



**The African-American
Student Union of the
Harvard Business School**

***The 25th Annual
Career/Alumni
Conference***

***Our Silver Past
and Golden Future***

**January 30 - February 2, 1997
Boston Marriott Copley Place**

Cover Art: **STOP WORRYING AND START BUILDING** by E. Okechukwu Oditia

"Stop Worrying and Start Building" is an oil painting on canvas, 60" h. x 24" w., executed in 1981. Its title signifies the continuing struggle of the African-American, from a difficult (silver) past to a brighter (golden) future, a struggle we wish to celebrate at the African-American Student Union 25th Anniversary Conference.

In investigating its visual expression from all sides, the artist has come to stress increasingly the power of suggestion. In the reading of the painting, it is always difficult to distinguish what is given to us from what we supplement in the process of interpretation, triggered by guessing. Indeed, it is the guess of the viewer that tests the medley of forms and colors for coherent meaning, crystallizing it into shape when a consistent interpretation has been found. By its very nature, for any picture to remain an appeal to the imagination, it must be supplemented in order to be understood.

The point would hardly need elaboration were it not for the bearing it has on the most tricky expression in the armory of this work. Within the realm of "Stop Worrying and Start Building," this tricky expression is encountered in the concept of organic unity which includes a structural relationship of parts such that no portion can be changed or removed without affecting and spoiling the whole.

The artist's subject matter is two human bodies overlapping in the center of the picture. In visual abstraction, it is a theme of tension and calmness, of restlessness and contentment, that is achieved through organization, structure, and focus. Both figures are standing and are dressed in traditional clothing presented in terms of flat areas of color. Action has come and action has followed. The artist suggests this in the way tension is compositionally created. It is expressed by color contrasts such as the sharp distinction between yellow,

green, and red. In terms of shape, tension is perceived in the composition of angular and rounded forms. Finally, tension in the figures is disclosed through action from the upper reaches of the work of the figure that faces frontally and reaction of the other figure that looks out to the right side of the picture plane.

In spite of the general attitude of tension, the repetition of certain shapes and colors in different areas of the work creates balance and unity and, as such, calmness. For example, on the right side of the picture plane, a chevron shape, like an inverted check mark, is in dark brown and then repeated in light brown (ochre) and picked up again in the yellow angular shape around the legs. Similarly, the color of red is placed at strategic points such as the head, heart, and feet. The figures are fully unified at the feet, where one figure's legs are subsumed by those of the other.

The overlapping representation and steady erectness of the figures speak of a certain calmness, but this is hardly a static composition, as already observed. There is light in colors, movement in linear aspects, and sparkling detail racing around, sweeping over, and bursting out in every corner. The artist brings forth a message of the African-American human condition of past and present that unites the concept of inner tension (restlessness) and outer calmness (contentment). The message is presented by the artist with painstaking attention to detail, yet fun and energy, creating in the piece a living conception of visual flatness and enchanting colors. In the end, we are constantly reminded of our efforts to sort out the complex spatial and formal arrangement of this painting, to judge our interpretation against our experience of inner tension from our silver past and outer calmness from our present, and to realize that "Stop Worrying and Start Building" will serve us well as a uniting symbol of enduring purpose in our golden future.

Prints available for sale in the Fourth Floor Atrium at the Marriott Hotel

25th Annual Career Alumni Conference

"Our Silver Past and Golden Future"

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

KIM B. CLARK
Dean of the Faculty
Harry E. Figgie, Jr. Professor of
Business Administration

MORGAN HALL 125
SOLDIERS FIELD
BOSTON, MASSACHUSETTS 02163
PHONE: 617 495-6550
FAX: 617 495-0316
kclark@hbs.edu

31 January 1997

Dear Friends,

I am pleased to extend my warmest welcome as you join other members of the HBS community – past, present, and future – for the African-American Student Union's Twenty-Fifth Annual Career/Alumni Conference.

This year's theme – *Our Silver Past and Golden Future* – symbolizes to me much of what is unique about the Harvard Business School. We have an impressive history upon which to draw, and our alumni, faculty, and students are of a caliber unmatched anywhere in the world. But no institution can, or should, be content to rest upon its accomplishments. In an environment marked by rapid change, the ability to look ahead and identify new opportunities will be crucial. To that end, I think this conference marks an important step toward the future.

I am confident you will find the next few days enriching, both professionally and personally. Thanks for joining us to demonstrate what makes HBS such a remarkable community.

Best regards,



Kim B. Clark

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

STEVEN C. WHEELWRIGHT
*Senior Associate Dean
Class of 1949 Professor of
Business Administration*

MORGAN HALL T75
SOLDIERS FIELD
BOSTON, MA 02163
PHONE: 617 495-6054
FAX: 617 496-4072

January 30, 1997

Dear Conference Participants:

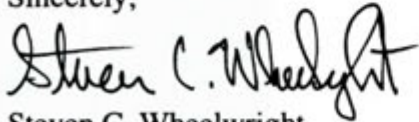
On behalf of the faculty, staff and administration of the MBA Program, we welcome you to the 25th Annual African-American Student Union (AASU) Career/Alumni Conference.

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. This year's conference provides an opportunity to recognize the many contributions of the AASU over the past twenty-five years, and to focus on the challenges and opportunities of the next twenty-five years. It is also an important vehicle for the continued involvement of African-American alumni in the HBS community.

We appreciate and take great pride in the achievements of the AASU and the leadership, organization and extraordinary efforts of our students over the years that have made this conference one of Harvard Business School's most notable events.

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
Senior Associate Dean and
MBA Program Chair



THE AFRICAN-AMERICAN STUDENT UNION OF THE HARVARD BUSINESS SCHOOL
presents
THE TWENTY-FIFTH ANNUAL CAREER/ALUMNI CONFERENCE
Our Silver Past and Golden Future

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SPEAKERS

January 30, 1997

Dear Friends:

On Behalf of the 25th Annual Career/Alumni Conference Committee, I welcome you to what we hope will be an educational and inspirational event.

This celebration of *"Our Silver Past and Golden Future"* is fitting prelude to Black History Month. We have assembled our alumni and other African-American business pioneers to remind us that we all have the capacity to make every month Black History Month. Our distinguished speakers, whose professional and civic accomplishments are also of historical importance, will challenge us to realize, collectively and individually, the promise of a golden future.

The committee has worked diligently to plan an engaging and enjoyable conference. In order to realize the essence of our theme and foster an open exchange of knowledge and experience, we encourage you to talk to one another as future history-makers. The panels, seminars, and town meeting are designed to facilitate this dialogue and, therefore, require your participation by raising questions, analyzing the issues and debating solutions and strategies.

The success of this conference depends upon the continued involvement of a variety of constituents. I want to express our sincere appreciation to our alumni, corporate sponsors, keynote speakers, panelists, AASU membership and general conference participants. Your annual support has brought us to the Silver Anniversary of this conference and will make our journey toward the Golden Anniversary possible

Best regards,

Sara Crutchfield

Sara Crutchfield
Conference Chairperson





THE 25TH ANNUAL CAREER/ALUMNI CONFERENCE COMMITTEE

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AASU's Silver Past and Golden Future



THE AFRICAN-AMERICAN STUDENT UNION OF THE HARVARD BUSINESS SCHOOL
THE TWENTY-FIFTH ANNUAL CAREER/ALUMNI CONFERENCE



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*The Silver Anniversary Conference Committee would like to express its thanks
 to the members of the African-American Student Union.*

** These members devoted extra time and energy to the success of our conference.*



Thank You.

The 25th Annual Career/Alumni Conference Committee and the members of the African-American Student Union would like to give special recognition to our Platinum Sponsors and BLACK ENTERPRISE Magazine, the official business magazine of the Silver Anniversary Conference, for their generous contribution toward the success this event.

Black Enterprise Magazine

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salutes the

African American Student Union

at

Harvard Business School

on their

25th Annual Conference



1969

AASU's Founding Leadership

The "Founding Five": Clif "Jamari" Darden, AASU Chairperson, A. Leroy Willis, Lillian Lincoln, Ted Lewis, George Price

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Ms. Sara Crutchfield
Conference Chairperson
The African-American Student Union
of the Harvard Business School
2405 HBS Student Mail Center
Boston, MA 02153-7825

Dear Ms. Crutchfield:

Thank you for informing me of the planned 25th Anniversary event being sponsored by the HBS/AASU. Also, thanks for inviting me, as the Founder of HBS/AASU, to express my feeling about this historic milestone and celebration.

CRA
LA

In the words of Frederick Douglas, "Power concedes nothing without a demand. It never did. It never will." In September 1967, HBS was the "Power." It was not a friendly environment for African Americans. There were no higher level African American staff or faculty members. There were only six African American students in the entering Class of 1967 out of a total of 700 students, and nine out of a two-year Class of 1,400 (less than 1%). Finding this situation unacceptable, Clifford Darden and I met with the administration in the 1967-68 time period to protest this deplorable situation. We made the "Demand." Initially, the administration was not agreeable to making changes. Darden and I threatened to hold a protest to bring attention to our grievances if the Administration did not respond positively. After a considerable stand off, we finally negotiated a solution with Dean George Baker, who later proved to be a very, very decent and wonderful person, which called for involving African American students in the recruitment process. The "Power" had conceded to our "Demands." We celebrated our victory. We then went to work. We then succeeded beyond our wildest dreams. The rest is history.

My role in this pioneering effort and the historic success of forming and sustaining HBS/AASU over these many years is still a source of deep pride to me as founder of HBS/AASU. Although the organization was born in confrontation and controversy, it quickly moved to solution-oriented programs which would satisfy the needs. Clifford Darden, the Founding President of HBS/AASU, and I came close to sacrificing our MBA's in order to help establish this organization. Lillian Lincoln, George Price, Ted Lewis of the entering Class of 1967 also were key members of the team which created the organization. We also received support,

Christine Essel
Chair

Juanita G. Chavez
Mae Hae Lee
Peggy Moore
Christine M. Robert
Armando Vergara, Sr.

John E. Molloy
Administrator



encouragement, and assistance from Keith Williams and Sam Ewing of the entering Class of 1966. All of us worked together with the HBS Administration and Faculty (especially Professors Paul Lawrence, Jay Lorsch, George Lodge, and others) to increase the African-American student population at HBS from 6 to 29 for the entering Class of 1968. The 29 students of the entering Class of 1968 worked with us to recruit and additional 75 students for the entering Class of 1969. Considering that there were less than 100 Black MBA's in the country in 1969, this was a remarkable recruitment success story. Many of these graduates have returned home to become leading, productive citizens in the improvement of their various communities.

Finally, Clifford Darden helped to create the Consortium of Graduate Minority Education (COGME) and I helped to create the Urban National Corporation, one of the nation's first African-American investment banking firms. The latter occurred with the assistance of Professor Charles Nesson of the Harvard Law School, Peter Sirus of HBS, and others.

At this time, on behalf of the Community Redevelopment Agency of the City of Los Angeles, let me say to all who will be assembling for this splendid occasion, how proud we are of all of you for your outstanding accomplishments over the years. This celebration and reunion reminds us of what hard work, dedication, and unity of purpose over the years can accomplish when people work in a spirit of purpose, unity, teamwork and collectivity. We invite graduating students and business persons to come to Los Angeles and help us to rebuild our city which was badly damaged by the Civil Disturbances of 1992 and the Northridge earthquake of 1994. There is much work to be done and there are many business and employment opportunities here as we look forward to boldly entering the 21st Century.

HBS/AASU still serves the same purpose today as it did during its founding school year of 1967-68: (1) to provide an activist, collective voice of African-American students to express their on-going aspirations and demands to have HBS to respond to the needs of its African-American students and the needs of the African-American communities throughout America; (2) to provide an identifiable presence and gathering place where the African-American spirit can express itself; (3) to serve as a vehicle for recruiting qualified minority and female students, faculty members and administrative staff for HBS; (4) to provide a "haven" where African-American students at HBS can find mutual solace, support, and social opportunities; (5) to provide scholarships, career counseling, employment, financial and business opportunities for African-American students at HBS; (6) to provide leadership and recognition opportunities at HBS through HBS/AASU which would not otherwise be available; (7) to provide a unique opportunity and vantage point from which to meet and interact, from a position of strength and solidarity, with other outstanding people at HBS of all races from throughout America and the world; (8) to provide a vehicle for producing a cadre of socially conscious business, government and educational leaders from HBS/AASU who leave HBS and populate institutions throughout the country who (through continued networking after graduation) would exert a powerful influence in their respective institutions and communities. As a result, they would help to make America a more hospitable country to African-American business and social aspirations.

From my vantage point as a redevelopment and economic development executive in Los Angeles, HBS/AASU has been eminently successful in all respects. In addition to its work on campus, graduates of HBS/AASU are

indeed making their influence felt individually throughout the country and the world. However, more energy needs to be placed on organizing, networking and mobilizing of the African-American graduates of HBS/AASU to become a more powerful, collective national force in the renaissance of America and the world (especially in Africa). We still need to complete the unfinished business of the economic and social development of our African-American and African Communities to a level comparable to other communities in America. That is our challenge for the 21st Century. All of us can do more to help ourselves, our communities, our cities, our nation, and our world. I have taken the initiative in Los Angeles (as the "Movie and Entertainment Capital of the World") to start the organizing of an international entertainment business network--first in Los Angeles and Accra, Ghana. The name that I have given to this network is the "African and American Entertainment Business Union" (to reflect the goal of bringing the most talented members of the African-American community, together with major entertainment companies is Hollywood, for the purpose of creating new career and business opportunities and alliances which will improve our people and our communities economically and socially). We also challenge other HBS/AASU graduates to take collective actions within their respective communities and cities to start new business and economic development programs which would be profitable for themselves and improve the quality of life for all African-Americans, Africans and all people in America and the world.

As the Founder of HBS/AASU with Clifford Darden and others, I ask you and others who read my words to join me in this next important organizing step of completing the unfinished business of rebuilding and creating a renaissance in our various communities economically, socially, and artistically.

Thanks again for inviting me to share my thoughts with the HBS/AASU community.

A. Leroy Willis

Founding Member—Lillian Lincoln

Organization of the African-American Student Union offered a great challenge to the six black students who entered the Harvard Business School in the fall of 1967. We were appalled that out of a student body of 800 only six were African-American. We frequently met at the home of Roy and Trish Willis, initially as a social outlet and a "gripe" session. After a number of these sessions, we decided to take action and approach Dean Baker with our concerns.

Dean Baker was very receptive to our plight and stated that the school wanted more African-American students but "didn't know where to find them." We immediately offered a solution to that problem by agreeing to return to our alma maters and recruit students if the school would finance our trips. He agreed to finance our trips and also to approach corporations for scholarships. This was a concrete issue which had the support of Dean Baker so hence the birth of AASU as an official organization!

We were quite successful in our recruitment efforts (I believe 75 were admitted the following year). However, recruitment was not the only issue we faced. Others included a more diverse faculty as well as a more relevant

curriculum. Parts of the faculty were supportive of our efforts and began to undertake projects to deal with some of our concerns. Two that come to mind are Tony Athos and Paul (can't remember his last name but he taught Human Behavior).

Two developments that challenged the fiber of our embryonic organization were the assassination of Dr. Martin L. King during the Spring of our first year and the protests related to the Vietnam War during our second year. However, I feel that both of these challenges made us a stronger organization.

During the first two years of the organization, we had two very focused and dedicated leaders in the persons of Roy Willis and Cliff Darden. They took the lead, risking their school work and making personal sacrifices in order to make a difference for those that followed.

Future generations of AASU membership need the same commitment of the original group understanding that whatever they do or don't do during their two-year tenure will have major impact on future classes at HBS. The main thing is to keep focused and develop plans to deal with specific issues.

Clif ("Jamari") Darden (MBA '69, DBA '82) The HBS Afro-American Student Union — In The Beginning . . .

The February 1968 founding of the *Afro-American Student Union* at HBS was a direct outgrowth of the Fall 1967 and Winter 1968 initiatives of the African-American students in the Class of 1969 in the areas of student recruitment, course development, and faculty diversity. Hence, to understand the impetus for this act of organizational creation, one must understand the realities of the Harvard Business School which this Founding Class encountered in the Fall of 1967.

Imagine a Fall 1967 MBA entering class of some 700 persons, of whom the overwhelming majority are white males — with a sprinkling of white females of U. S. citizenship (approximately 38 students in total), some 45 international students (primarily from Europe, Asia, and Latin America), and six — yes, *six* — African-Americans (*less than 1% of the student population!*). Imagine a campus so thoroughly monochromatic that *none* of the seven first-year sections that Fall could boast more than a *lone* student of color, and where one section was as lily-white as a debutante ball in the ante-bellum South.

Imagine further a majority white culture so oblivious to the moral imperatives of the Civil Rights Movement (then in full swing) that on any given day, one might be favored by one sectionmate's disquisition on the merits of "giving the police 'free rein' to put a stop to 'Negro' militancy once and for all," while a kindred spirit across the room — or in the adjacent seat — is moved to wish aloud for a cessation to the "nightly scenes of 'those people' running through [his] living room [on television, that is] with stolen stereos and sofas on their heads." Imagine an environment in which the most empathetic interaction with a classmate is likely to be in the form of an earnest entreaty, "Clif, I don't really know any 'Negroes'; I never went to school with or lived near any; and, I wonder if you could explain to me exactly what do 'Negroes' really want?"

Imagine the classmates with military backgrounds whose major contribution to the discussion of issues of racism and discrimination seemed

always to be the bedrock assertion that no matter the situation in the civilian sector, there would always be "complete equality" and "full integration" in the Army — a somewhat less than comforting thought during an era of daily "body counts" at the height of America's involvement in the Vietnamese civil war.

Imagine a faculty majority so thoroughly oblivious to the educational imperatives emanating from the most significant social movement of the 20th Century that few could grasp any connection whatsoever between what was happening in the world outside Soldiers Field and the School's mission to train the generation of leaders who would be taking American enterprise into the 21st Century. Imagine further a curriculum in which one could go for months at a time without ever encountering organizational or managerial issues concerning any cultural group other than white males. And when perchance such a discussion arose, imagine a discussion so breathtakingly disconnected from the realities of the momentous events of that era that one hardly knew how to even begin to respond to all the misperceptions, misimpressions, and mythologies that streamed across the aural spectrum. Imagine daily doses of total, albeit usually unintentional, disaffirmation. Imagine being totally invisible.

Worse still, imagine a few senior faculty so encrusted in the mores of the "old order" that one venerable old denizen of *yesterday's America*, in dialoguing with a student (white) during a case discussion — a social responsibility/ethics case, no less — mindlessly blurts out, "So, are you saying that there's '*a nigger in the woodpile*' in this situation?" Imagine further the scene of the two African-American students in that second-year class, having scrambled to make their way to the professor before he could leave the classroom, being confronted — before they can even query him about his gaffe — with the amazing assertion: "*If you think I said, 'nigger in the woodpile,' you're mistaken. I would never have said that.*" [Imagine the magnitude and consequences of this poor man's misfortune in not only have committed such an egregious blunder, but of having done so in the one class being taken by both Roy Willis and Clif Darden — demonstrably, the most influential student leaders within the entire School at that point in time.]

Imagine an admissions function staffed by persons, arguably of good will, who in many years of recruitment visits to colleges and universities with substantial African-American populations have never been able to find more than a handful of "qualified applicants" and who are almost delirious in their revelry over having — somehow — managed to find us *six* fully qualified "Negroes" to admit to the Class of 1969. Imagine being assured that because the six of us in the Class of 1969 represent a 100% increase over the Class of 1968 (from .4% of the student body to .8%), this is compelling proof of adequate progress, obviating any additional or special efforts.

Imagine all these realities confronted by the Class of 1969 during the Fall of 1967 and into the Winter of 1968. Then, introduce into this milieu one of the first African-Americans to participate in the NAACP-induced integration of the University of Virginia in the early 1960's. Imagine a natural leader, a former officer in the U. S. Army, and a brother deeply and unalterably committed to the empowerment of his people. Imagine a brother who is unafraid to challenge the status quo in the pursuit of that which is right and just.

That first-year student, **A. Leroy Willis** — who, at 29, was the oldest student within the African-American group — was the impetus behind the



efforts of us five African-Americans who took on the role of *agents of change* during the Fall of 1967. It was through his vision that we dared to imagine the possibilities of a Harvard Business School different from what we were experiencing. And it was through his charisma that we committed ourselves to ensure that what we, given our limited numbers on the campus, could only imagine would become more of a reality for those who would come after us.

Initially with the support of Clif (*Jamari*) Darden — and later Lillian Lincoln, George Price, and Ted Lewis — Roy Willis held a series of negotiating meetings with the senior administrators of the School. These efforts ultimately succeeded in obtaining administrative concurrence with our initial goal of greater African-American representation within the student body — albeit not without a few tense, and occasionally confrontational, meetings with the School's administrators. Several months later, in response to a behind-the-scenes effort within the faculty to stymie or disavow administrative efforts to implement previously reached agreements, Clif Darden orchestrated the first-year group's faculty-wide lobbying campaign to break the resistance and win faculty support of the administration's efforts.

By February 1968, with our recruitment efforts to colleges and universities across the nation beginning to bear fruit, it seemed logical to take the next step. That is, during an early February recruitment trip to the University of California - Berkeley and Stanford University, Roy Willis and Clif Darden visited with officers of the Berkeley campus's Afro-American Student Association. Roy Willis came away from that dialogue convinced that something other than just recruitment activities would be needed to create the kind of progressive change needed at the Harvard Business School. It would defeat our purposes, he reasoned, if we succeeded in attracting larger numbers of African-American students to the School — only to have them encounter the kind of indifferent (at best) and hostile (at worst) environment that we had found. We owed it to those whom we recruited, he felt, to create a forum that could be maximally attentive to the needs and concerns of the brothers and sisters in the Class of 1970 (and beyond), who, despite our recruitment successes, would still be a tiny minority in a Darwinian competitive environment that would be only marginally more concerned with their particular interests, concerns, and needs.

Thus was born the notion of an organization that would be dedicated to enhancing the quality of the total educational experience of African-American students at the Harvard Business School. Having initiated the proposal, Roy Willis entrusted Clif Darden with the task of gaining the commitment of the other three *active* members of the African-American student group in the first year of the Program — a task which was accomplished shortly after Clif's return to campus after the Bay Area recruitment visit. (This is why the Class of 1969 rightly refers to Roy Willis and Clif Darden as the two primary co-founders and correctly establishes the founding month as February 1968.)

With Clif Darden designated, by group consensus, as the first "*Chairman*," *Afro*, as we affectionately called the organization in those early days, maintained as its initial thrust the increase in the Afro-American student presence in the MBA Program to approximate the 10% level that Afro-Americans represented in the general population at that time. Secondary thrusts focused on gaining Afro-American representation on the faculty and on developing second-year elective courses of particular relevance to those with post-graduate plans for involvement in the emerging

economic development activities in various Afro-American communities.

Perhaps nothing more compellingly underscores the personal commitment of the Founding Class than their individual willingness to make time in the notoriously intense first-year academic schedule to undertake multiple recruitment visits to select college campuses (historically Black, as well as predominantly White ones) throughout the country. In consequence of their efforts (in building faculty consensus for *Afro's* recruitment goal and in identifying and championing promising candidates), these *change agents*, in cooperation with the HBS Administration (then under the able leadership of Dean George P. Baker), succeeded in ushering in a new era at the School.

Afro-American student representation in the Class of 1970 nearly quintupled (31 were admitted, 27 accepted, and 22 graduated). With the energetic commitment and enthusiasm of these "reinforcements," Afro-American student representation in the Class of 1971 more than doubled (74 were admitted, 71 accepted, and 67 graduated). These changes are all the more remarkable when one considers that the School's African-American MBA graduates in 1970 exceeded — by an order of magnitude — the sum of all such graduates in the previous 64-year history of the Harvard Business School.

Progress in *Afro's* secondary thrusts — i.e., minority representation on the faculty and elective courses of particular relevance to the task of economically empowering poor urban or rural communities — was less dramatic, but nevertheless tangible. In the Fall 1968, Ulric St. Clair Haynes, Jr. (a graduate of Amherst College and Yale Law School, who would later go on to become U. S. Ambassador to Algeria and Dean of the Faculty of Business at SUNY-Albany) became the first Afro-American member of the faculty. Within a year, he would be joined by Stuart Taylor (Marketing faculty) and Charles Johnson (Finance faculty). Afro-American representation on the faculty continued to make sporadic, albeit uneven, gains as the years unfolded.

Similarly, with the launching of Professors Paul R. Lawrence and Richard S. Rosenbloom's seminar on economic development in minority communities (Fall 1968), *Afro* and its newly won allies within the faculty and administration began to have an impact on the second-year elective curriculum. In the Fall 1969, this seminar was developed into an elective course, for which Clif ("Jamari") Darden served as course assistant with major responsibility for developing the case materials.

Other faculty, too numerous to mention individually, became energized to seek ways of incorporating a multicultural perspective into their courses, frequently developing cases in which minority managers and/or minority issues were a central focus. Still others moved beyond the serene confines of the Soldiers Field campus and took their skills, energies, and external contacts into Afro-American communities throughout New England and the Mid-Atlantic states — e.g., offering pro bono consultation services to both for-profit new ventures and non-profit community economic development corporations. (A fairly exhaustive cataloging of the variety of activities which *Afro* helped energize and legitimate can be found in Clif Darden's article, *The Business School and Urban Problems*, The 1969 Annual Report, The HBS Student Government Association, pp. 134-43.)

Paradoxically, while the founders of *Afro* were initially (and somewhat gratuitously) accused by certain campus aficionados of disturbing the tranquility of the HBS learning environment by daring to found the first campus organization based on something other than career or professional aspira-

tions, the AASU ultimately ushered in a new era of student organizing around the specific needs and concerns of identifiable sub-groups. That is, the organizing initiatives of the Class of 1969, joined by the Class of 1970, ultimately spawned other institutions, with missions focused on secondary, ancillary, or continuing concerns to Afro-American or other campus groups.

For example, Jesse Bojorquez (MBA '70) — the lone Mexican-American student in his class and the first Mexican-American to graduate from the School — regularly attended *Afro* meetings and “hung out” with the Afro-Americans on campus. Drawing from *Afro*’s strategies and tactics, and with our active support, Bojorquez launched a similar campaign for increased Latino representation within the student body — a campaign which would culminate in the recruitment of larger numbers of students of Latino origin and in the founding of the HBS Hispanic Club. Brazilian students, led by Jose Medeiros (MBA '70), finding the European Business Club largely indifferent to the special needs and concerns of students from Latin America, sought to energize “New World” students to form a network capable of supporting their agendas. The result was the HBS Latin American Club.

HBS (white) women students — of whom there were just four or five per section in the Class of 1969 — were next to wake up to the disparities of representation in the composition of the student body. Following *Afro*’s lead via the 1970 formation of the HBS Women’s Club, women MBA students — propelled by forces in the larger society which sought to define “diversity” in largely gender-based terms — saw their numbers skyrocket from fewer than fifty students in the Class of 1969, to numbers approaching forty percent of the student body by the end of the 1970s. [An aside: Propelled by a growing societal backlash to genuine *racioethnic* diversity, white women soon became at HBS — as they have throughout the society — the primary beneficiaries of the trailblazing of people of color — an intriguing case study, indeed.]

To continue with the main theme: *Afro*’s impact was also felt outside the arena of campus-based organizations. To wit, the erstwhile Council for Opportunity for Graduate Management Education (COGME) came into being, as the HBS administration, now obliged to seek ways of financing increased minority student enrollments, moved to form an association with other top-ranked schools under similar pressure from their own growing and increasingly insistent Afro-American student populations. [Indeed, AASU reps Clif Darden (MBA '69) and Steve Burrell (MBA '70) were part of the HBS delegation (led by Deans George Baker and George Lombard) to a Sloan Foundation meeting (New York City, June 14, 1969), at which Dean Baker — joined by his counterparts from Columbia, Wharton, Stanford, and MIT — pursued discussions which would, within a few months, culminate in the launching and funding of COGME.]

Further, prodded by *Afro* and its emergent allies in the Boston Afro-American community, the HBS administration succeeded in obtaining a multi-year, multi-million Merrill Trust grant to fund the development and operation of a community-based business education program (The Roxbury Institute of Business Management), including the financing of on-going instructional development and other support services by various HBS faculty.

Also worth mention is the *reality* that but for the vigorous efforts of the Class of 1969, it would, in all probability, have taken a decade longer for the number of HBS Afro-American alumni to reach the “critical mass” necessary to form a

viable Black Alumni Association. That is, given the School’s pre-Class of 1970 modus operandi of recruiting and admitting just a few Afro-Americans a year (while isolating each among the Caucasian multitudes in the separate sections), the friendships, trust, perceived mutual interests/needs, etc. that are pre-conditions for effective organizing might well have taken years to finally emerge in the form of our own, The Harvard Business School African-American Alumni Association.

In my opinion, one reason why we accomplished as much as we did, particularly during the 1968-69 academic year, was the implementation of the “linking pin” organizational structure that I devised that year. Rather than adhere to the traditional HBS student-organization structure, with its hierarchical arrangements patterned after American industry, it seemed to me that the best way to ensure the maintenance of an organization of *informed* and *committed* members was to *decentralize* responsibility among functional committees (e.g., recruitment, financial aid, academics, social, etc.), whose chairs would constitute the *Central Committee* — the primary policy making body. The *Chairperson* of the Central Committee performed the typical executive functions — including implementing the policies of the Central Committee, ensuring coordination among the subcommittees, representing the organization to external entities, and so on. The subcommittee chairs had an abiding interest in “taking care of business” because collectively they were the highest policy-making body and, equally important, it was made clear from the outset that election to the post of Chairperson of the Central Committee would be a function of demonstrated performance in subcommittee posts. Hence, from the **beginning, *Afro* was conceived and structured as an organization of doers. To be a member was to be involved in one capacity or the other** — although, as explained below, we cautioned first-year students against becoming heavily involved during the first half of their first-year Program.

An aside: Although few African-American alumni know it, the initial idea of a February weekend dedicated to networking, information-sharing, and mutual support was first broached in a Fall 1968 meeting of the *Afro* — which, at that time consisted of us the Founding Five (Class of 1969) and most of the newly arrived members of the Class of 1970. In a 13th December 1968 memorandum addressed to *Afro*’s membership, I reiterate the earlier-discussed concept of a career-day event and propose that a subcommittee begin making the necessary plans.

This career-day event was supposed to take place in either February or March of 1969. However, during the Fall of 1968, *Afro* was still a small organization with a very ambitious agenda (as is indicated by the above-stated list of accomplishments). Further, in order ensure that those whom we had recruited to the Class of 1970 did well academically, we repeatedly counseled first-year students to concentrate on their classwork, and to limit their involvement in *Afro* to regular attendance at meetings and perhaps involvement on one subcommittee — at least until after the first set of examinations (around January 1969). This meant that *Afro*’s ambitious agenda fell on the same individuals (i.e., the Founding Five), all of whom were now second-year students, except one whom we lost to an act of faculty retribution.

With our priorities focused on recruitment of the Class of 1971, securing administrative commitment to increased financial aid for those whom we were able to recruit, assisting faculty in developing new course materials, running the Ford Foundation-funded Business Assistance Program (which took most of Roy Willis’ time during the second year), assisting first-year students who were experiencing problems of various sorts, and the like, we simply lacked the person-



power to organize and convene the planned career-day event. Thus, what was supposed to have been a career-day type event with invited persons from business, industry, government, and community economic development organizations became instead a totally internal HBS event — i.e., a surprise *appreciation dinner* in honor of the Class of 1969, sponsored by the Class of 1970. It would be three years before the idea first conceived by the Classes of 1969 and 1970 would implemented in the form of the First Annual Career/Alumni Conference.

These then are the abbreviated chronicles of the commitment, struggles, and achievements of the Founding Five of the Class of 1969 — **Roy Willis**, *The University of Virginia*; **Clif Darden**, *The University of Southern California*; **Lillian Lincoln**, *Howard University*; **George Price**, *Cornell University*; and, **Ted Lewis**, *Washington University*. In the immortal words of the late *Osagyefo*, Dr. Kwame Nkrumah:

"[We] planted a seed, which [has] germinated indeed. . . ."

1970-79 Leadership

| | |
|------|--|
| 1970 | <i>Chairman</i> Don Harmon |
| 1971 | <i>Co-Chairs</i> Grover Walker and Matthew Augustine |
| 1972 | <i>Co-Chairs</i> Charles V. Bush and Kelly Jacobs |
| 1973 | <i>Co-Chairs</i> Vernon Stansbury and Walter Ross <i>Conference Chair</i> Devorah Gilbert |
| 1974 | <i>Co-Chairs</i> Terry Jones and Steve Bryant |
| 1975 | <i>Co-Chairs</i> Harry Walker and Jonathan Weaver |
| 1976 | <i>President</i> Frank E. Lattimore |
| 1977 | <i>President</i> Anita (Goodman) Bradford <i>Conference Chair</i> Paula Sneed |
| 1978 | <i>President</i> Sylvia Cochrain |
| 1979 | <i>President</i> Edwin C. Reed |

1971

Grover P. Walker, Co-Chairman, 1970-71

As I pause to reflect in 1996 upon the meaning and significance of the HBS experience, recent incidents of bias and racism at Texaco Oil Company, Avis Rent-a-Car, and the passage of California's Anti-Affirmative Action Proposition 209, crowd in upon me.

Some 26 years ago at HBS, AASU was engaged in the Black Student Strike, protesting the murders of black men at Jackson State college in Mississippi and in Augusta, Georgia; the unlawful confinement and persecution of Black political activists across the country; and the institutional insensitivity and bias manifested at HBS toward Black and other minority students. I am reminded of the adage: "the more things change, the more they remain the same."

I am firmly convinced the most salient and defining principle I learned from my educational and extra-curricular life experiences during my sojourn at HBS was the recognition of the "power principle" and the realization that it permeates every facet of all of our life endeavors.

Put quite simply, the search for recognition, respect, equality and full participation we all seek as minorities is fundamentally a search for "power" and its incidents — a search for "juice," in the vernacular of the common man. Power is one dynamic or attribute that will not be ignored. Power commands and compels recognition and respect and under certain circumstances, even fear!

Power may be manifested in many forms: scientific knowledge, political clout, business acumen, academic excellence, financial resources, military hegemony, athletic prowess, technological superiority, professional expertise, literary accomplishment, artistic achievement, and all manner of intellectual or physical skills and abilities - to mention only a few.

Those who possess power in whatever area of life endeavor they pursue, command the respect of civilized mankind. With power come the incidents of power: influence, wealth, admiration, adulation, respect, acceptance, and some measure of equality in civilized society. Power is also a strong bulwark and defense against bias discrimination and oppression.

Power, or the acquisition of same, is an engine of change that can transform one's life existence from the ordinary or disadvantaged into personal life fulfillment and self-realization. I have come to the realization that it is only through the acquisition of power, both individually and collectively, that Blacks and other minorities will find fulfillment, respect, and acceptance in the general society at large. If it is true that we have to be "better," then "better" is truly a concrete manifestation of our "power."

It is in my fondest hope that during the past quarter century the HBS experience has challenged and taught all Black and minority students the "power principle" and all its pervasive influence and impact on every facet of our lives. Daily we are challenged to understand it, internalize it, embrace it, and implement it both individually and collectively in our lives.

Collectively we embraced the "power principle" as student members of AASU, which enabled us to coalesce for mutual support and solidarity as minority students with common interests and concerns at HBS. In my heart of hearts I am encouraged that the future of Blacks and other minority students at HBS is inextricably bound up with the continued viability of AASU. Their destinies are joined together. As goes AASU, so goes the future of minority students at HBS.

I, therefore, congratulate and salute the AASU, its past and present members on the occasion of our Silver Jubilee Celebration of the Annual Career/Alumni conference. May we always hold AASU close to our hearts! From it comes our "power!" From it comes our "juice" at HBS! "solidarity and Eternal Vigilance Forever!"



1972

Charles V. Bush, Co-Chairman, 1971-72

As we approach our 25th Annual Career/Alumni Conference, I reflect upon the background and reasons for its founding. We had in the 1970-72 period, the first significant number Black MBA students at HBS, in spite of the HBS faculty having lobbied hard that we be admitted on the basis of receiving a Certificate of Attendance, instead. In spite of Dean Baker having quashed this absurd proposal, under Dean Fouraker, we were still experiencing some guerrilla resistance on the part of selected professors, with which we had to deal. Additionally, the administration had undertaken a significant contract with the federal government to study the progress of Black students through HBS to which we successfully took great exception. Finally, in order to sustain significant HBS Black Student admission, we had to deal with the administration having convinced the Hispanic HBS students that in order to increase their admissions - in others words, the old zero-sum game play.

It was against this background, in order to bolster our feelings of self-worth and self-confidence and to seek career guidance, that we invited Nancy Lane, a Vice President of a Johnson & Johnson subsidiary, and other Black corporate officers to a career seminar on a Friday afternoon. With the later founding of the HBS Black Alumni Association, the event has become an annual two-day joint project with the AASU. At this point, I would only counsel students and alumni that we need to include participants from all over the United States, to the extent practicable.

1973

Vernon C. Stansbury, Jr., Co-Chairman, 1972-73

The Harvard Undergraduates had taken over President Bok's office and barricaded themselves in the administration building, demanding the divestiture of all stocks and bonds of Companies doing business in South Africa. After a tenuous start, the Afro-American students of the Law School, School of Government, and other Graduate schools began to demonstrate and support these rebellious activists. As the Co-Chair of the HBS AASU with Walter Ross, I began to feel the pressure from our belligerent right wing to act. The campus across the river was in an uproar. Food was being smuggled in by supporters, the Law students were making the legal case for divestiture, and the Business School had not been heard. Surely we had a view to help strengthen the case. We called a meeting to discuss our position.

Now I must confess that I had my doubts about the demands of the Undergraduates. Having worked for IBM and Exxon before coming to the B-School, I had ten years experience in Financial analysis and investment

planning. I believed that if the trustees of the endowment succumbed to the demands of the students, every interest group on the campus would have a license to influence investment policy based upon their views. I thought Harvard would never modify their investment portfolio based upon human rights. I never expressed my fears however, because during the meeting, the fervor and passion with which the members rose to support the Undergraduates calmed (or concealed) my fears, and we voted to present Dean Fouraker with an ultimatum demanding that the Business School go on record in support of the Students.

We requested a meeting to convey the support of the AASU for the demands of the Undergraduates. If the Business School refused to support the demands of the Undergraduates, the African-American students at the Harvard Business School would go out on strike (a few weeks before finals!) Our contingent met with Dean Fouraker in a conference room in Kresge Hall overlooking the Quadrangle as the members of Afro walked a picket line. We had one of the largest number of Afro-Americans ever in attendance, and it was a stimulating sight to see the members parading and chanting. We presented our views to the Dean, and to his credit, he consented to put the Business School on record supporting the policy. I was never so proud of being a member of the AASU as I was that day!

1974

Terry L. Jones, Co-Chairman, 1973-74

By the time my class entered Harvard Business School in 1972, AASU had successfully engineered a revolution which profoundly altered the role and position of Black students at the school. From 1968 to 1972, Black men and women demanded and fought for fair treatment in the classrooms, as well as within the social and political systems which impacted their daily lives as HBS students. In those days, the school's insensitivity to, and its inability to address, the immediate needs of its expanding Black student population compelled the unity and clarity of purpose among AASU members that enabled the organization to succeed as an agent of change. However as our initial goals were achieved, we were faced with the even larger challenge of building the foundation of AASU into a solid organization which would survive and have relevance over the long-term as an institution. Accordingly, the task of the leadership and members of AASU from 1972-'74 was to undertake the process of institutionalizing the structure, the soul, of AASU. While it was important to us that AASU address our particular social and academic needs at that time, it was equally important to us that AASU endure and be available to serve the needs of future Black students. Today, AASU's existence and importance in HBS' campus life suggests that we, and others after us, succeeded. Importantly, the challenge that we faced then continues to be the same challenge before AASU's membership today — to ensure that the power, capabilities, and symbols that now define AASU as an institution are properly nurtured, protected, and transferred into the hands of HBS' future Black students.



1977

Anita Bradford, President, 1976-77

In September, 1976, six months into my term, I had the distinction of being the first woman co-chairperson of AASU. I also had the responsibility of serving not as the co-chairperson but as a singular chairperson. It was the first time since the founding of AASU that we had a solo chairperson. The consensus of the organization, was that we would not have another election until the scheduled one in December, 1976 (when I was joined by the second woman co-chairperson). I look back on that decision, and am extremely proud of the chairpersons of the various committees that made up the Executive Committee, particularly the program and the study chairpersons. Without them, the responsibilities may have been a bit overwhelming - between second year courses, the job search and the ever pressing business of the organization.

One issue that stands out in my mind during my tenure as chairperson, was the request by two Latino students to participate in our study program. The legacy of excellence in study materials had obviously been well documented and at some point shared with these non-African-American students. More than a few people had survived exams because of the intense efforts of the study committee to adequately prepare AASU members for the process. However, this notoriety was now flying in the face of expanded popularity - outside the ranks of the AASU membership. The fact that some students outside AASU had access to the materials and whether this was appropriate or should be permitted - created quite a debate in AASU during the Fall of 1976. There were arguments on both sides of the issues. Those in favor (in the broadest sense- taking AASU to expanded membership inclusive of other minorities- termed the integrationists) believed that we had only the crumbs of "the pie," and the Latino students would be a great asset to the organization expanding its realm and legitimacy in the HBS community. The opposition (no help to non-blacks, no help to blacks who were not financial, no expansionist views - the status quo group) were adamant that we have to stop giving away everything, our dignity, our unity, our hard work to develop the study materials. Members with this view - the prevailing view - strongly believed that access to our study information and its dissemination could only be monitored by actual membership in AASU.

This was a decisive and divisive issue during my tenure and several people became less involved in AASU as a result. Our mission was clearly defined - the survival of the current black students at HBS and the increase of the total numbers of black students admitted, enrolled and matriculating through the program. Further, our mission was expanded to provided more black representation on the faculty.

This broader issue of how to increase the number of black students enrolled in and professors teaching at HBS, was one that I concentrated a great deal of time and energy on. The Executive Committee met on numerous occasions with the Administration. We heard all the same stories, we can't find, they don't exist, we offer but they won't accept our offer, every excuse under the sun to our questions of the effort to attract more black students and faculty. Black student enrollment was increasing, with approxi-

mately 30 students in each incoming class. But our attrition rate was dismal and financial aid (i.e. the COGME program) was diminishing, providing grants for only the first year of business school. The reality of the situation was that there were other business school programs providing full scholarships for minority students. The competition for black students was tough and the Administration was only prepared to offer loans which was not an effective motivator for many serious candidates.

As we expressed concerns for the small number of black professors, the Administration pointed to the recent appointment of Professor Jim Cash to the faculty. His appointment brought the number of black faculty to three including Dr. Lawrence Johnson and Dr. Claudia Malone. This seemed to represent a critical mass to the Administration.

These frank, sometimes heated, discussions with the Administration continued for months as we rapidly approach the end of the school year. Finally as the ultimate challenge, Dean Fouraker looked at me and said "if you think you can do a better job than we have to date, why don't you come to work in the Admissions office?"

I took on his challenge, joining the Admissions Office as an Assistant Director of Admissions immediately following graduation. Working in the Admissions Office, I realized that the esteemed name of Harvard Business School generates a great deal of interest and awe in all communities, but without the financial support, the competition will continue to attract more of the best and brightest black students than HBS is prepared to fund. You have to believe in the mystique! And continue to ask yourself "Is it worth the effort?"

1979

Edwin C. Reed, President, 1978-79

The Class of 1979 continued to demonstrate the every minority student admitted to Harvard Business School not only had the potential to complete the course of study but with the cooperation of the AASU, possessed the creative ability to achieve extraordinary success. Our class worked to achieve the objectives of providing tutoring support, increasing minority enrollment through participation in the recruitment and admission process, and working with the administration to insure that more minority professors would be recruited and retained.

A major turning point for the class was the blizzard of 1978 during our first year which closed the school for about one week. Towards the end of that period, Bobbie Whitaker, a first year student, invited the students to her house. Although it required more than two hours to make a trip which in normal circumstances would have been 20 minutes, most of the students attended. This was a unique opportunity for all of us to escape the pressures of school and to share experiences and goals which would be the foundation for a common bond. During that week, we built a team for successfully achieving our goals for the AASU.

For the graduates of HBS, the realization that success which is more lasting than individual achievement is based on mutual respect, cooperation

and ownership. Our challenge is to aggressively seek opportunities in minority communities that allow us to be business owners as well as corporate managers. The potential for achievement can be maximized by being governed by a code of honor and trust based on our unique perspective as minority students who have shared the HBS experience.

1980-89 Leadership

- 1980 *President* Michael Russell
- 1981 *President* Kim Kispert
- 1982 *President* George Van Amson
Conference Chair Steve Wilkinson
Theme At the Crossroads: Choices and Challenges for Black Economic Development
- 1983 *President* Kym Lew
Conference Chair Michelle Morris
- 1984 *President* George Ellis
Conference Chair Debbie Wright
Theme The MBA as Partner or Philistine: The Challenge of Private Sector Leadership in Revitalizing the Black Economy
- 1985 *President* Gail Simons Morales
- 1986 *President* Robert Davenport
Conference Chair Connie Jackson
Theme Business and Politics: Building a New Economic Order
- 1987 *President* Stuart Taylor
- 1988 *President* Arnold Lewis
Theme The Role of Conflict and Consensus in Developing Our Competitive Strategy
- 1989 *President* Belinda Stubblefield
Conference Chair Melissa Mask James
Theme Black Economic Progress: A Plan for the 1990s



AASU Officers, 1981-1982

1982

George Van Amson, President, 1981-82

The AASU class of 1982 was fortunate to succeed the reconciling and consensus-building term of Kim Kispert, '81 and to precede the bold leadership of Kym Lew, '83.

My recollection of our AASU term was that we addressed a variety of issues affecting black students. However, we narrowed our focus to three very important areas: academic performance, admissions and social activities.

Cleaving to tradition and under the direction of Yaw Akoto, chair of the Education Committee, AASU offered members rigorous study group sessions and seminars. More often than not, these activities were led by a core group of academically talented AASU second-years: Douglas Orane '81 Baker Scholar, Larry Brewster '81 Marketing Prize, Gerald 'Ace' Adolph, '81 POM/ME and Sheryl Adkins, '81 Marketing.

Admissions Chair Gloria Hilliard coordinated successful identification and recruitment activities which helped application admission and enrollment more than double since 1982. Each AASU member of our 100% participation class contributed to this effort.

While challenging in many ways, 1982 was also a joyful time. Social Chair, Al Gentry offered opportunities to refresh ourselves through ski trips, panels and dinners.

Serving as past president was a unique joy, to have been chosen by my peers was a special honor and to work with the brothers and sisters of AASU was a delight. I am grateful for this experience which prepared me for leadership of the Black Alumni Association from 1984-1986.



1983

Kym Lew Nelson, President, 1982-83

The 1982-83 school year started off with a challenge but little did we know the challenges would continue throughout the school year. At the end of our first year, five African Americans were facing the infamous "screen", five more than we could afford to lose. Luckily, two were able to rejoin our class, however, I recall a myriad of discussions over the summer and during the beginning of the second year on this subject.

Just as we believed we had overcome this challenge, a bigger one was upon us! Mid-year I received a call from the late Bert King to tell me the schools that were participants in the COGME (Council of Graduate Management Education) program had decided to eliminate this program which provided needed scholarships to a variety of minorities at the top MBA schools across the country. Many of us at HBS were COGME scholars. To make a very long story short, my AASU council met in an emergency meeting to strategize how we would handle this situation. Given by previous strategy training, I was keen on making sure we were strategic in our actions. HBS-AASU was the only minority organization to react strongly to the situation. We were, at the time, a powerful force at HBS and proved to be one among the COGME schools. In the end, we were able to save the COGME program but unfortunately we were unable to retain Bert King as the President.

The key learning was how critical strategic planning is to obtaining the needed objective. As I continue my career in corporate life at P&G, I'm continually reminded of the importance of developing and implementing sound strategies to achieve your goals. Setting specific goals for yourself both inside corporate American and in your home life and then determining the strategies and action plans to get you there is instrumental in getting you to where you want to be in life!

1986

Robert Davenport, President, 1985-86

During my tenure in 1985-1986, there was a keen interest among the AASU membership in entrepreneurship as a means of achieving career fulfillment, personal wealth and, in some sense, economic empowerment for our larger community. This interest was reflective both of general trends in business, such as the reorganization of many industries and markets through financial entrepreneurship and the harnessing of new information and communications technologies by emerging companies, as well as our more particular concerns around translating individual success into fulcrums for development and support of institutions which promote our interests. Our alumni conference was centered on exploring some of these themes and issues, and with speakers such as Percy Sutton and Maynard Jackson, we were able to provoke considerable debate.

We also tried to provide outlets for the memberships' desire to share their talents and energy with others who might benefit from it. To this end, we sponsored tutoring and membership programs in area high schools and consulted with some smaller black businesses in the Boston area. However, charity begins at home, and we maintained the AASU tradition of offering academic support to our classmates and reaching out to first years to insure they were aware of the AASU resource available to them. In fact, a minor controversy was fomented by Joe Jett who objected to being "reached out to" on the basis of his presumed interest in being included in AASU's membership. At the end of the day, Jett's concerns did not spark widespread moral indignation and he was spared the burden of what for most of us was an enriching experience and organizing principal of our life at HBS.

1987

Stuart Taylor, President, 1986-87

TOP 10 REFLECTIONS FROM THE PRESIDENT OF AASU (CLASS OF 1987)

10. It seems like only yesterday that we were having our marathon session elections for AASU officers. Boy how time flies! I still have the T-shirts we designed (both versions)
9. When people told us that we would change jobs several times over the next 10 years...they were right.
8. Looking back, Organizational Behavior is the class that seems the most relevant to my career.
7. For those of us that said we would work five to ten years, then "go out on our own".....time is almost up!
6. Yes, Joseph Jett was a member of our class.
5. But fortunately so was Alan Bond ('Wall Street Week' star), Robert Drummond (Caribbean Hotel Mogul) and Rich Kraven (Fantasy Baseball Camp visionary).
4. Alumni meetings aren't the same without Mr. Naylor Fitzhugh marching down to the front of the room and giving us a much needed piece of his mind.
3. As the rest of the world focuses on cyberspace, the emerging markets and OJ SimpsonOUR community needs US now more than ever! The gap between the haves and have-nots has never been wider.
2. "We need to support each other more....we need to go into business for ourselves....we need to get involved in the community.....we need to use our collective influence." That's what we said in 1987. The more things change.....
1. We miss you Wilbert.

1988

Arnold Lewis, President, 1987-88

The clearest memories of Afro from my days as President were how well the organization functioned. All the members of the executive committee were highly motivated and terribly committed to doing a good job.

Leading really was getting out of the way of very talented class mates so that they could do what they had agreed to do. Even today, as a manager of professionals who are well paid for their efforts, I am required to be more of a manager and supervisor than I was as Afro President. I think the Afro leadership was eager to test the concepts we were learning in class and to see the organization succeed. Year after year, African Americans—first years in particular, benefit greatly from the Afro organization.

Without question, the vital functions and true benefits Afro provides to its constituents underlies the success of Afro. And ultimately, the success of Afro lies in the dedication and commitment of the individuals who form its backbone. Many thanks to those who over the years have dedicated their time and energies to the success of the African American Student Union.

1989

Belinda Stubblefield, President, 1988-89

The African-American Student Union is the kind of organization that enable us to come together to establish a positive support base with each other and develop friendships in an environment that can sometimes feel isolating. Leading an organization that has such a positive impact on people you care about is very rewarding. you end up taking on a number of roles that you did not realize you had signed up for going into the year, but you grow personally and professionally as the role expands.

You also take some nicks and bruises because not everyone is going to agree with the direction you take the organization. that comes with the territory. On the other hand, the people who work with hard are in there with you giving their all to the organization along with notes and phone calls from AASU members that simply say, "Thank you. What you are doing is helping me and I really appreciate it." made it all worthwhile experience.

1990-97 Leadership

- 1990 *President* Charles Henderson
Conference Chair Nina Henderson
Theme A Luta Continua: Moving From Issues to Solutions
- 1991 *President* LaDetra (McGaha) White
Conference Chair Kim Hylton
Theme Self-Determination: Accepting the Challenge
- 1992 *President* Ken Fearn
Conference Chair Jeri Norris
Theme African-American Leadership: Visionaries Breaking Through Traditional Barriers
- 1993 *President* Doug Selby
Conference Chair Keith Clinkscales
Theme Amandala: Power Through the Freedom of Diversity
- 1994 *President* Valerie Brown
Conference Chair Camille Hackney
Theme A Salute to the Past, A Challenge to the Future
- 1995 *President* Kimberly Robinson
Conference Chairs Bonita Powell, Lauren Love
Theme Collective Advancement: Moving Beyond Individual Achievement
- 1996 *President* Jill Mundy
Conference Chair Cheryl Pegues
Theme Collective Advancement in a Challenging Environment
- 1997 *President* Beverly Anderson
Conference Chair Sara Crutchfield
Theme Our Silver Past and Golden Future



1991

LaDetra (McGaha) White, President, 1990-91

I am pleased to contribute my reflections on the African-American Student Union during 1991-92.

The year can be summed up best by saying our membership continued to build upon the club's legacy of academic achievement, enhancing the life of its membership while attending HBS, and its long tradition of reaching out beyond campus to address issues of concern to all people of African ancestry. To this aim, our superbly supported union left an imprint for which all future generations can be proud.

Triumphs

- * Very notably, we celebrated the academic excellence of our Baker Scholar.
- * The union successfully challenged the HBS community to achieve improved integration and representation in both the casting and management of the student-run HBS Show.
- * Through broad community and business support, the union shipped a record number of books to South Africa via the 2nd Annual South African Book Drive.

Advice to future generations:

You will lead the way and many will follow.

It is up to you to create a path that leads to greatness.

You will be asked to do what no one else is willing to do.

It is up to you to set the example through wisdom and truth.

May you be safe; may you be blessed, Hail!

1994

Valerie Brown, President, 1993-94

Serving as President of the African-American Student Union was one of my most memorable experiences at Harvard Business School. Historically, the AASU has enjoyed a reputation as one of the most active and purposeful student clubs on campus. This reputation is well deserved and is a reflection of the support and active participation of the association's membership. We were an organization of leaders and doers, focused on making a difference in the world around us, as well as succeeding individually.

I have particularly fond memories of our leadership retreat — an attempt to implement the principles we had learned in first year Organizational Behavior class. We went off to the mountains, stayed in a log

cabin, played cards and participated in trust-building and team-building exercises. We built a vision of what we wanted to achieve as a group, shared our personal aspirations, and built bonds that exist among us even now. There were so many other highlights of my tenure as President of AASU — the Career/Alumni Conference which honored AASU's founders, an exhibition of African-American history in the foyer of Baker Library, a study tour to Ghana and Cote d'Ivoire, and expanded community outreach programs. I learned many valuable skills through this experience: how to manage human and financial resources, delegate responsibility, build consensus, run effective meetings, and manage interpersonal conflicts. I am thankful that my peers elected me to serve the organization, and I am confident that current and future students will build upon the foundation that their predecessors have left for AASU and the HBS community.

1995

Kimberly Robinson, President, 1994-95

For the AASU, the 1994 - 1995 academic year marked the 26th consecutive year of growth along a continuum of community empowerment. The collective efforts of nearly 100 members representing nine countries resulted in another layer of bricks being added to the sturdy foundation laid by our founders. We launched the 1st Annual AASU General Body Retreat in Cape Cod; transitioned to on-line communication; created the Alumni Advisory Board and the Alumni Mentor Program; formed a college scholarship fund; and forged ahead on the AASU Archive Project aimed at documenting the history of the organization and its members. Additionally the AASU celebrated Professor Linda Hill's promotion to a HBS tenured faculty member - the First African American female to achieve such status; an enriching tour through South Africa with the 2nd Annual AASU International Study Tour; and the 10% of AASU members in the Class of 1995 who received First Year Honors.

The AASU has and will continue to play a significant role in the lives of current and past members as well as the community at large. Considering the diminishing impact of individual achievement on advancing the interests of people of African descent, the AASU must continue to find ways to perpetuate the development of collective pools of power. In particular, as it relates to career and investment opportunities we must strengthen our relationships with minority-owned businesses and better leverage the network of the over 1,200 HBS Alumni of African descent.



1996

Jill Mundy, President, 1995-96

This academic year marked the 27th Anniversary of the African-American Student Union. The year posed many challenges due to the myriad of changes which took place at HBS. Among the changes were a new Dean, an increase in the use of technology, and a new January class. James Cash stepped down as MBA Program Chair after a very successful tenor to focus on teaching and AASU activities. On a sadder note, one of our distinguished alumni, Burt King, passed away this year. A memorial service was held on February 26, 1996 at HBS. Burt was the founder of COGME, a consortium of graduate schools formed to increase the number of African/African-American graduate business school students. A memorial fund was established in his honor.

The inclusion of the January class into the social activities of HBS was a major concern for all organizations. There were eight African/African-Americans in the first January class. AASU held many events to welcome our new members and worked hard to incorporate them into the organization.

The following highlights the major activities during the year:

Reorganization of AASU

AASU was reorganized from eleven to five operating committees to improve the decision-making process. The old structure consisted of 11 operating committees and twenty-two officers. In order to speed up the decision-making process, we eliminated some committees and combined others. The Alumni Affairs, Historian, and Admissions committees were combined into the Pre & Post Student Affairs committee. This reduced the number of officers from 5 to 1. The Social, Community Relations, and International Relations were combined into the Activities committee. The number of officers was reduced from 3 to 1. The Speakers committee and External Communications positions were eliminated. The total number of officers decreased from 22 to 12. The Executive Board consisted of the President, Vice-President, Communications, Treasurer, and First-Year section rep.

AASU Archives Project

We continued to gather information to add to the AASU archive collection. AASU collaborated with the HBS Historical Department to archive the activities and files of AASU. An exhibit depicting AASU's history was on display during the 24th Annual Career/Alumni Conference.

AASU Alumni Project

With the assistance of the AASU Advisory Board and the HBS Administration, AASU began to develop a program to identify and locate our African/African-American Alumni.

Endowed Chair Initiative

Began developing a plan to establish an endowed chair program to encourage professors to research topics related to African/African-American issues.

AASU Web Site

Established a site on the World Wide Web, which includes alumni information, conference registration, AASU history, and general information.

24th Annual Career/Alumni Conference

The 24th Annual Career/Alumni Conference: "Collective Advancement in a Challenging Environment" was held on February 1-4, 1996. The conference was highlighted by keynote speeches from Richard Parsons, and John Jacobs. AASU continues to develop and execute educational, thought-provoking, and enjoyable conferences.

Harvard Interdisciplinary Conference

In an effort to reach out to other graduate schools at Harvard, AASU co-sponsored the first annual Harvard Interdisciplinary Black Graduate School Conference: "Shaping Our Agenda For The Next Millennium", which was held on April 19-20, 1996. The Conference was sponsored by the School of Education, the Medical School, the Divinity School, the Kennedy School, the School of Arts and Sciences, and the Law School. The conference, which spurred lots of discussion and exchange of ideas, was attended by representatives from all of the schools.

Although the year was very productive, there are still issues to be tackled. Going forward, AASU needs to continue to support its members, reach out to its alumni, and build its history.

1997

Beverly Anderson, President, 1996-97

As President of AASU, I have great aspirations and expectations. AASU's missions during 1996-97 have been many, yet if I had to put a framework around our efforts, it would be bridging gaps and opening doors.

Early in this organization's tenor, we identified a primary gap between the Alumni and current AASU students that we wanted to fill. We are addressing the Alumni/AASU gap in a few key ways. First, we have been very successful in including our Alumni in the planning process of our most exciting and prestigious conference ever—the 25th Annual Career/Alumni Conference. Students and Alumni worked side by side to plan panels, access key speakers, nominate award recipients, and design activities specifically focused on the Alumni. Mr. Dennis Hightower not only graciously accepted the role of Alumni Co-chairperson of our Silver Anniversary Conference, but also rolled up his sleeves and worked diligently with the Conference committee to provide insights and assistance for this weekend's events. Our conference has been enriched by the efforts of all of our Alumni.

Second, we reached out to the Alumni this year through mailings which communicated our activities and through an Alumni phone-a-thon.



In November, we contacted most of the Alumni by phone to extend a personal invitation to our conference. The feedback we received was enormous! Many AASU members have now made new friends and perhaps mentors because of these calls. We hope to institutionalize this event.

Third, the Alumni Database, via our new, dynamic web site is now complete. After years of design and effort by AASU's Technology Representatives (with the input of Professor James Cash), our web site has an Alumni database which allows Alumni to keep us informed of vital information. We believe the database and our web site will greatly enhance the lines of communication between AASU and its Alumni.

Other plans which are on the drawing board include an Alumni Mentoring program and an annual Alumni Funding Drive, which will diversify AASU's funding sources.

Gaps are narrowing as we continue to reach for the input and assistance of our esteemed Alumni.

Another important component of our strategic vision during the 1996-97 was to open crucial doors. This goal has manifest itself in various ways. We are opening doors for our external community through a renewed commitment to community service activities. To date, we have participated in City Year, organized the high school scholarship fund and co-sponsored a funding and clothing drive for a local school. During the Spring term, AASU members will participate in A Better Chance mentoring program. We recognize the need to have impact on our external community, and we are committed to doing just that.

We are also pushing on doors in the Admissions office at HBS, attempting to gain access to important data which will provide insight into the continued inadequate numbers of new admits of African descent here at HBS. We have undertaken phone-a-thons to increase prospective student awareness and attendance at Admissions-sponsored Open House receptions held around the country. We also proposed and received approval for a Minority Prospective Students Day which is being held concurrently with this year's Conference. Increasing the admission of Africans and African-Americans should be a battle that AASU and its Alumni collectively should fight and win.

AASU will continue to open doors and provide better opportunities for all aspects of our community.

If it appears that we have been busy this year, we have. Yet, none of our efforts would be possible without all who have come before us. I must thank all of the AASU organizations ahead of the current one, particularly AASU 1995-96, for achieving your goals in the face of many challenges. It is because of your works that we are able to have a successful year.

AASU's biggest challenge is time. So many awesome ideas flow from this organization. My dream was that we could do them all; however time has forced me to be more realistic. My biggest disappointment will be the Endowed Chair project—a dream still deferred. However, it is my prayer that the next AASU organization can see and build upon the work that we have done to bridge gaps, open doors and move AASU to the next level.

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Robert Holland, Jr. was President and Chief Executive Officer of Ben & Jerry's Homemade, Inc., a Vermont Corporation, from February, 1995 to December, 1996.

Mr. Holland previously served as Chairman and CEO of Rokher-J, Inc., a New York-based holding company participating in business development projects and providing strategy development assistance to senior management of major corporations. Clients included the international division of a consumer information and market research company and a global supplier of electronic consumer and office products.

Mr. Holland was an Associate and Partner with McKinsey & Company, Inc. for over 13 years. During that time he worked with a variety of industrial and consumer goods clients, primarily to develop long-term growth strategies or to achieve a turnaround in performance. Although based in New York, he spent two years in McKinsey's Amsterdam Office; one year in offices in London, England and Cleveland, Ohio, and extended engagements in Mexico and Brazil. Other responsibilities with McKinsey included firm-wide professional staff development and manager of the New York Office's administrative and internal support staffs.

Mr. Holland currently serves on the Board of Directors of: Mutual of New York, TruMark Manufacturing Company, Frontier Corporation, A.C. Nielsen Corporation and Ben & Jerry's Homemade, Inc. He is also Chairman of the Board of Trustees of Spelman College and a Trustee of Atlanta University Center; and member of Board of Directors of the Harlem Junior Tennis Program and the NCAA foundations. He was formerly a member of the boards of Olin Corporation, Middlesex Mutual Assurance, UNC Ventures and the Lincoln Center Theater.

Mr. Holland received a B.S. in Mechanical Engineering from Union College and an MBA in International Marketing from Bernard Baruch Graduate School. He has also been awarded two honorary degrees: a Doctorate of Law from the University of Vermont, and a Doctorate of Business from Bryant College.



Loida Nicolas Lewis is Chairman and CEO of Beatrice International Holdings, Inc., a multinational food company with sales in 1995 of \$2.1 billion.

An attorney by profession, admitted to practice in the Philippines and New York, Mrs. Lewis served as an informal adviser and confidante to her late husband, Reginald F. Lewis, TLC Beatrice's first chairman and CEO. She assumed the leadership of the company in February, 1994, a year after Mr. Lewis' death. She moved quickly to cut costs, sell non-core and underperforming assets, reduce debt and strengthen her management team. *Working Woman* magazine hailed her as the top business woman in the country for 1994 while Business Week named her a "manager to watch" for 1995.

Mrs. Lewis was the first Asian woman to pass the New York State bar exam without having studied law in the U.S. After winning her discrimination complaint on the basis of race, sex and national origin against the Immigration and Naturalization Service (INS) in 1979, she served as General Attorney with the INS until 1990.

Mrs. Lewis has written three books on U.S. Immigration law. The latest is *How to Get a Green Card*, now a bestseller in that genre. In 1972, she established a monthly magazine for the Filipino-American community and served as the magazine's publishers until it merged with another publication in 1979.

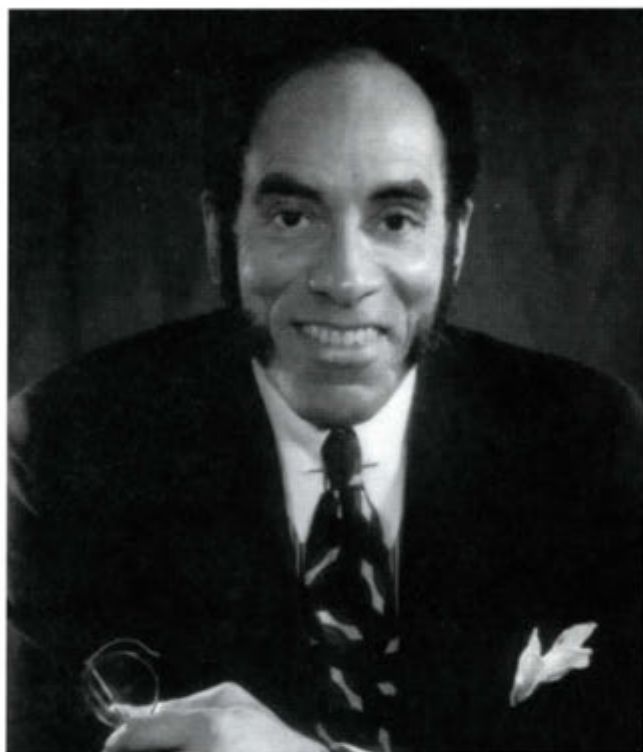
Mrs. Lewis is one of the founders of the Asian-American Legal Defense Fund. She has been recognized by the Outstanding Young Women of America. During the years that she resided with her husband in Paris, she was active with the American Library of Paris.

Mrs. Lewis is a graduate of the University of the Philippines College of Law and cum laude graduate of St. Theresa's College, two of the Philippines' premiere educational institutions. Born in the Philippines she currently resides in New York City. She speaks several languages: English, French, Spanish, Italian and Filipino. She and Mr. Lewis have two children.

Reginald Lewis acquired Beatrice International in December 1987 in a \$985 million LBO. He moved quickly to reduce debt by disposing of non-core assets and repositioned the company around a group of diversified food companies in Europe.

Mrs. Lewis has spoken to audiences around the country and the world to promote the biography of her late husband, *Why Should White Guys Have All The Fun?..How Reginald Lewis Created A Billion Dollar Business Empire*.

TLC Beatrice is the leading distributor of dry groceries, beverages and household products in the Paris area. It is a major manufacturer and marketer of ice cream in Spain and the Canary Islands and is the leading manufacturer of potato chips in Ireland.



Earl G. Graves is a nationally recognized authority on Black business development. In 1972, as the publisher of *BLACK ENTERPRISE* Magazine, he was named one of the ten most outstanding minority businessmen in the country by the President of the United States, and received the National Award of Excellence in recognition of his achievements in minority business enterprise. He is also listed in *Who's Who in America* and in 1974 was named one of Time Magazine's 200 future leaders of the country.

Today, he is President and Chief Executive Officer of Earl G. Graves, Ltd., parent corporation for the Earl G. Graves Publishing Company, Publisher of *BLACK ENTERPRISE* Magazine—a business-service publication targeted to upscale black professionals, executives, entrepreneurs and policy makers in the public and private sector. It has been profitable since its tenth issue and yearly sales (currently over \$24 million) are steadily increasing. *BLACK ENTERPRISE* has a circulation of 300,000 with a readership of more than 3.1 million.

Earl G. Graves also serves as Chairman and CEO of Pepsi-Cola of Washington, D.C., L.P., the largest minority-controlled Pepsi-Cola franchise in the United States. Mr. Graves acquired the \$60 million franchise in July of 1990. The community covers a franchise territory of over 400 square miles including Washington, D.C. and Prince George's County, Maryland. Mr. Graves is also a General Partner of Egoli Beverages, L.P., the Pepsi-Cola franchise bottler of South Africa.

Mr. Graves is a staunch advocate of higher education and equal opportunity. In recognition of his support for entrepreneurial education and his many years of contributing to Morgan State University, including a \$1 million pledge to advance business education, the University recently renamed its school of business and management, the Earl G. Graves School of Business and Management.

Mr. Graves is a member of the National Black College Hall of Fame and has also lectured at Yale University as a Poynter Fellow. He received his B.A. degree in Economics from Morgan State University in Baltimore, Maryland, and received honorary degrees from 37 universities.

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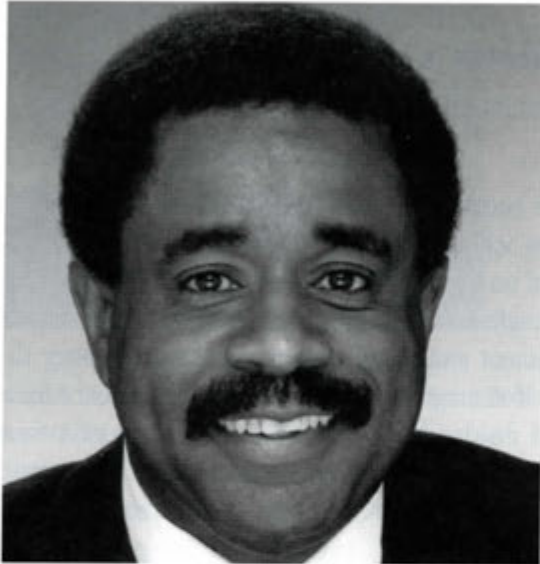
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Dr. R. Roosevelt Thomas, Jr., is the CEO of the consulting firm R. Thomas & Associates, Inc.. He is also the Founder and President for the American Institute for Managing Diversity, Inc., a research and education enterprise with the objective of fostering effective management of employee diversity.

Previously, Dr. Thomas served as secretary of the college at Morehouse College, Dean of The Atlanta University Graduate School of Business Administration, Assistant Professor at the Harvard Business School, and instructor at Morehouse college. He has been active for more than 20 years as a consultant to numerous for Fortune 500 companies, corporations, professional firms, government entities, non-profit organizations and academic institutions. He is also frequent speaker at national conferences and industry seminars.

As one of America's most respected authorities on diversity issues, Dr. Thomas founded R. Thomas & Associates in 1983

Redefining Diversity

Dr. R. Roosevelt Thomas, Jr.

Founder and President of The American Institute for Managing Diversity

to develop innovative strategies for maximizing organizational and individual potential. Dr. Thomas' leadership has included participating in a variety of organizational development endeavors, designing and teaching management workshops for executives and conducting research on managerial and organizational practices of corporations and other organizations. Truly, he is one of today's original thinkers.

Dr. Thomas is the author of three published books, *Beyond Race and Gender: Unleashing the Power of Your Total Work Force by Managing Diversity* (AMACOM, a division of American Management Association, 1991), *Differences Do Make a Difference* (AIMD, 1992) and *Redefining Diversity* (AMACOM, Spring 1996). He is also the author of several articles, such as the Harvard Business Review article "From Affirmative Action to Affirming Diversity" (March-April 1990). He contributes to several periodicals and trade publications. In addition to his writing, Dr. Thomas has developed a series of videotapes.

Dr. Thomas is a graduate of Morehouse College (B.A.), the University of Chicago (M.B.A.), and Harvard University (D.B.A.). His Doctor of Business Administration degree is an Organizational Behavior from Harvard University.



Professor Valley focuses her research on interpersonal relationships and their role in decisions, conflict, and resource allocation within and between organizations. Professor Valley's investigations into the way people interact, both personally and professionally, in the workplace have resulted in numerous articles and chapters. Currently, Professor Valley is carrying out a longitudinal field study exploring the ways in which personal and professional relationships affect and are affected by organizational change. Professor Valley is a member of the Editorial Board at *Administrative Science Quarterly*. She has presented her work at universities and conferences across North America and Europe.

Professor Valley has designed and taught numerous courses in organizational behavior, negotiations, and decision analy-

When Difference Matters: The Role of Ethnicity, Biased Attention, and Assimilation in Interpersonal Negotiations

Kathleen L. Valley

Assistant Professor, Harvard Business School

sis. She currently teaches negotiations to MBAs at the Harvard Business School and to professionals at Harvard Law School's Program on Negotiation. Before coming to Harvard, Professor Valley taught at Cornell University's Johnson Graduate School of Management and Northwestern University's Kellogg Graduate School of Management. Her professional practice focuses on decision making and negotiation in the areas of mergers and acquisitions, human resource management, and organizational change. Among her clients are ARCO, Argonne Laboratories, Johnson & Johnson, Knight-Ridder Newspapers, KPMG-Peat Marwick, Mayo Clinic, and The Tribune Company.

Prior to her career in teaching and research, Professor Valley was a general manager and human resource practitioner in private industry and the public sector. Professor Valley received her Ph.D. from the Kellogg Graduate School of Management at Northwestern University. Her dissertation, *Relationships and Resources : A Network Exploration of Allocation Decisions*, won the State Farm National Doctoral Dissertation Award in Business.



James L. Heskett is UPS Foundation Professor of Business Logistics at the Graduate School of Business Administration, Harvard University. He completed his Ph.D. at the Graduate School of Business, Stanford University, and has been a member of the faculty of The Ohio State University as well as President of Logistics Systems, Inc.

He is a member of the Board of Directors of Office Depot, the Equitable of Iowa Companies, Anchor Glass Container Corporation and First Security Services Corporation. He serves as a consultant to companies in North America, Latin America, and Europe.

Professor Heskett is a member of the editorial boards of the *Journal of Business Logistics* and the *International Journal of Service Industry Management*. He was the 1974 recipient of the John Drury Sheahan Award of the Council of Logistics Management and the 1992 Marketing Educator of the Year Award of Sales and Marketing Executives International.

Unusual Teams in Everyday Workplaces: Creating and Sustaining the High Performance Team

James L. Heskett

Professor, Harvard Business School

Among his publications are books, including co-authorship of *Corporate Culture and Performance* (New York: The Free Press, 1992); co-authorship of *Service Breakthroughs: Changing the Rules of the Game* (New York: The Free Press, 1990); co-authorship of *The Service Management Course* (New York: The Free Press, 1991); *Managing in the Service Economy* (Boston: Harvard Business School Press, 1986); co-authorship of *Logistics Strategy: Cases and Concepts* (St. Paul, MN: West Publishing Co., 1985); *Marketing* (New York: Macmillan Publishing Co., 1976); co-authorship of *Business Logistics*, Revised Edition (New York: The Ronald Press Company, 1974); and numerous articles in such publication as the *Harvard Business Review*, *Journal of Marketing*, *Sloan Management Review*, *California Management Review*, and others.

A member of the faculty of the Harvard Business School since 1965, he has taught courses in marketing, business logistics, the management of service operations, business policy, and service management.

Advanced Management Seminar Manager: Nick Basden, MBA 1997



Lawrence Otis Graham is a nationally-known business author and advisor to corporations, professional service firms and other organizations on diversity and progressive strategies for managing a changing workplace. He is the author of 12 books including the new business book, *Proversity: Getting Past Face Value and Finding the Soul of People* (John Wiley & Sons). He wrote that book in response to the Texaco employment discrimination scandal, as Graham happened to be the original source that helped *The New York Times* break the story in the national media.

A graduate of Princeton University and Harvard Law School, Graham is on the faculty of Fordham University where he teaches the course "Minorities and Women in Corporate America: Case Studies, Profiles and Issues Facing the Changing Workplace". Professor Graham is also the author of *Member of the Club* (Harper Collins) and *The Best Companies for Minorities* (Penguin Books) which is the result of his survey of the Fortune 1000. He is well-known for appearing on the cover of *New York Magazine* twice, after writing "Invisible Man: A Harvard-trained Lawyer Goes

Proversity: How We can Benefit From The Texaco Dilemma

Lawrence Otis Graham

President, Progressive Management Associates, Inc.

Undercover as a Busboy at a Greenwich, Connecticut Country Club". That story examined the attitudes of America's corporate elite toward minorities, women and Jews, and is being made into a Warner Brothers film.

In addition to his books, Professor Graham has authored business articles for *The New York Times*, *Business and Society Review*. A leading expert on diversity issues, he has been profiled by *Fortune*, *The Wall Street Journal*, *USA Today*, *The New York Times*, *Ebony*, *The Washington Post*, *The International Herald Tribune*, *Time* and many other publications.

He has appeared on *The Today Show*, CNN's *Inside Business*, *Oprah*, CNNfn, *Politically Incorrect*, *Good Morning America* and many other programs. His research has been published in *The Los Angeles Times*, *Hispanic Business*, *The Wall Street Journal*, *The Boston Globe* and *The Financial Times*.

Also a well-respected corporate attorney who has appeared as on-air commentator for WNBC-TV, CNBC and CNN, he often debates conservative Scripps Howard columnist Betsy Hart on workplace issues. Professor Graham has worked at The White House and The Ford Foundation, and sits on the boards of the Council on Economic Priorities and The Princeton Center for Leadership Training. He is a member of the Council on Foreign Relations. He is President of Progressive Management Associates, Inc. in White Plains, New York, a diversity consulting firm that offers seminars and consulting services to clients in the U.S. and Japan.



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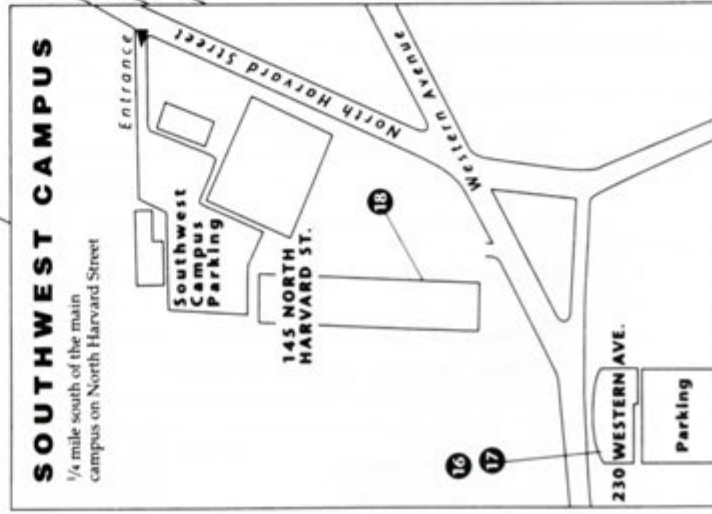
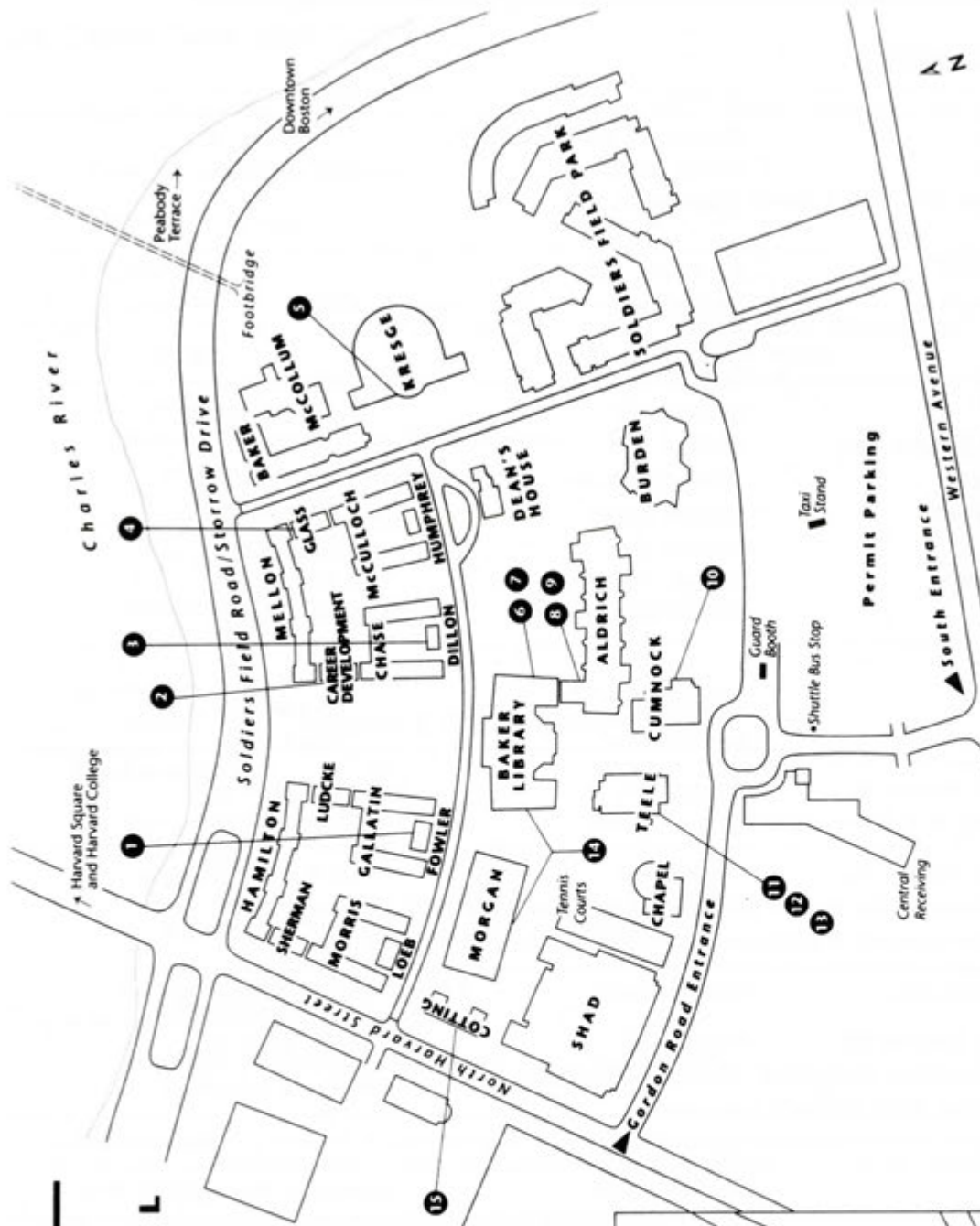
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The 25th Annual Career/Alumni Conference Agenda

THURSDAY, JANUARY 30, 1997

| <i>Activity</i> | <i>Location</i> | <i>Time</i> |
|---|---------------------------------------|------------------|
| Registration | Marriott, 4th Floor Registration Desk | 5:00 - 8:00 p.m. |
| Welcome Address: Robert Holland, <i>Former CEO, Ben & Jerry's Homemade, Inc.</i> | Burden Auditorium | 4:30 - 6:00 p.m. |

FRIDAY, JANUARY 31, 1997

| <i>Activity</i> | <i>Location</i> | <i>Time</i> |
|---|--|-------------------------|
| Prospective Students | | |
| Registration | Cumnock Lobby | 7:00 - 8:30 a.m. |
| Orientation | Cumnock 230 | 8:30 - 9:15 a.m. |
| Financial Aid/Student Services Q&A | Cumnock 230 | 9:15 - 10:00 a.m. |
| Visit First Year classes | Aldrich Classrooms | 10:20 - 11:40 a.m. |
| Luncheon w/ Student Panel | Hamilton Lounge | 12:00 - 1:00 p.m. |
| Mock Case discussion | Cumnock 230 | 1:15 - 2:30 p.m. |
| Career Perspective Panels | Marriott (see rooms below) | 4:30 - 7:00 p.m. |
| Career Fair | Marriott, Suffolk Room | 6:00 - 7:00 p.m. |
| All Registrants | | |
| Registration | Cumnock Lobby | 7:00 - 8:00 a.m. |
| Alumni Breakfast (Alumni only) | Gallatin Lounge | 7:30 - 9:00 a.m. |
| Advanced Management Seminar I: <i>Redefining Diversity, R. Roosevelt Thomas, Jr.</i> | Cumnock 102 | 9:00 - 10:30 a.m. |
| Advanced Management Seminar II: <i>When Difference Matters: The Role of Ethnicity, Biased Attention & Assimilation in Inter-personal Negotiations, Assistant Professor Katbleen Valley</i> | Cumnock 102 | 10:45 a.m. - 12:15 p.m. |
| Alumni Luncheon (Alumni only) | Chase Lounge | 12:30 - 1:30 p.m. |
| Advanced Management Seminar III: <i>Unusual Teams in Everyday Workplaces: Creating & Sustaining the High Performance Team, Professor James Heskett</i> | Cumnock 102 | 1:45 - 3:15 p.m. |
| Registration | Marriott Registration Window 4th Floor Atrium | 4:00 - 10:00 p.m. |
| Career Perspective Panels | Marriott | |
| 1) The Road Less Traveled: Advice from the Adventurous | MIT Room | 4:30 - 6:00 p.m. |
| 2) Seeking Balance: Women in Professional Service Industries | Wellesley Room | 4:30 - 6:00 p.m. |
| 3) Developmental Relationships | Northeastern Room | 4:30 - 6:00 p.m. |
| 4) Climbing Ladders and Cracking Ceilings: Success Against the Odds | Brandeis Room | 4:30 - 6:00 p.m. |
| Career Fair | Suffolk Room | 6:00 - 7:00 p.m. |
| Corporate/Alumni Reception | Marriott, 3rd Floor Atrium | 7:00 - 8:00 p.m. |
| Live Entertainment: Touché | Marriott, Salon E | 9:00 - 11:30 p.m. |
| Party (with DJ) | Marriott, Salon A- D | 11:30 p.m. - 1:30 a.m. |

The 25th Annual Career/Alumni Conference Agenda

SATURDAY, FEBRUARY 1, 1997

| <i>Activity</i> | <i>Location</i> | <i>Time</i> |
|---|---|--|
| Registration | Marriott, Registration window, 4th Floor Atrium | 8:00 a.m. - 2:00 p.m. |
| Alumni Forum (Breakfast Served) | Marriott, Salon A - D | 8:00 - 10:15 a.m. |
| Continental Breakfast | Marriott, Salon F | 8:00 - 9:00 a.m. |
| Opening Seminar: Lawrence Otis Graham, <i>"Proversity: How We Can Benefit From The Texaco Dilemma"</i> | Marriott, Salon H-K | 9:15 - 10:15 a.m. |
| Coffee Break | Marriott, 4th Floor Atrium | 10:15 - 10:30 a.m. |
| Panel Session I: <i>Black CEO's: Leading Public Companies into the New Millennium</i> | Marriott: Suffolk Room | 10:30 a.m. - 12:00 p.m. 10:30 a.m. - 12:00 p.m. |
| <i>Management & Leadership in the Not-for-Profit Sector</i> | Wellesley Room | 10:30 a.m. - 12:00 p.m. |
| <i>Environmental Stress Effects on African-American Executives</i> | Simmons Room | 10:30 a.m. - 12:00 p.m. |
| Keynote Luncheon: Loida N. Lewis, Chairperson & CEO, Beatrice Holdings, Inc. | Marriott, Salon A - E | 12:15 - 2:00 p.m. |
| Panel Session II: <i>Women of Color in Business: Changing the Rules of the Game</i> | Marriott: Suffolk Room | 2:15 - 3:45 p.m. 2:15 - 3:45 p.m. |
| <i>Private Equity & Venture Capital Roundtable: Expanding Our Access to Capital</i> | Wellesley Room | 2:15 - 3:45 p.m. |
| <i>Fact vs. Fiction in Cyberspace & Electronic Commerce</i> | Simmons Room | 2:15 - 3:45 p.m. |
| <i>Inner City Economic Development: A Plea for Leadership</i> | Harvard Room | 2:15 - 3:45 p.m. |
| Coffee Break | Marriott, 4th Floor Atrium | 3:45 - 4:00 p.m. |
| Town Meeting with Ed Gordon: <i>Growing Our Slice of the American Economic Pie</i> | Marriott, Salon E | 4:00 - 5:30 p.m. |
| Cocktail Reception | Marriott, 3rd Floor Atrium | 7:00 - 8:00 p.m. |
| Closing Banquet (Black Tie) | | |
| Keynote Address: Earl G. Graves, President & CEO, Earl G. Graves, Ltd. | Marriott, Salon E | 8:00 - 10:30 p.m. |
| Party (With DJ) | Marriott, Salon A - D | 10:30 p.m. - 1:30 a.m. |
| Alumni Suite with The George Russel Jazz Trio | Marriott, Salon H - J | 10:30 p.m. - 1:30 a.m. |

SUNDAY, FEBRUARY 2, 1997

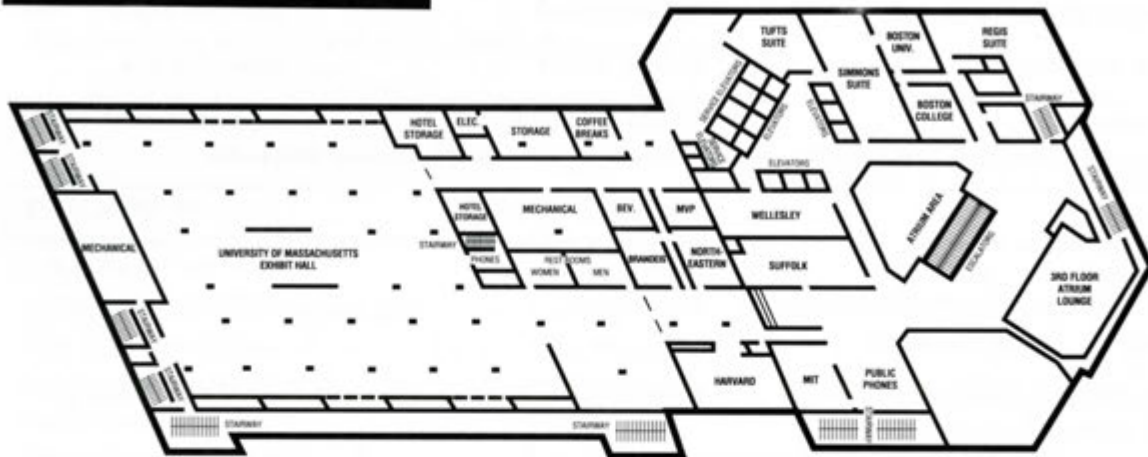
| <i>Activity</i> | <i>Location</i> | <i>Time</i> |
|---|----------------------------|-------------------------|
| Brunch with The George Russel Jazz Trio | Marriott, 3rd Floor Atrium | 9:00 a.m. - 12:00 p.m. |
| Church Service with live Gospel Choir | Marriott, Simmons | 11:00 a.m. - 12:00 p.m. |

All times and locations subject to change

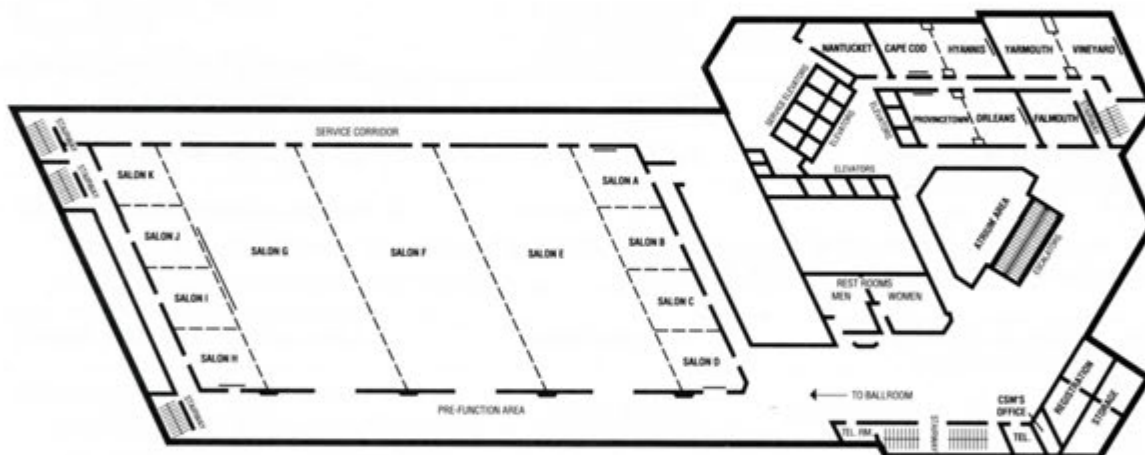


Boston Marriott Hotel

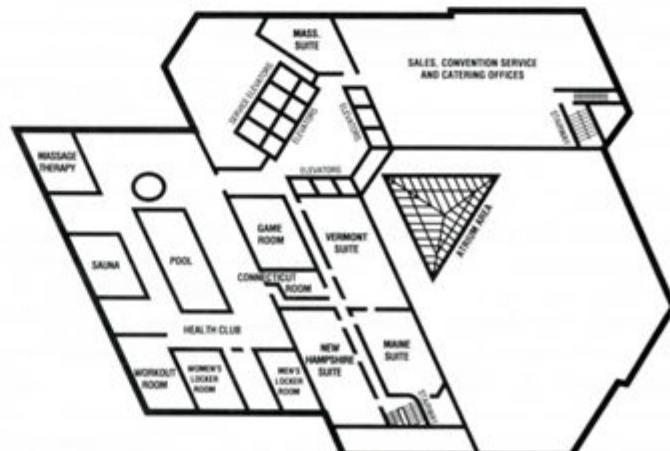
Third Floor



Fourth Floor



Fifth Floor



Growing Our Slice of the American Economic Pie

An assessment of macro-economic data and our political system will serve as the foundation to our search for a prescription for Black economic success. A panel of prominent economists and political commentators will help us answer these challenging queries: How do we mobilize the twin engines of America - politics and business - to achieve economic parity? What can we as business leaders do to realize the American dream for all African-Americans?



Ed Gordon

Ed Gordon is the anchor of the Saturday edition of "InterNight," a one-hour talk and interview program on MSNBC. Gordon who joined NBC News in July 1996, also serves as daytime anchor for MSNBC and is a contributing correspondent for "Dateline NBC" and "Today."

The award winning journalist had been anchor and chief correspondent for Black Entertainment Television since 1988. As host of "Conversations with Ed Gordon," he brought BET viewers scores of exclusive interviews including an Oval Office interview with President Bill Clinton during the height of the Haiti/Somalia crises. Additionally, in 1992 Gordon interviewed then-candidate Clinton the day he announced Al Gore as his choice for running-mate.

Gordon grabbed national headlines when he presented the first exclusive interview with O.J. Simpson after the conclusion

of Simpson's trial for murder. Other exclusives include a one-on-one interview with Nation of Islam leader, Minister Louis Farrakhan; the first interview granted by President Bush immediately after the Los Angeles civil disturbances; and the only interview Washington D.C. Mayor Marion Barry granted while serving a prison term.

While at BET, Gordon was also host of "Lead Story," a roundtable talk show that brought together top journalists and newsmakers to discuss important national and international issues. Gordon also served as a special assignment correspondent, reporting from Haiti on that nation's struggle for democracy. While there, he interviewed military leader Raoul Cedras and then accompanied Jean-Bertrand Aristide on his return flight to Haiti to resume the presidency. Gordon also covered the Democratic and Republican National Conventions for BET in 1992, and for MSNBC in 1996.

Gordon is a recipient of numerous awards, including the National Association of Black Journalist Award of Excellence and Outstanding Journalistic Endeavor Award, an Emmy award and the Communication Excellence of Black Audiences (CEBA) Awards for Merit, Distinction and Excellence. He was also nominated for an ACE award.



Lawrence Otis Graham

Lawrence Otis Graham is a nationally-known business author and advisor to companies, business associations and other organizations on diversity and progressive strategies for managing a changing workplace. He is author of twelve books including *Member of the Club* (Harper Collins) and *The Best Companies for Minorities* (Penguin Books) which is the result of his survey of more than six hundred Fortune 1000 companies and professional service firms (introductions by Harvard Business School Professor Rosabeth Moss Kanter). His newest business book is *Proversity: Getting Past Face Value and Finding the Soul of People* (John Wiley & Sons/January 1997) and it serves as a guide to improving the diverse workplace. Graham's "Progressive Manager" seminars and other business presentations have guided thousand of employees and business leaders at U.S. companies and professional associations.

A leading expert on diversity issues, Professor Graham has been profiled by Fortune, The Wall Street Journal, USA Today, The New York Times, The Washington Post, The International Herald Tribune, Time Magazine and many other publications.

Graham is President of Progressive Management Associates, Inc. in White Plains, New York, a diversity consulting firm that offers workshops, seminars, lecture programs and consulting services to corporate clients and other organizations in the U.S. and Japan.

Dr. Ronald Walters

Dr. Walters received his B.A. Degree in History and Government with Honors from Fisk University (1963), and both his M.A. (1966) in African Studies and Ph.D. in International Studies (1971) from American University.

Currently, he is Professor in the African-American Studies Program, Department of Government and Politics and Senior Fellow at the Center for Political Leadership, University of Maryland College Park. Formerly, he was Assistant Professor and Chairman of Afro-American Studies at Brandeis Universities and Professor and Chairman of the Political Science Department at Howard University. He has also served as Visiting Professor at Princeton University, and a Fellow of the Institute of Politics at the Kennedy School of Government, Harvard University.

Dr. Walters is the author of over 60 articles and four books. One book, *Black Presidential Politics in America* (SUNY Press, 1989) won the Ralph Bunche Prize, given by the American Political Science Association and the Best Book award from the National Conference of Black Political Scientists. His most recent book, *Pan Africanism in the African Diaspora* (Wayne State University Press, 1993) won the Best Book Award as well.

He has won many awards, including the Distinguished Faculty Award from Howard University (1982), Distinguished Scholar/Activist Award, The Black Scholar Magazine (1984), W.E.B. Du Bois/Frederick Douglass Award, African Heritage Studies Assn. (1983), The Carter G. Woodson Award, Congressional Black Associates (1986), The Ida Wells Barnett Award, Association of Black School Educators, (1985) and The Fannie Lou Hammer Award, National Conference of Black Political Scientists (1996).

In 1984 he was Deputy Campaign Manager for Issues of the Jesse Jackson Campaign for President, and in 1988, was consultant for Convention issues.

He is a frequent guest on local and major media such as CNN, CBS, NBC Today Show, C-Span, Public Television and many others, as an analyst of African-American politics. For the 1996 campaign season, he served as Political Analyst for Black Entertainment Television and the Voice of America.

Town Meeting Coordinator: Gisele Ransom, MBA 1997
Tara Jones, MBA 1998

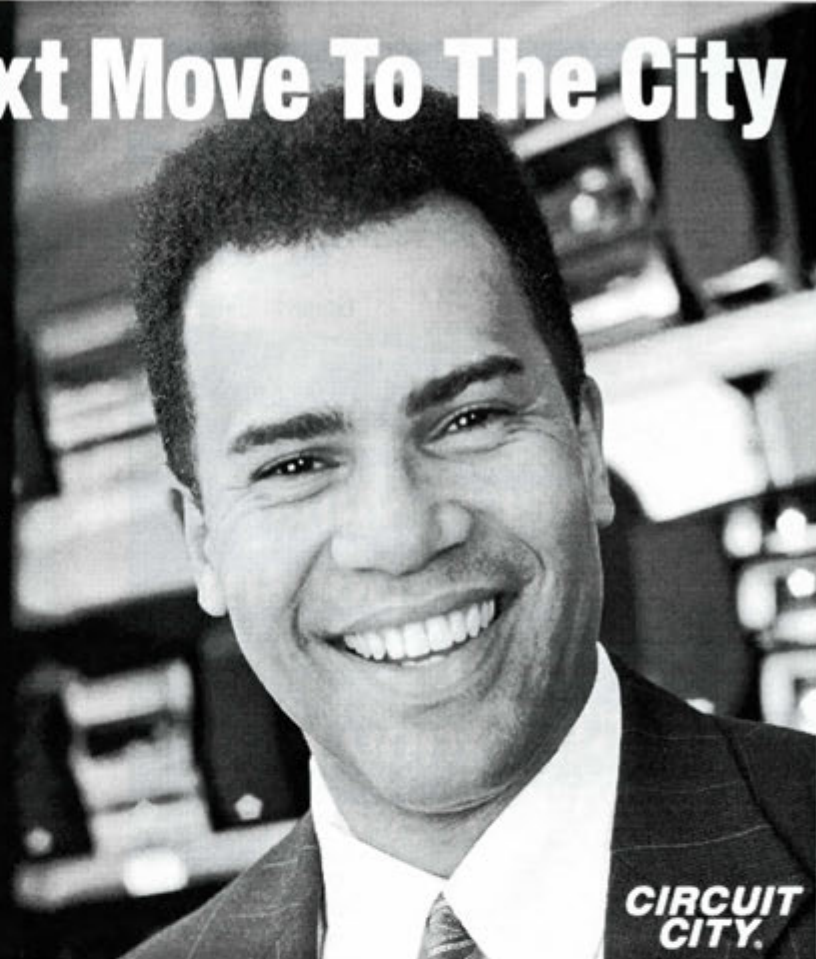
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Black CEO's: Leading Public Companies into the New Millennium

As pioneers that are leading African-Americans to corporate boardrooms, African-American CEO's of publicly-traded companies have gained unprecedented insight, wisdom, and access to capital. Until recently, African-American managers had little hope of leading a publicly-traded company. However, a growing pool of talented Black managers and entrepreneurs have begun to create and grow "sizable" companies geared toward capturing an increasing portion of the wealth generated by our community. This power-packed panel of Black CEO's of publicly-traded companies will highlight the ways in which accessing the capital markets can serve as a vehicle to grow Black businesses. Other topics include: (i) How to position a company for a successful IPO; (ii) Developing and fostering relationships with the Wall Street analyst community; (iii) Challenges and opportunities encountered as the leader of a publicly-traded company.



Julius V. Combs,
*Chairman and Chief
Executive Officer of United
American Healthcare
Corporation*

Dr. Julius Combs is the Chairman and Chief Executive Officer of United American Healthcare Corporation (NYSE: UAHC), a health care management

company, since its organization in 1984. Under his leadership, the Company became a licensed Third Party Administrator in 1986.

In 1985, the Company obtained its first management contract with OmniCare Health Plan that has grown in membership by more than 85% since the inception of the agreement. In 1987, he led the company in obtaining a management agreement with Personal Physician Care, an HMO in Cleveland, Ohio. This start-up company has now grown to a membership of 34,000. Dr. Combs assisted Wayne County in the development of its initial hospital pre-authorization program in 1988, which saved the County more than \$200,000 a week during its operation. This later eventuated into the CountyCare Program, a managed care system for the General Assistance population in Wayne County.

In 1991, UAHC successfully completed an initial public offering of the company's stock with a listing on the NASDAQ National Market. Subsequently, in January, 1993, the Company became listed on the New York Stock Exchange.

From 1987-1994, Dr. Combs was a member of the Board of Directors of the American Managed Care and Review Association (AMCRA), a national trade association comprised of more than 500 health care organizations.

As a practicing gynecologist, Dr. Combs continues to serve as a Clinical Assistant Professor in the Department of Obstetrics and Gynecology at Wayne State University School of Medicine. In addition, he serves on the following committees and boards: Executive Committee of the Greater Detroit Area Health Council, Board of Visitors, Oakland University School of Nursing and Board of Directors, Detroit Music Hall.

Dr. Combs received a B.S. in Chemistry and a M.S. from Wayne State University. He completed his specialty training in obstetrics and gynecology at Wayne State University Affiliated Hospitals after completing his initial year at the Homer G. Philips Hospital in St. Louis, Missouri.



W. Don Cornwell,
*Chairman of the Board
and Chief Executive
Officer of Granite
Broadcasting Corporation*

W. Don Cornwell has been Chairman of the Board and Chief Executive Officer of Granite Broadcasting Corporation (NASDAQ: GBTBK) since October 1988. Granite Broadcasting Corporation is

a group broadcasting company headquartered in New York City



with shares of common stock and convertible preferred stock listed on the NASDAQ National Market System. Granite had net revenues during 1995 of \$135 million (pro forma for acquisition of new stations) and has approximately 1,000 employees. In the June 1996 issue of Black Enterprise magazine, Granite is listed as the 9th largest Black-owned company in the United States.

Founded in 1988, the Company owns and operates three NBC affiliated television stations, WEEK-TV, licensed to serve Peoria-Bloomington, Illinois; KSEE-TV licensed to serve Fresno, California, and KBJR-TV, licensed to serve Duluth, Minnesota-Superior, Wisconsin; three ABC affiliated television stations, WKBW-TV, licensed to serve Buffalo, New York; KNTV-TV, assigned by Nielsen to the Salinas-Monterey, California television market, but licensed to serve San Jose, California and Santa Clara County, and WPTA-TV, licensed to serve Fort Wayne Indiana; and three CBS affiliated television stations, WWMT-TV, licensed to serve Grand Rapids Kalamazoo-Battle Creek, Michigan; WTVH-TV, licensed to serve Syracuse, New York; and KEYE-TV licensed to serve Austin, Texas. Granite also operates WLAJ-TV, the ABC affiliate serving Lansing Michigan. Granite stations are generally the leading providers of local news, weather and sports information in their respective communities.

Mr. Cornwell previously served as Vice President Investment Banking Division of Goldman, Sachs & Co., a New York City based investment banking firm with which he had been associated since 1971. While at Goldman, Sachs Cornwell was engaged in public and private financing of publicly traded and privately owned companies, with a primary focus on consumer product and media companies. His clients included some of America's best known consumer product companies such as Hershey Foods, Bristol-Myers, Rubbermaid and American Greetings. In addition to transaction responsibility, Cornwell served as the chief operating officer of the Corporate Finance Department from 1980-1988 where he was responsible for the day-to-day management of a staff of over 150 professionals.

Mr. Cornwell, after graduating from Stadium High School in Tacoma, Washington, received his B.A. from Occidental College in 1969 and M.B.A. from Harvard Business School in 1971. Cornwell serves on the boards of: The National Association of Broadcasters, Hershey Trust Company and

Milton Hershey School, CVS Corporation and Utendahl Capital Corporation, a minority-owned broker/dealer asset management firm. Cornwell is also a trustee of Occidental College, a trustee of the Jacob Javits Foundation, a director of Big Brothers/Big Sisters of New York, and was for many years a trustee and officer of the National Urban League, and a director of The Alvin Ailey Dance Theater.



Dr. Roy Keith,
*Chairman and CEO of
Carson Products Company*

Dr. Roy Keith is Chairman and CEO of Carson Products Company, a Savannah-based maker of personal hair care products. Carson holds leadership positions in four segments of the ethnic personal-care market: hair relaxers, hair coloring, men's hair products and shaving products. The Company's products are sold throughout the United States and in the Caribbean, Europe, Brazil and Africa. A 1961 graduate of Morehouse College, Dr. Keith holds Masters and Doctorate degrees from Indiana University.

Before assuming the leadership of Carson Products, Dr. Keith was the President of Morehouse College. Dr. Keith has also held the position of Vice President for Policy and Planning at the University of Maryland. In that capacity, he was responsible for the development of long range academic, fiscal, and facilities planning for the five-campus system, which had an enrollment of 90,000 students and an operating budget of more than \$800 million.

A member of Phi Beta Kappa, Dr. Keith has attained a wide range of experience and accomplishments. In 1975, at the age of 36, Dr. Keith was appointed Chancellor of the Massachusetts Board of Higher Education, becoming the first Black to hold such a position in American higher education. He has also served as Executive Vice President of the University of the District of Columbia during its early development, Associate Vice President for University Policy for the University of Massachusetts system, and Associate Dean of the College and

Assistant Professor of Education and Urban studies at Dartmouth College.

In 1984, Governor Harry Hughes appointed Dr. Keith to the Maryland Higher Education Supplemental Loan Authority. More recently, he was appointed to the College Trends Committee and the Commission on Leadership of the American Council on Education. In 1990 President George Bush named him to the Board of Advisors on Historically Black Colleges and Universities.

Dr. Keith is a past or current member of the Board of the following organizations: The Atlanta Area Council of the Boy Scouts of America; The Woodruff Arts Center; The Atlanta Speech School; the Atlanta Symphony Orchestra; SciTrek; Northside Hospital; The University Center in Georgia; The Atlanta University Center, Inc.; The American Institute for Managing Diversity; The Baylor School and a host of other civic organizations.



Kevin Cohee,
*Chairman and Chief
Executive Officer, Boston
Bank of Commerce
(Moderator)*

As Chairman and Chief Executive Officer of the Boston Bank of Commerce, the only Black-owned bank in New England, Kevin Cohee realizes that he is in the position to make a difference in

the African-American Community. Through the Boston Bank of Commerce, Mr. Cohee and Teri Williams, his business partners and wife, are issuing the UNITY Visa card, the first ever credit card marketed by and for African-Americans. The UNITY Visa card will direct 1% of every dollar charged to the cardholder's choice of African-American charities.

A successful business executive and entrepreneur for over 15 years, Mr. Cohee founded a consulting firm in 1979 specializ-

ing in the acquisition of radio and television stations by minorities. Then, in the mid 1980's Mr. Cohee became a star financial analyst at Salomon Brothers, Inc.

By 1988, through a leveraged buyout, Mr. Cohee and Ms. Williams obtained Military Professional Services, Inc. (MPS) a 29-year old firm that marketed Visa and MasterCard credit cards to military personnel. The couple successfully turned MPS into a formidable force in the industry with a portfolio valued at \$40 million with 200,000 cardholders. By 1991, Mr. Cohee and Ms. Williams sold the majority share of MPS to First Chicago National Bank. In 1995 using proceeds from the MPS sale, Mr. Cohee and Ms. Williams invested in the Boston Bank of Commerce.

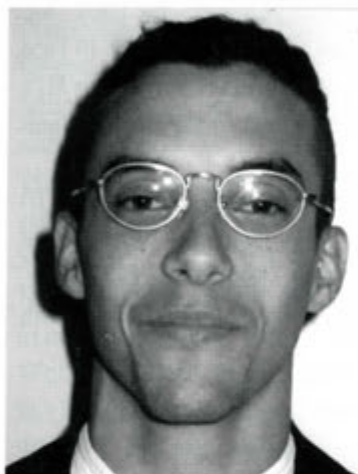
Mr. Cohee, originally from Kansas City, Missouri holds a JD from Harvard University and an MBA from the University of Wisconsin. He and Ms. Williams reside in Brookline, Massachusetts with their two year old daughter and five-month old son.

**Panel Coordinators: Marcellus Taylor, MBA 1997
Warren Romine, MBA 1997**



Inner City Economic Development: Management and Leadership In The Not-For Profit Sector

Given the need for effective leadership and resourceful management in the non-profit sector, such organizations are often more progressive in embracing the diversity and capabilities of qualified individuals than their for-profit counterparts. Panelists will discuss the unique opportunities and challenges that non-profits provide to African-American managers.



Jonah Martin Edelman,
*Executive Director of
Stand For Children*

Jonah Martin Edelman is Executive Director of Stand For Children, which provides practical information, inspiration, and forums for discussion that enable people from every walk of life to volunteer for children, form

or join Stand For Children Action Teams (CATs) in their community, launch programs or initiatives for children locally, and encourage public officials, employers, and the media to stand for children.

A native Washingtonian, Edelman attended the D.C. public schools and the Sidwell Friends School. He went on to Yale University, where he majored in History and African-American Studies. Edelman graduated Phi Beta Kappa and Summa Cum Laude in 1992 and was awarded the Alpheus Henry Snow prize for the Yale senior judged to have contributed the most to the Yale community in the prior four years. The summer after graduating from university Mr. Edelman helped found a youth program, Leadership Education and Athletics in Partnership (LEAP) which matches local college and high school students with 7-13 year old public housing residents. LEAP, which served 200 children the first summer, is now a nationally known, statewide program which serves more than 800 Connecticut children. The next year, Mr. Edelman went on to study at Oxford University on a Rhodes Scholarship, where in three years he earned Master's and Doctor of Philosophy degrees in the field of Politics.

Edelman was a principal organizer of the historic June 1, 1996 Stand For Children, the most massive, uplifting demonstration for children in American history. This national day of commitment to children, attended by hundreds of thousands of Americans of every age, faith, race, income level, and political persuasion and endorsed by 3,700 organizations representing tens of millions of Americans, sent a message to the nation that it is time to put children first.

Mr. Edelman is the second of three sons of Marian Wright Edelman, founder and president of the Children's Defense Fund, and Peter Benjamin Edelman, a former aide to Robert F. Kennedy and past Assistant Secretary in the Department of Health and Human Services who is currently a professor at Georgetown University Law Center.

Thierry A. Tanoh

*Investment Officer, International Finance Corporation of
The World Bank.*

Upon graduation from college in Cote d'Ivoire (West Africa) in 1985, Thierry A. Tanoh joined the Information Technology Consulting Group of Coopers & Lybrand in Paris where he was promoted to Manager in 1988. In 1990 he went to work for the West African Central Bank in Abidjan (Cote d'Ivoire) where he was responsible for the implementation of a new Database System. In his current position at the International Finance Corporation (IFC), which he joined in 1994 as an investment officer, Thierry is financing projects in the private sector in developing countries. He works essentially in Asia, Latin America and North Africa. He majored in Accounting in college, holds a French C.P.A. degree and graduated from Harvard Business School in 1994.

Roy Swan

Chief Investment Officer of the Upper Manhattan Empowerment Zone Development Corporation

Roy Swan is the Chief Investment Officer of the Upper Manhattan Empowerment Zone Development Corporation ("UMEZDC"). UMEZDC is a Clinton Administration initiative designed to revitalize distressed communities by using tax incentives and public funds as catalysts for private investment. UMEZDC is one of nine Empowerment Zone's nationwide, and as such received a federal grant of \$100 million. Unique in the nation, the Governor and Mayor of the State and City of New York matched the federal funding, creating a total public investment pool of \$300 million.

Roy's background includes investment banking, corporate law and community affairs. Before joining UMEZDC on May 6, 1996, Roy was with Salomon Brothers from June 1993 through April 1996 as an Associate in the New York Investment Banking Department and in London as a member of the International Mergers & Acquisitions Group. His experience at Salomon Brothers includes a variety of capital raising, restructuring and corporate development assignments. Before joining Salomon Brothers, Roy worked as a corporate attorney with the New York office of Skadden, Arps, Slate, Meagher & Flom from October 1992 through May 1993, where he focused on securities and corporate transactions law.

Roy had a one year fellowship with the Coro Foundation in San Francisco from August 1988 through July 1989. At Coro, Roy worked with elected officials, government staffs and neighborhood groups on a wide range of issues important to the promotion of economic and community development. From July 1986 through June 1988, Roy was a Financial Analyst with the Mergers & Acquisitions Group of The First Boston Corporation in New York.

Roy earned an A.B. degree from Princeton University in 1986 and a J.D. degree from Stanford Law School in 1992. Roy is admitted to the New York bar.

Roy earned an A.B. degree from Princeton University in 1986 and a J.D. degree from Stanford Law School in 1992. Roy is admitted to the New York bar.

Panel Coordinator: Kim Keating, MBA 1996

Environmental Stress Effects on African-American Executives

African-Americans are faced with a unique set of stress factors merely because of their "Race." Dr. Grace Carroll refers to this stress as Mundane Extreme Environmental Stress (M.E.E.S.). This common stress that many African-Americans have come to accept has an extreme impact on their psychological and physical well-being as well as on their world view and effectiveness. It is detracting and energy consuming. This panel will examine the M.E.E.S. factor and its effect on African-American executives and entrepreneurs. This panel will focus on both the manifestations and methods that African-Americans can utilize to cope with and overcome this potentially debilitating factor.



Dr. Grace Carroll,
Director of African-American Student Development, University of California Berkeley

Dr. Grace Carroll Has a Ph.D. in Sociology, Masters degrees in Education and Sociology and a bachelor in Sociology from Stanford

University. Her teaching and research has span the last 25 years with emphasis in family, child development and culture/ethnicity. She is currently Director of African American Student Development and lecturer at the University of California Berkeley. Her son, Tajai Massey, is a senior at Stanford university and her daughter, Juliana Massey, is a sophomore at Howard University.



Gregg L. Watson,
Vice President, Public and Urban Affairs, U.S. Customer Operations (USCO) of Xerox Corporation.

Watson is responsible for the Public and Urban Affairs office whose objective is to meet the business requirements of Xerox customers,

employees, and suppliers. During his career at Xerox, Watson has held various management positions including Manager of Affirmative Action, Manager of EEO Compliance, and Manager of Human Resources. His most recent position was Manager of Urban Affairs and Higher Education. Before joining Xerox in 1976, Watson served as Booz, Allen & Hamilton's Senior Consultant on major reorganization assignments for FORTUNE 500 companies and public sector organizations. Among his assignments was the management of the Customer Service Department of the Marketing Operations at Postal Service headquarters. He has also been a Washington Post reporter and an Adjunct Professor at The School of Management at Yale University.

Watson is the co-author of *Ten Blocks from The White House*, published in 1984 by the staff of The Washington Post after the assassination of Dr. Martin Luther King; and *'Black Life in Corporate America,'* a 1982 non-fiction book based on research of Black men and women in FORTUNE 500 companies.

In addition to his Xerox responsibility, Watson is on the Board of Trustees of Howard University, Bridgeport University, Benedict College, and Lincoln University. He is also on the Board of Directors of the Executive Leadership Council and The Stamford Partnership.

Watson was born February 4, 1944, in Kingston, Jamaica, and holds a bachelors degree in Political Science and Economics from Howard University, Washington, D.C., and an MPA from Syracuse University/Cornell University. He has also completed the Executive Educational programs at the Kennedy and Business Schools at Harvard.

Richard F. America

Richard F. America, a native of Philadelphia, is an Adjunct Lecturer in the School of Business Administration at Georgetown University. He has a BS from Penn State and a MBA from Harvard Business School in 1965. He has worked in consulting, banking, university administration and government. He writes on management, economic development and public policy.

In 1969 his article "What Do You People Want?" was the first piece on racial problems ever published in Harvard Business Review. His recent book, with Bernard E. Anderson, is *Soul in Management: How African American Managers Thrive in the Competitive Corporate Environment*. He lives in Washington, D.C.

Alumni Panel Coordinator:
Steve Wilkinson, MBA 1982

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Women of Color in Business: Changing the Rules of the Game

As we reflect on our collective success and look toward the future, we must recognize the tremendous contributions of our successful female executives. This prominent group of female business leaders will share their experiences on their ascent to leadership roles, and describe the rewards and burdens of blazing a trail for others. Have the trade-offs between personal and professional life been compensated? What paths were critical in getting to the top? Which relationships were most influential or detrimental? These and many other salient questions will be addressed.



Pauline C. Brooks
*President and CEO of
Management Technology,
Inc.*

Pauline C. Brooks is President and CEO of Management Technology, Inc., (MTI), a computer and networking services firm, which she established with capital from her savings. MTI opened its doors on

March 22, 1985 with one employee. Today, MTI has offices in eight locations nationwide, more than 600 employees, and sales of more than \$26 million. Ms. Brooks is responsible for all aspects of company operations, including marketing, business development, strategic planning, and policy formulation. She represents MTI at the executive level, assuring customers' satisfaction, overseeing general management, evaluating company performance, and coordinating proposal preparation and human resources development. MTI presently holds contracts in computer network management, facilities management, and application support with numerous government agencies and commercial entities.

Prior to founding MTI, Ms. Brooks spent 15 years with Dynamic Data Processing, Inc., where she ultimately held the position of Vice President of Operations. She directed the company's marketing and proposal development, producing more than \$5.5 million in revenue. Ms. Brooks also oversaw the company's data processing services, systems and programming, computer operation's terminal operations, data entry,

data documentation, and general administration. She served as chief liaison between the company and the Government Contracting Officer's Technical Representatives.

Ms. Brooks was named the 1995 Greater Washington Entrepreneur of the Year in the Woman-Owned Business category. The awards program honors entrepreneurs who have demonstrated excellence and extraordinary success in such areas as innovation, financial performance, and personal commitment to their businesses and communities. Most recently, *Black Enterprise* featured Ms. Brooks as one of the top Black Women Entrepreneurs in its August 1996 issue and in October 1996, *Government Computer News* recognized MTI as one of its top information technology firms.

Under Ms. Brooks' guidance, MTI received the Certificate of Excellence from the Small Business Administration, the 1995 Small Business Partner of the Year from the Department of the Treasury, the 1995 Minority Contractor of the Year from the Department of the Interior and other awards and commendations.

Ms. Brooks holds a Bachelor of Arts degree from The George Washington University in Washington, D.C. She received computer training from the Fich Institute of Data Processing in London, England, the Entrex School of programming in Atlanta, the U.S. Department of Agriculture Graduate School, and the University of Maryland. She is a member of the Entrepreneur of the Year Institute, the National Association of Female Executives, the Commission for Women of Prince George's County, Maryland, the Minority Businesses Enterprise Legal Defense and Education Fund, Inc., the American Entrepreneurs for Economic Growth and the Chief Executive Officer' Club, and serves as a board member of the Galloway Braintrust Group in Alexandria, Virginia.



Pamela Thomas-Graham, Principal,
McKinsey & Company

Pamela Thomas-Graham is a graduate of Harvard Business School and Harvard Law School, where she was an editor of the Harvard Law Review. A Phi Beta Kappa graduate of

Harvard-Radcliff College, she received a degree in Economics, *magna cum laude*. A performer in and producer of campus theatrical productions, she was awarded the Boylston Prize for Elocution and the Captain Jonathan Fay Prize - the highest annual award bestowed by Radcliffe College - given to the student in each graduating class "showing the greatest promise."

This year at age 32, Pamela was named the first Black woman partner at McKinsey & Company, the world's largest management consulting firm, which has 68 offices in 35 countries. The leader of the Firm's Retail Practice in New York, she counsels Fortune 500 companies in the retail, consumer products, and media industries. Pamela serves on the Board of the New York City Opera. She is also a member of the national board of Girls Inc. (formerly Girls Club of America), the national organization aiding the development of adolescent girls, and the board of Exodus House School in East Harlem, a privately-funded junior high school for "at risk" teens. She has served as volunteer consultant for the National Urban League and the Boys' Choir of Harlem.

A frequent speaker and writer on business and educational topics, and issues relating to Blacks and women in the workplace, she has addressed audiences at Harvard Business School; the Columbia Graduate School of Journalism; the National Association of Female Executives; and Catalyst, Inc., the advocacy agency for women in business. She has been profiled in many publications including *Black Enterprise* and *Brigitte*, the German monthly magazine.

Originally from Detroit, Pamela now lives in Manhattan and Westchester County with her husband, Lawrence Otis Graham, a writer and attorney.



Joyce Roché
*President and Chief
Operating Officer, Carson
Products Company*

Joyce Roché, President of Carson Products Company, has been charting the course in the corporate world for more than 20 years. Today, she is at the top of her craft.

As President and Chief Operating Officer of the Savannah, Georgia based African-American hair care products company (makers of signature brand Dark & Lovely, No-Lye Relaxer), Roché has total responsibility for the day-to-day operations of the company. Additionally, she oversees the activities of such key divisions as sales, marketing, research and development and operations.

Roché joined the Carson family in August of 1995 as Executive Vice President for Global Marketing before taking over as President in less than one-year's time. Since taking the helm as President of Carson, Roché's top priority has been building the company's business internationally and securing the company's status as an industry leader in ethnic personal care products.

Prior to joining Carson, Roché spent the past 19 years of her career at Avon Products, Inc. where she became one of the highest ranking women in corporate America. In her much celebrated career, Roché went from one groundbreaking opportunity to another. A trailblazer in the marketing arena, she was Avon's first African-American female Vice President, the first African American Vice President of Marketing and the Company's first Vice-President of Global Marketing.

Roché has received wide-spread acclaim for numerous achievements in the business world. Among her many accolades, in 1991 and 1994 respectively, *Black Enterprise Magazine* named Roché one of the "21 Women of Power and Influence in Corporate America" and one of the "40 Most Powerful Business Executives." Additionally, Roché has been featured in Business Week as one of the "50 Top Women in Business" and Business Month selected her one of the "Top 100 Women To Watch In Corporate America."

Roché is a graduate of Dillard University in New Orleans and holds an M.B.A. from Columbia University. She has successfully completed Stanford University's Senior Executive Program and holds honorary doctorate degrees from Dillard and North Adam State College. Roché also sits on the Board of Trustees for Dillard University and the Queens College Foundation.

Panel Coordinators: Marcellus Taylor, MBA 1997
Mardell Artis, MBA 1998

Private Equity & Venture Capital Roundtable: Expanding Our Access To Capital

Venture capital and private equity investors are financing and building the next generation of companies. By taking the risks of providing capital and expertise to companies, venture capital firms serve as a catalyst for job creation and business development. This panel will include a diverse group of African-American professionals from the venture capital and private equity communities. Senior management from a broad array of private equity funds will discuss the diverse ways in which African-American are making their mark in the Private Equity arena.



Carr T. Preston,
*Senior Vice President,
Allied Capital Corporation*

Carr Preston is a Senior Vice President with Allied Capital Corporation, a publicly traded mezzanine investment fund. His responsibilities include sourcing, structuring, negotiating, and closing transactions. Prior to joining Allied Capital he worked

in the corporate finance groups of the Chase Manhattan Bank and Freeman Securities, Inc. Mr. Preston received a B.A. from Morehouse College, a J.D. from George Washington University, and a M.B.A. from the Wharton Business School.

Laurence C. Morse, Ph.D.,
Managing Director, Fairview Capital Partners, Inc.

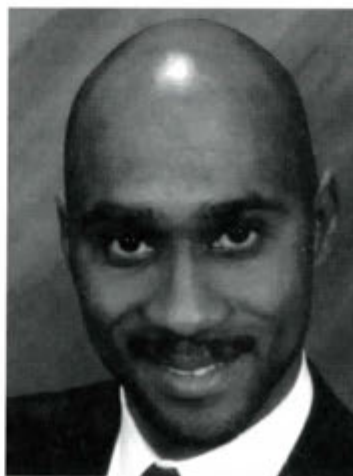
Dr. Morse is Co-Managing Director of Fairview Capital Partners, Inc. and a General Partner of Fairview Capital Limited Partnership. Based in Farmington, Connecticut Fairview Capital provides investment management and advisory services to qualified institutional investors and serves as investment manager of the Fairview Capital Limited Partnership and Fairview Capital II, L.P., "funds-of-funds" which invests in venture capital and other private equity limited partnerships.

Prior to joining Fairview, Dr. Morse was a co-founder and partner of TSG Ventures in where he initiated and directed

equity investments in a variety of companies. He began his career in venture capital with UNC Ventures, leaving in 1988 as an investment officer.

Over the last decade, Dr. Morse has been a consultant to a number of private and public institutions. Recent engagements have included serving as Senior Venture Capital Advisor to the project team retained by the United States Agency for International Development to recommend an appropriate structure for the \$100 million Southern Africa Enterprise Development Fund, and as a leader of the team of experts retained by U.S.A.I.D. to perform the final evaluation of the Ghana Venture Capital Fund.

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



Lewis E. Byrd,
*General Partner of
Opportunity Capital
Partners III, L.P.*

Lewis E. Byrd is a General Partner of Opportunity Capital Partners III, L.P. and has been affiliated with the Opportunity Capital funds since 1990. Prior to his work with Opportunity Capital, Mr. Byrd worked in

the investment banking industry with the First Boston

Corporation and PaineWebber Incorporated, and served as Plant Manager of Talco Metals, a manufacturer and distributor of copper and brass anodes based in Philadelphia, Pennsylvania. Mr. Byrd is a member of the board of directors of Keystone Venture Partners in San Francisco, California, and has served as a director of several of Opportunity Capital's portfolio companies. Mr. Byrd earned a MBA degree with the Harvard Business School in 1984 and a B.A. degree from Harvard College in 1980.



Herbert P. Wilkins, Sr.
*Founder and President
of Syncom Management
Company, Inc.*

Herbert P. Wilkins, Sr., is Founder and President of Syncom Management Company, Inc., formerly W&J Management Company, Inc., which manages a groups of telecommunications venture capital funds with an aggregate of \$80 million under management. The oldest of the funds, Syndicated Communications, Inc., was formed in 1977, of which he is Chairman of its Board of Directors.

In December of 1990, Mr. Wilkins participated in the establishment of Syndicated Communications Venture Partners II, L.P. The first minority oriented fund capitalized with public pension fund money. Its focus is telecommunications and is one of the largest minority managed venture capital funds in the country. The fund has \$36 million capital committed by seven of the nations' largest pension funds.

Mr. Wilkins is the former President of Syncom I, a position he held from the company's inception until January, 1990. His prior management experience includes employment by the General Electric Company Small Aircraft Engine Division, ownership of Wilkins & Company, a management consulting firm, serving as Senior Vice President of Urban National Corporation of Boston, a venture capital fund and as Principal in Charge of Management Advisory Services for Lucus Tucker & Company, Certified Public Accountants, New York. Mr. Wilkins holds a B.S. degree from Boston University and an M.B.A. from the Harvard Business School.

Panel Coordinators: **Jerry Johnson, MBA 1998**
Dale LeFebvre, MBA 1998

Fact vs. Fiction in Cyberspace & Electronic Commerce

The past three years have brought an explosive growth and popularity of the Internet and the World Wide Web. What was originally designed as an efficient, fail safe communications network for the military has evolved into a medium that promises to transform the way we process information and transactions. In addition to providing entertainment, the "Net's" burgeoning use as a vehicle for commerce has both investors and companies betting millions. What are the economics of cyberspace? Will the revenues and profits be real or virtual? Come bear a panel of industry experts debate the merits, opportunities and challenges associated with the emerging digital economy. This seminar promises to offer meaningful and relevant insight for both the novice and the "Nethead."



James Cash,
*Professor, Harvard
Business School*

James Cash is the James E. Robinson Professor of Business Administration at the Harvard Business School. Professor Cash received a Bachelor of Science degree in Mathematics from Texas Christian University; a Master of Science in Computer

Science from Purdue University's Graduate School of Mathematical Sciences; and a Doctor of Philosophy in Management Information Systems (MIS) from Purdue University's Krannert Graduate School of Management. He has been a member of the Harvard Business School Faculty since 1976. He has taught in the MBA Program and major executive education programs - Program for Management Development (PMD) and Advanced Management Program (AMP). He has served as faculty chairman and/or instructor in several short executive education programs including, Managing the Information Services Resource, Managing Business Transformation, Human Resource Management, Achieving Breakthrough Service and Delivering Information Services. He served as Chairman of the MBA Program from 1992 to 1995 during the schools' project to redesign the MBA Program - MBA: Leadership and Learning.

Professor Cash's non-academic activities include: trustee for the Mass General and the Massachusetts Computer Software Council; overseer for The Gardner Museum and Boston Museum of Science; and member of the Board of Directors for Cambridge Technology Partners, Knight-Ridder, Inc., State Street Bank and

Trust and Tandy Corporation. He previously served on the Boards of Affiliated Publications and the Sprint Corporation. He has worked with many companies and governments around the world in both consulting and teaching assignments.

Before his graduate education and joining the Harvard Faculty, he worked as Director of Data Processing for several years, which followed jobs as a systems analyst, systems programmer, and application programmer. His research focuses on the role of information systems technology in large corporations where the function and technology are of strategic importance to the firm. Among his publications are articles in accounting and computer journals, including a regular column in *Information Week*.



Patrick White, *Vice
President of Research and
Development, Bell Atlantic
Corp.*

Patrick White is Vice President of Research and Development at Bell Atlantic. His responsibilities include the development of leading edge technology solutions for Bell Atlantic's

customers and technology strategies for Bell Atlantic. Prior to joining Bell Atlantic, White held senior positions with Bellcore, AT&T and Bell Laboratories. White holds a Ph.D. degree in Electrical Engineering/Computer Science from Northwestern University. He is a member of Tau Beta Pi and Eta Kappa Nu national engineering honor society. He has edited papers on telephone switching systems for IEEE Communications



Magazines and has authored numerous papers on topics ranging from software engineering, ISDN to high speed communications systems.

Louis Hureston

President and CEO, Hureston Associates

Louis Hureston is President and CEO of Hureston Associates, an information technology consulting firm based in Rockville, MD. His firm's mission is to "offer clients the human, financial and information resources required for business start up, expansion and reengineering." With nearly 15 years of experience in the information industry, Louis has been featured in magazines and on television for his innovative approaches for realizing social and economic value from the effective use of information technology. As a conference planner for the Congressional Black Caucus Foundation 1994 Telecommunications Conference, Hureston facilitated the collaboration of non-profit, policy making and business sectors to address the information age issues facing our communities.

Before launching his firm, Hureston served as the Director of Telecommunication services at COMPUS Services Corp. in Rockville, MD, where he was responsible for overseeing the growth of their telecommunications commercial market segment. He has also served as Director of Information Services in the Information Systems Organization of Pacific Bell. Mr. Hureston started his career as a Member or Technical Staff at AT&T Bell Laboratories in Naperville, IL. Hureston received a Masters of Science in Engineering from the Georgia Institute of Technology and his Bachelor's of Science in Electrical Engineering from the Illinois Institute of technology. He has also completed Stanford Business School's Executive Program for Small Business and Northwestern University's Business School Executive Development Program.

Michele Cooper

Principal, MediaSphere

An independent consultant, Michele Cooper is Principal of MediaSphere. She specializes in assisting businesses to develop electronic communications strategies including Intranet deployment and doing business on the Internet.

Ms. Cooper received a Bachelor of Science in Electrical Engineering from Purdue University in 1980 and a Master of Science from the University of California at Berkeley in 19981. She started her career at AT&T Bell Laboratories where she contributed to a number of projects including videotex, local area networking, digital switching system development and forward looking switching systems engineering.

Ms. Cooper joined Pacific Bell in 1986 where she built and directed various teams in the development of the intelligent network and the formulation of long range technology architectures for Pacific Bells telecommunications systems and networks. Also at Pacific Bell, Ms. Cooper directed the business development of emerging information services opportunities and later, as a strategic planner, contributed to Pacific Bell's overall business and information systems strategy.

Over the past several years, Ms. Cooper has contributed to helping African-Americans participate in the Information Highway by participating on panels and creating seminars and showcases on emerging technologies, computer networking and multimedia. Michele has also volunteered in the initial creation and operation of the African-American Information Network on eWorld. Ms. Cooper serves on the Northwestern University McCormick School of Engineering advisory Council and is a trustee for the Seven Hills School in Walnut Creek, CA.

John Murray,

Chief Operating Officer and Vice President of Sales & Marketing, The Internet Factory, Inc.

Mr. Murray joined The Internet Factory from West End Partners, where he was a Partner and worked as a strategic and financial advisor to technology and telecommunications companies. Prior to joining West End Partners, Mr. Murray worked as an investment banker for seven years at Stone & Youngberg in San Francisco and CS First Boston in New York, where he was responsible for project financings for large public and private utility companies and private land developers. In that capacity he raised several billion in capital for major projects and debt restructurings.

Mr. Murray received a BS in Real Estate Finance from the University of Southern California and a MBA from the Haas School of Business at UC Berkeley.

Panel Coordinator: Ken Grimes, MBA 1997

Inner City Economic Development: A Plea for Leadership

This panel will address the revitalization of America's inner cities and who should lead the charge in spurring economic development. Panelists will present their strategies and experiences in stimulating economic development, as well as the resulting implications of their respective viewpoints for business and society at large. The discussion will take the form of a healthy debate designed to illuminate different approaches to the mutually sought after goal of inner city revitalization.



Anne S. Habiby,
*Director of Research,
Initiative for a
Competitive Inner City
(ICIC)*

Anne S. Habiby is Director of Research for the Initiative for a Competitive Inner City (ICIC). Ms. Habiby has been involved in the field of public/private finance, primarily

for inner-city economic development, since 1987. Her work in the area began as a research analyst for a Los Angeles-based consulting firm where she developed financial models for large-scale public/private property development projects. This work led to her Ph.D. thesis topic, "Public/Private Leverage Finance for UK Urban Regeneration," which examines the strategic use of government funds and regulatory powers to leverage additional private and public sector capital into distressed inner urban areas.

From 1992 to 1996, Ms. Habiby was an investment banker in the Public Finance Department of Morgan Stanley & Co., where she structured over \$1 billion in bond financings for higher education, health care and not-for-profit institutions.

Ms. Habiby is a graduate of Barnard College/Columbia University with a degree in Economics. She earned a post-graduate Diploma in Development Studies at the University of Cambridge, England, and expects to receive her Ph.D. from the University of Cambridge in the Spring of 1997. She currently serves as the Treasurer of the Board of the AIDS and Adolescents Network of New York (AANNY).

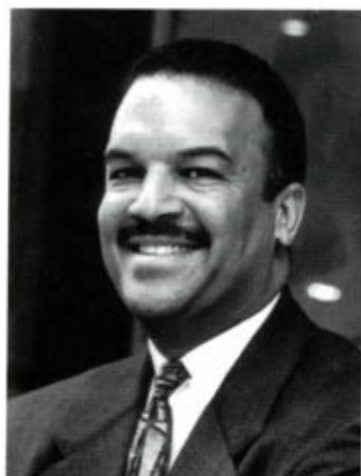


Henry H. Edwards, Jr.
*Executive Vice President,
First National
Supermarkets, Inc.*

Mr. Henry H. Edwards, Jr., Executive Vice President, First National Supermarkets (Finast), has extensive experience in the supermarket industry. He has held management positions at Jewel Food Stores (Melrose Park, IL) and Superprice Markets (Baltimore, MD). From 1988-1991, Mr. Edwards owned Mega Foods, a state-of-the-art supermarket in Washington, DC.

In the early 1990s, Mr. Edwards helped to spearhead the launch of six state-of-the-art Finast grocery stores in inner-city Cleveland. As one of the first supermarkets to make a deep commitment to operate in U.S. inner cities, and to do so profitably, Finast was the 1993 recipient of the Business Enterprise Trust Award. The courageous development initiatives undertaken by Finast provide a model for other corporations wondering whether to invest in the inner cities of America.

Mr. Edwards is a native of Washington, DC. He graduated Howard University with a B.S. degree in Business Administration and received an MBA from the Harvard Business School. He serves on the boards of several Cleveland-based organizations, including Harambee, Youth Visions, Urban Community School, Uptown Development Corporation, and the Urban League of Greater Cleveland.



Kenneth T. Lombard, *President, Johnson Development Corporation/Magic Johnson Theaters*

As President of Magic Johnson Enterprises, Kenneth T. Lombard oversees the management of the daily operations of the company and Magic Johnson Theaters, devel-

ops financial partnerships, negotiates acquisition agreements and leases, and scouts locations. Mr. Lombard was formerly Executive Vice President of the Economic Resources Corporation and Regional Director for Grubb & Ellis Real Estate Company. Mr. Lombard's economic development activities comprise ten years of valuable experience in raising capital through real estate limited partnerships, IPOs and private venture capital placements.

Under Mr. Lombard's stewardship, Magic Johnson Theaters, a partnership with Sony Pictures that builds movie theaters in predominantly black neighborhoods, has opened multiplexes in Baldwin Hills, CA, Harlem, Queens, and most recently, Atlanta, GA.

Mr. Lombard has been appointed by Mayor Richard Riordan (Los Angeles) as Commissioner to the Fire Department Board for the City of Los Angeles, and currently serves as its Vice President. He has also served as a member of the Board of Directors of the Metropolitan Water District of Southern California and acted as a consultant to Mr. Carl McCall, comptroller of the state of New York.

Dennis W. Archer, Jr. *Director of Business Development and Municipal Revenue Enhancement Graimark, Inc.*

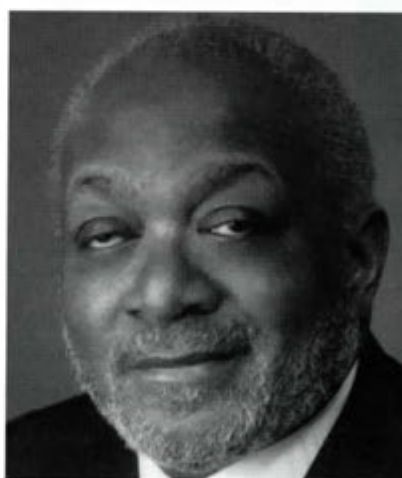
At Graimark, Inc. Dennis W. Archer, Jr. is Director of Business Development and Municipal Revenue Enhancement. His clients include cities, states, small businesses, and corporations. Mr. Archer oversees the division

of the company that advises municipal entities on how to bring more money to their bottom lines and improve their fiscal health.

Mr. Archer has personally catalyzed economic development in Detroit and South Africa. He is a partner in Associated Ventures Inc., which owns the Master Franchise Rights to develop Dominos Pizza outlets in

South Africa. He recently opened Sauce, a trendy jazz bar and restaurant in downtown Detroit and is co-owner of Waterfront Capital, which acquired the Area Development Rights to Tubby's Sub Shops in Detroit.

A native of Detroit, Mr. Archer obtained a B.S. degree in Political Science and English from the University of Michigan and subsequently graduated the University of Michigan Law School in 1994 with a J.D.



Marcus Alexis, *Board of Trustees Professor of Economics J. L. Kellogg Graduate School of Management Northwestern University*

Mr. Marcus Alexis is a Board of Trustees Professor of Economics and Professor of Management and

Strategy and African American Studies at Northwestern University. Professor Alexis has been the recipient of numerous awards acknowledging his research and contributions to the study of economics. He is the author of six books and over fifty articles, including the book *Black Economic Progress: An Agenda for the 1990s* and the articles "The Economic Base of



African-American Communities: A Study of Consumption Patterns” and “Performance of State Enterprise Zones: Lessons for a Federal Program.”

As a member of the *Black Enterprise* magazine Board of Economists, Mr. Alexis has reviewed Professor Michael Porter’s proposals on revitalizing inner cities. Mr. Alexis has been critical of Professor Porter’s belief that private industry must lead the charge in developing the inner cities.

Professor Alexis graduated Brooklyn College in 1953. He received a M.A. in Economics from Michigan State University and a Ph.D. from the University of Minnesota. Subsequently, Professor Alexis completed post-doctoral studies at Harvard University and MIT. He has also served on several professional and civic boards, including the Federal Reserve Bank of Chicago, the Journal of Black Male Studies, Operation PUSH, and the Metropolitan Planning Council (Chicago).



Deborah C. Wright

*President and Chief
Executive Officer, The
Upper Manhattan
Empowerment Zone
Development Corporation*

The Upper Manhattan
Empowerment Zone
Development Corporation’s
(“UMEZDEC”) Board of
Directors appointed

Deborah C. Wright as President and Chief Executive Officer as of May 6, 1996. Ms. Wright previously served as Commissioner of the Department of Housing Preservation and Development (“HPD”) under Mayor Rudolph W. Giuliani from January 1994 through March 1996. During her term at HPD Ms. Wright led the City’s redesign of housing and tax foreclosure policies, successfully launching “Building Blocks” which emphasized the return of City-owned residential properties in targeted geographic areas to locally based entrepreneurs, non-profit devel-

opers and tenants. This strategy, along with tax reforms including the sale of tax liens, was codified in legislation adopted by the City Council.

At the time of her departure Ms. Wright administered an annual budget of \$800 million; a staff 3,000 employees; development of 21,000 affordable housing units; sale of 17,00 city owned housing units to local entrepreneurs, not-for-profit groups and tenants; and management of 43,000 residential properties. Prior to that appointment, Ms. Wright was named to the New York City Housing Authority Board by Mayor David Dinkins, which manages the City’s 189,000 public housing units. She served as a member of the City Planning Commission, and simultaneously taught “National Housing Policy” at Columbia University Graduate School of Architecture Planning and Preservation. She has also worked as a consultant to not-for-profit organizations on housing and real estate issues.

Before her government tenure, Ms. Wright worked at the New York City Partnership, first as Director of Marketing for Towers on the Park in Harlem, and then as Executive Director of the Partnership’s Community Partnership Development Corp. She began her professional career as an Associate in First Boston’s Corporate Finance Group.

Ms. Wright serves on the boards of PENCIL, Inc. and The Municipal Arts Society of New York. Ms. Wright earned A.B., J.D. and M.B.A. degrees from Harvard University. She was raised in Bennettsville, South Carolina and Dallas, Texas.

Panel Coordinator: Angela Harris, MBA 1997

This year marks AASU's 25th anniversary, a 'silver past' characterized by a quarter of a century of hard work and achievement. Throughout these many years, the HBS organization has recognized its responsibility to local African-American communities, and this year's conference is no exception. The 25th Annual Conference is a historic event that offers the perfect opportunity to expand supportive efforts beyond the business and professional communities and to explore the pool of rising artistic talent that exists in our own backyard. As such, the African-American Student Union is proud and excited to present musicians from both the Boston and New York communities as the featured entertainment at this year's conference.

Touché

Touché is comprised of professional artists whose vision reaches the next millennium. Touché consists of five musicians with exceptional individual talent and group cohesiveness. The leader of the group is Pat Johnson who plays 4&5 string bass. He never fails to turn his audience on, his personality is reflected in his style of playing. Touché is a tight-knit unit specializing in high-energy jazz-funk of the higher order.

All the elements are tapped by Touché, with a collage of musical experience including Jazz-funk, Rhythm & Blues, Latin, Reggae, Calypso, Top 40's, Fifties as well as original material, which covers all of the aforementioned styles. Touché not only performs, but entertains and uplifts the spirit to "Energetic Proportions" with a unique blend of top-flight musicianship and show stopping professionalism. Touché has worked with such well known artists such as Alex Bugnon, Black Street, George Howard, Stephanie Mills, Max Roach and Freddie Jackson. The group has also done work for New York Undercover, The Southstreet Seaport, and Eddie Murphy.



The George Russel, Jr. Trio

The George Russel, Jr. Trio is a soulful, groove-oriented group with a fresh sound. Although the trio is deeply rooted in the jazz tradition, their goal is not to just imitate it, but to use it as a foundation to support their own voice. A voice that strives to arouse the listeners intellect, and more importantly, touch their soul. The trio's repertoire consists of original tunes and reconceptualized standards.



Entertainment Managers: Terri Brown, MBA 1997
Leon A. Frazier, MBA 1997



Acknowledgments

The Silver Anniversary Conference Committee would like to express its gratitude to everyone involved in making this conference successful.

Special thanks to our AASU Alumni Volunteers who offered their time, resources and advice:

Peter Bynoe, MBA '75/JD '76
Herb Johnson, MBA '74
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Steve Wilkinson, MBA '82
Bill Johnson, MBA '86
Steven Yergan, MBA '83

Special thanks to the members of the Class of 1971 who shared their 25th reunion weekend with AASU to record their reflections for our video archive:

Franklin Anderson
Hurlan James Dulan
W. Don Cornwell
Cecelene Cover Lovenbach
Thomas "Mick" Countee
Larry Smith
Reverend Charles Coverdale
Grover P. Walker
Philip W. Crutchfield
Wesley Wallace, Jr.

Thank you to the faculty and staff members whose efforts were instrumental to this endeavor. These individuals include:

Senior Lecturer and Alumni Conference Chairman
Dennis E. Hightower
Professor James Cash
Professor Linda Hill
Professor David Thomas
Christine Fairchild and Alumni Relations
Deborah Blagg and *HBS Bulletin* staff
Dolores Mullin and the Audio/Visual Department
Laura Linard and Brent Sverdloff of Historical Collections, Baker Library

We reserve our deepest gratitude for our distinguished speakers, panelists, and you, our honored guests.
Thank you for joining us for this celebration of ***Our Silver Past and Golden Future.***

Congratulations Class of 1997



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Beverly Anderson
Beverly Armstrong
Nicholas Basden
Melanie S. Bell
Kizzie Bozeman
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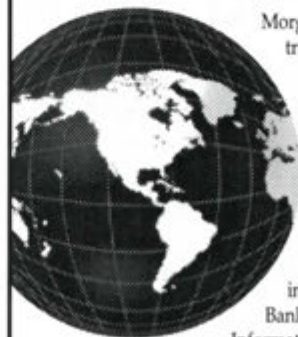
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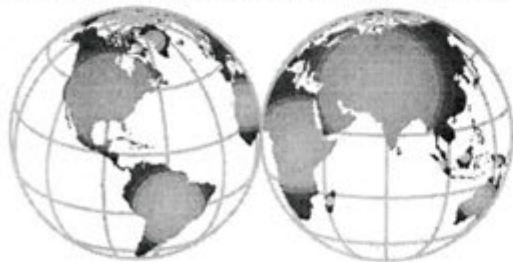
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