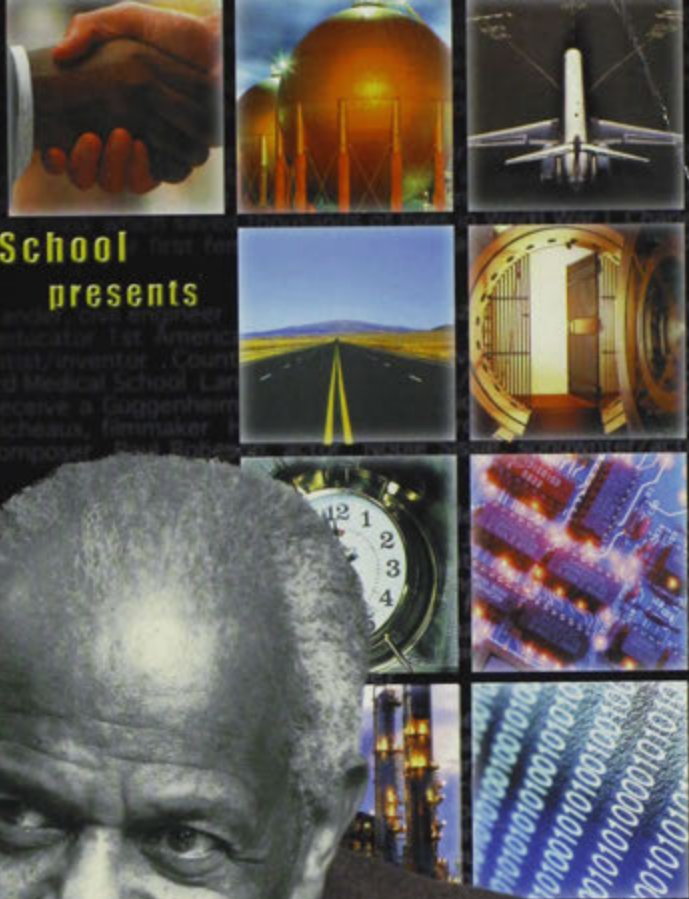


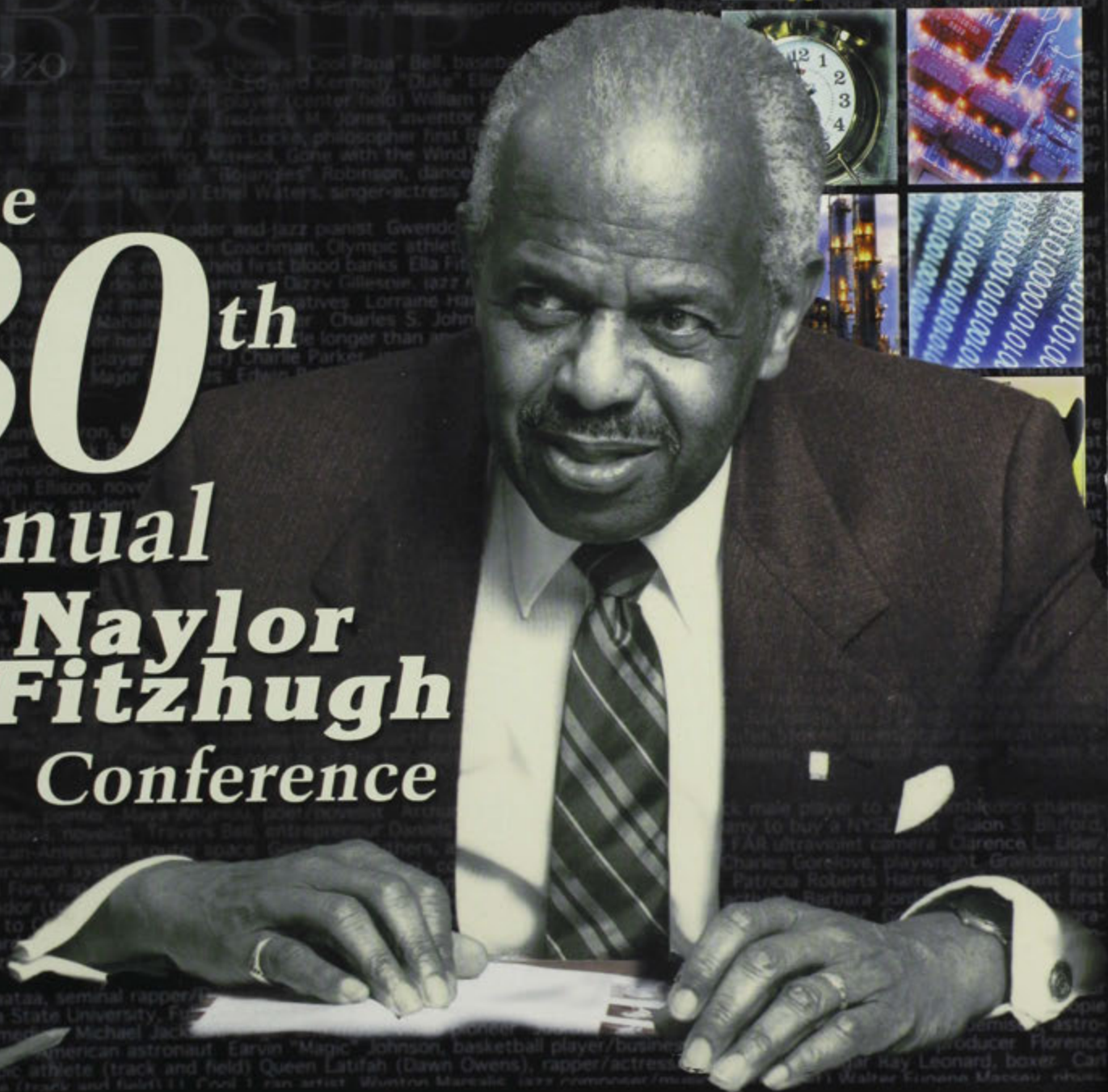


The African-American Student Union

at Harvard Business School
presents



The 30th Annual H. Naylor Fitzhugh Conference



**EXCELLING IN THE NEW COMPETITIVE
LANDSCAPE: A 30-YEAR LEGACY TO EMBRACE!**

FRIDAY, FEBRUARY 22 - SUNDAY, FEBRUARY 24, 2002 • CAMBRIDGE MARRIOTT • TWO CAMBRIDGE CENTER - CAMBRIDGE, MA

AASTU

CONGRATULATIONS MBA CLASS OF 2002!

Derek Abrams	Andrew Kelley
Isha Archer	Peter Kiggundu
Lionel Archille	Verleria King-Jones
Brett Atkins	Aisha Kolo
Ricky Ayers	Ade' Lawal
Kendall Bailey	Chris Mrema
Keith Bevans	Seneca Mudd
Gary Binford	James Mutugi
Lisa Bourne	Ngassam Ngnoumen
Makyha-Tiana Bowles	Rod Norman
Joahne Carter	Chike Obianwu
Gerald Cooper	Daniel Ogbonna
Lauren Craniotes	George Osawaye
Tjada D' Oyen	Ore Owoduni
Michael Davenport	Jawan Parker
Bobby Dixon	Craig Robinson
Qian Elmore	Marleta Ross
Matthew Fields	Beverly Ross
Kofi Fynn	Bereket Selassie
Demola Gbadegesin	Marlon Smith
Antre Gibbs	Jamey Spencer
Sitella Glenn	Mark Sullivan
Trevor Gregg	Corey Thomas
Keith Gordon	Mark Waddleton
Rejji Hayes	Antonio Wallace
Tiffany Hewlin	Lance Ward
Gerard Hollins	Elsa Wentling
Michael Holt	Chris Williams
Dionne Hosten	Panya Yarber
Erica Kashambuzi	

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The 30th Annual H. Naylor Fitzhugh Conference

EXCELLING IN THE A 30-YEAR

A G E N D A

SITE*	EVENT	TIME	LOCATION
Thursday, February 21, 2002			
MRT	General Registration	6:00 pm - 8:30 pm	Registration Desk, 2nd Floor
Friday, February 22, 2002			
<u>HBS Alumni & Prospective Students</u>			
HBS	Prospective Students' Day	7:30 am - 4:00 pm	HBS Campus
HBS	Lillian Lincoln Address	3:00 pm - 4:00 pm	Spangler Auditorium
MRT	Alumni/Student Reception	5:00 pm - 6:30 pm	Salons V, VI & VII, 2nd Floor
<u>All Registrants</u>			
MRT	General Registration	4:00 pm - 8:00 pm	Registration Desk, 2nd Floor
MRT	Soul Sanctuary (Live Entertainment) Bilal, Interscope Recording Artist	7:30 pm - 10:30 pm	Grand Ballroom, 2nd Floor
	After-party	10:30 pm - 2:00 am	
Saturday, February 23, 2002			
<u>All Registrants</u>			
MRT	General Registration	8:00 am - 4:00 pm	Registration Desk, 2nd Floor
MRT	Continental Breakfast	7:15 am - 8:45 am	Grand Foyer, 2nd Floor
KNOWLEDGE SESSION I			
MRT	Play It Again, Sam: Content, Consolidation and Convergence in Infotainment Industries	9:00 am - 10:15 am	Salon I, 2nd Floor
MRT	Risk, Reward, Remembrance: Lessons from the Capital Markets	9:00 am - 10:15 am	Dana Room, 3rd Floor
MRT	Running the Partnership Gauntlet: Perspectives from Senior Consultants	9:00 am - 10:15 am	Salons VI & VII, 2nd Floor
MRT	Coffee Break	10:15 am - 10:45 am	Salon II & Salon V, 2nd Floor

*Site Codes: HBS — Harvard Business School Campus; MRT — Cambridge Marriott



NEW COMPETITIVE LANDSCAPE: LEGACY TO EMBRACE!

FRIDAY, FEBRUARY 22 - SUNDAY, FEBRUARY 24, 2002

SITE*	EVENT	TIME	LOCATION
KNOWLEDGE SESSION II			
MRT	Reading, Writing and Return: The Privatization of Public Education Systems	10:45 am - 12:00 pm	Dana Room, 3rd Floor
MRT	Bulls, Bears and Crystal Ball: Where are the Investment Opportunities Now?	10:45 am - 12:00 pm	Salon I, 2nd Floor
MRT	Building Your Career Brand: Action Steps to Leverage Your MBA	10:45 am - 12:00 pm	Salons VI & VII, 2nd Floor
MRT	Luncheon <small>Keynote Speaker: Ann Fudge, Former Exec. Vice President - Kraft Foods</small>	12:30 pm - 2:00 pm	Grand Ballroom, 2nd Floor
MRT	Break	2:00 pm - 2:30 pm	
MRT	3rd Annual Entrepreneurial Ventures Plan Competition	2:30 pm - 4:00 pm	Salons VI & VII, 2nd Floor
MRT	Career Fair	2:30 pm - 4:00 pm	Salons I & II, 2nd Floor
MRT	Dessert Break	4:00 pm - 5:00 pm	Grand Foyer, 2nd Floor
MRT	Pre-Banquet Receptions	7:00 pm - 8:00 pm	Grand Foyer, 2nd Floor
MRT	Closing Anniversary/Awards Celebration (Black Tie) <small>Keynote Speaker: Pamela Thomas-Graham, President and CEO - CNBC</small>	8:00 pm - 10:30 pm	Grand Ballroom, 2nd Floor
	After-party	10:30 pm - 2:00 am	
Sunday, February 24, 2002			
All Registrants			
MRT	Brunch	9:00 am - 11:30 am	Grand Ballroom, 2nd Floor
HBS	Basketball Challenge	12:00 pm - 2:00 pm	Shad Hall

A G E N D A



THE AFRICAN-AMERICAN STUDENT UNION AT HARVARD BUSINESS SCHOOL
presents

THE THIRTIETH ANNUAL H. NAYLOR FITZHUGH CONFERENCE:
Excelling in a New Competitive Landscape: A 30-Year Legacy to Embrace

February 22, 2002

Dear Friends,

It is our pleasure to welcome you to the 30th Annual H. Naylor Fitzhugh Conference! This weekend will provide numerous opportunities for you to explore new industries, forge new relationships, and simply enjoy yourself.

After experiencing nearly a decade of economic prosperity, this past year proved to be an extraordinary time in our history. The events of September 11th, the economic recession and the tumultuous Presidential Election, give us a resounding call on the need to reflect on past "survival" strategies. Last year, we tackled the challenges of succeeding in the digital age. This year's theme, "Excelling in the New Competitive Landscape: A 30-Year Legacy to Embrace!", addresses recent issues surrounding the current political and economic environment, and celebrates three decades of professional and social achievement.

This year's affair is the product of many hours of hard work by our dedicated Conference Committee and Volunteers. Your participation will surely create an interactive, lively forum whereby topics are debated, ideas are challenged and ultimately spirits are lifted.

In celebration of the conference's 30th anniversary, we have renamed the event in remembrance of one of our most distinguished alumni, H. Naylor Fitzhugh, Harvard Business School Class of 1933, who passed away in 1992. Mr. Fitzhugh's contributions, as well as those of other past AASU members, to the greater business and civic community serve as a powerful testament to our continuing mission. Let us not forget to use their hard fought triumphs, along with the victories of other strong African-American pioneers, as building blocks for continued success.

In closing, we would like to extend our sincere gratitude to the alumni, corporate sponsors, keynote speakers, panelists, AASU members and all conference participants for contributing to the success of this Conference. Your support and commitment allow us to continue our legacy of business excellence and social consciousness.

Sincerely,

Michael Holt
Conference Co-Chairperson

Verleria King-Jones
Conference Co-Chairperson



PRESIDENTS

Keith Gordon
Craig Robinson

TREASURER

Gary Binford, Jr.

ADMISSIONS

Rod Norman
Elsa Wentling

ALUMNI RELATIONS

Kendall Bailey
Tjada D'Oyen

COMMUNITY SERVICE

Matthew Mugo Fields
Marieta Ross

CONFERENCE CHAIRS

Michael Holt
Verleria King

CORPORATE RELATIONS

Lincoln Alabaster
Wayne Taitt

DISTINGUISHED SPEAKERS

Qian Elmore
Seneca Mudd

EDUCATION

Lionel Archille
Tiana Bowles

SOCIAL ACTIVITIES

Brett Atkins
Chike Obianwu

STUDENT AFFAIRS

Joahne Carter
Panya Lei Yarber

TECHNOLOGY

Marlon Smith

W E L C O M E



THE AFRICAN-AMERICAN STUDENT UNION AT HARVARD BUSINESS SCHOOL
presents

THE THIRTIETH ANNUAL H. NAYLOR FITZHUGH CONFERENCE:
Excelling in a New Competitive Landscape: A 30-Year Legacy to Embrace

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Chike Obianwu

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Joahne Carter
Panya Lei Yarber

TECHNOLOGY

Marlon Smith

February 22, 2002

Dear Friends,

On behalf of the officers, committee chairs and general membership of the African-American Student Union, we are honored to welcome you to the 30th Annual H. Naylor Fitzhugh Conference. We are very excited to be able to share this weekend with you. It is our hope that you will find this year's Conference to be a tremendous opportunity to reflect on the social and economic successes of the past thirty years, as well as a joyful celebration of the work of several special alumni.

This year's theme, "Excelling in the New Competitive Landscape: A 30-Year Legacy to Embrace!", reflects current issues stemming from the current political and economic environment and celebrates three decades of professional and social achievement. We hope that this year's H. Naylor Fitzhugh Conference will provide a platform for in-depth conversations on these subjects. To that end, in addition to our honored keynote speakers, we have invited thought and action leaders from a wide variety of fields to share their insights. We will also look to the guidance of our esteemed alumni for lessons on how to tackle future challenges. It is our sincerest wish that every attendee takes advantage of not only the speeches, panel discussions and other organized events, but also the opportunity to network with such a distinguished and accomplished collection of professionals.

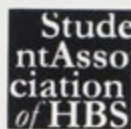
Once again, welcome and may you find this 30th Annual H. Naylor Fitzhugh Conference to be a rewarding and enriching experience – a source of wonderful, new ideas, and a sound foundation for gatherings in the years to come.

Craig M. Robinson
September Co-President

A. Keith Gordon
January Co-President



W E L C O M E



Harvard Business School STUDENT ASSOCIATION



H. NAYLOR FITZHUGH CONFERENCE - 30 YEARS YOUNG

The 30th Annual H. Naylor Fitzhugh Conference once again is playing its role as a cornerstone event for both HBS students and its many other participants.

Looking back over the years, this conference has consistently provided aspiring business students with the opportunity to both interact with and learn from successful professionals within a number of fields and occupations. In the current business environment, the chance to garner advice from the many professionals and leaders who successfully faced similar challenges is more important than ever. The H. Naylor Fitzhugh Conference does this in remarkable fashion by assembling a phenomenal group of leaders who not only helped shape the business environment, but helped form the social, political, and civic landscape as well.

By bringing together such a talented and accomplished group of individuals, the conference is able to focus on much more than just professional success. Rather, it looks at a broader range of issues that business students and professionals face in order to live a successful life. This unique aspect of the program helps conference participants examine their professional lives in an overall context, urging attendees to consider all meanings of success.

Given the challenges and changes the World has endured in the past year, the ability of this conference and its participants to make a positive impact is even more critical. The value of this impact is impossible to measure, yet one thing is certain: the students and volunteers who put in the countless hours to prepare and organize this event have not just done something for the attendees. They have also done something for those who will benefit from the actions of this group of young leaders in the future.

The HBS Student Association is proud to support the efforts and initiatives of all those involved, and we look forward to this year's event, as well as to another 30 years of the H. Naylor Fitzhugh Conference at HBS.

Sincerely,

Mark Plunkett
SA Co-President



Lori Schock
SA Co-President





HARVARD | BUSINESS | SCHOOL

KIM B. CLARK |
DEAN OF THE FACULTY
GEORGE F. BAKER PROFESSOR OF ADMINISTRATION

February 22, 2002

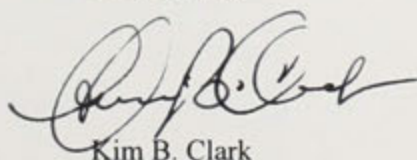
Dear Friends,

It gives me great pleasure to welcome you to Harvard Business School for Excelling in the New Competitive Landscape: A 30 Year Legacy to Embrace. While the African-American Student Union Conference has a long history at Harvard Business School, this year marks the first time it will honor in its name one of our most distinguished alumni, H. Naylor Fitzhugh. Naylor Fitzhugh would be proud to see his legacy thus continued – a legacy of mentoring and interaction – in this dynamic forum.

This year's conference offers a wide range of activities. You will have the opportunity to learn about critical strategies for business and professional success in conference sessions and to interact with outstanding students, alumni and business leaders in discussion and lecture panels and over meals. The conference will continue its recent tradition of an entrepreneurial ventures competition and announce a partnership between the Harvard Business School African-Alumni Association, the African-American Student Union and the Boys and Girls Club of America.

The next few days promise to be both personally and professionally rewarding. Thank you for joining us.

Best regards,



Kim B. Clark





Conference Committee and AASU Officers

Our Mission

The African-American Student Association of the Harvard Business School seeks to enhance the experience for African/African-American students, to increase the matriculation of African/African-American students at HBS, and, to strengthen the presence of AASU and the HBS African-American Alumni Association inside and outside the HBS community.

30th Annual H. Naylor Fitzhugh Conference Committee

Co-Chairpersons

Michael Holt
Verleria King-Jones

Alumni Relations

Kendall Bailey
Tjada D'Oyen

Banquet/Luncheon

Beverly Ross

Entertainment

Cariena Williams

Entrepreneurial Ventures Competition

Obinna Isiadinso

Logistics

Trevoir Gregg

Panels/Speakers

Qian Elmore
Senecca Mudd

Prospective Students' Day

Edrienne Brandon

Public Relations

Ugwunna Ikpedwo
Raquelle Thingpen

Registration

Rejji Hayes

Technology

Marlon Smith

2002 AASU Officers

Co-Presidents

Keith Gordon
Craig Robinson

Treasurer

Gary Binford, Jr.

Admissions

Rod Norman
Elsa Wentling

Alumni Relations

Kendall Bailey
Tjada D'Oyen

Community Service

Matthew Mugo Fields
Marleta Ross

Conference Chair

Michael Holt
Verleria King-Jones

Corporate Relations

Lincoln Alabaster
Wayne Taitt

Distinguished Speakers

Qian Elmore
Seneca Mudd

Education

Lionel Archille
Tiana Bowles

Social Activities

Brett Atkins
Chike Obianwu

Student Affairs

Joahne Carter
Panya Lei Yarber

Technology

Marlon Smith

Welcome MBA Class of 2003!

*Chinwe Ajene
Dante Anderson
Thandi Baxter
Brian Benjamin
Edrienne Brandon
Heidi Brooks
Wesley Brandon
Paula Campbell
Sean Coar
Russell Constantine
Rayford Davis
Javier Ewing
Feyi Folowose
Richard Fraser
Michelle Graham
Nekia Hackworth
David Hall
Chris Howard
Karim Hutson
Ugwunna Ikpeowo
Jaime Irick*

*Troy Jackson
Darren Jackson
Cameron Jones
Kimberly Kyles
Lisa Lewin
Andwele Lewis
Tony Lewis
Desmond Lovell
Marc Mander
Debbie McCoy
Janice McNair
Mia Mends
Callie Merritt
Sifiso Ngwenya
Mezuo Nwuneli
Bethany Otuteye
Onay Payne
Mishka Pitter
Jason Price
Guyan Randall
Erin Rice*

*Andrew Robinson
Travis Roundlet
Selena Saunders
Simdul Shagaya
Michelle Shell
Crystal Stanley
Courtney Stanton
Granvel Tate
Raquelle Thigpen
Kweli Thompson
Makambo Tshionyi
Matthew Turner
Onche Ugbabe
Charles Vick
Maya Walrond
Craig White
Nicole White
Careina Williams
Chris Young
Kihara Kiarie*



Conference Faculty Advisor



James I. Cash Jr.

The James E. Robison Professor of Business Administration

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 joined the Harvard Business School Faculty in 1976, and has taught in all the major HBS programs - MBA, Program for Management Development (PMD) and Advanced Management Program (AMP). Among his administrative assignments, he has served as Chairman of the MBA Program from 1992 to 1995, during


the school's project to redesign the MBA Program - MBA: Leadership and Learning, and currently is Chairman of HBS Publishing. His current primary teaching assignment is in the Program for Global Leadership (PGL).

Professor Cash's non-academic activities include: trustee for the Massachusetts General Hospital and Partners Healthcare; overseer for The Boston Museum of Science; and member of the Board of Directors

for Chubb Corporation, General Electric, Knight-Ridder, Microsoft Corporation, and Scientific Atlanta. He previously served on the Boards of Affiliated Publications, Cambridge Technology Partners, State Street Corporation, Tandy Corporation (renamed Radio Shack), United Telecommunications (renamed Sprint Corporation) and Winstar Communications. 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 is focused on the strategic use of information technology in the service sector and, specifically, the development of a performance measurement system for large information technology organizations.

Among his publications are articles in accounting and information technology journals, two Harvard Business Review articles, "IS Redraws Competitive Boundaries" (March-April 1985) and "Information Technology and Tomorrow's Manager" (November-December 1988), several books: Building the Information-Age Organization: Structure, Control; and Information Technology with Eccles, Nohria and Nolan (Irwin), Business Decision Making with Lotus 1-2-3 (McGraw Hill), Corporate Information Systems Management: Issues Facing Senior Managers and Corporate Information Systems Management: Text and Cases with McFarlan and McKenney (Irwin), Global Electronic Wholesale Banking with Mookerjee (Graham & Trotman), and an instructional videotape, "Competing Through Information Technology" with Warren McFarlan (Nathan/Tyler).



Sponsors

The 30th Annual H. Naylor Fitzhugh Conference Committee would like to thank our Corporate Sponsors, Entrepreneurial Ventures Competition Sponsors and Donors for their continued and generous support.

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Unfortunately, due to printing deadlines, some sponsors may not be listed. We would like to extend our most sincere thanks to those sponsors for their support as well.



Luncheon Keynote Speaker

2002 Alumni
Award Winner

The Bert King
Award for Service
to the Community



Ann M. Fudge
Former Exec. Vice President, Kraft Foods

Ann Fudge, one of the most influential and noteworthy people in corporate America today, is equally well known for shaping corporate values and making a difference beyond the bottom line.

The Washington D.C. native graduated from Simmons College in Boston, where she was encouraged to apply to Harvard Business School by faculty members Charles A. Coverdale (MBA '71) and Margaret M. Hennig (MBA '64). Before enrolling at HBS in 1975, she worked in human resources at General Electric.

After graduating from HBS, Mrs. Fudge worked at General Mills in Minneapolis between 1977 and 1986, climbing from marketing assistant to marketing director. During that time, she was part of the team that developed Honey Nut Cheerios, one of the nation's best-selling cereal brands. In 1986, she was hired by General Foods, which later merged with Kraft Foods. In marketing posts and later as a general manager, Mrs. Fudge gave new life to perennial favorites such as Kool-Aid and Shake 'N Bake. In 1994, she was named president of Maxwell House Coffee, where she doubled profits. She was later put in charge of Post Cereals and eventually all of the well-known brands that comprised the Kraft Foods \$5 billion Beverage, Desserts and Post Cereal Division. The extent of her responsibilities and her extraordinary success at building teams, repositioning products, and increasing profits landed her on several lists including, Fortune's 50 Most Powerful Women in Business.

Through her leadership and personal example, Mrs. Fudge was also successful at engendering organizational commitment by linking Kraft's business objectives to projects that would have a long-term impact in the communities the company served. Maxwell House partnered with Habitat for Humanity to build 100 houses for 100 families across the country. Other programs linked Post Cereals to help fight hunger among children and build new facilities for the Boys & Girls Club.

Mrs. Fudge's civic involvement has also included working with organizations such as the Partnership for a Drug Free America and the United Way. She is a past president of the Executive Leadership Council and an active member of the Harvard Business School African-American Alumni Association, serving as the Honorary Chair of the 2001 Annual Conference. She currently serves on the Board of Directors of General Electric, Marriott International, Honeywell International and the Federal Reserve Bank of New York. In addition, Mrs. Fudge is a trustee of the Brookings Institution and a member of the Board of Governors of the Boys & Girls Club.

Ann and Rich Fudge, married for 30 years, have two sons and three grandchildren and enjoy traveling around the world.

Banquet Keynote Speaker



Pamela Thomas-Graham
President & CEO, CNBC

Pamela Thomas-Graham is President and Chief Executive Officer of CNBC, the global leader in business news and information. She is responsible for all CNBC domestic operations, including programming, advertising sales, business development and the brand synergy across CNBC's TV and Internet platforms. CNBC provides business news programming and financial market coverage to more than 198 million homes worldwide, including more than 82 million households in the U.S. and Canada.

Prior to assuming this role, Thomas-Graham served as President and Chief Operating Officer of CNBC, where her responsibilities included the day-to-day operations of the network, managing all aspects of editorial, production, marketing, communications and technology. Previously, Thomas-Graham served as President and Chief Executive Officer of CNBC.com, where she was responsible for the online activities of CNBC.

Before joining NBC in September 1999, Thomas-Graham was a Partner at McKinsey & Company, and one of the leaders of its Media and Entertainment practice. She joined McKinsey, the global management consulting firm, in 1989 and became its first black woman partner in 1995.

Thomas-Graham has received numerous honors and awards including the National Urban League's 2001 Leadership Award, the 2001 Matrix Award from New York Women in Communications for her contributions in the field of new media, and the "Woman of the Year" award from the Financial Women's Association.

She was selected as one of Glamour's "Women of the Year 2001" and was named Black Enterprise's "Corporate Executive of the Year for 2001". She has also been chosen as one of the "Top 20 Women in Finance" by Global Finance Magazine and as one of the "Top 10 Consultants in America" by Consulting Magazine and included on the Crain's New York Business "Forty Under Forty" list of rising young business leaders. She has been profiled by Fortune and Time and is a frequent commentator on business and marketing issues in the U.S. and abroad.

In addition to her corporate work, Thomas-Graham is the best-selling author of the critically-acclaimed "Ivy League Mystery Series", which includes two novels published by Simon & Schuster: *A Darker Shade of Crimson* and *Blue Blood*. Thomas-Graham is a Phi Beta Kappa graduate of Harvard College, Harvard Business School and Harvard Law School, where she served as an editor of the Harvard Law Review.

Thomas-Graham serves on the boards of the New York City Opera, the American Red Cross of Greater New York, the Inner-City Scholarship Fund and the Harvard Alumni Association.

She lives in Westchester County with her husband, attorney and author Lawrence Otis Graham, and their young son.

2002 Alumni
Award Winner

Professional
Achievement

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2002 Civic Commitment Award Winner



James L. Heskett

The UPS Foundation Professor of Business Logistics, Emeritus

James Heskett is Professor Emeritus at the Harvard Business School, where he has taught for 37 years. During that time, he has had responsibility for all of the school's academic programs. He has taught a range of courses that include Marketing, Business Logistics, Operations, Service Management, and General Management. While serving as head of the MBA program in the early 1980s, Heskett led the creation of the highly successful Summer Venture in Management Program to expose larger groups of African-American, Hispanic, and Asian students to the potential for MBA study.

Heskett is the author or co-author of a number of books on marketing, service management, and the relationship of culture and performance. Among his most recent books are *The Value Profit Chain* (in preparation) and *The Service Profit Chain* (both with Earl Sasser and Leonard Schlesinger), *Corporate Culture and Performance* (with John Kotter), and

Management in the Service Economy. He is currently working on a book with William Strickland that explores social entrepreneurship through the eyes of participants in the Denali Initiative, an enterprise that the two co-authors are leading to develop social entrepreneurs and help them see their ventures through to successful launches.

Heskett is a director of Office Depot, ING North America, Vanderweil Engineers, Intellisearch, and WeGo systems. In addition, he consults with organizations in Europe, North America, and Latin America.

A member of the Corporation of the Community Music Center of Boston as well as the Harvard Musical Society, Heskett resides in Cambridge with his wife Marilyn. They have three children: Sarah, Charles (Harvard MBA '93), and Ben.

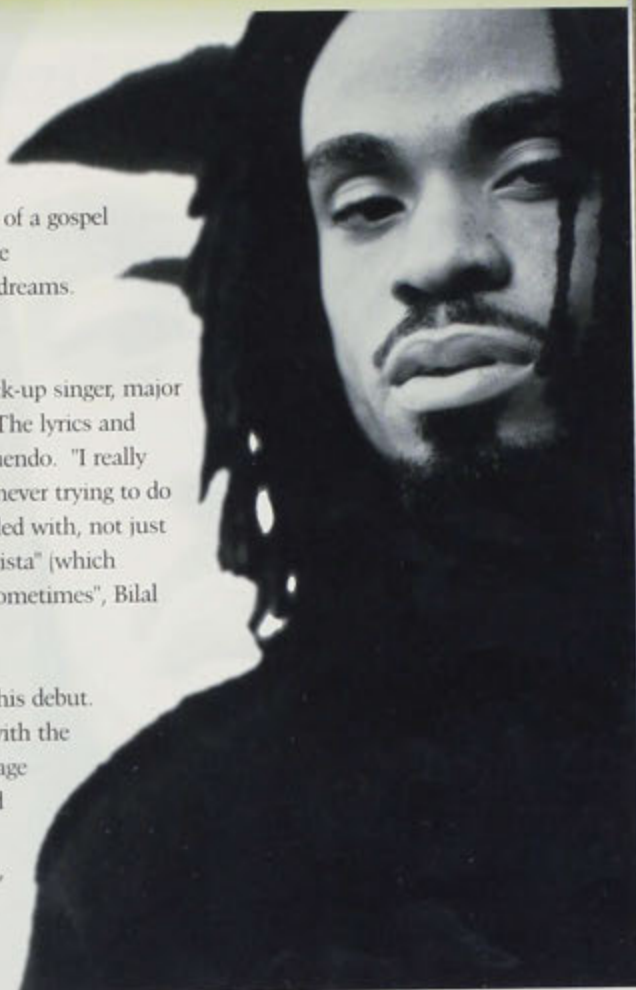


Soul Sanctuary featuring

Bilal Bilal, the twenty-year old Philadelphia native, graduated from Philadelphia's School of Performing Arts. Starting off as a member of a gospel collective called *Holiness*, he performed in churches throughout the Philadelphia area. But deep inside, classical, jazz and big band music filled Bilal's dreams. So, in true superstar fashion, he headed for New York City to pursue his dream.

After a year at the Mannes Conservatory of Music and stints as a session and back-up singer, major labels began calling. Interscope won out and signed Bilal as the first R&B artist. The lyrics and melodies on Bilal's album are intensely personal, full of double entendre and innuendo. "I really thought I was going to be a jazz singer and arrange movie scores and stuff. I was never trying to do R&B," says Bilal. And Bilal has delivered just the right antidote with an album filled with, not just songs. Music that soothes, arrests and moves. From the romantic wails on "Soul Sista" (which appears on the "Love and Basketball" soundtrack) to the comical, yet-plaintive, "Sometimes", Bilal opens his journal, sets it to music and dares you not to get caught up.

Bilal has produced tracks for Erykah Badu, who returns the favor with a duet on his debut. He has also collaborated with Common on "Reminisce" featuring Mos Def and with the Roots on their album. He's got an all-star support system. He has shared the stage with Diane Reeves, received standing ovations while paying tribute to Prince, and dazzled audiences from Norway to Brooklyn. But don't think for a minute that Bilal is new to the so-called neo-soul music movement. He's been here all along, learning, living, loving and writing the soundtrack to his life and yours.

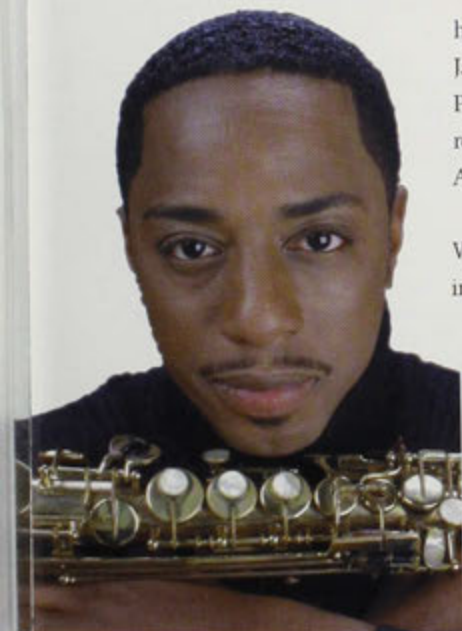


Andre Ward

Born and raised in Chicago, Ward began his studies at Tennessee State University. Throughout his remarkable career, he has earned many accolades including: Outstanding Soloist (University of Cincinnati Invitational Jazz Festival and Memphis State University Jazz Festival), Best Saxophonist (Black National College Jazz Poll), and Best Local Group (Budweiser Showdown Festival - Nashville, Tennessee). Ward is also the recipient of the Louis Armstrong Scholarship Award, Berkley College of Music Performing Scholarship Award, and the African American Achievement Award for Music.

Ward's musical talents have been showcased around the globe. His wide list of performing credits include: the Four Tops, Jeff Lorber, O'Jays, Ronnie Laws, Herbie Mann, Walter Beasley, Tom Browne, Pieces of a Dream, Earl Klugh, Yellow Jackets, Noel Pointer, Miki Howard, Bobby Jones Gospel Group, Diane Reeves, Dizzy Gillespie, Rick West, Lalah Hathaway, Freddie Jackson, Teena Mari, Meli'sa Morgan, and Will Downing.

In the summer of 2001, Ward released his solo project "Feeling You" which is now #8 on the Billboard Jazz Charts. Ward has taken his training in traditional jazz improvisation and synthesized it with contemporary, pop, hip-hop, and gospel flavored music techniques. This hot, young saxophonist is ready to inject his energy in the musical endeavors of today's music into the year 2001... and beyond!!!



H. Naylor Fitzhugh Professorship

A Legacy of Bridging Education, Leadership and Community



In 2000, Professor David A. Thomas was named H. Naylor Fitzhugh Professor of Business Administration, the first Harvard Business School professorship established in the name of one of the first African-American graduates of the School. Professor Thomas is currently faculty course head of the required MBA course Leadership and Organizational Behavior (LEAD) and has taught the elective course Self-Assessment and Career Development.

The campaign to honor Naylor Fitzhugh (MBA '33) and his leadership in business and business education drew support across the HBS community of alumni and friends. In 2002, the African American Student Union officially renamed its annual conference the H. Naylor Fitzhugh Conference as a fitting way to continue his inspirational legacy.

Professor Thomas with portrait of Naylor Fitzhugh.

David A. Thomas (HBS Professor)

It was an honor to be named H. Naylor Fitzhugh Professor of Business Administration because of the interrelated themes that encompassed his life and career. He introduced innovations in business and business education that translated into opportunities and economic benefits for African Americans. He was a counselor and mentor, and an advocate for building constructive relationships across differences of race and community. I've tried to pursue parallel themes in my own work and involved myself in helping organizations better understand and successfully manage diversity. My goals as a teacher include helping my students acquire the capacity to learn from their experiences to become reflective practitioners. In teaching LEAD, my colleagues and I guide them toward the development of a rigorous and disciplined way of thinking about human interactions in organizations, about their personal role in those dynamics, and the impact of their choices. We also encourage learning to anticipate and embrace the internal and external changes that affect our lives over time. Understanding yourself and your place in the world makes you a more effective leader, and I believe the process of discovery that leads to such insights can also make you more courageous in acting on your convictions.

Modupe Akinola (MBA '01)

My parents came to the US from West Africa to give their children access to the best possible education. When I began my studies at Harvard College, I was looking for a way to merge my interests in business, psychology, and public service. During a summer internship in banking, I was inspired by a company-sponsored seminar led by Professor Thomas about the impact of diversity on organizational culture and learning. His presentation reinforced my belief that business could offer people of color a way to blaze trails, and I asked if I could get involved with his work when I returned to school.

I received a grant to work for Professor Thomas as an undergraduate research assistant, and over three years helped him to compile data on the determinants of career success for minority executives. Professor Thomas helped me learn and grow from those experiences, and make difficult decisions about how and where I could apply my talents in the future. He encouraged my commitment to economic and educational development and taught me to believe in my ability to succeed. His support epitomized for me what Harvard Business School is, and should be, about, which is discovering who we are and how we can have the greatest impact.

Bob Ryan (MBA '70)

My wife and I met Naylor Fitzhugh soon after I graduated from HBS. What struck me was that, despite the obstacles that confronted him early in his own career, he maintained a positive outlook, and focused on making things better for those who came after him. He was a remarkable person who left an inspiring legacy of achievement. So when I learned that the School had created a campaign to endow a professorship in his name, I wanted to get involved.

I explained my high regard for Naylor Fitzhugh to Bill George (MBA '66), who as Medtronic's CEO has been an active champion of our company's initiatives to foster diversity. With Bill's encouragement, I approached the Medtronic Foundation for support, and they responded with an exceptional leadership gift to match my own contribution.

There is a tremendous thirst for learning about the most effective ways to motivate and develop people. Differences between people are often not as vast as we first imagine, and I believe our companies, our country, and the world are strengthened through efforts to produce business leaders across every spectrum.

Scott Royster (MBA '92)

I feel a tremendous debt of gratitude to HBS and believe it's important to provide financial support to an institution that has played such an important role in my life and professional success. I also feel a tremendous responsibility to support initiatives that focus on increased participation by minorities in academic and business settings.

The creation of an endowed professorship to honor the legacy of Naylor Fitzhugh resonated with me on a personal and professional level. It's essential that young people respect our history and recognize the first movers who overcame challenges and made it possible for people like me to attain success. I wanted to play a leadership role in giving back. I believe things are changing every day and every year. It was an easy decision for me to support this campaign and the School, and I encouraged others to do the same.

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H. NAYLOR FITZHUGH

PLAY IT AGAIN, SAM: CONTENT, CONSOLIDATION AND CONVERGENCE IN INFOTAINMENT INDUSTRIES

The past decade was witness to enormous consolidation among media companies as decisions on content, development and distribution of entertainment product reinforced the concentration of control of a handful of firms in old and new media. What will convergence mean for the popular culture markets in the U.S. and abroad?



Naamua Delaney, MODERATOR
Entertainment & Lifestyle Reporter, FOX25

Naamua Delaney joined FOX 25 News at Ten as the entertainment and lifestyle reporter in December 1999. If people are talking about it in New England, Naamua is covering it. From rock climbing to rock concerts, her Living It Up segments feature the best of New England's nightlife, music, theatre, fashion and outdoor scene. Naamua came to WFXT from Vancouver Television, Canada's premiere local newscast in Vancouver, BC, where she was an entertainment reporter for two years. While at Vancouver Television, she covered city life, the arts, and the celebrity news beat. Before that, Naamua worked as an anchor and entertainment reporter for the Manitoba Television Network in Winnipeg, Manitoba, Canada. She began

her career as an editorial assistant at the North Shore News in 1995 in Vancouver before becoming the host of Future Shop TV, a national consumer electronics show produced in Vancouver for Canadian television.

Naamua has been featured in Boston Magazine and Stuff @ Night Magazine. She is also a regular guest on The Baltazar and Pebbles Show on JAM'N 94.5. Delaney holds a law degree from University College in London, England. She's a native of Hawkhurst, Kent County, England.



David Boatright
Principal Consultant, PricewaterhouseCoopers

Mr. Boatright, a principal consultant in PwC Consulting's Corporate & Operations Strategy practice, has eleven years of consulting and industry experience in large corporate organizations. His management experience focuses on strategic, operations and marketing issues. He has deep experience in strategic assessments for operations, sales and marketing, and process improvement primarily in the technology and entertainment industries.

Mr. Boatright's consulting work includes projects such as the evaluation of the strategic role a production unit played in the development of new shows, rides and theme parks for a Fortune 100 entertainment and media unit; and developing a strategic and operational value-based analysis to determine whether a major entertainment studio should support in-house video distribution.

David, his wife Daphne, and their 3 year-old daughter reside in the San Francisco Bay area.



Alvin L. Bowles, Jr.
Director of Business Development, Sony Music Entertainment

Alvin Bowles is Director of Business Development at Sony Music Entertainment. Focusing on Sony's traditional music properties, Alvin is integrally involved in the restructuring of the overall business to increase profitability. Prior to rejoining Sony Music after business school, Bowles worked as a senior analyst in Sony Music's Financial Planning and Analysis Department. He specialized in domestic and international sales for its label operations and foreign exchange exposure. Preceding Bowles' experience in media and entertainment, he spent three years at Wall Street investment bank, JP Morgan.

Bowles earned his Bachelor of Business Administration from the University of Michigan and his MBA from Harvard Business School, where he served as Co-Chair for the H. Naylor Fitzhugh Conference. In addition he is a founder and serves on the advisory board of Black Diamonds, a marketing and event planning company based in New York. Alvin and his wife Terri reside in the New York area.



Nelson B. Boyce
National Advertising Director, Vanguard Media, Inc.

Nelson Boyce is the Co-Founder and National Advertising Director for Honey and Heart & Soul magazines, part of the Vanguard Media publishing family. Nelson's responsibilities include planning and implementing multi-faceted marketing and merchandising programs, in-book promotions, and special events for clients to further promote their products or services. Nelson also initiates and directs domestic and international sales strategies while supervising the marketing and production departments. Honey and Heart & Soul's clientele include L'Oreal, Polo/Ralph Lauren, Glaxo/Smithkline, Nivea/Biersdorf, and HBO.

Nelson began his publishing career as the Asst. Marketing Manager of Money magazine. He then started a three-year tenure at VIBE Magazine, where he served as the Account Executive and then the Corporate Accounts Manager for VIBE magazine. During his tenure at VIBE, Nelson also managed advertising sales for the VIBE/Spin Ventures launch of Blaze magazine, the #1 magazine launch of 1988. Prior to starting his publishing career, Nelson worked as a Financial Analyst for the Merger and Acquisitions Group of PaineWebber Inc., where he conducted financial analysis on various Fortune 500 companies.

Nelson graduated from Harvard University with a Bachelor of Arts Degree in Government.



Derek Ferguson
Chief Financial Officer, Bad Boy Entertainment

Mr. Derek Ferguson is the Chief Financial Officer of Bad Boy Entertainment Inc. Bad Boy Entertainment generates over \$300MM in revenues and is comprised of several ventures that include: Bad Boy Records and related companies, Justin's Restaurants, and Sean John Clothing. Mr. Ferguson is responsible for business development, business planning and forecasting, and the financial operations of the Bad Boy family of companies. He reports directly to the Chairman of Bad Boy Entertainment, Mr. Sean Combs.

Prior to this position, Mr. Ferguson was the Vice President of Finance and Operations for BMG Special Products, a \$55MM division of BMG Entertainment. In this position, he oversaw the finance, production and business affairs functions and all business development opportunities. He began his career at BMG Entertainment in January 1996 as Vice President of Worldwide Finance. BMG Entertainment owns over one hundred music labels worldwide including Arista and RCA, one of the largest music clubs in the world and 49% of the largest free television company in Europe (CLT-UFA). Mr. Ferguson reported directly to the CFO of the company and was responsible for monthly reporting and bi-annual business planning for more than 60 worldwide divisions of BMG. He was also involved in evaluating strategic options and business development opportunities for the company.

From June 1988 to August 1991, Mr. Ferguson was the Chief Operating Officer of Urban Profile Communications Inc., the company that published "Urban Profile" magazine. "Urban Profile" was a consumer magazine designed for 18-34 year old African Americans with an audience of 75K nationwide. The magazine was sold in 1991 at which time Mr. Ferguson joined Bain and Company, an international management consulting firm which specializes in developing strategies for Fortune 500 companies. While at Bain, Mr. Ferguson concentrated on strategic issues affecting retailers and consumer products companies. He is a CPA and worked for three years at Coopers and Lybrand as an auditor and mergers and acquisitions analyst.

Mr. Ferguson is a 1990 graduate of Harvard Business School, and a 1985 graduate of the Wharton School at the University of Pennsylvania. Mr. Ferguson serves on the board of Youth Education Through Sports and is an active member of the Economic Development ministry at his church, New York Covenant Church in New Rochelle, NY.

PLAY IT AGAIN, SAM: CONTENT, CONSOLIDATION AND CONVERGENCE IN INFOTAINMENT INDUSTRIES (CONTINUED)



L. Camille Hackney **Vice President Multimedia, Marketing & Business Development,** **Elektra Entertainment Group**

Camille Hackney was named Vice President of Multimedia, Marketing and Business Development at the Elektra Entertainment Group in October 1998. She is responsible for strategic planning and business development for Elektra's multimedia department. In that capacity, she oversees the day-to-day functions of the Elektra web site (www.elektra.com) and is responsible for devising and executing online marketing and promotional campaigns as well as forming strategic relationships with major online marketers. Ms. Hackney also oversees the production of disc-based multimedia projects including Enhanced CD and DVD projects. In addition, she is responsible for coordinating promotions and marketing programs with consumer product companies and marketing and advertising agencies for all artists on Elektra's extensive roster. Artists on the Elektra roster include Metallica, Missy Elliott, Staind, Third Eye Blind, Bjork, Yolanda Adams, Fabolous, Natalie Merchant, Gerald Levert, AC/DC, The Doors, Tracy Chapman, The Cure, Keith Sweat, The Avalanches and many more.

Prior to her position at Elektra, Ms. Hackney was Senior Director of New Media Market Development at Elektra's corporate parent, the Warner Music Group. Her position at the Music Group encompassed developing and managing projects that involved new multimedia platforms such as CD-ROM and Enhanced CD; exploring options for alternate forms of music distribution and promotion through the internet, commercial online services and interactive TV; and, exploring more traditional media outlets for music marketing and promotion through network television and cable.

Prior to her position at Warner Music Group, Camille worked as an independent consultant to several media companies. She also worked at HBO in the marketing/market analysis department. Prior to earning a Masters degree in Business Administration from the Harvard Business School, Ms. Hackney was a financial analyst at Merrill Lynch & Co.

Ms. Hackney also earned her Bachelor of Arts degree in Economics from Princeton University.



Scott R. Royster **Executive Vice President & Chief Financial Officer,** **Radio One, Inc.**

Scott R. Royster has been Chief Financial Officer (CFO) of Radio One, Inc. since 1996 and Executive Vice President and CFO since 1997. Prior to joining Radio One, Inc., he served as an independent consultant to Radio One. From 1995 to 1996, Mr. Royster was a principal at TSG Capital Group, LLC, a private equity firm, which has been an investor in Radio One, Inc. since 1987.

Mr. Royster also served as a Principal at Capital Resource Partners, a private capital investment firm in Boston, Massachusetts, from 1992-1995. Mr. Royster began his career in the investment banking division of Chemical Bank and later served as an analyst at Chemical Venture Partners, the venture capital subsidiary of Chemical Bank (now Chase Capital Partners and Chase Manhattan Bank).

Since becoming CFO of Radio One, Inc., Mr. Royster has been instrumental in helping orchestrate the Company's aggressive expansion via acquisitions and financing including: its 1997 and 2001 public high yield bond offerings, May 1999 initial public offering, and three follow-on equity offerings in which it raised over \$1 billion of equity capital. Radio One's current \$2+ billion market capitalization makes it the largest publicly traded African-American company ever.

Mr. Royster is a graduate of Duke University and Harvard Business School.

RISK, REWARD, REMEMBRANCE: LESSONS FROM THE CAPITAL MARKETS

As the principal financial services fields of investment banking, asset management and insurance re-evaluate risk management in search of investments with attractive returns, the lessons of the past decade will inform the direction Wall Street take – or will it?



Ronald W. Moore, MODERATOR
Professor of Business Administration, Harvard Business School

Ronald W. Moore is an Adjunct Professor of Business Administration at the Harvard Graduate School of Business Administration. He received an A.B. in Government from Harvard College and an M.B.A. in Finance from the Harvard Graduate School of Business Administration. From 1972 to 1974, he was an Assistant Professor of Business Administration at HBS. He joined Lehman Brothers as an Associate in 1974 and was a Managing Director of Lehman Brothers from 1980 to 1984, and a Managing Director of Shearson Lehman Brothers from 1984 to 1990.

While employed by Lehman Brothers and its successors, he worked at various times as a corporate finance generalist and as head or co-head of specialist groups in financial restructuring, primary capital markets and in non-depository financial institutions. Mr. Moore rejoined the faculty of the Harvard Graduate School of Business Administration in the Fall of 1990. In teaching, research, and consulting, he specializes in corporate finance.



Bruce K. Cole
Executive Consultant, John Hancock Financial Services, Inc.

Bruce Cole leads the company's Competitive Positioning Project, and was ultimately responsible for reducing expenses by \$150 million while improving operations to help Hancock compete more effectively as a new publicly-traded insurance company. Bruce joined John Hancock from the Boston Public Library, where he served as Chief Financial Officer and was responsible for oversight of the \$80 million McKim Building restoration and a \$40 million endowment.

He holds an MBA from the Stanford University Graduate School of Business, an MS in Accounting from Northeastern University and an AB in Economics from Harvard University. He is also a Certified Public Accountant. Mr. Cole currently serves as Chairman of the Board of Freedom House, a community-based organization focused on issues facing Boston's African-American neighborhoods. He is Founder and President of the Boston Rental Housing Association, a city-wide association of multifamily property owners. He also serves as a member of the Board of Directors of Nuestra Comunidad, one of the nation's leading Community Development Corporations. Bruce is the author of one of the first books published in the US on electronic commerce. He has also published numerous articles on finance and the media. He and his wife, Lady June Hubbard-Cole, live with their two children in Jamaica Plain, MA.



Sháka Rasheed
Vice President & Banker, JPMorgan Private Bank

Sháka Rasheed is a Vice President and Banker with JPMorgan Private Bank. He is responsible for providing comprehensive wealth management solutions to targeted high net worth individuals, families, and selected institutions within the metropolitan Washington, DC region. More particularly, he leads client relationships through a myriad of complex portfolio management, trading, credit, and estate planning dilemma. He also supports the Diversified Client Services Group, a national business practice within the firm, that delivers JPMorgan's best capabilities to African-American business leaders, athletes, entertainers, and historically black colleges and universities.

Prior to joining the Private Bank, Mr. Rasheed was an Associate in the Global Equity Capital Markets and Equity Syndication groups in New York and London. As an equity market specialist, his primary focus was to communicate global market themes critical to leading the successful execution and pricing of initial public offerings (IPOs), follow-ons, and listed block trades. The culmination of these efforts led to his active participation in the US\$6.5 billion privatization of Swisscom, JPMorgan's largest IPO and equity offering to date. Prior to joining JPMorgan, he worked as an Analyst in the Investment Banking Division of Merrill Lynch & Company, focusing on high yield debt issuers in the telecommunications, media and cable sectors. Mr. Rasheed obtained his MBA from Harvard Business School in 2001 as a Robert A. Toigo Fellow, working part-time throughout graduate school for JPMorgan. As a Ford Foundation Fellow and Oprah Winfrey Scholar, he earned his BA in Urban Planning, with an Economics minor, from Morehouse College in 1993, with honors.

RISK, REWARD, REMEMBRANCE: LESSONS FROM THE CAPITAL MARKETS (CONTINUED)

Michael Tabb
Managing Principal, Red Rock Global

Michael is responsible for establishing the overall strategic direction of Red Rock Global and serves as the Company's principal relationship manager with investors, strategic partners and clients. Red Rock Global is a newly formed full service real estate services company with operations in Atlanta, New York, Washington, DC, Houston and Chicago. The Company offers traditional real estate representation in the areas of transaction brokerage, advisory services, facilities management and real estate development. Previously, Michael was Director, Real Estate Asset Services for The Coca-Cola Company with responsibility for all of the Company's real estate activities worldwide. Prior to that, Michael supported international real estate, served as corporate services and real estate asset manager for New York, and as portfolio manager in the Asset Management group of Jones Lang LaSalle.

Michael is a graduate of the U.S. Naval Academy where he received the Superintendent's freshman and senior year leadership awards. He is also a graduate of the Navy's Thermal Engineering School, the University of Oklahoma's graduate course in Organizational Behavior and Management, and a MBA recipient from The Wharton School, where he was awarded the 2000 Robert Toigo Foundation Alumnus of the Year.



Wayne A. Seaton
Managing Director, Bear Stearns

Wayne A. Seaton has been an investment banker and public finance specialist since 1993, executing over \$7 billion in transactions. He most recently structured a \$346 million transaction for two new stadiums for the Philadelphia Phillies and Eagles as well as a \$213 million transaction for Bradley International Airport in Hartford, Connecticut. For the City of Atlanta, Mr. Seaton was instrumental in the completion of a complex \$1.1 billion transaction for their water and wastewater capital improvement program and a \$147 million financing for the City of Atlanta and Fulton County Recreation Authority's Philips Arena (home of the NBA's Atlanta Hawks and NHL's Atlanta Thrashers). Currently, Mr. Seaton is working with the Metropolitan Washington Airports Authority to structure a commercial paper program, and with the City of St. Louis for a financing to fund a portion of the airport's ongoing capital improvement program.

Mr. Seaton is a registered representative with the National Association of Securities Dealers and holds the Series 7, 63, and 53 licenses. He is a member of the board of directors of the Harlem YMCA as well as a founding member of the Kappa Alpha Psi New York Alumni Scholarship Foundation, Inc.

In addition, he is a 2001 honoree of the Network Journal magazine's "40-Under-40" award to business professionals nationwide. Mr. Seaton received an MBA degree in Finance and International Business from Columbia Business School and was the recipient of the Exxon Fellowship and the New York National Black MBA Scholarship. He also holds an AB in Sociology from Harvard University.



Donald E. Smart
Managing Director, Jackson Securities

Donald E. Smart joined Jackson Securities as managing director of Corporate Finance in August 1999. Mr. Smart has the responsibility for the expansion and development of the Corporate Finance Group's portfolio of transactions. In addition, Mr. Smart assumed a direct role in the execution of corporate finance transactions.

Prior to joining Jackson Securities, Mr. Smart was Senior Vice President of Capital Markets for the Llama Company. There, he participated in a diversity of corporate and structured finance transactions and financial advisory assignments. Previously, Mr. Smart was corporate finance partner in the law firm of Glankler Brown (Memphis, Tennessee) where he acted as underwriter's counsel and general counsel to the Llama Company. Mr. Smart began his corporate finance career at Merrill Lynch's Investment Banking Group in New York after working as an attorney in the Corporate Finance Group of the Shearman & Sterling law firm, also in New York.

Mr. Smart holds a Bachelor of Arts degree cum laude in Political Science from Harvard College. He also holds a JD from the Harvard Law School and the Master of Business Administration in Finance from the Harvard Business School. He is also registered with the NASD as a General Securities Representative (Series 7 and 63).



Denmark West
Senior Director, Microsoft Corporation

As a Senior Director in the Corporate Development and Strategy Group at Microsoft, Denmark is primarily responsible for managing a team that supports Microsoft's media partnerships and consumer efforts, specifically MSN, XBOX, Digital Media and eHome, via investments, acquisitions and business and industry analysis. Denmark joined Microsoft in 1998 as a Manager in Strategic Business Decisions.

Previously, he worked in distressed securities trading at Goldman Sachs, private placements and M&A at Brenner Securities, and corporate finance at Salomon Smith Barney. His focus while in investment banking was Media, Communications and Technology.

Denmark holds an MBA from Harvard Business School and an AB in Applied Mathematics and Economics from Harvard College.

RUNNING THE PARTNERSHIP GAUNTLET: PERSPECTIVES FROM SENIOR CONSULTANTS

Consulting is often viewed as a great training ground and springboard into entrepreneurial endeavors. Although the skills developed are marketable and transferable, there are compelling reasons to consider consulting as a long-term career option. Senior consultants provide us with valuable strategic advice and recommendations on why and how to achieve this goal.



Tonicia Hampton,
Associate, Booz Allen & Hamilton

Tonicia Hampton is an Associate with Booz Allen & Hamilton in the Houston, TX office, where she provides operational and strategic guidance to Fortune 500, government, and non-profit clients, including the IRS' Wage and Investment Compliance Division and Special Olympics, Inc.

Prior to joining Booz Allen Hamilton, Ms. Hampton was a Research Associate in Service Management at Harvard Business School. Preceding business school, Ms. Hampton worked for Enron Capital and Trading Resources Corp., where she completed financial valuation and analysis of potential acquisitions. In addition, at ARCO Chemical Company, Ms. Hampton managed engineering projects and daily performance of specialty chemical manufacturing units. While an environmental/process engineer at Mobil Chemical Company, Ms. Hampton managed plant environmental compliance programs.

Ms. Hampton holds a BS in chemical engineering from Massachusetts Institute of Technology and a Masters of Chemical Engineering from the University of Houston. Additionally, she received an MBA at the Harvard Business School.



Vivian Hunt
Partner, McKinsey & Co. (London)

Vivian Hunt is a Partner in McKinsey's London office. She is one of the leaders of the UK Healthcare Practice and co-leads McKinsey efforts in healthcare consumerism. Vivian has worked extensively with leading pharmaceutical companies, biotech and healthcare-related startups. Her major areas of experience include sales & marketing, post-merger integration, innovation and consumer strategies. She has broad geographic experience through serving clients in the U.K. and Europe, the U.S. and West Africa. She has also written several articles and presented at external conferences on a range of healthcare topics.

She holds an A.B. cum laude in sociology and government and an MBA from Harvard University. She studied French at the University of Western Ontario at Trois-Pistoles in Quebec, Canada. Prior to joining McKinsey, Vivian worked in both management and performance improvement roles in the publishing and consumer sectors. She also worked as a Health Care Project Director helping to structure and launch a partially-capitated Medicaid managed care plan.



Andrew Jackson
Partner, Accenture

Andrew Jackson is a lead client partner for Accenture and serves as the service line champion for Finance and Performance Management discipline. Mr. Jackson has more than 19 years of experience in providing business integration and technology consulting solutions for leading Fortune 500 companies. He is the partner in charge of the Americas Diversity Committee for Accenture.

Andrew, representing the Accenture diversity program, was honored with a visit to the White House, with President Bill Clinton to discuss the role of Corporate America in his One America Initiative. Andrew is also a past member of the Accenture Board of Partners and was one of 26 Board members involved in orchestrating the Initial Public Offering (IPO) for Accenture in 2001. Andrew also served on the Partner, and Admissions Committee and the Partner Compensation Committee.

Andrew has been featured in Black Enterprise Magazine as a leading African American in the Consulting Industry. He has been the subject of several other publications including, Crain's Business Magazine, Consulting Magazine, Kaleidoscope Magazine, The Cleveland Plain Dealer, and The Cleveland Call and Post. Andrew is also a member of several community boards in Cleveland, Ohio including, The Urban League, The Minority Contractors Assistance Program, and The Karamu House Theater.



James H. Lowry
Vice President, Boston Consulting Group

James H. Lowry joined the Boston Consulting Group in November, 2000. Prior to that, he was the President and CEO of James H. Lowry & Associates, a firm he started in 1975. Over 25 years, the firm reached preeminent status in the fields of Diversity, Executive Search, Minority Business Enterprise Development and Ethnic Marketing. As President of his own firm, he directed over 500 engagements and developed skills and experience in many different areas. Mr. Lowry's clients have covered a broad range of industries, including packaged goods, telecommunications/hi-tech, healthcare delivery and products, automotive, steel manufacturing, and management consulting.

Prior to starting JHLA, Mr. Lowry worked at McKinsey & Co. in the area of Urban Affairs Development. In addition, he has served as a host of two nationally syndicated TV programs, *Inside Bedford Stuyvesant* and *Minority Business Report*, as an adjunct professor of diversity at J.L. Kellogg School of Management, Chairman of the Board of The City of Chicago Library system, and Academic Director of Kellogg's NMSDC Advanced Management Education Program. He presently serves as chairman of The City of Chicago/Durban, South African Sister Cities Committee, a member of J.L. Kellogg Graduate School of Management Advisory Board and the Harvard Visiting Committee.

Mr. Lowry earned his MPA from the University of Pittsburgh and his BA in Political Science at Grinnell College. He also attended Harvard Business School's Program for Management Development (PMD).



Reginald Van Lee
Vice President & Managing Partner, Booz Allen & Hamilton

Mr. Van Lee is a Vice President with Booz Allen & Hamilton and Managing Partner of the New York office. Mr. Van Lee is also the market co-leader for the firm's global media and entertainment business, and a member of Booz Allen's board of directors. Mr. Van Lee specializes in international business and marketing strategy and the management of technology-driven companies. His expertise lies in the area of strategic transformation, pre and post-merger integration and high performance organizational design for the global communications, media and technology industries.

He has been involved in a number of assignments assisting international businesses in both developing business and marketing strategies and making their strategies work. He has co-authored articles on the topic of strategy implementation and developed an innovative and integrated "tool kit" for management with techniques designed to help CEOs realize new strategies and institutionalize existing strategies. His article "Rewiring the Corporation" has appeared in *The Journal of Business Strategy* and *Business Horizons*. Mr. Van Lee also was a contributor for the book *"The Entertainment Economy – How Mega-Media Forces Are Transforming Our Lives"*, and has appeared on ABC's "World News This Morning" television program speaking on the topic of the impacts of the current economy on the entertainment industry. Aside from his numerous publications on the topic of strategy implementation, marketing and high performance organizations, Mr. Van Lee is involved in a number of speaking engagements on those topics. He has chaired seminars at Conference Board sessions on "Strategic Management: Getting Value from Strategic Planning" involving a joint presentation with clients with whom he has moved their organization from mission to implementation and executed a "rewiring" of the company. In all cases, real-life results have been significant and far-reaching.

Mr. Van Lee holds BS and MS degrees from the Massachusetts Institute of Technology. He also earned an MBA at the Harvard Business School. Mr. Van Lee is a supporter of many organizations and activities outside of Booz Allen & Hamilton including a board member of "Register.Com", a leading internet domain registration company; a board member of the Grand Central Neighborhood Social Services Corporation; a member of the Visiting Committee for the MIT Libraries, a member of the Council for the Arts at MIT, an MIT Educational Counselor and Chair of the Black Alumni of MIT; a member of the Advisory Board of the New Jersey Conservation Foundation; co-chair of the Board of Directors of the Dance Theatre of Harlem; a member of the New York City Partnership; chair of the Corporate Advisory Committee and a member of the Board of Directors of the Thurgood Marshall Scholarship Fund; chair of the board of the EVIDENCE dance company; and a Trustee and Treasurer of the Studio Museum in Harlem.

READING, WRITING AND RETURN: THE PRIVATIZATION OF PUBLIC EDUCATION SYSTEMS

The latest trend in educational reform is among the quietest of developments in U.S. public policy: private management of urban school systems by for-profit management companies. Is it privatization or profitization of the most essential of public goods? Who stands to benefit? Join our panel of educators, systems managers and private equity investors to discuss the fate of inner city school systems.



Sandford Gilmore, MODERATOR **Senior Education Consultant, Efficacy Institute**

Sandford Gilmore is a certified trainer and the Director of Community Mobilization for The Efficacy Institute. He is responsible for managing the services to communities, school districts, schools and classrooms that are implementing Efficacy around the country. In this role, Mr. Gilmore often provides training in strategic planning, staff development and team building to superintendents and their cabinet and building administrators.

In addition, he conducts workshops and seminars on the use of Efficacy for graduate students in education, engineering, business and law at sites that include Harvard University, Boston College, Cornell University, M.I.T. and UCLA. A former Director of Training at the Institute, Sandy also contributes to the development of trainers and new curricula.

A graduate of the University of Massachusetts, Boston with a B.A. in Psychology and Human Services, Mr. Gilmore formerly worked in the field on clinical psychology and social work. During an eight-year period, he worked for the Prison Mental Health Program at Bridgewater State Hospital, and as a social worker with mentally ill offenders and the chronically mentally ill.



Robert Duffy **Spokesperson & Communications Consultant,** **Massachusetts Teachers Association (MTA)**

Robert Duffy is a spokesperson for the Massachusetts Teachers Association (MTA), a union that represents more than 94,000 members in more than 400 local associations throughout Massachusetts - the vast majority of educators, administrators and educational support personnel in public education - kindergarten through higher education.

He graduated with a B.S. in Journalism from Northeastern University and holds a Masters degree in Public Administration from Harvard's Kennedy School of Government. He has worked as a television and radio journalist and as a print reporter at *BusinessWeek Magazine*, *The Boston Globe* and *The Boston Business Journal*. His public affairs experience includes working as press aide for State Sen. Marc Pacheco, working on the national staff of the 92 & 96 Clinton/Gore Presidential campaigns, serving as a media consultant for a Boston mayoral campaign and gubernatorial campaigns in Massachusetts and New Hampshire, among others. He currently works in the Division of Communications at the Massachusetts Teachers Association, where he works on the MTA's media campaigns and on a public affairs programs.



Renée A. Jacob **Director, Education Entrepreneurs Fund**

Renée A. Jacob is the Director of the Education Entrepreneurs Fund (EEF), which makes strategic investments in nonprofit and for-profit education organizations committed to raising student achievement through high-quality school improvement programs.

Prior to joining the Education Entrepreneurs Fund, Ms. Jacob worked at the Nonprofit Finance Fund (NFF) providing financial and advisory services to various nonprofit organizations in New York City. At NFF, she was instrumental in launching a program to meet the facilities financing needs of childcare centers wishing to expand. She has also worked with the National Cooperative Bank Development Corporation in Washington, D.C. on strategic charter school financing initiatives and is the primary author of a paper on the issues and risks that investors encounter in underwriting loans for charter school facilities. Ms. Jacob earned her MBA from the Yale School of Management and holds an A.B. in American History from Harvard University.



Paul Reville
Executive Director, Pew Forum on Standards-Based Reform

As executive director of the Pew Forum on Standards-Based Reform, Paul Reville conducts national policy seminars on key reform issues and provides advice and assistance to a handful of leading-edge states and urban districts engaged in implementing systemic reform initiatives. The forum also sponsors collaborative projects aimed at meeting particular reform challenges.

Prior to his appointment at Harvard, Reville was executive director and cofounder of the Alliance for Education, a privately supported, multiservice education foundation dedicated to improving public elementary and secondary education in Worcester and central Massachusetts. He was also the cofounder and executive director of the Massachusetts Business Alliance for Education, an organization that provided key conceptual and political support for the Massachusetts Education Reform Act of 1993. Reville serves as chair of the Massachusetts Education Reform Review Commission, a position to which he was appointed in 1996 after serving five years on the Massachusetts State Board of Education.

Professor Reville, a former principal and teacher, serves on a variety of boards and commissions and is a trustee of the Public Education Network and Wheelock College. He has received numerous professional and civic awards and is a frequent speaker, writer, and editor on educational matters. Professor Reville holds an Ed.M degree from Stanford University.



Marc Sternberg
Vice President for Development, Victory Schools

Mr. Sternberg is Vice President for Development at Victory Schools, a for-profit education management organization. Mark is a former elementary school teacher and Teach for America corps member. During his years in the classroom, he implemented an innovative curriculum model and demonstrated outstanding success in raising his students' scores in reading and math. During this time he also founded Community of Scholars, a non-profit organization committed to developing and managing after-school and summer enrichment opportunities for

children of the South Bronx.

Mr. Sternberg was one of the first students to earn dual Masters degrees at the Harvard Graduate School of Education and the Harvard Business School.



Eugene V. Wade, Jr.
Executive Vice President of Development, Edison Schools

Eugene Wade is the Executive Vice President of Development for Edison Schools, the nation's largest, for-profit education management organization (EMO). Prior to his current role, Mr. Wade was the Founder and CEO of LearnNow, Inc., a venture capital-backed EMO recently acquired by Edison Schools.

Mr. Wade's career in education began at the Efficacy Institute where he worked as an educational consultant for five years. During his tenure at Efficacy, Mr. Wade co-authored several curricula, trained students and managed several projects involving parents, students and educators. It was at Efficacy that Mr. Wade realized the power of teaching students that their own expectations and effort are the primary determinants of their success. He also came to understand the challenges inherent in Efficacy's strategies for changing public schools and therefore, the need to create institutions of higher achievement to instill the culture and practices necessary to achieve the desired outcomes.

Mr. Wade has also worked as a corporate attorney for several years representing clients in mergers and acquisitions transactions involving large and middle market distressed firms. Mr. Wade holds a BA in political science from Morehouse College, a JD from Harvard Law School, and an MBA from the Wharton School at the University of Pennsylvania. Mr. Wade grew up in Roxbury, MA and has been actively involved in youth development and education in inner cities across the country.

BULLS, BEARS, AND CRYSTAL BALL: WHERE ARE THE INVESTMENT OPPORTUNITIES NOW?

The recent past was an investor's best fantasy. A phenomenal fundraising environment, a plethora of new investment opportunities driven by the Internet, a hot IPO market, and stellar returns characterized this period. The burst of the tech bubble and economic slowdown has completely reversed these trends. How will venture capital and private equity firms continue to discover rewarding investment opportunities and weather the storm?



Clifton E. Strain, MODERATOR Managing Director, Wachovia Securities

Mr. Strain joined Wachovia Securities in 1999 as a Managing Director in the Financial Sponsors Group in New York. Previously, Mr. Strain served in the sponsor coverage group for Morgan Stanley from 1992 to 1999. Mr. Strain's responsibilities include providing merger and acquisition, buy-side and sell-side advisory services, and originating and executing equity, senior debt, and high yield financings in addition to generating new investment ideas for several leading financial sponsors. Before joining Morgan Stanley, Mr. Strain worked as a generalist in the corporate finance departments for Prudential Capital and Drexel Burnham Lambert.

Mr. Strain received a BA from Morehouse College in 1985 and a MBA from the Harvard Graduate School of Business Administration in 1989. Mr. Strain has been married for 13 years to Gina Jacobs. They have two children, Nicholas (9) and Ryan (7) and are raising their nephew, Jarius (14). Mr. Strain is on the Board of Directors of City Harvest and on the Deacon's Board for the St. Paul Baptist Church.



James Earl Brown III Chief Executive Officer & President, Invisible Hand Works

James Earl Brown III, brings strong leadership, technical knowledge and solid business experience. Prior to joining InvisibleHand Networks, Jim was a General Partner at Polaris Ventures, where he specialized in information technology investments. Prior to joining Polaris Ventures, Jim was an investment banker with J.P. Morgan & Co., where he was responsible for providing high-yield bond and leveraged loan financing in support of acquisitions, investments, and recapitalizations for private equity firms and small-to-medium sized companies.

Jim also gained valuable management experience as a captain and aviator in the US Army. His service included the command of eleven aviation soldiers and the leadership of numerous day and night flight missions patrolling the demilitarized zone in the Republic of Korea – duty for which he was awarded the Army Achievement Medal. Jim holds an MBA from Harvard Business School; a JD from New York University; and a BS in Engineering and Political Science from the United States Military Academy at West Point.



Thomas E. Darden, Jr. Founder, Reliant Equity Investors

Thomas E. Darden, Jr. is the founder of Reliant Equity Investors, a private equity firm investing in minority controlled or minority led companies. Prior to starting Reliant, Mr. Darden was a Managing Director at Wind Point Partners and spent two years with Advent International in their Boston office as an Investment Manager. Mr. Darden led investments in Internet Securities Inc, Mpower Communications (NASDAQ: MPWR), Eschelon Telecommunications, One Stop Telecommunications, LDMI Telecommunications and Network Telephone.

Mr. Darden also worked in various management positions for three venture-backed startup companies, including and Surgilase, which was a two time member of the Inc. Magazine "List of 500 Fastest Growing Companies in America". Previously, he also held engineering positions with the Detroit Diesel Allison Division of the General Motors Corporation.

In addition, Mr. Darden serves on the board of the Commonwealth Enterprise Fund, a Boston-based venture capital fund that makes investments in women and minority owned enterprises, and TJ Technologies, a minority-owned firm that develops novel battery and ultra-capacitor technology for the wireless industry. Mr. Darden was a member of the Charter Class of Kauffman Fellows. He has also authored chapters in the 1999 and 2001 editions of The Handbook of Business Strategy entitled "Managing Aggressive Growth" and "Strategies for Successful Startups". Mr. Darden holds a Master of Business Administration degree from Babson College, cum laude, and is a 1982 graduate of the General Motors Institute where he received a Bachelor of Science degree in Engineering.



Daphne J. Dufresne
Principal, Weston Presidio

Daphne joined Weston Presidio in 1999, following her selection as a 1999 Kauffman Fellow. She is currently involved with the firm's investments in @ hoc, Blue Leaf, Insulair and Zoots.

Daphne previously led business development for the online trading platform of Interactive Investor, a London-based financial advisory site. She began her investment career as an Associate Director in Bank of Scotland's Structured Finance Group, focusing on management buyouts in the United Kingdom and France. Daphne served previously as an Associate in Andersen Consulting's Strategic Services Group, specializing in business and technology strategy for Fortune 500 companies.

Daphne earned her B.S. in Engineering from the University of Pennsylvania and her MBA from Harvard Graduate School of Business. Daphne is an alumni admissions interviewer for the University of Pennsylvania and a Toigo mentor.



A. Anthony Gee
General Partner, Carthage Venture Partners

Anthony is a founding partner of Carthage Venture Partners, (Carthage), a New York-based early-stage technology venture capital firm with assets under management of approximately \$20 million. Founded in 1996, the firm's objective is to create value by building significant and longstanding businesses in partnership with strong management teams.

Anthony began his career at AT&T as a Systems Engineer, and then as a Research Analyst, at the Southport CT-based technology research. He also worked with the consulting firm New Science Associates (acquired by Gartner Group) where he covered new and emerging software companies. Anthony previously worked as a Summer Associate at Salomon Brothers where he rotated through the firm's technology, M&A, and communications groups. Anthony went on to become an Associate at Smith Barney in its Communications and Technology group.

Anthony received his BS in Computer Science from the University of Massachusetts in Amherst in 1989 and an MBA from NYU's Stern School of Business in 1994. Anthony is a director of Connectiva Systems.



Kevin M. Jordan
Vice President & Chief Operating Officer,
Goldman Sachs Urban Investment Group

Mr. Jordan has been with Goldman Sachs since 1997. Prior to joining the Urban Investment Group, Mr. Jordan spent 11 years in Investment Banking, specializing in the areas of Corporate Finance and Leveraged Finance. During his career as an investment banker, Mr. Jordan raised in excess of \$10 billion in leveraged loans and high yield bonds for corporate acquisitions and leveraged buy-outs.

Mr. Jordan is a director of Chancellor Beacon Academies, Inc., a manager of public charter schools, and Amsale Abera, Inc., a high-end bridal gown manufacturer. He received a Bachelor's degree in Economics from the College of the Holy Cross.

BUILDING YOUR CAREER BRAND: ACTION STEPS TO LEVERAGE YOUR MBA

KnowledgeWorks Consulting will present an informative "how to" seminar that will teach you how to take control of your future by managing your career and building your personal "brand" through self-awareness. Attendees, regardless of years of experience, will start a tangible personal "roadmap" for moving from wherever you are now to where you want to go!



Jacqueline Jones
Managing Director, Knowledge Works Consulting

Ms. Jones is the founder of Knowledge Works Consulting, which specializes in the design of Executive Development Seminars and conferences. Prior to Knowledge Works, Ms. Jones was the Director of Business Development for Incanta, Inc., which provides broadband service providers with a single, turnkey source for a wide range of interactive services and content. Prior to joining Incanta, Ms. Jones was a Manager with Andersen Consulting, specializing in e-commerce strategy consulting and research. Her clients included several Fortune 500 companies in the financial services, utilities and publishing industries.

In addition, Mrs. Jones currently is on the Boards of the Black MBA Association (Atlanta) and Women In Technology, a non-profit organization based in Atlanta. Ms. Jones is a graduate of the Harvard Business School, Columbia University and Wellesley College. She was also awarded a Fulbright Fellowship to research the challenges in systems development and training facing businesses in developing countries. Ms. Jones has also authored several articles in Black Enterprise Magazine and the Atlanta Journal Constitution.



Catherine W. LeBlanc
Career Coach, Knowledge Works Consultant

Catherine W. LeBlanc speaks at numerous national forums on issues of leadership, education and professional development. She consults in the areas of business ethics, education, leadership development, and diversity. Clients have included Accenture, J.P. Morgan Private Banking, and the Kenan Institute of Ethics at Duke University. Ms. LeBlanc spent two terms in the Clinton Administration as Executive Director of the White House Initiative on Historically Black Colleges and Universities. In that position, she helped to increase the flow of federal dollars to the nation's 105 historically black colleges.

Ms. LeBlanc received her MBA from the Harvard Business School and her undergraduate degree from Duke University. She has received Honorary Doctorate degrees from six historically black colleges and universities and has been recognized for professional and civic achievements by the Harvard Business School African American Alumni Association, the National Black MBA Association, the National Coalition of 100 Black Women, and many other organizations, colleges and universities.



Craig Triplett
Career Coach, Knowledge Works Consulting

Craig Triplett is a Career Coach/Strategist with Knowledge Works Consulting. He has over 15 years experience coaching managers about career and job change issues. Not only has he successfully moved in and out of dissimilar industries, he has also worn a number of different hats within these organizations including Sales, Marketing, Human Resources, Executive Recruiting and General Management. This breadth of experience makes him intimately familiar with the challenges of personal transformation and gives him an "insider's perspective" into the hiring process from the employer's, job seeker's and recruiter's perspectives. His unusual insight offers his clients a renewed sense of hope that they can create

the life they want by taking control of their careers and/or reinventing themselves.

Triplett's diverse business career spans over twenty-five successful years in several different industries including Telecommunications, Higher Education, Non-Profit and Professional Services. Prior to affiliating with Knowledge Works, Mr. Triplett served as a Strategic Account Manager in the Atlanta Office of Korn/Ferry Futurestep, where he was responsible for managing the long-term relationships of the firm's largest clients. Among other accomplishments, Mr. Triplett established the Human Resources department at Morehouse College and has worked for several nationally recognized organizations including: Home Box Office, U.S. Telecom, General DataComm, the Metro Atlanta Chamber of Commerce and Drake Beam Morin.

Mr. Triplett holds a Bachelor's degree from Dartmouth College and an MBA from Harvard Business School. He currently serves as President of the Dartmouth Club of Georgia and Vice President of the Harvard Business School Club of Atlanta and is a member of the Atlanta Human Resources Leadership Forum.

Entrepreneurial Ventures Competition Judges



Thomas E. Darden, Jr.
Founder, Reliant Equity Investors

Thomas E. Darden, Jr. is the founder of Reliant Equity Investors, a private equity firm investing in minority controlled or minority led companies. Prior to starting Reliant, Mr. Darden was a Managing Director at Wind Point Partners and spent two years with Advent International in their Boston office as an Investment Manager. Mr. Darden led investments in Internet Securities Inc, Mpower Communications (NASDAQ: MPWR), Eschelon Telecommunications, One Stop Telecommunications, LDMI Telecommunications and Network Telephone.

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an Associate in Andersen Consulting's Strategic Services Group, specializing in business and technology strategy for Fortune 500 companies. Daphne earned her B.S. in Engineering from the University of Pennsylvania and her MBA from Harvard Graduate School of Business. Daphne is an alumni admissions interviewer for the University of Pennsylvania and a Toigo mentor.



A. Anthony Gee
General Partner, Carthage Venture Partners

Anthony is a founding partner of Carthage Venture Partners, (Carthage) a New York-based early-stage technology venture capital firm with assets under management of approximately \$20 million. Founded in 1996, the firm's objective is to create value by building significant and longstanding businesses in partnership with strong management teams.

Anthony began his technology career at AT&T as a Systems Engineer, and then as a Research Analyst, at the Southport CT-based technology research and consulting firm New Science Associates (acquired by Gartner Group) where he covered new and emerging software companies. Anthony then worked as a Summer Associate at Salomon Brothers where he rotated through the firm's technology, M&A, and communications groups. Anthony went on to become an Associate at Smith Barney in its Communications and Technology group.

Anthony received his BS in Computer Science from the University of Massachusetts in Amherst in 1989 and an MBA from NYU's Stern School of Business in 1994. Anthony is a director of Connectiva Systems.

ENTREPRENEURIAL VENTURES COMPETITION JUDGES (CONTINUED)



Roszell Mack III ("Rosz")
Founding Partner, Ascend Venture Group, LLC

Roszell Mack III ("Rosz") is a founding partner of Ascend Venture Group, LLC ("Ascend"). Prior to founding Ascend, Mr. Mack was an Associate Director at Peter J. Solomon Company ("PJSC"), a leading New York-based private investment bank. Prior to his experience at PJSC, Mr. Mack held investment banking positions with Salomon Smith Barney, Prudential Securities and Goldman, Sachs & Co.

Mr. Mack has been a trusted advisor to many early-stage companies and has been instrumental in assisting those companies with raising capital and planning for value creation. He serves on the board of directors of SchoolNet, Inc. Mr. Mack earned a Bachelor of Arts (Engineering Sciences, Chemical) degree from Yale University and an M.B.A. from Harvard Business School.



Marc McMorris
Principal, General Atlantic Partners, LLC

Marc McMorris is a Principal at General Atlantic Partners, LLC where he joined in 1999. He is responsible for directing the firm's investments in enterprise software companies. Prior to joining GAP, Mr. McMorris was a Vice President in the High Technology group at Goldman, Sachs & Co., working both out of the New York office and Palo Alto, CA; He also worked as an associate in the Mergers, Acquisitions and Restructuring Department at Morgan Stanley and early on in his career was an analyst at the Federal Reserve Bank of New York.

He earned his M.B.A. from the Wharton School of Business at The University of Pennsylvania where he also received a B.A. in Economics as an undergraduate. Mr. McMorris serves as a board member at Business Logic Corporation.



Lisa Skeete-Tatum
Partner, Cardinal Partners

Ms. Skeete Tatum is a Partner at Cardinal Partners, an early stage health care venture capital firm in Princeton, New Jersey. She has led the firm's investments in AthenaHealth, Nexcura, iPhysicianNet and TechRx. Prior to joining Cardinal, Ms. Skeete Tatum was founder of her own consulting firm specializing in strategic operational development for medium-sized consumer products companies. She was also a Managing Associate at a cosmetics joint venture start-up funded by Sears. In addition, Ms. Skeete Tatum worked for Procter and Gamble in various global and functional roles including Product Development, Purchasing, and Product Supply.

Ms. Skeete Tatum received her B.S. in Chemical Engineering from Cornell University and her M.B.A. from Harvard Business School.



Robert F. Smith
Managing Principal, Vista Equity Partners LLC

Robert F. Smith is the Managing Principal of Vista Equity Partners LLC (VEP). Before founding VEP, Mr. Smith worked for Goldman Sachs from 1994 to 2000. He served as Vice President and co-head of Enterprise Systems and Storage sectors, executing and advising on merger and acquisition activity across a broad range of technology segments. Prior to Goldman, Mr. Smith worked at Kraft General Foods (KGF) in strategic planning and development. Mr. Smith is also the principal inventor on two United States and two European patents.

Mr. Smith received an MBA from Columbia Business School (CBS) with concentrations in Finance and Marketing. A KGF USA fellowship recipient, Mr. Smith was inducted into Beta Gamma Sigma and served as his class commencement speaker. He received his B.S. in Chemical Engineering at Cornell University where he received the Proctor & Gamble Technical Excellence and the College of Engineering Leadership Award.

He currently sits on the boards of Enterprise for High School Students, SourceNet Solutions, CRC Information, BigMachines, Inc. and CRAG/Is.

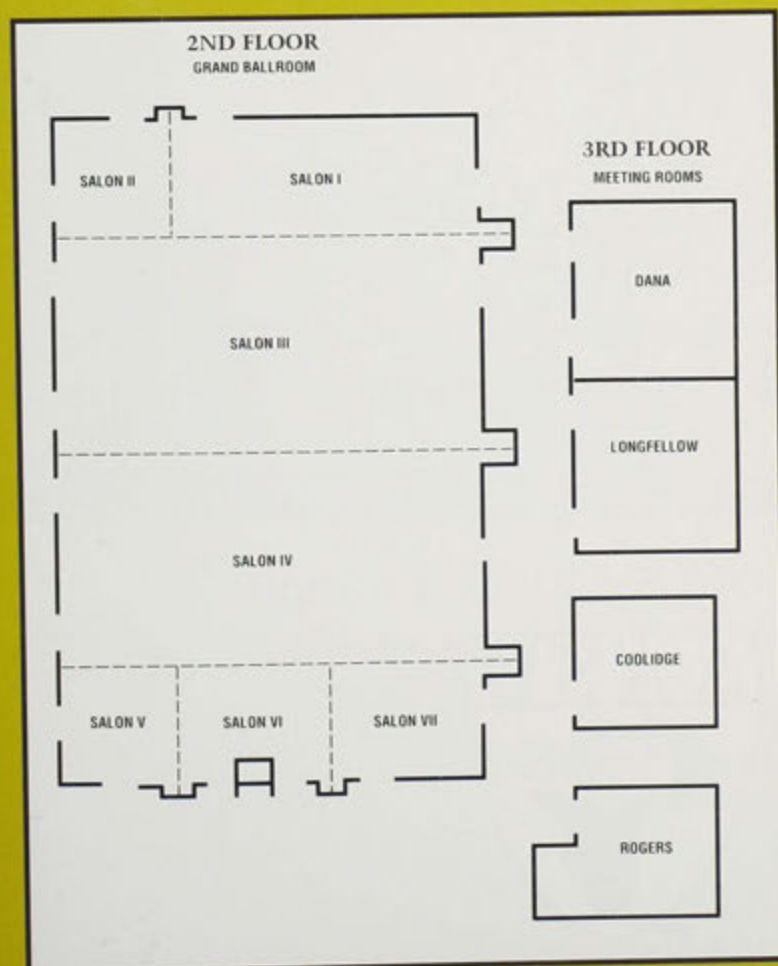
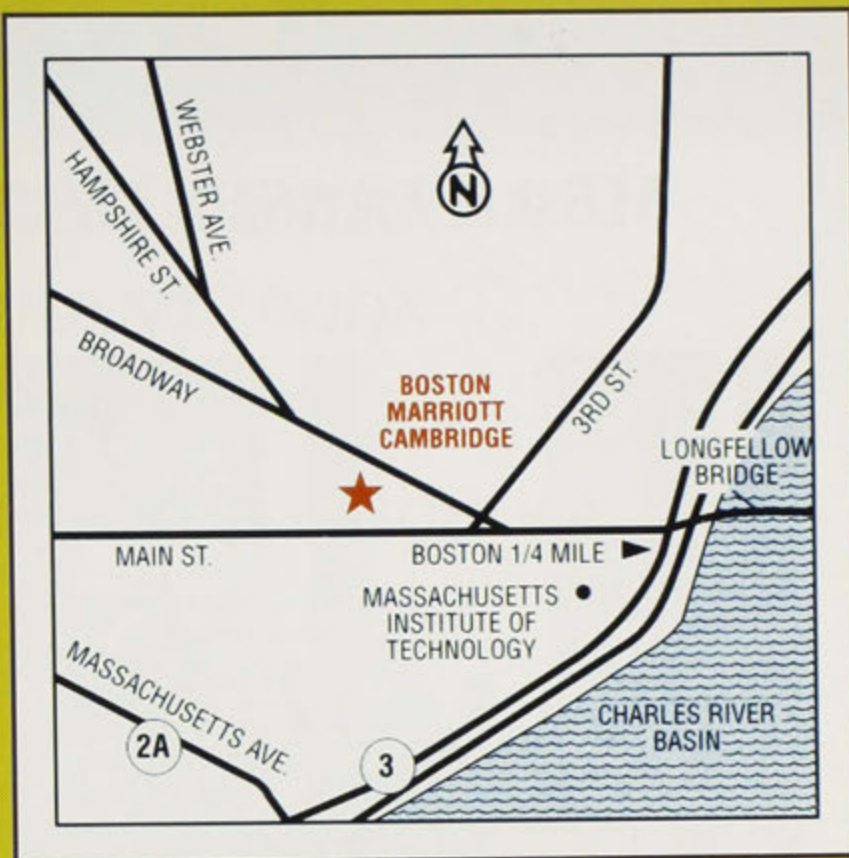
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1. The first part of the notes discusses the importance of maintaining accurate records of all transactions and the role of the accounting system in providing reliable financial information.


2. The second part of the notes covers the various methods used to allocate costs to different departments or products, including direct and indirect costs.

3. The third part of the notes discusses the importance of budgeting and forecasting in managing the organization's financial resources.

4. The fourth part of the notes covers the various methods used to evaluate the performance of different departments or products, including cost-volume-profit analysis.

5. The fifth part of the notes discusses the importance of maintaining accurate records of all transactions and the role of the accounting system in providing reliable financial information.

Notes



With Our Sincere Appreciation...

Dear Conference Participants,

Please allow us this opportunity to thank you for attending the 30th Annual H. Naylor Fitzhugh Conference. After an entire year of preparation, we hope your time with us this weekend will leave you with an enlightened professional insight, a strengthened network, and an even more positive impression of the Harvard Business School African-American Association (AASU) and the Harvard Business African American Alumni Association (HBSAAA).

With that said, on behalf of AASU, we extend our sincere appreciation to our corporate sponsors, including our Platinum Sponsor Goldman Sachs and Entrepreneurial Ventures Competition Lead Sponsor The Kauffman Foundation. Your consistent dedication and financial support of AASU, combined with our efforts, provides a shining example of what is possible when you foster true partnerships. Also, we are grateful to our judges, panelists, award winners, and keynote speakers, for at the end of the day, it is your insights that determine the longest lasting impact of our efforts. In addition, we thank Ken Powell, HBSAAA President, AASU faculty advisor Prof. Jim Cash, and Meg Gardner, our alumni awards and outreach coordinator, for your guidance and support. We also want to recognize our conference planning partners NexGraphics and the Cambridge Marriott for their efforts in creating the latest successful installment of the Annual H. Naylor Fitzhugh conference.

Finally, and most importantly, we extend the deepest expression of thanks to the many AASU committee chairs and volunteers that truly made this conference a success!!!! Your countless hours of initiative, creativity, and most of all, unwavering dedication will serve as an inspiration to us always.

Respectfully Yours,



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