

**THE AFRICAN-AMERICAN STUDENT UNION OF THE HARVARD BUSINESS SCHOOL
24TH ANNUAL CAREER/ALUMNI CONFERENCE**

presents

Collective Advancement in a Challenging Environment

FEBRUARY 1 - 4, 1996



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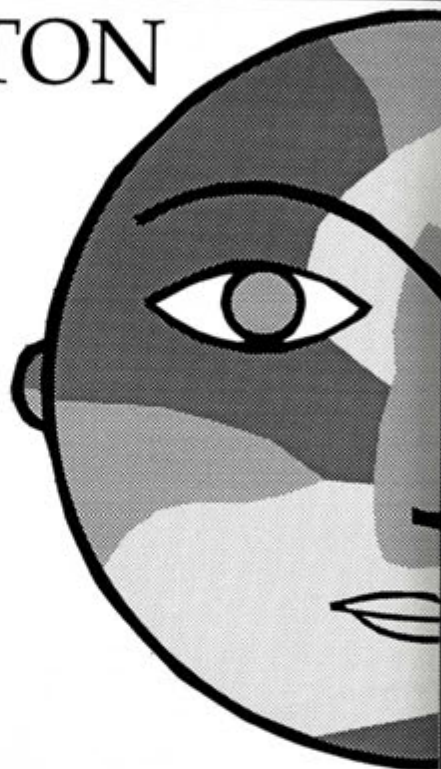
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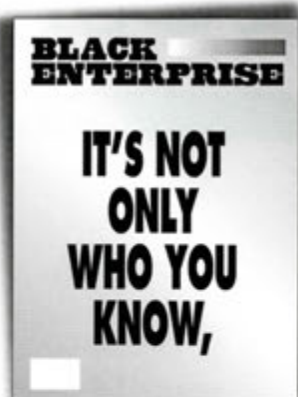
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Anheuser-Busch actively supports the efforts of traditional African-American civil rights organizations like the NAACP (National Association for the Advancement of Colored People), NAACP-Legal Defense Fund, CORE (Congress of Racial Equality), and SCLC (Southern Christian Leadership Conference), OIC (Opportunities Industrialization Centers of America), National Urban League, National Coalition of Negro Women and NUC (National Urban Coalition).

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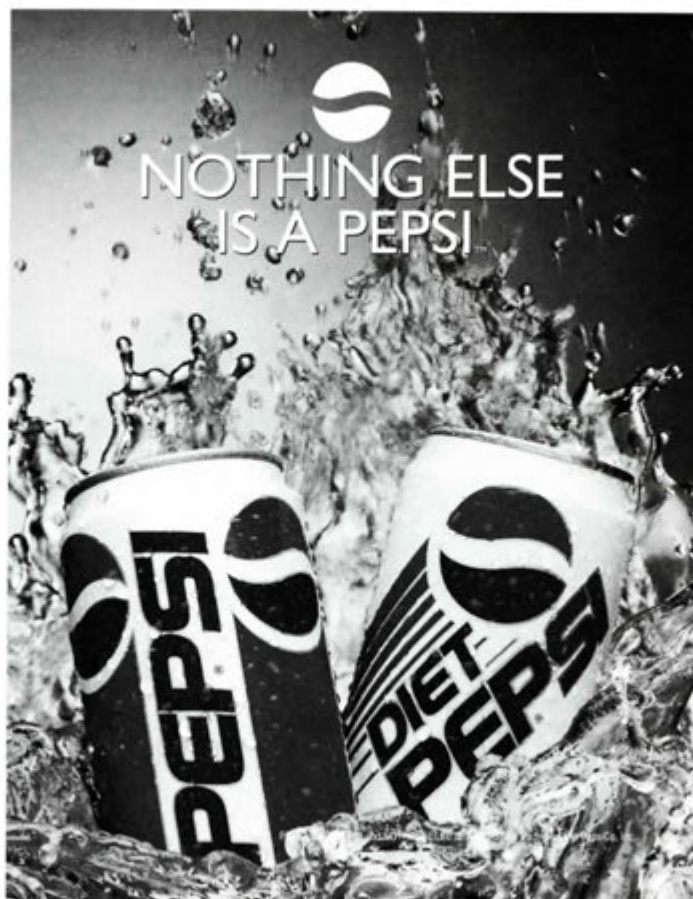


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24th Annual Career/Alumni Conference

“Collective Advancement In A Challenging Environment”

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January 22, 1996

Dear Friends,

On behalf of everyone in the HBS community, I would like to welcome you to the 24th Annual Career/Alumni Conference presented by the African-American Student Union. This conference, led and coordinated by students, has been one of the most successful efforts at our School. It is a unique collaboration between prospective MBA applicants, current students, faculty, alumni and guests.

I am personally honored to participate in this year's conference. It marks my first opportunity as Dean to share in an agenda which is critical to those in any setting. Its theme, *Collective Advancement in a Challenging Environment*, will offer a rich collection of ideas and discussion. All of us should be excited by challenges and use them as motivation for greater achievements.

I am certain you will have an enjoyable and enlightening few days. Thanks for joining us.

Best regards,



Kim B. Clark

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February 1, 1996

Dear Conference Participants:

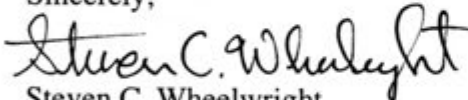
On behalf of the faculty, staff, and administration of the MBA Program, we welcome you to the 24th Annual African-American Student Union Career/Alumni Conference.

The AASU conference serves a number of very important functions at HBS. It provides 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 sets the stage for constructive interaction among current and prospective students, alumni, and representatives from sponsoring companies. As always, this event remains an important vehicle for the continued involvement of African-American alumni in the HBS community.

As a result of our students' leadership, organization, and extraordinary effort over the years, this conference has grown into one of Harvard Business School's most notable events. We appreciate the significant contributions of the AASU and take great pride in their achievements.

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

Sincerely,



Steven C. Wheelwright
Faculty Chair
MBA Program



THE AFRICAN-AMERICAN STUDENT UNION OF THE HARVARD BUSINESS SCHOOL
presents

THE TWENTY-FOURTH ANNUAL CAREER/ALUMNI CONFERENCE
Collective Advancement in a Challenging Environment

January 22, 1995

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BYRON POPE
COMPTROLLER

Dear Friends:

On behalf of the 24th Annual Career/Alumni Conference Committee, I would like to welcome you and thank you for participating in this culturally enriching and educational event.

We begin the conference and our celebration of Black History Month by reflecting on the accomplishments of our African-American pioneers and trailblazers whose efforts have chartered the path toward economic, political, and social equality. Our theme this year, **Collective Advancement in a Challenging Environment**, is intended to highlight our need for unity, shared vision and purpose in the African-American community. We hope to heighten your awareness of the changes in legislation, leadership and thought processes that will continue to impact the prevailing business climate.

The conference will undoubtedly provide innovative and action-oriented strategies to aid in our ascension in light of the challenging environment we face. The interactive panels and seminars will serve as a platform to collectively harness the intellectual and economic capital of leaders like yourself, to further advance people of African descent. Given our environment is global in scope, the conference will highlight opportunities to leverage the "global economic power" of the Diaspora, in our quest for collective prosperity.

We have worked diligently to design an engaging conference that combines the insight of current and future business, political, and community leaders. Your participation will prove to be invaluable in developing a collective purpose and vision that advances the interests of people of African descent.

Recognizing the success of the conference is intimately tied to the continued involvement of a host of constituents, we would like to express our sincere gratitude to alumni, corporate partners, keynote speakers, panelists, AASU membership and general conference participants. Your support keeps the legacy alive.

Regards,

Cheryl Pegues
Conference Chairperson



Congratulations

Class of 1996

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February 1, 1996

Dear Friends:

The African-American Student Union welcomes you to our 24th Annual Career/Alumni Conference: "Collective Advancement in a Challenging Environment."

Many social and political issues over the past year have thrust African-Americans into an increasingly challenging environment. In order to ensure our continued success, we need to build upon our collective strengths. This year's conference has been structured as a platform upon which we can share and transfer knowledge to strengthen our collective voice.

The conference planning committee has developed an exciting program. The panels, workshops, and seminar topics, such as "Finding a Corporate Mentor: Does Race Matter?", "Affirmative Re-Action", "Creating a Global African Economic Community: One Billion People, One Trillion Dollar Market", and "Entrepreneurship: Launching and Managing a New Business", were chosen to provide a wide variety of topics in which we can learn from one another about the changes taking place in the global business environment. Enlightening speakers such as John Jacobs, Richard Parsons, and Malcolm Pryor and many others will share their experiences and insights. Our corporate sponsors will provide an opportunity for us to gain information on a variety of career options. Finally, the weekend will provide many opportunities for networking and entertainment.

This event promises to be educational, thought-provoking, and enjoyable. We thank you for participating in the conference and continuing to support the African-American Student Union.

Sincerely,

Jill L. Mundy
President



African-American Student Union

1995 - 1996 HIGHLIGHTS

Successful 24th Consecutive Career/Alumni Conference

Reorganization of the African-American Student Union

- Decreased the number of operating committees from eleven to five to improve the decision-making process

African-American Student Union Archive Project

- Working with the HBS library staff to archive the activities and files of AASU
- Studying the volume and availability of African-American business history

African-American Student Union Alumni Project

- Developing a program to identify and locate our African and African-American alumni

Endowed Chair Initiative

- Developing a plan to establish two endowed chairs by the 25th Anniversary of the AASU Career/Alumni Conference in order to encourage professors to research topics related to African and African-American issues

African-American Student Union Web Site

- First student club to establish a site on the World Wide Web
- Site will include alumni information, conference information and registration, AASU history, information on current members, and general information

Harvard African-American Interdisciplinary Conference

- Planning an interdisciplinary conference in conjunction with the other Harvard graduate schools

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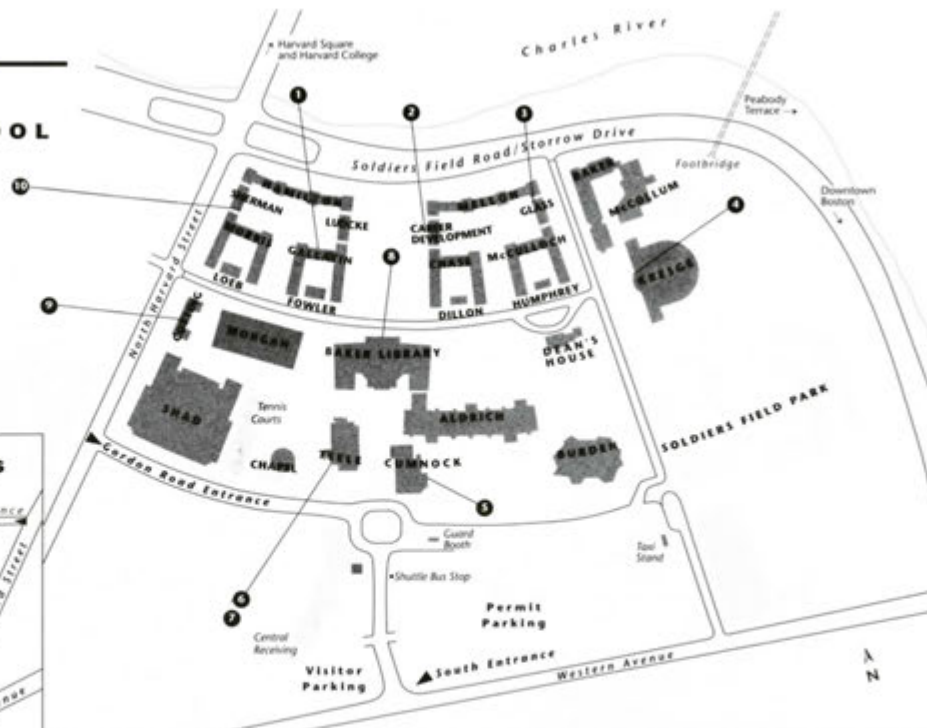
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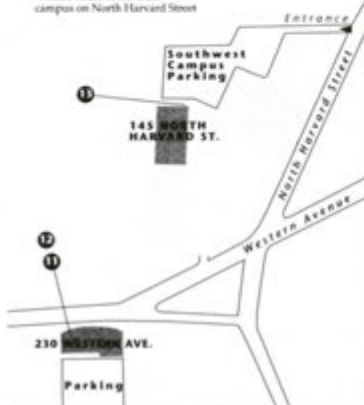
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Richard Parsons

WELCOME ADDRESS



Mr. Richard D. Parsons is president of Time Warner, Inc. He was elected to the position on October 1, 1994. Parsons is also a member of the Time Warner Board of Directors and has been since January 1991. He has responsibility for all corporate staff functions, including all corporate financial activities, legal affairs, corporate public affairs and administration.

Before joining Time Warner, Parsons was Chairman and Chief Executive Officer of Dime Bancorp, Inc. since July 1988, one of the largest thrift institutions in the United States with more than \$20 billion in assets.

Prior to that, he was the managing partner of the New York law firm of Patterson, Belknap, Webb and Tyler, which he joined in 1977. From 1971 to 1977, he held various positions in State and Federal service, including First Assistant Counsel to former New York Governors' Nelson Rockefeller and Malcolm Wilson and General Counsel and Associate Director of the Domestic Council under President Gerald R. Ford.

In addition to serving on the boards of Time Warner, Inc. and The Dime, Parsons also serves as a Director of the Federal National Mortgage Association (Fannie Mae) and Philip Morris Companies, Inc.. Parsons formerly served on the boards of Tri-Star Pictures, Inc. and American Television and Communications Corp. (now Time Warner Cable).

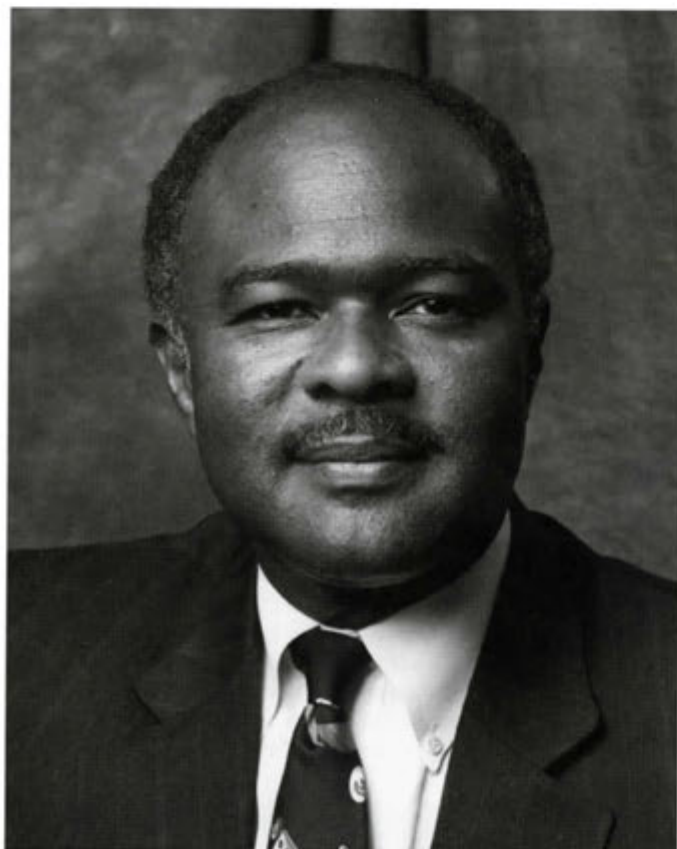
Parsons received his undergraduate education at the University of Hawaii and is a graduate of Union University's Albany Law School where he was class valedictorian in 1971.

Active in community affairs, he is Chairman of the New York City Economic Development Corporation and is Vice Chairman of The New York City Partnership. He also serves on the boards of Lincoln Center, the Metropolitan Museum of Art, the Rockefeller Brothers Fund, and is a trustee of Howard University.

Parsons is married to Dr. Laura Parsons and they have three children.

Malcolm Pryor

LUNCHEON KEYNOTE SPEAKER



Mr. Malcolm D. Pryor is Chairman and founding partner of Pryor, McClendon, Counts & Co., Inc. (PMC), an investment banking firm. The firm is the result of the 1990 merger of Pryor, Govan, Counts & Co. and the McClendon Capital Corporation. From its initial focus as a broker/dealer in government securities, PMC has expanded its capabilities to encompass a broad spectrum of financial products including taxable finance and securities trading, as well as continued work in municipal finance. Since 1989, PMC has ranked first among minority-owned investment banking firms. In addition, PMC has consistently ranked among the top twenty investment banks as measured by municipal new issues in which the firm was senior manager, co-senior manager or co-manager. PMC is a member of the Public Securities Association, the Securities Industry Association and the Philadelphia Stock Exchange.

Mr. Pryor recently formed Commodity Risk Management Corp., headquartered in Geneva, Switzerland to coordinate and manage business affairs in the commodity markets in Europe and Asia.

Prior to establishing Pryor, Govan, Counts & Co., Mr. Pryor was an institutional sales representative for Goldman Sachs & Company. Based in Philadelphia from 1972 to 1979, Mr. Pryor was responsible for establishing and expanding the government and money market securities business. His work resulted in the successful establishment of this business in the Philadelphia office. In addition, he was responsible for international securities sales.

Mr. Pryor was employed by Bethlehem Steel from 1968 to 1979 as a Labor Relations Assistant. He was involved in labor relations issues that included steps three and four of the grievance procedure of the labor contract with the United Steel Workers. Mr. Pryor attended the Wharton School of Business, where he graduated with a Master's Degree in Finance in 1972. He received a Bachelor's of Arts Degree in Marketing and Economics in 1968 from Howard University.

Mr. Pryor is a board member of the National Merchant Bank of Zimbabwe, Pep Boys, the Philadelphia Chapter of the American Red Cross, Philadelphia Urban League, Corporate Council of Africa, Budget Commission of New York, Executive Committee for the Philadelphia Chamber of Commerce, African-American Chamber of Commerce, Advisory Committee for Federal Judicial and United States Attorney Nominations for Pennsylvania, the National Association of Securities Professionals, The Philadelphia Orchestra, Misericordia Hospital, Episcopal Academy, Child Guidance Center, and an alternate Director of the African Export-Import Bank.

Mr. Pryor was born in Fredericksburg, Virginia. He is married to the former Jacqueline Mais and has four children. Mr. Pryor enjoys tennis and golf, loves to read, and coaches Little League baseball and basketball.

John Jacobs

BANQUET KEYNOTE SPEAKER



Mr. John E. Jacobs is Executive Vice President and Chief Communications Officer of Anheuser-Busch Companies, Inc. Mr. Jacobs directs the communications activities of one of the nation's 50 largest industrial companies and the world's largest brewer. He also serves on the company's 15-member policy committee, which is involved in all major strategic and policy decisions.

Mr. Jacob assumed his current position with Anheuser-Busch on July 1, 1994. He has been a member of the company's board of directors, however, since 1990, and he continues in that capacity while serving as an officer of the company.

From 1982 to 1994, Mr. Jacobs was President and Chief Executive Officer of the National Urban League, Inc., one of the nation's most respected community-based social service and advocacy agencies. From that organization's headquarters in New York, he oversaw the operations of affiliates in 113 cities and a government affairs operation in Washington, D.C..

In addition to this position on the Anheuser-Busch board, Mr. Jacobs serves on the board of directors of Coca-Cola Enterprises, Inc. and the LTV Corporation. He also serves on the boards of the Peter Drucker Foundation, the Economic Policy Institute, the Association of National Advertisers, the St. Louis Symphony, the Municipal Theatre Association of St. Louis, the Regional Commerce & Growth Association, and the University of St. Louis-Missouri. He is Chairman Emeritus of the Howard University board of trustees, and has served as Co-chairman of the Citizens Commission on AIDS for the New York City-Northern New Jersey Region. He has been a member of the National Advisory Commission on Work-Based Learning, the Commission on the Skills of the American Workforce, the Local Initiative Support Corporation, the National Parks Foundation, and IBM's Public Responsibility Committee.

A native of Houston, Mr. Jacobs was born on December 16, 1934. He received his undergraduate and MSW degrees from Howard University. He has been awarded Honorary Doctor of Humane Letters degrees from several colleges and universities, including Old Dominion University, Fisk University, Southern Illinois University at Edwardsville, and Boston College. In addition, he has been awarded Honorary Doctor of Law degrees by such institutions as American University, Howard University, Tuskegee University, Lafayette College, and Medgar Evers College.

Mr. Jacobs is the recipient of the United Way of America's National Professional Leadership Award and the Byard Rustin Humanitarian Award of the A. Philip Randolph Institute.

Mr. Jacobs is married to the former Barbara Singleton. They have one daughter, Sheryl, of Washington D.C.

Welcome!

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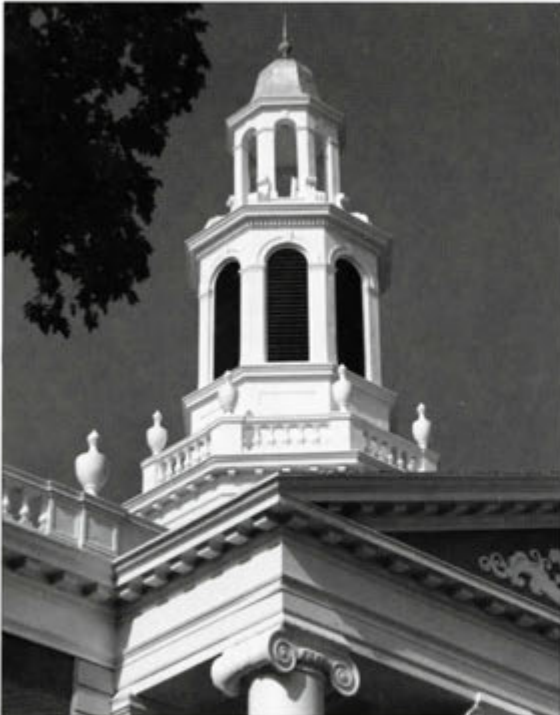
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We hope you enjoy the 24th Annual Career/Alumni Conference!

–The 1996 Conference Committee



1995-1996 HBS African-American Student Union

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The Career/Alumni Conference Planning Committee would like to express its thanks to the members of the African-American Student Union.

THANK YOU

The Executive Board of the 24th Annual Career/Alumni Conference and the members of Harvard Business School's African-American Student Union would like to give special recognition to our "PLATINUM AND GOLD SPONSORS" for their generous contribution towards the success of this conference.

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Entertainment

Miki Howard



With firm gospel roots and an impressive track record in the urban arena, including six Top-5 R&B hits and a recent No. 1 single, "Ain't Nobody Like You", and through her latest album, *Miki Sings Billie: A Tribute to Billie Holiday*, Miki interprets music popularized by the jazz legend she grew up idolizing — Billie Holiday.

No stranger to the Holiday repertoire, Miki has made a study of Holiday's genius since she discovered an old copy of *Lady In Satin* in her parent's record collection. Miki brings to this project a respect for Lady Day and a voice capable of igniting the Holiday song book with charisma, conviction, vibrant phrasing, and strong lyrical impact. Producers Lemel Humes and David Foster paired Miki with veteran arrangers Johnny Mandel and H.B. Barnum, thereby ensuring arrangements that would embrace Miki's passionate vocal innovations.

After sifting through all of the Holiday classics, Miki came up with ten songs which she felt would best display her love for Billie, while simultaneously allowing her to bring her sense of originality to the musical equation. With the release of *Miki Sings Billie: A Tribute to Billie Holiday*, Miki Howard affirms her status as a world class singer. Miki is not trying to recreate or mimic Billie on this collection. "I've got way too much respect for Lady Day as a cultural icon", she says, "I just wanted to pay her tribute with my gifts as a vocalist and hope that my efforts will bring both awareness and joy to those who listen."

Sunsation

Providing the entertainment at Sunday's Carribean Brunch will be the group Sunsation. Sunsation is a three piece ensemble consisting of P. J. Adamson on steel drums, Nigel Williams on guitar, and Wesley Wirth on bass guitar. P. J. Adamson hails from Trinidad and Tobago. Currently, he is the most popular steeldrum player in Boston. Nigel Williams is a native of St. Maarten and is a senior at the Berklee College of Music, majoring in music education. Wesley Wirth is home grown from Boston and teaches at the New England Conservatory. At the same time, he is pursuing

a Masters Degree in Architecture at Harvard University. The group is working on an upcoming album which is so far untitled.

Sunsation has performed in Boston and the surrounding areas for the last five years. For most of the year, the group can be found frequently at Rhythm & Spice in Cambridge. During the summer months, Sunsation takes vacation at Davio's in the Royal Sonesta Hotel. As a group and as individuals, Sunsation has opened for the group 10,000 Maniacs.

Alex Bugnon

On his newest release, *Tales from the Bright Side*, this unique artist opens his mind and yours to the possibilities of music that spans multiple genres from the bass-driven power of '70's funk, to traditional jazz, and even classical music, with a generous amount of R&B and gospel thrown in for spice. With this album, his first on RCA, Alex Bugnon finds himself in happy realm of unfettered personal expression. *Tales from the Bright Side* is crafted with joy.



Alex Bugnon was raised in Montreux, Switzerland where he literally grew up at the jazz festival. Year after year, he listened and learned from a disparate group of visionaries, including Carlos Santana, Aretha Franklin, Les McCann, Billy Cobham, George Duke, and Herbie Hancock. Bugnon went on to study at a conservatory in Paris for two years, followed by a stint in Boston and the Berklee School of Music. While there, Bugnon spent time playing with a gospel group, Clara Mahmes and the Gospel Leviticus. After Boston, Bugnon went to New York City, where he spent four years backing up R&B performers such as Najee, Freddie Jackson, Keith Sweat, Patti Austin and James Ingram.

Before *Tales from the Bright Side*, there were four albums: *Love Season* (1989), which reached #2 on the R&B charts and was honored by Black Radio Exclusive as "Best Jazz Album" of 1990, *Head Over Heels* (1990), *107 in the Shade* (1991) and *This Time Around* (1993).

Thank You!

The Conference committee would like to express its gratitude to all involved in making this conference a success. Thank you to the members of the African-American Student Union for your dedication and resourcefulness. Thank you to the faculty and staff members whose efforts were instrumental to this endeavor.

*We reserve our deepest gratitude for our distinguished panelists/speakers and for you, our honored guests. Each of you, by your participation in and contribution to this conference, brings added meaning to this year's conference theme – **“Collective Advancement In A Challenging Environment.”***

*We promised you the educational, social and cultural event of the year – and with your help it will be.
Enjoy!*

The 1996 Conference Committee

Advanced Management Seminar I

This is the seventh year of the specifically designed lecture series for alumni and other mid-career professionals. Led by noted Harvard Business School professors, this year's seminars address the skills required for success in today's rapidly changing business environment.

AMS I – The Initiative For a Competitive Inner City

Since 1994 world renowned strategist, Professor Michael Porter, has been researching the competitive advantage of America's inner cities and has developed several theories regarding increasing their economic wealth. At the seminar, Professor Porter will discuss newly discovered findings from the ongoing research as well as emerging opinions on some of the pressing issues surrounding the role of various institutional participants in inner city economic development.



Professor Michael Porter

Professor Michael E. Porter is the C. Roland Christensen Professor of Business Administration at the Harvard Business School and a leading authority on competitive strategy and international competitiveness. He received a B.S.E. with high honors in aerospace and mechanical engineering 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, where he was a George F. Baker Scholar, and a Ph.D. in Business Economics from Harvard University in 1973.

Professor Porter joined the Harvard Business School faculty in 1973 and became one of the youngest tenured professors in the School's history. His ideas have now become the basis for one of the required courses at the School. One of Harvard Business School's most popular teachers, Professor Porter also lectures in the School's programs for senior executives and speaks widely on competitive strategy and international competitiveness to business and government audiences throughout the world.

Professor Porter is the author of 14 books and over 50 articles. His book, Competitive Strategy: Techniques for Analyzing Industries and Competitors, published in 1980, is widely recognized as the leading work in its field. A companion book, Competitive Advantage: Creating and Sustaining Superior Performance, was published in 1985. His 1990 book, The Competitive Advantage of Nations develops a theory of how nations compete and their sources of economic prosperity. The book was chosen as one of the top ten business books in 1990 by "Business Week", and by "The Financial Times" newspapers in both London and Toronto. Professor Porter's most recent initiative is a study of economic development in America's

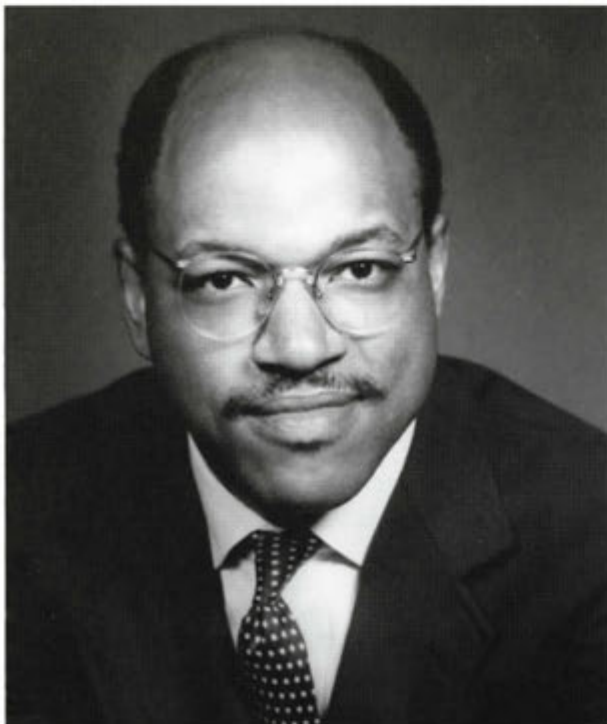
inner cities, first published in the *Harvard Business Review* article "The Competitive Advantage of the Inner City".

Professor Porter has served as a counselor on competitive strategy to many leading U.S. and international companies, among them A T & T, Campbell's Soup, Credit Suisse First Boston, DuPont, Procter & Gamble, Republic National Corporation, and Royal Dutch Shell. He also serves on the boards of directors of Lotus Development Corporation, Alpha-Beta Technologies, and Parametric Technology Corporation. He is active in public service work, having served as a strategy advisor to Brigham & Women's Hospital, the Institute of Contemporary Art, WGBH public television, and other community organizations.

Advanced Management Seminar II

AMS II – Finding a Corporate Mentor: Does Race Matter?

Professor David Thomas will lead an interactive discussion regarding opportunities confronting African-American managers seeking mentors in Corporate America.



Professor David Anthony Thomas

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

Professor David Thomas, is a noted authority on mentoring, executive development and the challenges of creating and effectively managing a diverse workforce. His articles and case studies on these topics have appeared in numerous scholarly journals and books. He consults and lectures widely on topics ranging from career and leadership development to major systems change and organizational design. He is currently writing a book on the career advancement and development of minority executives.

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

He resides in the Jamaica Plain section of Boston with his wife, Willetta Lewis, and their two children, Sommer Iman and David Anthony.

Advanced Management Seminar III

AMS III – Entrepreneurship in the 90's

Professor William Sahlman will discuss his insights and share various methods of identifying, evaluating and pursuing entrepreneurial opportunities in the 90's.

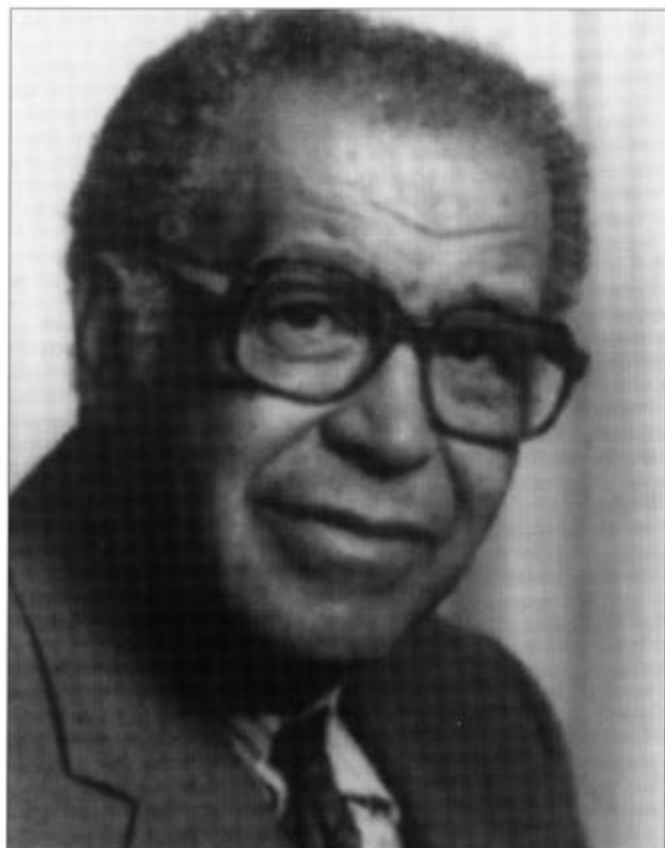


Professor William A. Sahlman

Professor Sahlman is a professor of business administration at the Harvard Business School. His research focus is on entrepreneurial finance and the challenge entrepreneurs face when starting new businesses. Professor Sahlman also serves as the Senior Associate Dean, Director of Publishing Activities and Chairman of Harvard Business School Publishing Corporation. He also serves as the Chairman of the Harvard University Advisory Committee.

Opening Seminar with the Honorable Judge A. Leon Higginbotham, Jr.

The Honorable Judge A. Leon Higginbotham Jr. will lead a discussion on race and the American legal process, concentrating on how recent events have affected the rights and the progress of African-Americans in the eyes of the law.



Judge A. Leon Higginbotham, Jr.

Judge A. Leon Higginbotham Jr. is Of Counsel to Paul Weiss, Rifkind, Wharton & Garrison and is Public Service Professor of Jurisprudence at Harvard University, teaching in the Faculty of Arts and Science, the Law School and the John F. Kennedy School of Government. Until he retired, he served as Circuit Judge and as Chief Judge Emeritus of the United States Court of Appeals for Third Circuit. By appointment of President Johnson, Judge Higginbotham served as Vice Chairman of the National Commission on the Causes and Prevention of Violence. In 1962, President Kennedy appointed him as a Commissioner of the Federal Trade Commission, an assistant District Attorney and a Special Deputy Attorney General. His book, *In The Matter of Color: Race and the American Legal Process*, has received several national and international awards, and he is the author of more than forty published articles. He is a graduate of Antioch College and Yale Law School.

Town Meeting with Randall Kennedy

Affirmative Re-Action: Challenges and Opportunities

Randall Kennedy will lead a discussion on challenges and opportunities African-American executives and entrepreneurs will encounter as affirmative action is redefined and existing programs are dismantled.

Opposing sides of view will be presented and debated in an interactive environment.

Randall Kennedy



Mr. Randall Kennedy is a Professor of Law at the Harvard Law School. Professor Kennedy has published widely on race relations, law and literature. His current research focuses on the legal history of the Civil Rights Movement and the intersection of racial conflict and legal institutions in American life.

Professor Kennedy graduated Princeton University in 1977 and obtained a J.D. from Yale Law School in 1982.

Christopher Edley, Jr.

Mr. Christopher Edley, Jr. is a Professor of Law at the Harvard Law School. Professor Edley's teaching and research have been primarily in administrative law, and in the role of law in the policy-making process. Professor Edley's wide range of teaching and writing includes, among other topics, civil rights, federal income taxation, federal budget policy, Defense Department procurement law, public interest litigation, national security law, and federalism.

Professor Edley also served as a Senior Advisor on Economic Policy for the Clinton-Gore Presidential Transition, and then for two-and-one-half years in the Clinton Administration.

Professor Edley graduated Swarthmore College in 1973. He is also a 1978 graduate of the Kennedy School of Government and Harvard Law School, where he served on the Harvard Law Review.

Professor Edley served in the Carter Administration as Assistant Director of the White House Domestic Policy Staff, with responsibility for welfare reform, social security and other anti-poverty measures.

Ernest Green

Mr. Ernest Green is the Managing Director of Public Finance for Lehman Brother's Washington D.C. office. Since joining Lehman Brothers in 1987, Mr. Green has managed transactions for such prestigious clients as the City of New York, City of Chicago, Denver Airport, and the Washington Metropolitan Airport Authority.

Prior to joining Lehman Brothers, Mr. Green was President of Ernest Green & Associates, a minority consulting firm which provided technical assistance in marketing, financial management and economic forecasting. During the Carter Administration, Mr. Green served as Assistant Secretary of Labor for Employment and Training. Mr. Green presently serves on the Board of Directors of Africare, the Winthrop Rockefeller Foundation, the National Association of Securities Professionals, and the Eisenhower World Affairs Institute. In addition, Mr. Green was appointed by President Clinton to serve as Chairmain of the African Development Foundation.

Mr. Green earned his high school diploma from Central High School in Little Rock, Arkansas where he and eight other black students were the first to integrate the school following the 1954 U.S. Supreme Court *Brown v. Board of Education* decision.

Town Meeting (CONTINUED)

David Lawrence Evans



Mr. David Evans is a Senior Admissions Officer at Harvard University, a position he has held for the last 20 years. He served on the Harvard admissions board as an associate or assistant for 5 years prior. Mr. Evans is also a member of the Board of Directors of Harvard Student Agencies.

Mr. Evans' commitment to academia and scholarship can also be

seen in his host of affiliations and memberships. Since 1981, he has been a member of the advisory committee to the Dorothy Danforth Compton Fellowships in International Affairs, located at the Miller Center of the University of Virginia. From 1984 to 1986, Mr. Evans served as a member of the Selection Committee for the College Scholarship Service which sponsors scholarship programs such as NCR Centennial Scholarships and the IBM Thomas Watson Scholarships. From 1971 to 1986, Mr. Evans served as a trustee of the St. George's School at Newport, RI and was Chairman of the Educational Committee from 1975 to 1976.

Mr. Evans is also very outspoken about his commitment to improving minority involvement in higher education. In 1993, Mr. Evans appeared on ABC's "Good Morning America" to discuss African-American male role models for Black boys and young men. This resulted from a Newsweek piece that he wrote earlier that year on the TV image of African-American males. In 1984, Mr. Evans appeared on NBC's "Today Show" to discuss opportunities for African-American students at predominately white colleges versus those at historically black colleges.

Mr. Evans received a B.S. in Electrical Engineering from Tennessee State University in 1962 and a M.S.E. in Electrical Engineering from Princeton University in 1966. Some of his publications include: "Coaches and Drill Sergeants...Mentors to Young Blacks," The Philadelphia Inquirer (1/16/95); "The Wrong Examples," Newsweek (3/01/93); "To End Racism, Teach Modern History," The Los Angeles Times (12/03/88) and "Improving Racial Harmony," The Boston Globe (4/08/87).

Richard America

Richard F. America is an adjunct lecturer at the School of Business Administration at Georgetown University teaching a course on economic development in distressed areas. He is also a manager at the United States Small Business Administration. He has been a lecturer at the Schools of Business Administration at the University of California at Berkeley and a visiting lecturer at Stanford. He has been a consultant at Stanford Research Institute. He has published in the Harvard Business Review and other journals on management, public policy, and economic development. He has authored two books, Developing the Afro American Economy, and Paying the Social Debt. He has co-authored a book with Bernard E. Anderson entitled, Moving Ahead: Black Managers in American Business. He has a B.S. from Pennsylvania State University and an MBA from the Harvard Business School.

AGENDA*

Thursday, February 1, 1996

ACTIVITY	LOCATION	TIME
REGISTRATION	Sonesta East Tower Lobby	5:00 - 9:00 pm
WELCOME ADDRESS <i>Mr. Richard Parsons</i>	Burden Auditorium	4:30 - 6:00 pm
BOSTON NIGHT LIFE		10:00 - 2:00 am

Friday, February 2, 1996

PROSPECTIVE STUDENTS

REGISTRATION	Burden Auditorium	7:00 - 8:30 pm
PROSPECTIVE STUDENTS' ORIENTATION	Burden Auditorium	8:30 - 9:15 am
STUDENT SERVICES PANEL	Burden Auditorium	9:15 - 10:30 am
VISIT FIRST-YEAR CLASSES	Aldrich	10:50 - 12:10 pm
LUNCHEON	Hamilton Lounge	12:15 - 1:30 pm
MOCK CASE DISCUSSION	Cumnock	1:40 - 2:40 am
PROSPECTIVE STUDENTS' PANEL	Cumnock	3:00 - 4:00 pm
CAMPUS TOUR	Cumnock	4:00 - 5:00 pm

ALL REGISTRANTS

REGISTRATION	Sonesta East Tower Lobby	7:00 - 8:00 am
ALUMNI BREAKFAST (Alumni Only) <i>Dean Kim Clark</i>	Dean's House	7:30 - 9:00 am
ADVANCED MANAGEMENT SEMINAR I	Aldrich 112	9:00 - 10:30 am
ADVANCED MANAGEMENT SEMINAR II	Aldrich 112	10:45 - 12:15 pm
LUNCHEON	Morris Lounge	12:30 - 1:30 pm
ADVANCED MANAGEMENT SEMINAR III	Aldrich 112	1:45 - 3:15 pm
CAREER FAIR	Skyline Suites	11:00 - 6:00 pm
CORPORATE/ALUMNI RECEPTION	Grand Ball Room B	6:00 - 8:00 pm
LIVE ENTERTAINMENT <i>featuring Miki Howard and Alex Bugnon</i>	Grand Ball Room	9:00 - 11:30 pm
PARTY AT THE ROYAL SONESTA	Skyline Suites	11:30 - 2:00 am

AGENDA*

Business casual attire is recommended for daytime events.

Saturday, February 3, 1996

ACTIVITY	LOCATION	TIME
REGISTRATION	Royal Sonesta Lobby	8:00 - 2:00 pm
CONTINENTAL BREAKFAST	Grand Ball Room B	8:00 - 9:00 am
OPENING SEMINAR <i>Honorable Judge A. Leon Higgenbotham, Jr.</i>	Grand Ball Room A	9:00 - 10:15 am
PANEL SESSION I		10:30 - 12:15 pm
I. Creating a Global African Economic Community: One Billion People, One Trillion Dollar Market	Riverfront Room	
II. Blacks In the Business of Sports	East Room	
III. Entrepreneurship: Launching and Managing a New Business	Charles Suites B	
KEYNOTE LUNCHEON <i>Mr. Malcolm Pryor</i>	Grand Ball Room	12:30 - 2:00 pm
PANEL SESSION II		2:15 - 3:45 pm
I. Anticipation and Adaption: Changes In The Media & Entertainment	Riverfront Room	
II. Private Equity Roundtable: Allocating Capital to Alternative Investment	East Room	
III. Franchising As A Self-employment Alternative	Charles Suites B	
TOWN MEETING	Grand Ball Room B	3:45 - 5:15 pm
COCKTAIL RECEPTION	Skyline Suites	7:00 - 8:00 pm
CLOSING BANQUET (Black Tie encouraged) <i>Mr. John Jacobs</i>	Grand Ball Room	8:00 - 10:30 pm
PARTY AT THE ROYAL SONESTA	Skyline Suites	10:30 - 2:00 am

Sunday, February 4, 1996

CHURCH SERVICE	Charles Suites	10:00 - 11:00 am
CARIBBEAN BRUNCH <i>featuring Sunsation</i>	Riverfront Room	9:00 - 12:00 pm
BASKETBALL CHALLENGE (alumni and students only)	Shad Hall (on campus)	12:00 - 3:00 pm

*Subject to change

Corporate Sponsors

The African-American Student Union of the Harvard Business School and the Career/Alumni Conference Committee would like to thank our corporate sponsors for their continued support. For over twenty years, their contributions have funded the Career/Alumni Conference and many of the other committees of our Union.

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Creating A Global African Economic Community: One Billion People, One Trillion Dollar Market

Consider the economic leverage African businesses could wield in world markets if they were able to marshall the resources of one billion African people controlling over a trillion dollars in global assets. Panelists will discuss how to create a framework to harness this economic engine.

Claire Alicia Nelson

Dr. Claire Nelson is Founder and President of the Institute of Caribbean Studies, a Washington-based non-profit organization, dedicated to the promotion of Caribbean development. Dr. Nelson has been actively engaged in the business development assistance for more than fourteen years, working in the area of project development and management.

Dr. Nelson holds Industrial Engineering Degrees from State University of New York at Buffalo and Purdue University, and a Doctorate in Engineering Management from the George Washington University. Dr. Nelson serves on numerous Boards and Committees including: the Trade and Investment Committee, National Association of Jamaican and Supportive organizations, Constituency for Africa and the Jamaica National Development Foundation.

An award-winning writer and performance artist, Dr. Nelson's OpEd pieces have appeared in publications such as the Caribbean Connection, Caribbean Sun, Jamaican Herald, Caribbean Week and the Jamaican Observer. Her plays have been performed in the Caribbean and in the U.S., and have been featured on public television in Maryland and Washington D.C.

Michael John Franklin

Mr. Franklin is a Community Development Specialist with The Organization of Africans in The Americas (OAA). In this capacity, Mr. Franklin is a consultant to the Inter-American Development Bank (IDB) providing community development and planning expertise. In this role, Mr. Franklin assesses and develops economic and institutional profiles and recommends mechanisms and strategies for strengthening communities.

Mr. Franklin graduated American University in 1983 with a B.S. in economics and international studies. In addition, Mr. Franklin obtained a Ed.M. from Harvard University in 1986 with a concentration in administration, planning and social policy.



Creating A Global African Economic Community: One Billion People, One Trillion Dollar Market

(CONTINUED)

Michael E. M. Sukarkasa

Michael E. M. Sukarkasa, Esq. is the founder and president of *21st Century Africa, Inc.* An attorney by trade, Mr. Sukarkasa 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 private legal practice in Miami, Florida and as an independent consultant for a Switzerland based investment firm. He has traveled in Europe, the Caribbean, and extensively throughout Africa. Mr. Sukarkasa is also the author of the *African Business Handbook: A Practical Guide to Business Resources for U.S./Africa Trade and Investment* and has published numerous articles about how to conduct trade and investment between the U.S. and Africa.



Mr. Sukarkasa graduated the University of Michigan with high honors in History and a concentration in African/African-American Studies. Along with studying and working in Cote d'Ivoire, he has lived and studied in Ghana, Nigeria and Benin. He completed his legal education at Harvard Law School and has furthered his legal education by studying at the University of San Diego's Institute on International and Comparative Law, Paris, France. He 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 and is a member of the American, National and International Bar Associations. Since June of 1992, he has been a Term Member of the Council on Foreign Relations and in early 1995, he was appointed Chair of the American Bar Association's African Law Committee, and invited to serve on the Board of Directors of the Durham, North Carolina based Africa News Service. Proficient in written and spoken French, Mr. Sukarkasa is a National Association of State Development Agencies (NASDA) certified International Trade Specialist.

Gabriel Mpozagara

Gabriel Mpozagara is the Director of the Least Developed Countries Unit at the United Nations Educational, Scientific and Cultural Organization in Paris, France. Previously, he was the Chief of the Legal Service in the same organization. He held several important positions in his own country, Burundi: Attorney-General and President of the Tripartite Committee (Burundi, Rwanda and Zaire) entrusted with drafting the Joint Constitution of the Great Lakes Community. From 1968 to 1979, he was Professor of Law at the University of Bujumbura. He was appointed Minister of Justice (1972-1974) and then Minister of Finance, Industry and Commerce (1974-1976). He was a Member of the Board of Management of the University of Burundi and President of the Board of Management of the Savings Bank of Burundi.

Mr. Mpozagara is the author of many publications and articles in French and English about law, political sociology and ethnic relations.

Mr. Mpozagara received his B.A. and M.A. degrees in Law from the Sorbonne in Paris and holds an advanced degree in International Law, specializing in International Organizations and Economic Relations. He also holds an advanced degree in Political Science and received a Special Diploma in African Law and Economics from the University of Paris.

Student Organizer: Allison Johnson, MBA 1997

Blacks In The Business of Sports

Panelists will address issues such as, changing sports industry dynamics, the shortage of African-American's in sports management, and the opportunities which exist for African-Americans entering the industry.

Peter C. B. Bynoe



Mr. Peter C. B. Bynoe is a partner in the law firm of Rudnick & Wolfe and has over 19 years of substantial transactional experience. Mr. Bynoe received his B.A. cum laude, from Harvard College. He also earned a JD/MBA from Harvard.

Prior to joining Rudnick & Wolfe, Mr. Bynoe founded a business consulting firm in 1982, Telemat Ltd., through which he has gained substantial project management and financial services consulting experience. From March 1988 to

June 1992, Mr. Bynoe served as the Executive Director of the Illinois Sports Facilities Authority, a joint venture of the City of Chicago and State of Illinois created to develop a new Comiskey Park for the Chicago White Sox. Additionally, Mr. Bynoe was Managing General Partner of the National Basketball Association's Denver Nuggets. Mr. Bynoe planned, organized and executed the \$65 million acquisition of the Nuggets over a six month period from June to November 1989. After overseeing the complete reorganization of the team, on and off the court, Mr. Bynoe sold his interest in the franchise in August 1992.

Mr. Bynoe has also served as a consultant to the Atlanta Fulton County Recreation Authority and the Atlanta Committee to Organize the Olympic Games. Most recently, Mr. Bynoe has created a joint venture with Spectacor Management Group to privatize management of the Chicago Park District's Soldier Field Stadium.

Mr. Bynoe serves on numerous corporate, civic and charitable boards. He is a Director of JG Industries, Huffman Koos and Uniroyal Technologies Corporation. He is Chairman of the Chicago Landmarks Commission, a Trustee of the Michael Jordan Foundation, a Director of the Illinois Sports Facilities Authority, a Director of TransAfrica Forum and served on Mayor Richard M. Daley's Gaming Commission.

Jonathan D. Mariner



Jonathan D. Mariner is the Vice President of Finance and Administration for the Florida Marlins Baseball Club. In his capacity as Chief Financial Officer for the Marlins, he is responsible for directing all of the day-to-day financial and administrative operations for this professional sports franchise. Mr. Mariner has also recently assumed the role of Chief Financial Officer for Joe Robbie Stadium, the 70,000 seat, 216-suite sports complex which serves as the home for both the Florida Marlins and Miami Dolphins.

Mr. Mariner served as Vice President and Chief Financial Officer for the Florida Panthers Hockey Club during their initial start-up and 1993 inaugural season and is currently involved as a senior financial advisor to H. Wayne Huizenga on all of his sports holdings.

Mr. Mariner graduated the University of Virginia in 1976 with a B.S. degree in Accounting, and is a Certified Public Accountant (CPA). He received his MBA degree from the Harvard Business School.

Mr. Mariner has been active in many community organizations. He currently serves on the Advisory Board, University of Virginia McIntire School of Commerce; as Vice Chairman of the Board of Directors of BAC Funding Corp.; and on the Executive Committees of the Association of Retarded Citizens of Broward County and the Broward Community College Foundation.

Blacks In The Business of Sports (CONTINUED)

Juánne R. Harris

Juánne R. Harris is a Marketing Manager for the Corporate Sponsorships Division of NFL Properties, Inc., the licensing and promotional arm of the National Football League. Juánne is responsible for working with national corporate sponsors, including GTE Communications, Castrol Motor Oil, NIKE, and Prodigy Services, to develop NFL themed marketing, promotions and advertising strategies and programs. In addition, she is responsible for developing ongoing strategies and sponsor relationships for the telecommunications, computer hardware and software and new media (i.e. on-line services) business categories.



Before joining NFL Properties, Juánne was based in Cleveland, Ohio as a Marketing Representative for IBM. In addition to her position at IBM, Juánne was a performing member of Dance Africa Dance, an African Dance company based in Cleveland. While with the company, she performed for audiences in Ohio, New York, and West Africa.

Juánne is the New York Regional Representative for the Black Alumni of Dartmouth Association, a member of the Dartmouth Alumni Club of New York City, Alpha Kappa Alpha Sorority, Inc., WISE (Women in Sports and Events), The Black Entertainment and Sports Lawyers Association, and several other community based organizations.

Juánne graduated Dartmouth College and has an MBA in Marketing and Finance from the UNC Chapel Hill - Kenan-Flagler School of Business where she was a Consortium for Graduate Study in Management fellow.

Student Organizer: Robert Coviello, MBA 1996; and Del Smith, MBA 1996

Entrepreneurship: Launching and Managing A New Business

Panelists will address the challenges African-American entrepreneurs face in creating and growing a new business. The discussion will focus on transforming niche opportunities into profit-making ventures.

Noah Azmi Samara



Mr. Noah A. Samara is the founder and CEO of WorldSpace and its subsidiaries, AfriSpace, AmeriSpace and CaribSpace. AfriSpace is the first and only company in the world to obtain a license to provide international direct broadcast satellite radio service for the African/Arabian region. Similarly, CaribSpace is the only company to receive a license to provide such a service for the Caribbean/Latin American region.

Mr. Samara is a veteran in developing the regulatory and business regimes for international satellite services. At one time, he managed the international development of the radio determination satellite service. He has consulted and been involved in the development of both geostationary and low earth orbit (LEO) satellite systems. Before founding the WorldSpace ventures, he served as a senior ITU expert on issues relating to mobile and portable communications for developing countries.

Mr. Samara, an Ethiopian-American, received a JD from the Georgetown University Law School, a Master's degree in International Business from the Georgetown School of Foreign Service, and is also a holder of another Master's degree from the University of California at Los Angeles (UCLA). Samara has published numerous articles in the fields of satellite communications and international law.

John Oxendine

Mr. John E. Oxendine is Founder and Chairperson of Blackstar Communications, Inc. and Chairman and Chief Executive Officer of Blackstar Communications, LLC.

Prior to this, Mr. Oxendine served as President and Chief Executive Officer of Broadcast Capitol Fund, Inc., a non-profit venture capital company that arranges financing for minorities to acquire radio and television stations. Under Mr. Oxendine's leadership, approximately \$17 million was committed to over 47 properties leveraging total capitalization in these companies in excess of \$79 million.

Mr. Oxendine is a native of New York City and received an MBA from the Harvard Business School. He is the recipient of numerous awards and honors, and was inducted into the Hunter College Alumni Hall of Fame. He serves on many professional and civic boards, including the YMCA of Metropolitan Washington, the Medlantic Health Care Group the Black Student Fund, and the Family Child Services of Washington, DC. He has published articles on broadcast station ownership and issues of profit motivation, among others.



Alan James Thompson

Mr. Alan Thompson is the Publisher of *Visions in Black* magazine, the world's first Black fashion, health and beauty magazine. The magazine is currently distributed in the United States, Europe, Canada, South Africa, and Zimbabwe. As a result of the success of *Visions in Black* in Europe, he launched another magazine, *Savoir Faire*, which will debut in the United States in June 1996. Prior to his publishing career, Mr. Thompson worked for KPMG-Worldwide, focusing on establishing financial controls for several Japanese companies. Mr. Thompson holds a Bachelor of Science and Master of Science degree from the London School of Economics.

Entrepreneurship: Launching and Managing A New Business *(CONTINUED)*

Bill F. Williams



Mr. Bill Williams is President and founder of Glory Foods, Inc., an Ohio-based food company marketing a line of heat-and-eat canned vegetables that capture the flavor and taste of traditional African-American dishes. Williams, a native of Columbus, Ohio, and his colleagues developed the concept for Glory Foods in 1989 when research showed a void in the marketplace for food products targeted towards African-American consumers.

Mr. Williams' background in food management began in high school where he worked part-time in the kitchen at Ohio's Reeb's Restaurant. The owner, impressed with Williams' abilities, arranged for him to attend the Culinary Institute of America, where he graduated with honors. He later obtained his bachelor's degree in hotel and restaurant management from the University of Massachusetts. After graduating, he spent more than 20 years as a food and beverage manager for hotel and restaurant chains. In addition to Glory Foods, Inc. Williams also manages and owns a specialty food distribution company, and The Marble Gang, one of Ohio's most popular restaurants.

Hamish C. Reed



Mr. Hamish Reed is the visionary and driving force behind the creation and success of Branches Medical, Inc.

A graduate of Oral Roberts University, Mr. Reed has devoted his entire professional career to the medical supply business, beginning more than a decade ago as Medical Buyer for the graduate school and the management of service contracts for his alma mater.

As Founder and CEO of Branches Medical, Mr. Reed has been able to ultimately capitalize on all of his knowledge of the health care and service industry. His business experience in purchasing and sales, along with hands on management of capital assets inventory systems, culminated with his company being named 1992 Small Business of the Year by the Florida Department of Commerce.

Reed believes today's corporate executive should contribute to society, and has consequently established a community college scholarship program for high school students. He is currently PTA President for the Abundant Life Christian Center as well as a member of its Academy School Board.

Student Organizers: Angela Harris, MBA 1997; and Jill Mundy, MBA 1996

Anticipation and Adaptation: Changes in the Media Entertainment Industry

Panelists will discuss their respective careers in different areas of the broad and growing media entertainment industry. The primary focus will be placed on the dynamics of broadcast and cable television, interactive entertainment, music, programming, and radio.

Teresa Kay-Aba Kennedy



Ms. Kennedy is Director of VH1 Interactive and Executive Producer of VH1 Online. She is responsible for taking the strategic goals of VH1 and developing interactive offerings that advance the company toward meeting these objectives. Ms. Kennedy ensures the overall success of VH1 Online through creative direction, programming and business management. In addition, Ms. Kennedy is responsible for VH1's Viewer Services

area, providing database creation and management, promotion, and viewer support.

Ms. Kennedy started at MTV Networks as a Management Associate and quickly moved into the position of Program & Business Development Manager for VH1. For three years, she worked on projects in Strategic Planning, Research, Marketing, Ad Sales, New Business, Program Planning, Development and VH1's Repositioning.

Before MTV Networks, Ms. Kennedy was a Research Associate at the Harvard Business School, where she conducted studies on Operations Management for various Fortune 500 companies. She has also directed plays in Nairobi, Kenya with the Africa Theatre Company, and was a Creative Consultant at Universal Studios where she worked in film development with their Executive Creative Group.

Ms. Kennedy has a B.A. in both Studio Art and Sociology from Wellesley College and an MBA from the Harvard Business School.

Dennis Johnson

Mr. Dennis Johnson, Senior Vice President, Showtime Entertainment Group, is in charge of all aspects of Showtime's original productions. He works closely with the company's motion picture and series development teams who attract, evaluate and develop scripts and ideas for potential Showtime original productions. Mr. Johnson over-



sees each production from casting to airdate, and serves as liaison between Showtime and the project's production staff and talent.

Prior to joining Showtime Networks, Inc., Mr. Johnson served as Senior Vice President of Comworld Television, where he developed and supervised production of television and cable series, specials and movies. Before that, he worked as Executive Producer and Vice President of Osmond Television, and also served as talent executive and Vice President of Variety Programs at ABC.

Mr. Johnson began his career at NBC-TV as a page, later achieving Manager and Director positions with the network. Mr. Johnson graduated Temple University in Philadelphia, receiving a Bachelor of Arts degree in Business Administration.

Adrian V. White

Ms. White recently assumed the position of Senior Vice President, Business and Legal Affairs for Motown Records. Prior to this move, she served as Vice president and Assistant to Sony Music's Executive Vice President where her primary responsibilities included negotiating executive employment agreements. While at Sony Ms. White's concentration was in drafting agreements for record, music publishing and soundtrack agreements, as well as in supervising litigation and outside counsel for all court actions involving the corporation. Prior to Sony, Ms. White was an Associate lawyer in the Litigation Department of Breed, Abbott & Morgan.



Ms. White obtained a B.A. from Princeton University and subsequently graduated Stanford University Law School in 1979 with a J.D.

Anticipation and Adaptation: Changes in the Media Entertainment Industry *(CONTINUED)*

Dorothy Edwards Brunson



Dorothy E. Brunson is the President and CEO of Brunson Communications Inc. She is a business woman who has owned her own business for over 16 years. Prior to that, she earned her reputation as an individual capable of transforming failing media companies into successful organizations, as well as through consulting with banks and venture capital companies on issues regarding radio and TV operations and values.

Ms. Brunson discovered her forte' in 1962 when she joined WWRL radio and propelled the station's revenue from \$750,000 to \$4 million. In the 1970's, Brunson served as Corporate Vice President and General Manager of Inner City Broadcasting where she ran five broadcast divisions and revolutionized black music by helping to establish an adult contemporary sound. In 1979, Ms. Brunson left Inner City Broadcasting and formed Brunson Communications Inc., which owns, among other companies, Channel 48 TV in the greater Philadelphia area.

Ms. Brunson holds a B.S. degree from the State University of New York and an Honorary Doctorate of Law Degree from Clark Atlanta University.

Adrienne Lopez-Dudley

Adrienne Lopez-Dudley is Vice President of Talent Development and Casting for Nickelodeon and Nick At Night. Ms. Lopez-Dudley Started at Nickelodeon three and one-half years ago as Executive in Charge of Production. Her responsibilities included overseeing all budgets production scripts and casting for Nickelodeon's premium shows. Ms. Lopez-Dudley was then given the challenge of overseeing all aspects of production on one of Nick's highest rated shows "Are You Afraid of the Dark.", currently in it's 5th season. Ms. Lopez-Dudley managed all marketing, consumer products and promotional efforts for the award winning show.

In addition to Ms. Lopez-Dudley's many other talents and numerous contributions, she has been extremely successful in

placing the right talent with the right shows and creating beneficial deals for all parties involved. Her incredible contacts with producer's, director's and writer's in the entertainment industry, coupled with her relationship with young stars, allowed her to create her current position. Her new responsibilities will enable her to continue to work in production while at the same time working on developing new shows for Nick talent. Ms. Lopez-Dudley will continue to lead the talent development for Nick's Kids Choice awards, hosted by Whitney Houston and Big Help, Nick's pro-social community outreach project currently chaired by Whoopi Goldberg.

Prior to coming to Nickelodeon, Ms. Lopez-Dudley worked as a talk show producer on such shows as "Donahue", "Jane", "Ricki Lake", "McLaughlin" and was an associate producer on a documentary on Clarence Thomas and Anita Hill, "Public Hearing, Private Pain", for "Frontline" on PBS.

Ms. Lopez-Dudley attended American University where she earned a B. A. in Business Administration, and holds a JD from Antioch School of Law, both in Washington D.C. She lives in Westchester county, New York with her twin nine year old sons, Kevin and Kyle who are the sources of some of her best research and criticism. "Basically, if they like it, I'll know I've got a hit."

Student Organizer: Sara Crutchfield, MBA 1997

Private Equity Roundtable: Allocating Capital to Alternative Investments

Panelists will discuss venture capital and private equity as an increasingly growing investment sector and provide insight into how African-Americans can enter this business. The panel will also discuss how African-Americans can sequester funds to source African-American businesses and share their knowledge of recent developments in fundraising and investment opportunities.

Nkere I. Udofia

Mr. Nkere Udofia is Managing Director of Harvard Private Capital Group, Inc., an affiliate of Harvard Management Company (HMC), which manages the Harvard University endowment. Mr. Udofia has been at HMC since 1989. Previously, Mr. Udofia was a Consultant at the Boston Consulting Group in New York. Prior to business school, Nkere was a Product Research Engineer at Procter & Gamble. Mr. Udofia received an MBA from the Harvard Business School in 1987. He also has two engineering degrees, S.M. - Chemical Engineering in 1984, S.B. - Chemical Engineering in 1983, from the Massachusetts Institute of Technology (MIT).

Chris T. Morris

Mr. Chris Morris is the President of The Savant Group, Inc., a private equity investment firm with investments in the United States and South Africa. The Savant Group is the lead investor in New Age Beverages Ltd., a joint venture with Pepsi Cola in South Africa. Mr. Morris is a member of Vice President Al Gore's Bilateral Commission on Africa and is on the official U.S.-South Africa Business Development Committee. Prior to forming The Savant Group, Mr. Morris spent five years in the Beverly Hills Corporate Finance department of Drexel Burnham Lambert and was the Director of Corporate Finance for Grigsby Brandford & Co. Mr. Morris received his MBA from the Harvard Business School and his B.A. degree in economics from Stanford University.

Laurence C. Morse, Ph.D.

Dr. Morse is co-managing partner of Fairview Capital Partners, Inc. and a General Partner of Fairview Capital Limited Partnership, which he joined in 1994. Fairview Capital Partners, Inc., was established to provide investment management and advisory services to qualified institutional investors. The company also serves as investment manager of the Fairview Capital Limited Partnership, a "fund-of-funds" which invests in venture capital and other private equity limited partnerships that provide capital primarily to companies controlled by minority entrepreneurs.

Prior to joining Fairview, Dr. Morse was a co-founder and partner of TSG Ventures. He began his career in venture capital with UNC Ventures in Boston, Massachusetts in 1983, leaving in 1988 as an investment officer.

Over the last two decades, Dr. Morse has been a consultant to a number of private and public institutions, having most recently served as Senior Venture Capital Advisor to the project team retained by the United States Agency for International Development, recommending an appropriate structure for the \$100 million Southern Africa Enterprise Development Fund.

Dr. Morse graduated Howard University summa cum laude with a B.A. in Economics. He earned M.A. and Ph.D. degrees in Economics at Princeton University and has been a post-doctoral fellow at Harvard University.

Private Equity Roundtable (CONTINUED)

Paula E. Groves

Ms. Groves is an Associate at Triumph Capital Group, Inc. Headquartered in Boston, Massachusetts, Triumph Capital is a private investment firm specializing in private structured equity investing and investment advisory services.

Prior to joining Triumph, Ms. Groves was as an Assistant Account Executive with Leo Burnett, USA advertising agency and worked as an Analyst for The First Boston Corporation in Mergers & Acquisitions and mortgage finance. Ms. Groves graduated Stanford University with a B.A. in Economics and received her MBA from the Harvard Business School.

Wanda Felton

Wanda Felton currently serves as a Managing Director of Hamilton Lane Advisors, a pension fund advisory firm located in Philadelphia, PA. Over the last few years Hamilton Lane has asserted itself as a key player in the private equity industry due to its role as a "gatekeeper" for some of the nation's largest pension funds. The firm was recently retained by the California Public Employees' Retirement System (CALPERS) to make investment recommendations for the pension fund's private equity allocation. Prior to joining Hamilton Lane, Felton served as Vice President and Director of Investor Relations at Alex Brown & Sons in Baltimore, MD. Her duties included serving as liaison to securities analysts, financial media, public shareholders and regulatory bodies. Felton has also held positions of Assistant Manager with Citicorp Investment Bank and Loan Officer with the Export Bank of the United States. Wanda Felton is a current board member of the Association of American University Women, YWCA, Maryland Heart Association and Operation Rescue. Felton received an MBA from Harvard Business School in 1984, and a B.A. in Economics from the University of Pennsylvania in 1979.

Student Organizer: Marcellus Taylor, MBA 1997

Franchising As A Self-Employment Alternative

Panelists will discuss franchising as a means of self-employment with advice on how to select from among the 5,000 franchise opportunities.

Terrian Barnes

Ms. Terrian Barnes is the Vice President of Public Affairs for the International Franchise Association. Since January 1981, Ms. Barnes has been actively involved in identifying and expanding economic opportunities for ethnic and racial minorities and women through franchising. Ms. Barnes works with franchisers and franchisees to foster career development and management training, vendor and supplier programs, and partnerships with community-based organizations. In addition, Ms. Barnes oversees IFA's World Resource Center which houses an extensive collection of research and information on franchising. In 1993, Ms. Barnes was named by "Minority Business News USA" as a winner of the Women Who Mean Business award. She was also featured in Black Enterprise magazine in August 1994 as one of the "25 Black Women Who Have Made A Difference in Business".



George A. Shanklin



Mr. George A. Shanklin is founder, President & CEO of CheckMates Payroll Processing Company. Mr. Shanklin has built a highly competitive company in the challenging payroll processing industry that started with one client in the spring of 1993 and now boasts over 150 clients in three (3) states and is poised for aggressive national expansion.

In July of 1995, Mr. Shanklin, also President of BAM Enterprises, Inc., signed a development agreement with America's Favorite Chicken Company (AFC) to open several Churches Chicken restaurants in the Columbus, Ohio area. The first restaurant, a non-traditional unit located inside a Kroger's grocery store successfully opened on September 27, 1995. By the end of 1997, Mr. Shanklin plans to have twelve (12) additional units in operation.

Mr. Shanklin serves on numerous boards including, the Isabelle Ridgway Foundation, Greenbriar Enrichment Center, and the

Minorities In Franchising Committee of the International Franchise Association (IFA). In June of 1995, Mr. Shanklin was appointed by President Clinton to be a Delegate to the White House Conference On Small Business (WHCSB). Mr. Shanklin has been quoted in *INC.* and *BLACK ENTERPRISE* Magazines; spoken on franchise matters for numerous programs and has been a catalyst for urban business development and minority franchise initiatives, participating in workshops and seminars across the country.

Charles Morrison

Mr. Charles Morrison President & CEO, RACS International, Inc., has devoted most of his life to operating and managing commercial cleaning services. Emigrating from Liberia as a young man, he started his professional career as a commercial cleaner working his way through Valparaiso Technical Institute in Valparaiso, Indiana. He later became an area manager for PBM Industries in Valparaiso. In this position, he developed customer service, quality control, and personnel management skills, as well as technical knowledge of the service industry. In 1984, he became Vice President and part owner of Royal Corporation, and commercial cleaning service in Indianapolis, Indiana.



RACS International, INC., was founded in 1989 by Mr. Morrison, based on his own unique and innovative concepts for customer service, effective commercial cleaning, and cost management. Seed money for this start-up company was financed from Mr. Morrison's personal savings, and personal loans from friends. To jump-start profitability, RACS purchased an existing commercial cleaning company, and expanded from there. In 1995, RACS began a master franchise program, with offices in Orlando, Florida; Atlanta, Georgia; and Dayton, Ohio; and, Indianapolis, Indiana.

Mr. Morrison's entrepreneurial activities have been profiled in such newspapers and periodicals as USA Today, the Washington Post, Entrepreneur Magazine, Business Startup Magazine, Indianapolis CEO magazine, Enterprising Woman, Indianapolis Business Journal, and Black Enterprise Magazine.

Franchising As A Self-Employment Alternative (CONTINUED)

Woodrow McCutchen's



Mr. Woodrow C. McCutchen's professional career has revolved around promoting small business development in urban centers and actively recruiting local, largely minority, populations. He is currently Executive Director of the Small Business Development Center for Howard University, which offers training and counseling for clients at the University itself and in the surrounding Washington D. C. metro area. Before

appointment to his current post, Mr. McCutchen served for over two years as Director of the Small Business Development Network for the State of Maryland, managing a 3.5 million dollar budget and a staff of fifty professionals and support personnel. From 1987 to 1992, Mr. McCutchen was the Franchise Development Manager for Jiffy Lube International. During the last two years of his tenure in this post, he completed the installation of 22 new sites. While at Jiffy Lube, Mr. McCutchen also served as its Director of Remarket and Urban Franchise Development, where he increased minority-owned units from 7 to 26 in 18 months. Additionally, he developed and negotiated SBA approval for the first franchisor-owned Small Business Investment Company charted by the SBA.

Mr. McCutchen received his BA in Economics from Howard University in 1972 and his MBA with a concentration in management and finance from Virginia Commonwealth University in 1979. He has been actively involved with the Salvation Army Boys' Club and Neighborhood Center in Richmond, Virginia; the National Association of Small Business Development Centers; the Minority Enterprise Development Commission of the International Franchise Association; and the Richmond, Virginia Human Rights Commission Advisory Board.

Student Organizer: Monette Dawson, JD/MBA, 1996

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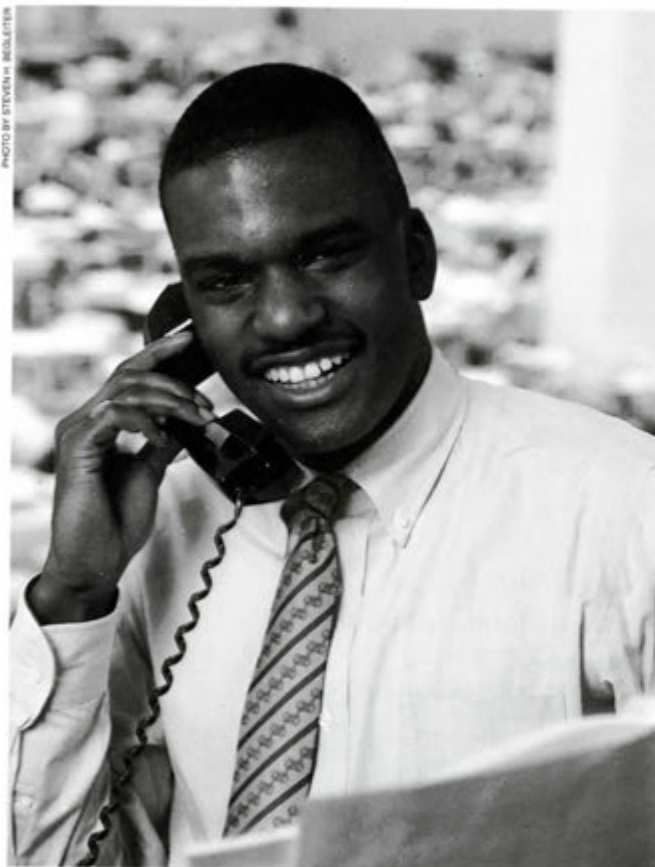
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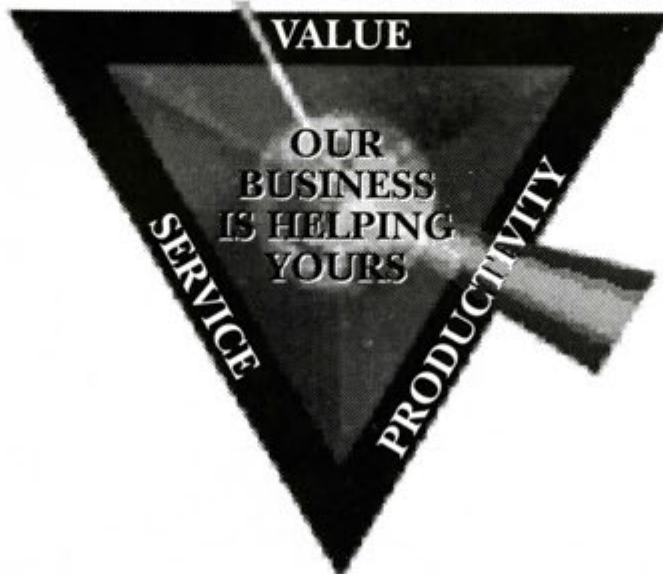


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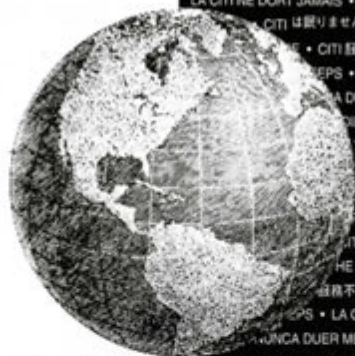
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"The Offering to My Creator"



"Drums of Ascension"

"Drums of Ascension"

In these challenging times, it has become clear that African-Americans must turn to and rely on each other in order to advance their interests. The creator of this three-panel piece of art, Mr. Christopher Rippie, has captured much of the emotion, the history, and the movement of the African-American condition. The central piece, "Drums of Ascension" presents an image of dynamic movement that expresses the hope and aspiration of African-Americans to rise to higher states of achievement and existence. One can imagine that the faces and hands and flashes of color that are interwoven in "Drums of Ascension" constitute both a solid pillar of strength and a complex, shifting column made up of rising smoke-like dreams. Both the "Daughter of the Drum" and "The Offering to My Creator" present very tangible representations of the African-American condition. In "Offering" the artist suggests the need for spiritual atonement and thanksgiving. In "Daughter of the Drum", a woman is playing a richly textured drum. Drummers typically set and keep a rhythm and tempo for a larger group. In many cultures drummers also use their instrument to speak and communicate across great distances. In "Daughter of the Drum" the artist clearly presents his view on the role of women in the advancement of African-Americans.



"Daughter of the Drum"