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A Review of Thought Leadership on Race and  
Black Business Leadership at Harvard Business School

DR. LAURA MORGAN ROBERTS

AASU  
50  
YEARS

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## ABOUT THIS ESSAY

This research was commissioned by Harvard Business School (HBS) in recognition of the 50th anniversary of the founding of the African-American Student Union (AASU) at HBS in 1968. The historical review of HBS-affiliated thought leadership on race and Black business leadership complements the AASU50 multi-media library exhibition, *Agents of Change: The Founding and Impact of the African-American Student Union, Harvard Business School*. The Baker Library Special Collections exhibition, which spans 75 years of history of Blacks at HBS, features the founding of the AASU, the varied careers of Black alumni, and the contributions of Black faculty.

This essay and the accompanying exhibition are part of a larger set of activities that have been designed to mark this historical moment in the history of HBS. These additional activities include a series of research projects that examine the career pathways and perspectives of Black alumni; an academic symposium, *Race, Work, & Leadership: Learning About and From Black Experience*, bringing more than one hundred scholars to HBS to explore the intersection of race, leadership, and work; a documentary titled *Unite—Serve—Lead: The Founding and Impact of the African-American Student Union*, chronicling the history of the AASU from its founding to the present day; and a culminating conference, *African American Business Leadership: Celebrating the Past, Designing the Future*, in April 2018 bringing 400 alumni to campus to celebrate the past and look to the future.

## ABOUT THE AUTHOR

Dr. Laura Morgan Roberts is a visiting scholar of Harvard Business School's Leadership Initiative, researching the influence of African American business leaders. She serves on the faculties of Georgetown University's McDonough School of Business and Antioch University's Graduate School of Leadership and Change. After completing her PhD in organizational psychology at the University of Michigan, she joined the faculty of Harvard Business School as an assistant professor in the Organizational Behavior unit.

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# AGENTS *of* CHANGE

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A Review of Thought Leadership on Race and Black Business Leadership at Harvard Business School

**The year was 1968.** It was a time of social upheaval in the United States of America.

The country was shaken by Dr. King’s assassination, explosive race riots in major cities, continued involvement in the Vietnam War, and an unpredictable presidential race. Richard Nixon (R), campaigning as the champion of “law and order” who represented the “silent majority,” won the general election becoming the 37th president of the United States. Newly formed organizations were gaining power to fight for peace and justice, while the Civil Rights movement evolved alongside stakeholders’ varied interests. President Johnson’s Kerner Commission concluded, after investigating the 150 riots or major disorders between 1965 and 1968, that “our nation is moving toward two societies, one black, one white — separate and unequal.” The report called for what many Americans were seeking at the time: ways to reduce the “continuing polarization of the American community.”

During this timeframe, the African-American Student Union (AASU) was formed by five Harvard Business School (HBS) students. These five African American students, and those who followed as AASU members and leaders, advocated strongly for HBS to admit more Black students, recruit Black faculty, and develop course content that addressed the pertinent issues of race relating to business leadership. The broader HBS platform of thought leadership was positively enriched by the student-led AASU movement. As HBS began to engage in more strategic recruiting and outreach to diversify the student body, and — by extension — the ranks of Black business leadership, HBS-affiliated thought leaders also began to confront questions of race, leadership, and the Black experience through academic research. Where was the country heading with respect to race relations? What was the role of business in shaping race relations? Building upon a cornerstone of philosophies from early- to mid-twentieth century thought leaders, HBS scholars produced insightful and impactful research findings regarding the experiences and contributions of underrepresented leaders, especially Black leaders in the twentieth and twenty-first centuries.

## THROUGH A LATE NINETEENTH-CENTURY LENS

### *Harvard, Du Bois, Washington, and Thought Leadership on Race*

Dialogue about race, business leadership, and the Black experience began in the late nineteenth century. During this time, W. E. B. Du Bois, a prolific scholar of race, was the first African American to receive a PhD from Harvard University in 1895. His dissertation was entitled, “The Suppression of the African Slave Trade in the United States of America: 1638–1871,” which points to his emphasis on race, commerce, and the U.S. economy. Du Bois presciently declared that race would persist as a problem for the United States of America. His first major work was a book entitled *The Philadelphia Negro* (1899), in which he reported the results of the first known empirical study of a Black community, including its labor force and economic base. He conducted similar analyses in Atlanta, Georgia.

Booker T. Washington, another widely known race scholar who was born into slavery in 1856, became the first African American recipient of an honorary doctorate degree from Harvard University in 1896. Washington’s accomplishments included founding Tuskegee Institute and establishing the National Negro Business League as a proponent of African American-owned businesses. In his letter of acceptance for the Harvard honorary degree, Washington said:

If through me, a humble representative, seven million of my people in the South might be permitted to send a message to Harvard — Harvard that offered up on death’s altar, young Shaw, and Russell, and Lowell and scores of others, that we might have a free and united country, that message would be, “Tell them that the sacrifice was not in vain. Tell them that by the way of the shop, the field, the skilled hand, habits of thrift and economy, by way of industrial school and college, we are coming. We are crawling up, working up, yea, bursting up. Often through oppression, unjust discrimination and prejudice, but through them all we are coming up, and with proper habits, intelligence and property, there is no power on earth that can permanently stay our progress.

Washington codified his study of early Black enterprises in his seminal work *The Negro in Business* in 1907. He wrote, “My main object in preparing this volume has been to set forth some examples from among the members of the Negro race that may serve to encourage other men and women of the race to go forward and win success in business directions.”

Harvard Business School was founded one year after this publication, in 1908. The School’s current mission is to “educate leaders who make a difference in the world.” While much of the emphasis has focused on developing business leaders, as an academic institution, HBS has also played a central role in developing thought leaders. HBS has gained prominence through shaping the scholarly discourse, practice-based expertise, and educational curricula on business leadership.

## AASU'S INFLUENCE ON THE GROWTH OF HARVARD BUSINESS SCHOOL'S BLACK FACULTY (1954–PRESENT)

**The African-American Student Union** was founded sixty years after Harvard Business School was founded. At the time, HBS's engagement with issues of race, civil rights, and economic justice were nascent. One of the key demands that African American students placed upon the HBS administration was the hiring of Black faculty members. Prior to 1968, only one African American, Harding B. Young, who earned his Doctor of Commercial Science (DCS) degree from HBS in 1955, was listed on the faculty roster as a fellow in 1954-1955. In 1968, Ulric St. Clair Haynes Jr. joined the HBS faculty as a visiting lecturer. St. Clair Haynes remained on the faculty until 1972, and later became the lead consultant in developing the Council for Opportunity in Graduate Management Education (COGME), which provided financial assistance to minority MBA students (led by Bert H. King, MBA 1970). Charles Johnson also taught as a lecturer from 1969 to 1972. A cohort of Black faculty joined HBS as lecturers, administrators, and visiting professors in 1970: Bert H. King (MBA 1970), Homer O. Smith, Stuart A. Taylor II, Kelvin A. Wall, and Rudolph Winston Jr. (DBA 1975).

Claudine B. Malone (MBA 1972) was the first African American HBS faculty member to be hired as an assistant professor, and the first promoted to associate professor on the tenure track. James I. Cash Jr. joined the faculty in 1976 and became the first tenured African American professor at HBS. Cash retired from the HBS faculty in 2003. Other Black HBS faculty in the 1970s included: R. Roosevelt Thomas Jr. (DBA 1974, assistant professor 1973–1978), Hassell H. McClellan (DBA 1978, assistant professor 1976–1980), Lawrence A. Johnson (visiting associate professor 1975–1976), and Andrew F. Brimmer (visiting professor 1974–1977).

Linda A. Hill joined the HBS faculty in 1982, and currently remains an active member of the faculty. Hill became the first African American woman to earn tenure at HBS. David A. Thomas joined the HBS faculty in 1990, and became the third African American to earn tenure. Thomas was the first incumbent of the H. Naylor Fitzhugh endowed chair, established in 2000 as the first HBS chair named for an African American, designated to attract and retain faculty whose research focuses on issues of diversity. The H. Naylor Fitzhugh chair was funded through gifts from more than three hundred companies and individuals, including a host of HBS African American alumni. During an interview, Thomas praised the namesake of his professorship:

Being the first [H. Naylor] Fitzhugh professor is a particular honor. He spent much of his life trying to facilitate the creation of a more diverse and more integrated business world. When he attended Harvard College, it was at a time when African Americans were not even allowed to live on campus. When he graduated from HBS, no one would offer him a job. Yet throughout his life, his unwavering optimistic spirit brought him great success and placed him in a position to nurture many others who wanted to follow in his footsteps. His life exemplified the finest qualities of leadership.



Other Black faculty who taught at HBS in the 1990s included: Donna B. Stoddard (DBA 1991), Dennis F. Hightower (MBA 1974), Ronald W. Moore (MBA 1972), and John A. Clendenin (MBA 1984).

Tsedal Neeley joined the HBS faculty in 2007 and, as of July 2018, will become the second Black woman in the School's history to earn tenure. During the past two decades, the HBS faculty ranks have included three Black assistant professors who were hired on the HBS tenure track in 2002: Michael D. Kimbrough, Laura Morgan Roberts, and Noel H. Watson. Two other Black faculty joined as visitors in the 2000s: Lecturer David K. Crockett and Visiting Professor Erika Hayes James (currently dean of Emory University's Goizueta School of Business). Nine Black professors now serve on the full-time faculty of HBS: Linda A. Hill, Tsedal Neeley, Henry W. McGee (MBA 1979), Paula A. Price, Steven S. Rogers (MBA 1985), Shelle M. Santana, Anywhere Sikochi, Monique Burns Thompson (MBA 1993), and Andy Zelleke (PhD 2003).

### KNOWN BLACK FACULTY AT HARVARD BUSINESS SCHOOL, 1954 TO PRESENT\*

NAME	POSITION	TENURE	HBS ALUMNI
<b>Pre-1970s:</b>			
Ulric St. Clair Haynes Jr.	Visiting Lecturer	1968–1972	
Harding B. Young	Fellow	1954–1955	DCS 1955
<b>1970s:</b>			
Andrew F. Brimmer	Visiting Professor	1974–1977	
James I. Cash Jr.	Professor, Emeritus	1976–2003	
Charles Johnson	Lecturer	1969–1972	
Lawrence A. Johnson	Visiting Associate Professor	1975–1976	
Bert H. King	Assistant Director of Admissions, MBA Program/ Member of the Faculty	1970–1973	MBA 1970
Claudine B. Malone	Assistant, Associate Professor	1972–1981	MBA 1972
Hassell H. McClellan	Assistant Professor	1976–1980	DBA 1978
Homer O. Smith	Director of Student External Relations in the MBA Program/ Member of the Faculty	1970–1973	
Stuart A. Taylor II	Visiting Associate Professor	1970–1974	
R. Roosevelt Thomas Jr.	Assistant Professor	1973–1978	DBA 1974
Kelvin A. Wall	Lecturer	1970–1972	
Rudolph Winston Jr.	Lecturer	1970–1974	DBA 1975

\* This list represents known Black faculty members as of 2018.

## KNOWN BLACK FACULTY AT HARVARD BUSINESS SCHOOL, 1954 TO PRESENT\*

NAME	POSITION	TENURE	HBS ALUMNI
<b>1980s</b>			
<b>Linda A. Hill</b>	Post-Doctoral Fellow; Professor	1982–present	
<b>1990s</b>			
<b>John A. Clendenin</b>	Senior Lecturer	1998–1999	MBA 1984
<b>Dennis F. Hightower</b>	Lecturer and Professor of Management	1996–2000	MBA 1974
<b>Ronald W. Moore</b>	Adjunct	1990–2010	MBA 1972
<b>Donna B. Stoddard</b>	Assistant Professor	1991–1995	DBA 1991
<b>David A. Thomas</b>	Professor	1990–2011; 2017	
<b>2000s</b>			
<b>David K. Crockett</b>	Post-Doctoral Fellow, Lecturer	2000–2002	
<b>Erika Hayes James</b>	Visiting Associate Professor	2008–2009	
<b>Michael D. Kimbrough</b>	Assistant, Associate Professor	2002–2010	
<b>Tsedal Neeley</b>	Associate Professor	2007–present	
<b>Laura Morgan Roberts</b>	Assistant Professor / Visiting Scholar	2002–2009; 2016–present	
<b>Noel H. Watson</b>	Assistant Professor	2002–2009	
<b>2010s</b>			
<b>Henry W. McGee</b>	Senior Lecturer	2013–present	MBA 1979
<b>Paula A. Price</b>	Senior Lecturer	2014–present	
<b>Steven S. Rogers</b>	Senior Lecturer	2012–present	MBA 1985
<b>Shelle M. Santana</b>	Assistant Professor	2014–present	
<b>Anywhere Sikochi</b>	Assistant Professor	2016–present	
<b>Monique Burns Thompson</b>	Senior Lecturer	2017–present	MBA 1993
<b>Andy Zelleke</b>	Senior Lecturer	2011–present	PhD 2003

\*This list represents known Black faculty members as of 2018.

**Andrew F. Brimmer** was one of the nation's leading authorities on economics, who served in senior-level positions in Washington, DC, and was a champion of increasing opportunities for Blacks in private business and promoting economic



equity in the public and private spheres. He earned his bachelor and master's degrees from the University of Washington in economics and received his doctorate from Harvard University in 1957 in monetary economics and international

trade. He was the recipient of 26 honorary degrees before his death in 2012. In 1966, President Lyndon Johnson appointed Dr. Brimmer to the Board of Governors of the Federal Reserve System, the first African American to serve on the board. He sat on the boards of leading corporations in America, the Harvard Board of Overseers, and the Board of Trustees for Tuskegee University, where the Brimmer College of Business and Information Science is named in his honor. From 1974 to 1976, Dr. Brimmer taught Finance at HBS, where he was the Thomas Henry Carroll Ford Foundation Visiting Professor. Dr. Brimmer authored or co-authored 10 books and published more than 100 articles focused on international finance, monetary policy, and economic developments in the Black community.

Andrew F. Brimmer. HBS ARCHIVES PHOTOGRAPH COLLECTION: FACULTY & STAFF. BAKER LIBRARY, HARVARD BUSINESS SCHOOL.

**James I. Cash Jr.** is the James E. Robison Professor of Business Administration, Emeritus. He joined the faculty of HBS in 1976 and became the first African American tenured professor at the School in 1986. Dr. Cash has received numerous awards



in recognition of his thought leadership in the strategic use of information technology, including being named a Fellow of the American Academy of Arts and Sciences and receiving The Greenhill Award (HBS). Dr. Cash earned a B.S. in mathe-

matics from Texas Christian University, where his basketball jersey still hangs in the rafters. He later received an M.S. in computer science from Purdue University's Graduate School of Mathematical Sciences and a PhD in management information systems and accounting from Purdue University's Krannert Graduate School of Management. Dr. Cash has held key leadership roles at HBS as chairman of the MBA Program, senior associate dean, chairman of Baker Library, and chairman of HBS Publishing. Upon retiring in 2003, Dr. Cash was recognized as a tireless recruiter and mentor for minority students and faculty. He has served on the boards of a number of major corporations and nonprofit institutions, including Microsoft Corp., Walmart (where he is the lead independent director), General Electric, the Smithsonian National Museum of African American History and Culture, and the Boston Celtics.

James I. Cash Jr., 2008. © STUART CAHILL FOR HARVARD BUSINESS SCHOOL.

**Linda A. Hill**, recognized by Thinkers50 as one of the top 10 management thinkers in the world, is a noted scholar in the areas of developing leaders, building innovative organizations and ecosystems, and the role of the board in governing



innovation. A 2015 recipient of the Thinkers50 Innovation Award, her publication *Collective Genius: The Art and Practice of Leading Innovation* was regarded by Business Insider as one of “The 20 Best Business Books” in 2014 and

received the Gold Medal for Leadership, Axiom Business Book Award. Dr. Hill received her BA in psychology from Bryn Mawr College, an MA in educational psychology, and a PhD in behavioral sciences from the University of Chicago, and completed a postdoctoral research fellowship at HBS. Appointed as a member of the HBS faculty in 1982, she later became the first African American woman tenured faculty member. She is the Wallace Brett Donham Professor of Business Administration at HBS, where she also serves as chair of the Leadership Initiative. Dr. Hill’s contributions to HBS include MBA, executive, and e-learning course development, based on her extensive field research on learning to lead. Her rich cases, many of which feature women and minority protagonists, are among the most popular in Harvard Business Publishing’s global catalogue.

Linda A. Hill, ca. 2017. COURTESY OF LINDA A. HILL.

**Claudine B. Malone** serves as CEO of Financial and Management Consulting Inc. She previously served as a senior executive and CIO at Cardinal Health Inc., Allegiance, Baxter International, and AlliedSignal Corporation. Malone graduated from



Wellesley College in 1963 with a BA in philosophy. She earned her MBA from HBS in 1972 with high distinction, the only woman in her class to do so. Malone then joined the HBS faculty, where she taught from 1972 to 1981. At HBS,

Malone was the first African American tenure-track assistant professor, as well as the first African American promoted to associate professor. She was also a visiting professor at the Darden Business School of the University of Virginia from 1984 to 1987 and an adjunct professor of the School of Business Administration at Georgetown University from 1982 to 1984. Malone has served on a number of boards including Hannaford Brothers, Anadarko Holdings, Houghton Mifflin, and The Limited Stores, and she has served as chair of the Federal Reserve of Richmond. Malone was cited in a 1988 *Los Angeles Times* article as one of two women who held directorships in 11 companies simultaneously.

Claudine A. Malone, ca. 1980. HBS ARCHIVES PHOTOGRAPH COLLECTION:  
FACULTY & STAFF, BAKER LIBRARY, HARVARD BUSINESS SCHOOL.

**Tsedal Neeley** is an associate professor in the Organizational Behavior Unit at the Harvard Business School. As of July 2018, Neeley will become the second Black woman in the Harvard Business School's history to earn tenure. She



has taught in both the MBA program (LEAD, Leading Teams in a Global Economy, Field Global Immersion) and in executive education programs including Global Strategic Management and the Program for Leadership

Development. Professor Neeley received the HBS Charles M. Williams award for outstanding teaching in Executive Education. With her new book, *The Language of Global Success: How a Common Tongue Transforms Multinational Organizations* (Princeton University Press), Professor Neeley's research focuses on the challenges that global collaborators face when they work across national boundaries. To examine these challenges as well as potential solutions to them, Professor Neeley has identified key determinants of effectiveness in global work. She received her PhD from Stanford University's Department of Management Science and Engineering specializing in organizational studies, where she was a Stanford University School of Engineering Lieberman award recipient for excellence in teaching and research as well as the Stanford Distinguished Alumni Scholar.

Tsedal Neeley, 2017. © LAWRENCE NEELEY FOR HARVARD BUSINESS SCHOOL.

**David A. Thomas** is a recognized leader in the field of strategic human resource management. Thomas received his BA from Yale University and his MA in organizational psychology from Columbia University. He later earned his master



of philosophy in 1984 and a doctor of philosophy in 1986 from Yale University. Dr. Thomas joined the faculty at HBS in 1990 and was named the H. Naylor Fitzhugh Professor of Business Administration in 2000.

During his tenure, Dr. Thomas served as senior associate dean and director of faculty recruitment and as unit head for the Organizational Behavior Unit at HBS. In 2011, Dr. Thomas was appointed dean and William R. Berkley Chair of Georgetown University's McDonough School of Business. In January 2018, Dr. Thomas became the twelfth president of Morehouse College. Dr. Thomas has devoted his research to issues relating to executive development, cultural diversity in organizations, leadership, and organizational change. He is the co-author of several books and written more than 60 articles and case studies, including the best-selling HBR article "Making Differences Matter." His book *Breaking Through: The Making of Minority Executives* received the Academy of Management's George R. Terry Book Award for outstanding contribution to the advancement of management knowledge.

David A. Thomas, ca. 2006. HBS ARCHIVES PHOTOGRAPH COLLECTION:  
FACULTY & STAFF, BAKER LIBRARY, HARVARD BUSINESS SCHOOL

## THE ADVANCEMENT AND EXPANSION OF HBS COURSES ON RACE AND BLACK BUSINESS LEADERSHIP

Harvard Business Publishing offers the largest and most widely used catalogue of resources for educating business leaders. In 1968, African-American Student Union (AASU) members advocated for the School to catalyze changes in pedagogy and course content. Specifically, they sought School-wide investments in expanded course offerings that would address race, justice, and business leadership challenges. In conjunction with campus-wide and global movements, HBS faculty began to increase course development and case writing that would prepare business leaders to engage in strategic, informed analyses of race, economics, and leadership.

Select courses that directly engaged race and the Black experience included: Black Power and the Business Community (1969–1972), Corporate Planning in the Urban Environment (1967–1969), Consumer Behavior Research Seminar (1963–1969), Seminar on Poverty, Minorities, and Marketing (1971–1972), and Organizational Development in the Inner City (1969–1972).

### Excerpts of Course Catalogue Listings from the 1970s

#### **CONSUMER BEHAVIOR RESEARCH SEMINAR\***

*Professors Bauer, Robertson, Cunningham, Greyser, 1963–1969*

Second year course; Area: Marketing

Selected problems of consumer behavior will be analyzed with emphasis on an intensive study of some particular problem or market area. . . Topic studies in the past have been: promotion of ethical pharmaceuticals to physicians; analysis of the findings of a large-scale experiment on advertising effectiveness; analysis of the Negro market. It is anticipated that this seminar will again concentrate on the Negro market in the fall of 1963. Several new studies should be available for continued study of this topic.

\* Offered in fall, winter, and spring terms starting in 1964–1965. Also in 1964–1965, the course description starts referring to “ethnic market segmentation” and an “emphasis on the ethnic market” as the focus.

#### **BLACK POWER AND THE BUSINESS COMMUNITY**

*Professor Haynes, 1969–1971*

Second year course; Area: Business, Government, and Society

The seminar will be devoted to the study of the ramifications of the surge of social ferment, especially in the Black community, for United States business. The point of view taken in the seminar will be predominantly that of a black entrepreneur or manager. In addition, responses of the business community to contemporary social unrest will be considered where appropriate. Individual seminar

In 2017 Professor Steven S. Rogers (MBA 1985) taught the MBA elective Black Business Leaders and Entrepreneurship, in which cases featured successful Black business leaders as protagonists. Rogers asserted the importance of teaching cases with diverse protagonists in a *Boston Globe* article about his course, stating: “We’re showing the true spectrum of the business world. We are now righting this wrong and being more inclusive.” Rogers’s course includes cases featuring John Rogers, Linda Johnson Rice, Carmichael Roberts, and Valerie Daniels-Carter, among others.

Other HBS cases written by Black faculty that feature Black protagonists include “Suzanne de Passe at Motown Productions,” “Taran B. Swan at Nickelodeon Latin America”, and “Kevin Simpson” (all three by Linda A. Hill); “The Rise of President Barack Hussein Obama” (by David A. Thomas, Laura Morgan Roberts, and Stephanie J. Creary); “Leaving” (by David A. Thomas); “Bennie Wiley at The Partnership, Inc.” (by Laura Morgan Roberts); and “Merck CEO Ken Frazier Quits President Trump’s Advisory Council” (by Andy Zelleke). Other recent HBS cases (not written by Black faculty) feature African American celebrities Oprah Winfrey and Beyoncé Knowles, entrepreneurs Madame C. J. Walker and Maggie Lena Walker, Wall Street executive Carla Ann Harris, and Chicago City Treasurer Kurt Summers.

sessions, involving input from student participants and from outside resource people, will be devoted to such subjects as implementing equal employment programs, direct business involvement in the ghetto community, minority group entrepreneurship, testing and the minority group employee, collective efforts of business to solve social problems (e.g., Urban Coalition, National Alliance of Businessmen), organizational and managerial problems of social action groups, and so forth.

### **ORGANIZATIONAL DEVELOPMENT IN THE INNER CITY**

*Professors Lawrence and Winston, 1969–1972*

Second year course; Area: Organizational Behavior

This course is designed to give students an opportunity to analyze detailed case descriptions

of some of the newer organizations appearing in ghetto areas that are designed primarily to address economic development problems. . . Typical issues might be. . . the problem of securing needed human resources; a leadership crisis, an organization structural problem, a public relations problem, an internal motivational problem, an intergroup conflict, or a problem of transition from one stage of development to another.

From the 1970–1971 catalogue: [T]he course will help the committed and the unsure to assess better these critical questions, “Do I want to assume a role in the black community?”, and “What role would be best for me?” Each student will be required to submit to the class an analysis of a role he would propose to assume in the development of the Black community.

Select HBS cases also address pertinent racial issues. For example, in 1991 Professor Ray Friedman and Caitlin Deinard published “Black Caucus Groups at Xerox Corporation” (A) and (B). The topic of employee affinity groups was also examined in a more recent case, “Renewing GE: The Africa Project” (by David A. Thomas and Stephanie J. Creary). Cultural diversity in teams was explored in “Managing Diversity at Cityside Financial Services” (by Robin J. Ely and Ingrid Vargas).

David A. Thomas’s research on strategic diversity initiatives informed the case “IBM’s Diversity Strategy: Bridging the Workplace and the Marketplace,” which featured Ted Childs’s leadership as vice president of workforce diversity.

For several years in the 2000s, the required, first year MBA leadership core course (LEAD) included case discussions of Martin Luther King’s “I Have a Dream” speech and “Jensen Shoes” (by Professor Mary C. Gentile, featuring cross-race mentoring dynamics with an African American male protagonist, Lyndon Twitchell). The case “Taran B. Swan at Nickelodeon Latin America” (by Linda A. Hill) is still included in LEAD. Professor Linda A. Hill designed LEAD with great success in the 1990s, and Professor David A. Thomas served as course head in the early- to mid-2000s.



Tsedal Neeley, 2016. © SUSAN YOUNG FOR HARVARD BUSINESS SCHOOL.



## HARVARD BUSINESS REVIEW ARTICLES ON RACE AND BLACK BUSINESS LEADERSHIP

In the course of their work, research, and writings HBS Black faculty have made far-ranging contributions to the fields of economics, monetary trade, educational psychology, organizational psychology, race and ethnic studies, leadership, innovation, and information technology, among others. HBS-affiliated Black faculty and alumni have been pivotal in shaping the discourse on race and Black business leadership over the past five decades.

The *Harvard Business Review* published numerous pieces on race during the mid-twentieth century, including:

- “It’s Time to Research the Consumer,” Pierre Martineau (1955). With a section on “the Urban Negro Market.”
- “Consumer Motivations in Black and White,” Henry Allen Bullock (1961).
- “BUSINESS — Next Target for Integration?,” John Perry (1963).
- “Equal Job Opportunity: The Credibility Gap,” Ulric St. Clair Haynes Jr., HBS visiting lecturer 1968–1972.
- “Vitalize Black Enterprise,” Robert B. McKersie (1968).
- “Gray Areas in Black and White Testing,” Richard S. Barrett (1968).
- “Better Deal for Ghetto Shoppers,” Frederick D. Sturdivant (1968).
- “New Forces in the Economy,” John T. Dunlop (1968).
- “The Limits of Black Capitalism,” Frederick D. Sturdivant (1969).
- “The Birth of a Black Business,” Jeffrey A. Berman (1970).
- “White Help for Black Businesses,” Michael Brower and Doyle Little (1970).
- “Case of the Borderline Black,” Theodore V. Purcell (1971). With commentary by Frank S. Jones (MBA 1957).
- “‘Borderline Black’ Revisited: Can You Justify Preferential Treatment of Minority Employees? An HBR Case Arouses Debate on the Question,” Timothy B. Blodgett (1972).
- “‘Failure Is a Word I Don’t Accept.’” An interview with John Johnson (1976).

A piece by Richard F. America Jr. (MBA 1965) captured the sentiment held by many business leaders in 1969, following the HBS African-American Student Union (AASU)’s founding. The article was entitled, “What Do You People Want?” with the subhead, “This reply to a question often posed to black persons is: economic power in the form of transfer of big companies to black control.” An editorial note was published alongside the article, which read:

“This article is intended to be suggestive,” the author remarked in a conversation with one of the editors. In publishing it, we share that intention. “Maybe it won’t work out exactly this way,” he explained, “but some program like this is necessary to redistribute economic power.” The editors hope that HBR readers, whether or not they agree with Mr. America, will be stimulated to participate in the dialogue that is increasingly being generated between whites and blacks on the critical twin problems of poverty and powerlessness. — The Editors

In 1973, the *Harvard Business Review* published Edward Jones’s (MBA 1972) personal account, “What It’s Like to Be a Black Manager.” At the time, Jones was a division manager at New York Telephone Company. A decade later, HBR

asked Jones to assess the progress of Black managers in U.S. corporations. In 1986, he wrote the *Harvard Business Review* article, “Black Managers, The Dream Deferred.” In this article, he intoned,

Where do we go from here? The answer lies in our vision for America: whether we want a land of opportunity for all Americans based on individual dignity and respect, or a land of advantage and disadvantage based on skin color. Whether we want a nation where competence and character will be the criteria for leadership, or whether color will ordain that Americans stay in a place determined in the minds and by the values of others. Senior corporate executives can help decide the outcome. Where do they choose to go from here?

The 1990s introduced a wave of new ideas and frameworks about the value of racial diversity for businesses. R. Roosevelt Thomas Jr.’s article “From Affirmative Action to Affirming Diversity,” published in 1990, invited a paradigm shift from EEO compliance to engaging and empowering a diverse workforce.

R. Roosevelt Thomas Jr. (DBA 1974) traced the origins of his framework for managing diversity to his doctoral studies, stating:

My thinking of diversity and diversity management really relates back to my study of complex organizations as a doctoral student, studying organizational behavior at Harvard Business School. I’m just as concerned as anyone about race, gender, social justice, and human rights. But my thinking about diversity management is that this is an approach, a way of thinking — a way of generating solutions, which can be used in conjunction with social justice, human rights issues and also to non-social justice issues, such as those related to functions, acquisitions and mergers, or families and communities... Diversity and diversity management are about managing and engaging people who are different and similar, all for the benefit of the organization and its goals. We are now just beginning to get around to understanding that diversity and affirmative action are different.

During this decade, HBS Professor David A. Thomas published a series of impactful articles on race in the *Harvard Business Review*, including a best-selling article “Making Differences Matter: A New Paradigm for Managing Diversity” (1996, with HBS Professor Robin J. Ely); “Debate: A Response to the Business of Equal Opportunity by Reginald Dickerson” (1992, with D. Evans); and “A Question of Color: A Debate on Race in the U.S. Workplace” (1997, with S. Wetlaufer). David A. Thomas later published “The Truth about Mentoring Minorities: Race Matters” (2001) and “Diversity as Strategy” (2004).

Over the past decade, HBR has published articles that address race and diversity more regularly, written by diverse groups of business professors and executives, including Black professors (e.g., Martin N. Davidson, Gregory B. Fairchild, Tina Opie, Katherine W. Phillips) and executives (e.g., Maxine Williams). In conjunction with the 50th anniversary of the founding of Harvard Business School’s African-American Student Union (AASU50), Professors Laura Morgan Roberts, Anthony Mayo, Robin J. Ely, and David A. Thomas published an HBR feature article “Beating

the Odds: Leadership Lessons from Senior African-American Women” (March–April 2018). The article, based on interviews and work histories of Black HBS alumni, highlighted the importance of resilience — reinforced and enhanced through emotional intelligence, authenticity, agility, and nurturing developmental relationships for career success. The “Beating the Odds” article concluded with the following paragraph:

Much of the narrative about women and African-Americans in corporate life focuses on derailment, plateauing, and off-ramping — and that’s doubly true for African-American women. As the women we interviewed demonstrate, that narrative need not be the rule. However, it takes extraordinary ability, perseverance, and support to transcend it. The insights gleaned in our study are important not just for African-Americans and women; they’re essential for any manager who recognizes what research has shown over and over again — that an organization’s diversity is its strength.

## HBS FACULTY AND ALUMNI SCHOLARSHIP ON RACE AND BLACK BUSINESS LEADERSHIP

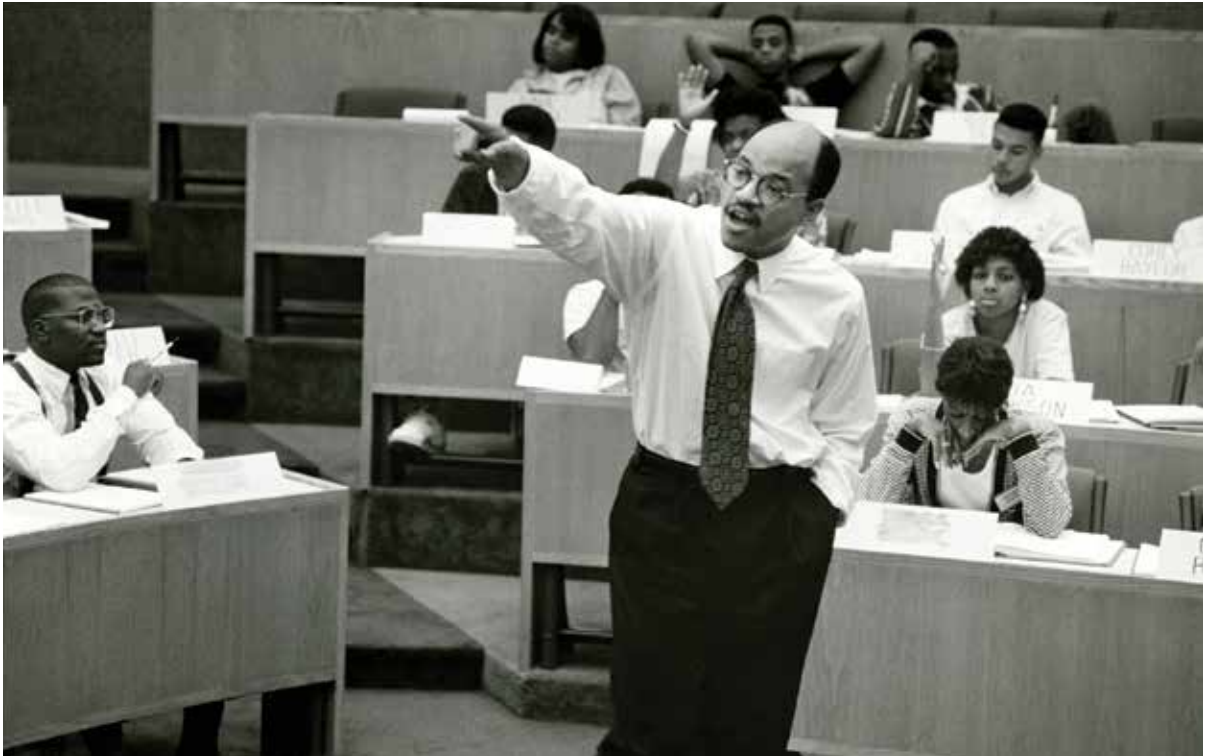
Black faculty and alumni of the Harvard Business School have gained international prominence as innovative, pragmatic, and sagacious thought leaders in wide-ranging subject areas related to business leadership. Within this array, several Black HBS scholars have spearheaded field research on race and African American business leadership. Their contributions over the past fifty years have been pivotal to advancing the field of study on race and diversity. As noted in the prior section, several excerpts from these breakthrough research studies were published in the *Harvard Business Review*. The faculty members have also published award-winning articles in the top-ranking academic journals of their respective fields. A few of these studies have gained widespread acclaim through the popular press, in books that are accessible to broad audiences.

One of the first such books written by a Black HBS scholar, Edward D. Irons (DBA 1959), was based on his pioneering research in the banking industry (the topic of his dissertation). Irons, the second known African American to earn a doctorate from Harvard Business School, conducted an in-depth, multi-method research study of Black professionals in banking. In their 1985 groundbreaking book *Black Managers: The Case of the Banking Industry*, Irons and co-author Gilbert W. Moore interviewed 125 Black bankers in 10 states, collected survey data from over 300 Black bankers in 22 states, and reviewed 16 years of EEOC statistics.

R. Roosevelt Thomas Jr. (DBA 1974) published several popular books on managing diversity based on his research and consulting firm, American Society of Training and Development, which he founded after leaving the HBS faculty. His books include *World Class Diversity Management*; *Building on the Promise of Diversity*; *Redefining Diversity*; and *Beyond Race and Gender*.

In addition to his award-winning book *Breaking Through: The Making of Minority Executives* (with Professor John J. Gabarro, 1999), H. Naylor Fitzhugh Professor emeritus David A. Thomas also co-authored *Leading for Equity: The Pursuit of Excellence in the Montgomery County Public Schools* (with Stacey M. Childress and Dennis Doyle, 2009).

In conjunction with the 50th anniversary of the founding of Harvard Business School's African-American Student Union (AASU50), Professors Laura Morgan Roberts and David A. Thomas will publish an edited volume: *Race, Work and Leadership in the 21st Century: Learning about and from Black Experience* (Harvard Business Publishing, 2019). The volume includes over 20 essays by interdisciplinary thought leaders who aim to deepen understanding of the interconnections between race and business. The collection of essays will reexamine longstanding assumptions about Black experiences of race, work, and leadership, in terms of their accuracy and relevance for the twenty-first century, with the intent to stimulate further research on the topic and advance leadership of diverse work organizations.



David A. Thomas, ca. 1995. HBS ARCHIVES PHOTOGRAPH COLLECTION: FACULTY & STAFF. BAKER LIBRARY, HARVARD BUSINESS SCHOOL.

The Harvard Business School Leadership and Gender Initiatives also co-sponsored a comprehensive research report titled *Spheres of Influence: A Portrait of Black MBA Program Alumni* based upon a multi-year study of the ways in which Black HBS alumni careers have unfolded. The research was led by Professors Anthony Mayo, Laura Morgan Roberts, Robin J. Ely, and David A. Thomas, Project Director Taran B. Swan (MBA 1991), Research Associate Serenity Lee, and Staff Assistant NaDaizja Bolling. The project involved: (1) building a definitive dataset of Black alumni including comprehensive demographic information; (2) chronicling the career trajectories of a select and prestigious group of executives; and (3) defining and analyzing the enablers of and obstacles to career success for Black executives. The report lends insight into the ways in which Black HBS alumni have been influenced by and have influenced the context in which they have worked.

In March 2018, Harvard Business School convened a two-day academic symposium, “Race, Work and Leadership: Learning about and from Black Experience,” hosted by Professors Laura Morgan Roberts, Robin J. Ely, and David A. Thomas. The symposium included over 130 global thought leaders and senior executives, who engaged in research-based discussions of the role of race research in the 21st century; racial (in)justice in the age of the Black Lives Matter movement; amplifying Black voices through the arts; economic development and Black institutions; lessons in leadership development with Black executives; and publishing race research for academic and general audiences.

## HARVARD BUSINESS SCHOOL BLACK DOCTORAL DEGREE RECIPIENTS

The Harvard Business School doctoral studies programs — Doctor of Business Administration (DBA) and Doctor of Philosophy (PhD) degrees — have been central to the development of breakthrough insights. HBS doctoral alumni have been trailblazers in academic research, academic administration, and executive leadership in various sectors.

Harding B. Young (DCS 1955) was the first known African American doctoral recipient from the Harvard Business School. In 1969, Young was the first African American to be appointed to the faculty of the Business School of Georgia State University. In 1979, he became the first African American to serve on the board of directors of the Citizens & Southern National Bank (now Bank of America) and in 1985, he was the first African American appointed to the board of directors of the Federal Home Loan Bank. His other board appointments included the Home Owners Warranty Corporation, Mutual Federal Savings and Loan Association, the Bureau of National Affairs, the Young People’s Corporation, the United Board for College Development, and the Board of St. Joseph’s Hospital. Dr. Young enjoyed a rewarding and illustrious 50 year career in higher education serving as professor of business administration and chairman of the Department of Business and Economics at Arkansas AM&N (now The University of Arkansas at Pine Bluff); professor and chairman of the Department of Commerce at North Carolina College (now

North Carolina Central University); dean of the School of Business and professor of business administration at Atlanta University (now Clark Atlanta University); and professor of management, entrepreneurship and business policy at Georgia State University.

Edward D. Irons (DBA 1959) and his partners opened Riverside National Bank in Houston, Texas, in 1964, the first bank given a charter to African Americans in forty years. He also helped establish and ran Atlanta Life Insurance Corporation, the second largest Black-owned life insurance company in the nation. Irons became the founding dean of Howard University's business school in 1967. (Notably, trailblazing Professor H. Naylor Fitzhugh [MBA 1933] developed Howard University's marketing program and taught there for several decades.) From 1971 to 1985, Irons was the Mills B. Lane Professor of Banking and Finance at Clark Atlanta University. In 1985, Irons became the District of Columbia's first commissioner of banking and financial institutions. He returned to Clark Atlanta University to serve as dean from 1990 to 1995, and remained on faculty as Distinguished Professor of Finance and Entrepreneurship until 2010.

R. Roosevelt Thomas Jr. (DBA 1974), chairman and CEO of R. Thomas & Associates, consulted with numerous Fortune 500 companies, professional firms, government entities, nonprofit organizations and academic institutions. He served as secretary of Morehouse College, dean of the graduate School of Business Administration at Clark University, assistant professor at the Harvard Business School and instructor at Morehouse College. He was a founding member of the Diversity Collegium.

Andrew E. Honeycutt (DBA 1975) served as the Division Head for Business Administration in the School of Business and Industry at Florida A & M University, as dean of the School of Business Administration at Savannah State University, and as dean of the School of Business and Management at the University of Arkansas at Pine Bluff. He is currently president of Anaheim University.

Rudolph Winston Jr. (DBA 1975) held teaching positions at the University of Lowell, Bentley College, Babson College, Northeastern University, U.S. Naval War College, and the executive and MBA Programs at Harvard Business School.

Hassell H. McClellan (DBA 1978) is an associate professor of finance at the Carroll School of Management, Boston College. He began his teaching career at Harvard Business School. McClellan was the associate dean of the Carroll School from 1996 to 2000. He is currently the chairman of The John Hancock Group of Funds Board of Trustees.

Clifford E. Darden (DBA 1982) was one of the founders of the HBS African-American Student Union (AASU) and played an instrumental role in increasing enrollment of Black students at HBS. After a career in consulting, Darden pursued his DBA and became a tenured strategy professor at Pepperdine University's School of Business. He has authored 34 cases and several book chapters on management.

Cheryl E. Owens-Howard (DBA 1983) is vice president of marketing and admissions, Simmons College. She had nineteen years of marketing and brand management experience at The Gillette Company and four years of marketing and customer relationship experience at Digital Equipment Company before joining Simmons.

Donna B. Stoddard (DBA 1991) is associate professor and chair of the Technology, Operations and Information Management Division at Babson College. She previously served on the faculty of Harvard Business School. Stoddard is the co-author of *Minority Women Entrepreneurs* (with M. E. Godwyn, 2011).

Robin Denise Johnson (PhD 1994) teaches on the faculties of UCLA Anderson School of Business, UVA-Darden, and Ozyegin Graduate School of Business in Istanbul, Turkey. She is a consultant and executive coach, focusing on leadership development, inclusion, and cultural competence.

David M. Porter Jr. (PhD 1997) is executive director and CEO, Walter Kaitz Foundation. He previously served on the faculties of UCLA Anderson School of Business and Howard University Business School, where served as the director of graduate programs.

Andy Zelleke (PhD 2003) is the HBS MBA Class of 1962 Senior Lecturer of Business Administration. A member of the General Management Unit, Zelleke has taught the Field Immersion Experiences of Leadership Development (“FIELD”) course since its inception in the Required Curriculum in 2011, and served as the Module Head for FIELD 2 in 2015–2016. Zelleke also teaches graduate and executive courses in corporate governance. He is the co-editor of *Restoring Trust in American Business* (with J. Lorsch and L. Berlowitz, 2005).

More recent Black doctoral graduates have also advanced in academia and other industries. For example, Christopher O. Wheat (PhD 2005) is director of business research, JPMorgan Chase Institute. He previously served on the faculty of MIT. Ingrid M. Nembhard (PhD 2007) is associate professor of public health and management at Yale School of Public Health and Yale School of Management. Heather M. Caruso (PhD 2008) is adjunct associate professor of behavioral science, and executive director, Center for Decision Research, Booth School of Business, University of Chicago. Modupe Akinola Robinson (PhD 2009; MBA 2001) is the Sanford C. Bernstein & Co. Associate Professor of Leadership and Ethics, Columbia Business School. Erin L. Henry (PhD 2015) is director, Integration & Organizational Effectiveness at Northwestern Mutual. Renée R. Gosline (DBA 2009) is senior lecturer and research scientist, MIT Sloan School of Management. Hise Gibson (DBA 2015) is Lt. Colonel, U.S. Army; assistant professor, United States Military Academy at West Point. Chinenye C. Offor Ogunro (PhD 2017) is a healthcare entrepreneur. Rachel D. Arnett (PhD 2018) is assistant professor, Wharton School, University of Pennsylvania.

Currently enrolled Black doctoral students, as of January 2018, include Ahmmad Allan Brown, Fulton Christopher Eaglin, Lumumba Babushe Seegars, Michelle A. Shell, and Channing Spencer.

NAME	YEAR	THESIS TITLE
Harding B. Young (DCS)	1955	“The Development and Administration of Budgets in the Small College”
Edward D. Irons (DBA)	1959	“The Organization of a Bank; a Study of Selected New Banks”
R. Roosevelt Thomas Jr. (DBA)	1974	“The Management of the Liberal Arts College: A Case Study”
Rudolph Winston Jr. (DBA)	1975	“A Study to Determine How Personnel Managers’ Perceptions of Risk and Deservedness Affect Their Evaluation of Ex-Offenders”
Andrew E. Honeycutt (DBA)	1975	“An Ethnographic Study of Low-Income Consumer Behavior”
Hassell H. McClellan (DBA)	1978	“One-Bank Holding Companies: a Study of Management”
Clifford E. Darden (DBA)	1982	“Organizational Survival as a Function of Boundary Conditions and their Management: an Exploratory Study of Four Innovative, New Institutions”
Cheryl E. Owens-Howard (DBA)	1983	“A Conceptual Framework for Understanding Views of the Relationship Between Consumers and Advertising in the Marketplace”
Donna B. Stoddard (DBA)	1991	“Information Technology and Design/Manufacturing Integration”
Robin Denise Johnson (PhD)	1994	“Where’s the Power in Empowerment?: Definition, Differences, and Dilemmas of Empowerment in the Context of Work-Family Boundary Management”
David M. Porter Jr. (PhD)	1997	“The Eye of the Beholder: the Impact of Race and Gender on Managers’ Attributions and Conceptions of Commitment to the Organization”
Andy Zelleke (PhD)	2003	“Freedom and Constraint: The Design of Governance and Leadership Structures in British and American Firms”
Christopher O. Wheat (PhD)	2005	“Organizational Positions and the Social Structure of Exchange”
Ingrid M. Nembhard (PhD)	2007	“Organizational Learning in Health Care: A Multi-Method Study of Quality Improvement Collaboratives”
Heather M. Caruso (PhD)	2008	“What We Can Gain From Losses: How Framing Affects Willingness to Collaborate with Outgroup Members”
Renée Richardson Gosline (DBA)	2009	“The Real Value of Fakes: Dynamic Symbolic Boundaries in Socially Embedded Consumption”
Modupe Akinola Robinson (PhD)	2009	“Deadly Decisions: An Examination of Racial Bias in the Decision to Shoot under Threat”
Erin L. Henry (PhD)	2015	“Facilitative Boundary Leadership: Enabling Collaboration in Complex, Multi-Organizational Work”
Hise Gibson (DBA)	2015	“Essays on Operations Management: Setting Employees Up for Success”
Chinenye C. Offor Ogunro (PhD)	2017	“Network Administrative Organizations: Improving the Performance of Health Care Networks in a Developing Country Context”
Rachel D. Arnett (PhD)	2018	“Cultivating Inclusion: Navigating Diversity through Expressing and Concealing Social Identity Differences in Interpersonal Interactions”



## HBS BLACK ALUMNI CONTRIBUTIONS TOWARD DEVELOPING BLACK BUSINESS LEADERS

Several HBS Black doctoral alumni have generated evidence-based frameworks for developing African American leaders, which have been utilized by other institutions and professional associations across the country. For example, Robin Denise Johnson (PhD 1994) and David M. Porter Jr. (PhD 1997) customized executive leadership development programs for African Americans and other underrepresented groups (e.g., UCLA executive education suite; National Association for Multi-ethnicity in Communications (NAMIC) at UVA Darden).

HBS MBA program Black alumni have also played pivotal roles in launching programs for developing African American business leaders. A few examples include John Rice (MBA 1997), founder and CEO of Management Leadership for Tomorrow (MLT), a national nonprofit organization that prepares underrepresented minorities to become high-impact leaders in corporations, nonprofits, and entrepreneurial ventures. MLT serves over seven thousand students and professionals nationwide, partnering with blue-chip firms and top business schools. Anthony Harris (MBA 1979) is the co-founder of the National Society of Black Engineers, which he and five classmates formed at Purdue University in 1975. NSBE now boasts membership of over thirty thousand engineers. Bennie Wiley (MBA 1972) led The Partnership, Inc. as president and CEO for fourteen years. The Partnership, Inc. is a Boston-based nonprofit that has specialized in building racially and ethnically diverse leadership pipelines with 300 corporate partners and over four thousand people ranging from individuals early in their careers to senior executive leaders. Professor David A. Thomas served as chair of the board of The Partnership, Inc. and Professor Tsedal Neeley is a current board member.

HBS Black faculty and alumni have dedicated their intellect and enthusiasm toward countless other nonprofits that focus on racial equality, equal access to educational opportunities, and leadership development.

The spark that ignited the formation of the African-American Student Union in 1968 had longstanding repercussions for the HBS community. As agents of change, the founders of AASU advocated for a more diverse student body, a broader representation of Black faculty, and a curriculum that addressed the realities of the Black experience in business and society. Though progress on these fronts has been uneven, the commitment from AASU and many dedicated alumni and faculty has been unwavering. As HBS celebrates the 50th anniversary of AASU's founding, it is an opportune time to acknowledge the combined efforts of students, staff, and faculty in advancing thought leadership on race and Black business leadership. These efforts have transformed the landscape for Black leaders, shaped the intellectual discourse on university campuses, and influenced the way organizations are run.



James I. Cash Jr. teaching Summer Venture in Management program, ca. 1983.

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## PHOTOGRAPHS ON BACK COVER

### *Top row, left to right:*

Homer O. Smith, Noel H. Watson (© Stuart Cahill for HBS), Donna B. Stoddard, Tsedal Neeley (© Lawrence Neeley for HBS), Bert H. King, Claudine B. Malone, Henry W. McGee (© Russ Campbell for HBS)

### *Second row, left to right:*

Monique Burns Thompson (© Evgenia Eliseeva for HBS), Andrew F. Brimmer, Laura Morgan Roberts (© Kimberly Murray for HBS), John A. Clendenin, James I. Cash Jr. (© Stuart Cahill for HBS), Hassell H. McClellan, Shelle M. Santana (© Russ Campbell for HBS)

### *Third row, left to right:*

Ulric St. Clair Haynes Jr., Steven S. Rogers (© Russ Campbell for HBS), Erika Hayes James, Ronald W. Moore, Linda A. Hill (courtesy of Linda A. Hill), Lawrence A. Johnson, Anywhere Sikochi (© Susan Young for HBS)

### *Fourth row, left to right:*

Andy Zelleke (© Neal Hamberg for HBS), Kelvin A. Wall, Michael D. Kimbrough, Paula A. Price (© Evgenia Eliseeva for HBS), Rudolph Winston Jr., David A. Thomas (© Stuart Cahill for HBS), R. Roosevelt Thomas Jr.

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