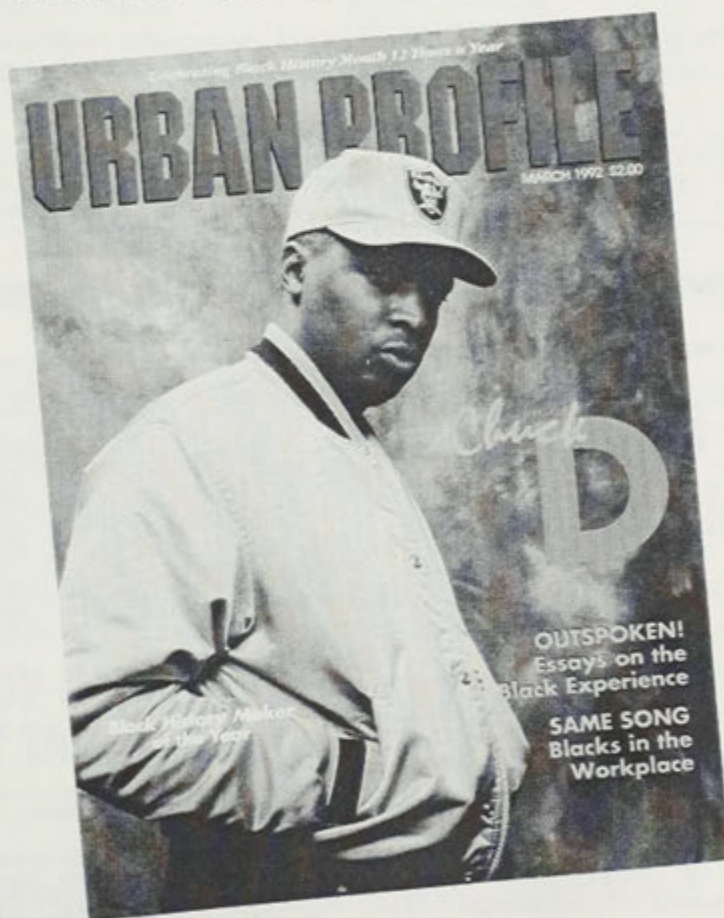
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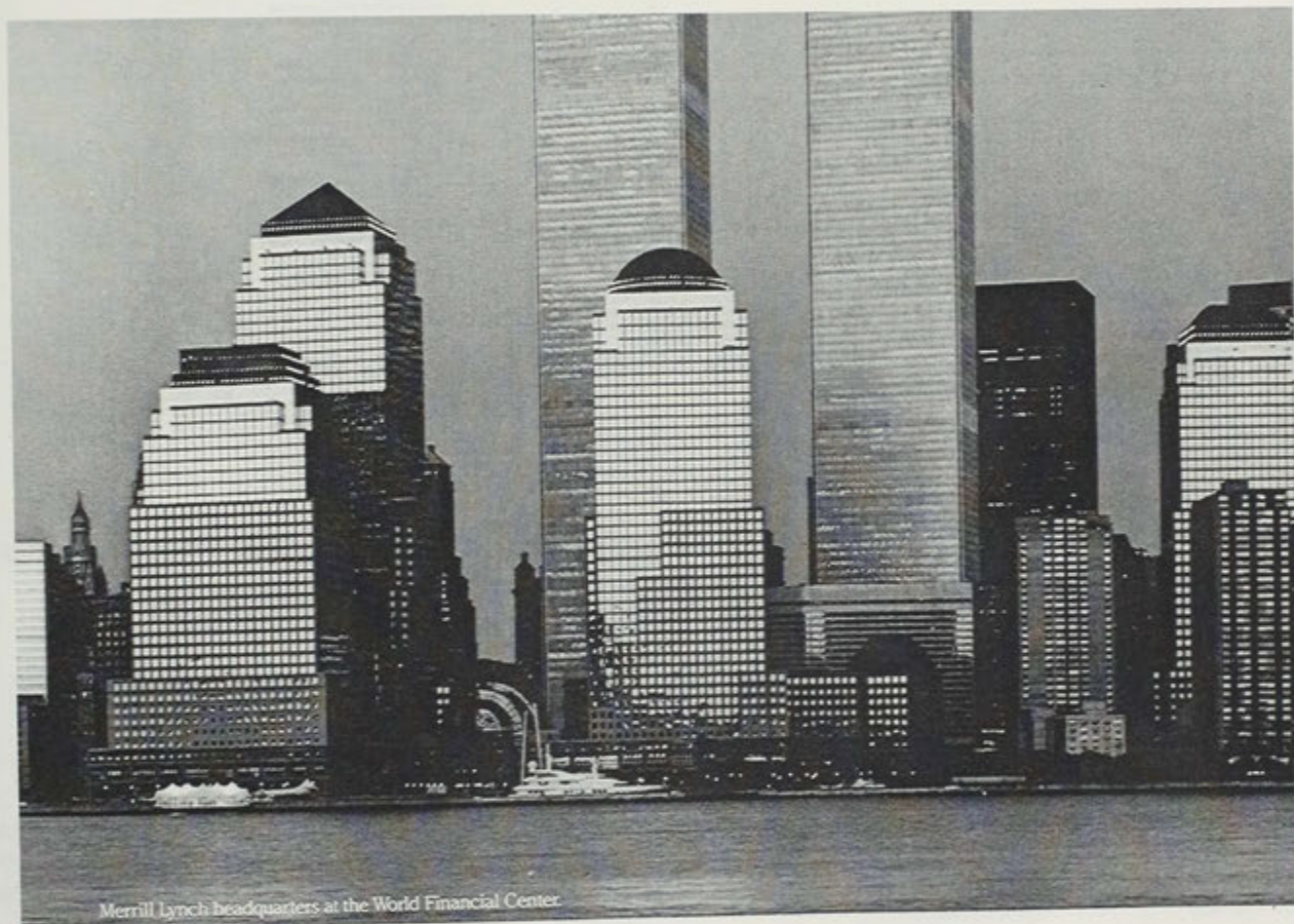
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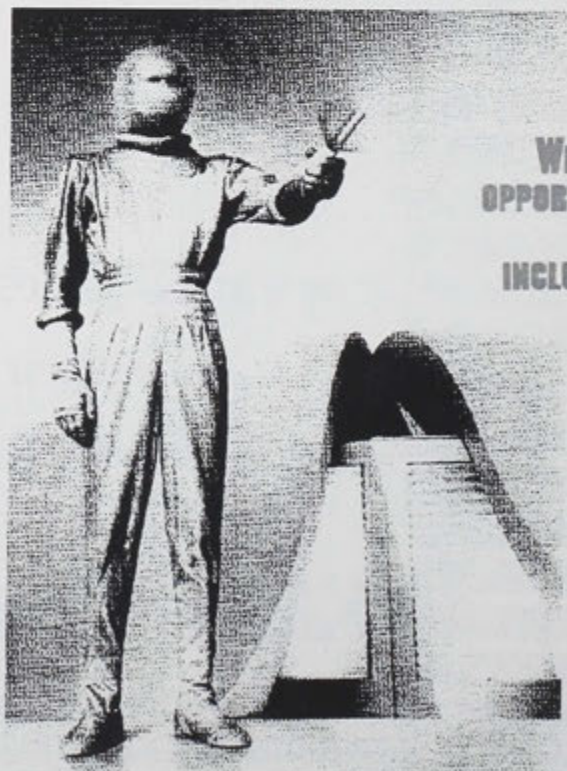
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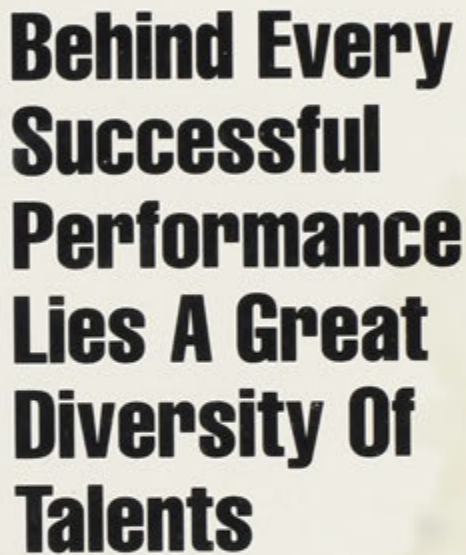
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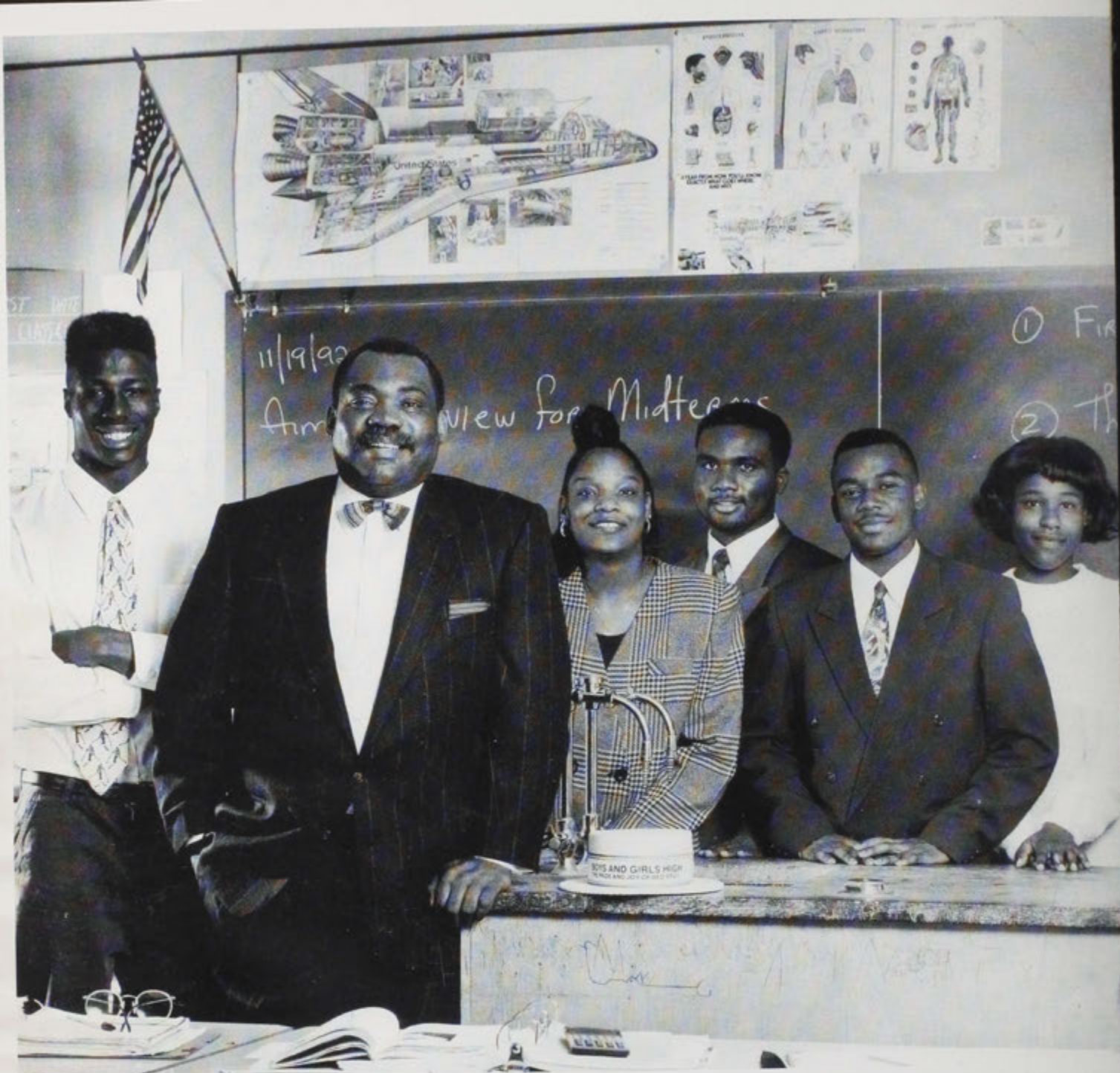
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