

2012

# BottomLine

Howard University School of Business

## School of Business 2.0: Preparing Leaders for a Wired World



Leadership for America and the Global Community



**HOWARD**  
UNIVERSITY



## Redefining. Executive. Leadership.

### Online Executive MBA

The Howard University **online Executive MBA** is designed for experienced and emerging business leaders, like you, who are ready to lead and seek a competitive edge in global business.

Learn to navigate the increasingly complex challenges of the global marketplace and lead diverse organizations with innovative decision-making and a higher level of strategic sophistication.

Proud alumni, through this 18-month online program, we welcome you home and invite you to learn more about this transformational opportunity.



Visit [executivemba.howard.edu](http://executivemba.howard.edu) or call **1-877-398-3053** to speak with an Enrollment Advisor.

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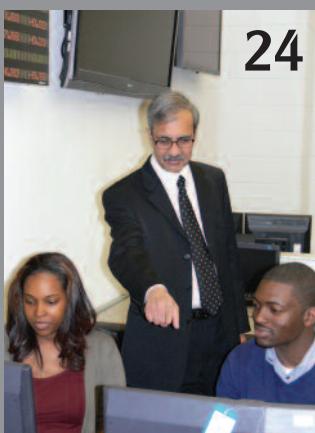
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# BottomLine

Howard University School of Business



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## HOWARD UNIVERSITY

### SCHOOL OF BUSINESS

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# Dean's Message

## School of Business 2.0: Positioning our graduates to prosper in the global, digital marketplace

Our students will enter a workforce where business is conducted from coast-to-coast and continent-to-continent, sometimes more often than face-to-face. This global, wired world mandates that education is a reflection of that reality. The Howard University School of Business has developed many programs and is introducing several tools to continue its reputation of excellence.

New to the School of Business this year, we have launched our inaugural class of the Executive MBA program—conducted 100% online—to join the cadre of students who have chosen to be a part of Howard's outstanding reputation. It is our goal to grow the current 25 participating students to 50 students for the 2012-2013 academic school year.

The School of Business continues to place emphasis on the importance of establishing a global presence. In years past our students have traveled abroad to Barcelona, India, Dubai, China, Haiti and Brazil. As we embark on the future not only are we looking to broaden international experiences for our students, but also enhancing learning experiences through technological advancements. In the next five to 10 years, the School of Business will facilitate learning via e-books and mobile devices by introducing gesture-based learning and augmented reality.

With a pipeline of talented students and continued support from our sponsors, Board of Visitors and a cadre of successful alumni, the School of Business will continue to offer students a top-notch education that prepares them to conduct global business 2.0.

Sincerely,

Barron H. Harvey, PhD, CPA

## CONNECT WITH THE DEAN

Twitter: @husbdean



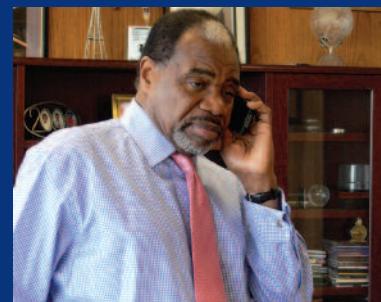
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## E-Learning in the School of Business: “Creating Business 2.0”

In addition to our new accelerated MBA program, the School of Business is proud of the various accomplishments below:

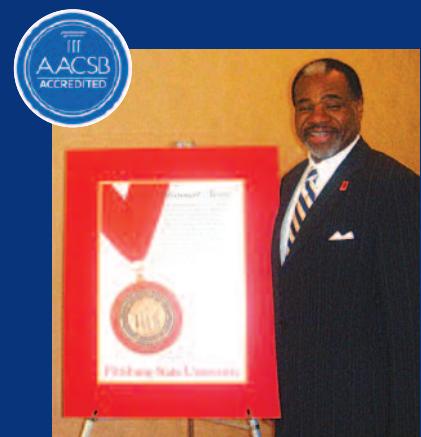
- Ms. Jean Wells, JD, CPA, Assistant Professor has been named Acting Chairperson, Department of Accounting.
- The School of Business has established a cyber security lab for students to improve their skills.
- On October 3, 2011, the School of Business hosted its first speaker in the Executive Lecture series for the year with Indra Nooyi – Chairman and CEO, PepsiCo.
- October 5, 2011, Steve Forbes – Chairman and CEO, Forbes Magazine and John Schlifske – Chairman and CEO, Northwestern Mutual lectured to the students as a part of the Executive Lecture series.
- November 5, 2011, John Hope Bryant – CEO, Operation H.O.P.E. shared his advice, success stories, and goals for his non-profit organization as the final speaker in the Executive lecture series.
- 17 MBA students travelled to Sao Paulo and Rio de Janeiro, Brazil in December 2011 as a part of the Global Management Consulting course. The students presented implementations and recommendations to Brazilian business owners. They also visited several companies including: IBM, FMC Technology, Marsh Insurance, and McKinsey & Company.
- The University’s Phased Retirement Program (PRP) has seven School of Business faculty participants.
- Howard University has been designated as a National Center of Academic Excellence in Information Assurance Education by the National Security Agency and the US Department of Homeland Security.
- During Spring Break, two first year MBAs traveled abroad to Haiti. This marks the second year that the University has traveled internationally to Haiti during Alternative Spring Break in March. The students continue to emphasize their passion for providing relief aid to those victimized by the earthquake of 2010.
- Eleven MBA students will travel to China in May 2012 visiting Beijing, Shanghai, Wuzhen, and Gaungzhou.
- Two School of Business Board of Visitors members were included among the “Top 100, Most Influential Blacks in Corporate America,” in Savoy Magazine’s Spring 2012 issue – Arlene Isaacs-Lowe, Sr. VP, Commercial Group, Moody’s; Shelley Stewart, Jr., Sr. VP, Operational Excellence & CPO, Tyco International.

## Congratulations to Dean Harvey

Barron H. Harvey, Ph.D., CPA was recently elected to a three-year term on the **Board of Directors of AACSB International** (The Association to Advance Collegiate Schools of Business). Along with AACSB Business and Accounting Accreditation, the association is a global, nonprofit membership organization of educational institutions, businesses, and other entities devoted to the advancement of management education.

Previously, Dean Harvey served on the Accreditation Quality Committee (AQC). The committee recommends changes in standards, policies, and procedures that will allow AACSB to maintain global excellence in business and accounting accreditation.

On April 20, 2012, Dean Harvey was awarded the **Meritorious Achievement Award from Pittsburgh State University**, his alma mater. The acknowledgement is the highest award based on career achievement presented by the alumni association. Recipients must have demonstrated substantial professional growth and advancement over an extended period.



# Corporate Partnerships continue to participate in Executive Lecture Series

The Executive Lecture Series reinforces the School of Business' vested interest in providing resources and programs to support the preparedness of its students. The School has found that the coupling of theory and praxis is a winning formula to increase student retention, encourage engagement and promote exposure.

The Series, which began in 1955, continues to provide students with the opportunity to establish a wide network of contacts within companies that are leaders in their respective industries. Additionally, early exposure to Fortune 500 corporations and corporate representatives allows our students to draw on the experiences of successful executives as they aspire to become well-rounded business professionals.

This year, seven top executives visited us.

Michael Lamach, *Chairman & CEO, Ingersoll Rand*;  
Indra K. Nooyi, *Chairman & CEO, PepsiCo*;  
James Bell, *Corporate President & CFO, Boeing Co.*  
(not pictured);

Robert L. Parkinson, *Chairman & CEO, Baxter Health*;  
Steve Forbes, *Chairman & Editor-in-Chief, Forbes Magazine*;  
John Schlifske, *Chairman and CEO, Northwestern Mutual*;  
John Hope Bryant, *Chairman & CEO, Operation Hope*



John Hope Bryant  
*Operation Hope*  
*Chairman and CEO*



Steve Forbes  
*Chairman &*  
*Editor-in-Chief*  
*Forbes Magazine*



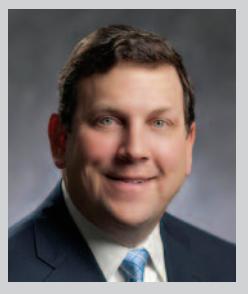
Michael Lamach  
*Chairman and CEO*  
*Ingersoll Rand*



Indra K. Nooyi  
*Chairman & CEO*  
*PepsiCo*



Robert L. Parkinson  
*Chairman & CEO*  
*Baxter Health*



John Schlifske  
*Chairman and CEO*  
*Northwestern Mutual*

# Graduating Senior Focuses on Scholarship

By Otesa Middleton Miles

**A**fter his freshman year, **Kyle R. Hutton** sent some of the money he earned as a Goldman Sachs & Co. intern to the Caribbean.

Although his money was destined for an island, Hutton wasn't going on vacation. The money went to his home, Trinidad and Tobago, to award two students at the University of the West Indies scholarships. "In Trinidad we don't have the proliferation of scholarship opportunities that are in the U.S.," said Hutton, a Howard University School of Business graduating senior. "I want to make it an official and continuing program after I graduate."

Hutton, a finance major, thought the best use of his money was to invest in other young people because he valued and appreciated the education he was receiving. "The Howard University School of Business has instilled in me the importance of giving mentorship to others," Hutton said. "This attitude is all due to what I experienced and a testimony to the focus the school places on helping others."

Recently named Honors Student of the Year, for an unprecedeted second time, Hutton plans to again award scholarships to students in Trinidad and Tobago as well as at Howard University. "I will be meeting with the Dean before I graduate to determine an appropriate financial contribution, in the form of a scholarship, to be made over a number of years," said Hutton, who has accepted a job as a business analyst at McKinsey & Co.

"The best thing that our students can do is to teach others and give back," said Dean of the School of Business, Barron Harvey, Ph.D., C.P.A. "Kyle, like many of our outstanding students, has done



both—which means we're doing our job of preparing global leaders in this digital age."

Why is giving others scholarship money important to Hutton so early in his career? "I've always had a passion for education," he said.

The youngest of two boys, Hutton came to Howard University before he learned he'd been awarded an open scholarship that would pay for tuition, fees, room, board and spending money for him to attend the university of his choice.

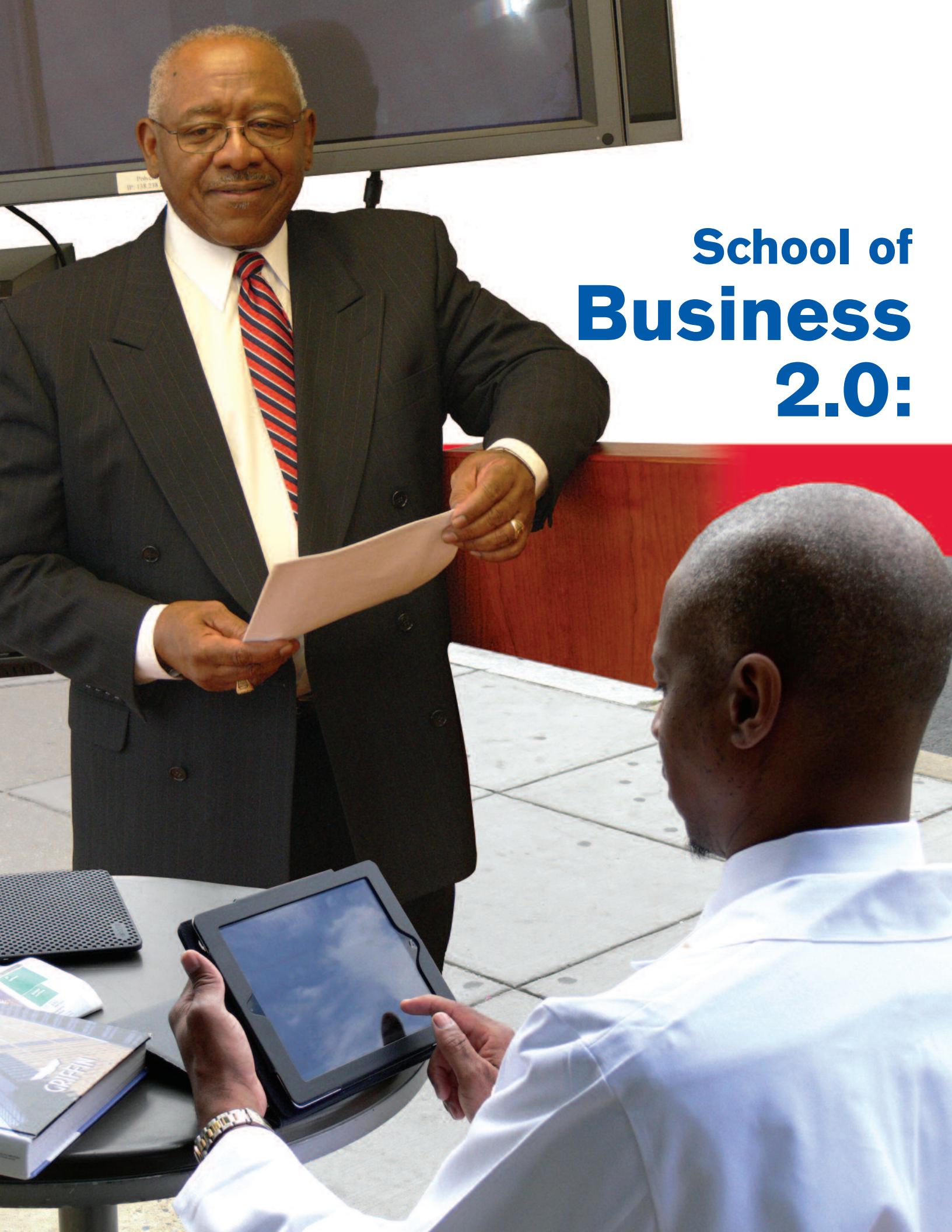
"The question has always been what has kept me at Howard University and it really boils down to the three Es: Experience, Exposure and Engagement," Hutton said.

The experience, he said comes from the wide range of top-notch opportunities that guarantee students will be able to gain invaluable experience locally, nationally and internationally.

Students gain exposure from the many executives who visit the Howard University School of Business.

"From day one, you are exposed to several Fortune 500 companies that seek our talented students for internships," Hutton said. "Additionally, HUSB has had several executives, CEOs and government officials who visit the campus each semester to deliver a lecture to our students. For instance, we have had the pleasure of meeting Indra Nooyi, CEO of PepsiCo, Michael Lamach, CEO of Ingersoll Rand, John Schlifske, CEO of Northwestern Mutual and Steve Forbes."

The engagement comes from the camaraderie at the school. "Students have the opportunity to be a part of a family," Hutton said. "Like any academic institution there is a competitive air in the classroom, but our students support each other."

A photograph showing a man in a dark suit and striped tie handing a white paper to another man whose back is to the camera. The man in the suit is wearing glasses and has a mustache. In the foreground, a student is seen from behind, looking at a tablet computer. The background shows a red wall and a window.

# School of Business 2.0:



# Preparing Leaders for a Wired World

By Otesa Middleton Miles

**B**efore seeing patients at Howard University Hospital, **Chiledum Ahaghotu, M.D.** checks into the Starbucks on Georgia Avenue by 6:30 a.m. armed with his laptop, tablet and smartphone.

"I get up at 5:45 a.m. and try to get in two solid hours of studying before my time with patients," said Ahaghotu, whose titles include: Chief of Urology at the hospital, Associate Professor of surgery at the Howard University School of Medicine and Howard University School of Business student.

Last fall, Dr. Ahaghotu enrolled in the School of Business' first online executive master of business administration program. Often called the EMBA, Ahaghotu is one of 25 students in its inaugural class. The second cohort of students started in April with the third kicking off in the summer.

On Wednesdays, Dr. Ahaghotu takes the train to D.C. General Hospital where he sees patients from 8:30 to noon twice each month. He returns to working on his class

presentations and studying at the Starbucks until his appointments with patients resume at 2 p.m. When he's done at the hospital, he heads to a coffee shop in Bethesda for an evening schoolwork session.

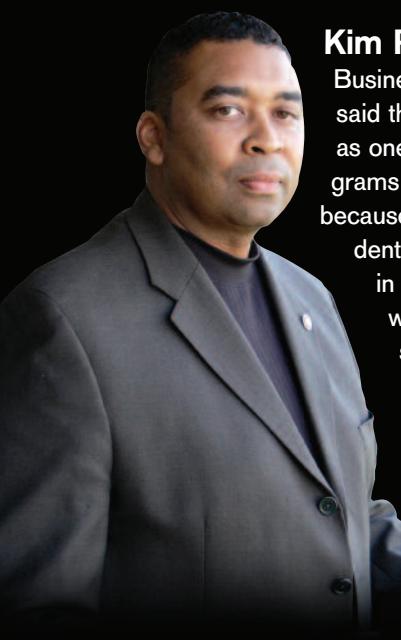
"Then I go home, kiss my kids and say a couple of words to my wife. I study more if I can stay awake and then I do it all over again. It's pretty intense," Ahaghotu said.

Designed to suit the needs of a manager or executive seeking to further excel, the EMBA program conducts all courses online. The academic year is divided into three trimesters of 15 weeks each. Students take three, five-week courses each session and can finish the accelerated program in 18 months.

*With technology and the School of Business' new EMBA program, urologist Chiledum Ahaghotu, M.D has unlimited access to his professors, including William Brent, D.B.A. pictured on the left of this photo illustration.*

**“When the EMBA program was announced it was a Godsend and a natural fit for me.”**

Chiledum Ahaghotu, M.D



**Kim R. Wells**, director of the School of Business executive education programs, said the EMBA program was established as one of the University's first major programs to be offered 100 percent online because of the need to connect with students who can't physically attend classes in Washington, D.C. Conducted the way many businesses operate today, students participate in videoconferences, webinars, communicate online in real time in chat rooms, exchange large files over the web, chime in on group discussion boards and, of course, hash out details using emails and the telephone. As technology advances, more students are exploring distance learning options according to the National Center for Education Statistics. For the 2007- 2008, the last period for which data is available, 22 percent of graduate students took a class online or by some other remote method, such as videoconferencing.

"We were looking for a way to expand our reach as one of the top MBA programs in the country," Wells said. "The program offers a world-class, executive, graduate level education to African-American and multi-ethnic executives in the U.S. and abroad. The online executive MBA program will be a game changer for the University and executives who want to study at Howard."

Every region of the U.S. is represented in the EMBA program, with students from all over the East Coast as well as California, Colorado, Michigan, and Ohio. Several international students are being considered for acceptance in future classes.

"The program is best suited for those students who have a minimum of seven years work experience, preferably with five years in management. It's for those who are quickly excelling in their careers and are looking to make a move from their current management roles into leadership or C-suite positions. It's for those who are ambitious and are interested in increasing their skill set, increasing their network and wanting to study at a major business school like Howard University," Wells said.

**Shaka Hislop**, on-air soccer analyst for ESPN International and business development executive for ESPN Caribbean, enrolled in the EMBA program to better position himself to understand the business side of sports.

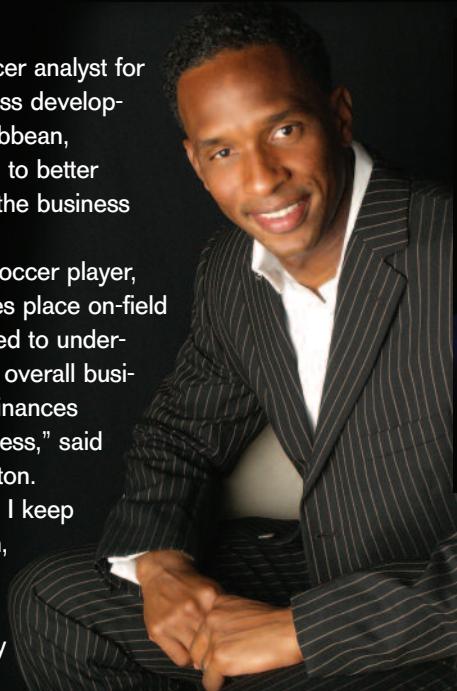
As a former professional soccer player, Hislop is an expert at what takes place on-field in sports organizations. "I wanted to understand how teams manage their overall business, how they structure their finances and how they attract new business," said Hislop, who is based near Boston. "Given that I work full time and I keep strange hours given the season, this is perfect for what I'm trying to achieve. The curriculum has opened my eyes to the way that business is done."

Collaborating with his classmates and communicating with his professors has worked well, said Hislop, who also earned his undergraduate degree at Howard. "Communications comes quite easily. Everything is done digitally. Everyone keeps their own schedule and that makes it very seamless."

Like Hislop, EMBA student Melanie Babb wanted to expand her field of expertise. She also felt she could no longer continue to advance in her career without furthering her education. "I have literally hit a glass ceiling in terms of moving forward," said Babb, who works in broadcast sales. "To get back into management I have to be able to offer more. The EMBA will help me."

The five-week courses are "jam packed with information," Babb said. For example, she's learning the language and business terms used in the upper-levels of Corporate America. "These are things you're not privy to unless you're in management. It literally opens up the world and you're able to talk with the big dogs about economic and business development."

"I feel so confident that I'll build lasting relationships with the folks I'm learning with," said Babb, who has looked for the perfect MBA program for almost a decade. "I can bounce ideas back and forth. This collaboration is a huge part of the program."





Babb's classmate, **Nicholas Perkins** already had the hands-on business know-how from running his own successful contract food services management company for six years. But Perkins wanted more formal business education to help him steer his rapidly-growing enterprise in the right direction.

**“It’s a very challenging, rewarding, intense program.”**

With clients including the U.S. Department of Defense, Benedict College in Columbia, S.C. and Livingstone College in Salsbury, N.C., Perkins' goal is for his Fayetteville, N.C. company, Perkins Management Services, to become the largest minority-owned food service company in the world. “I know that managing a business in this global economy would require further knowledge,” Perkins said. “This is an excellent program for entrepreneurs and for executives looking to refine their skills and further advance their careers. It’s also a great program for junior executives looking to transition to the next level. It’s a very challenging, rewarding, intense program.”



**Gina Surgeon** taps into the wealth of knowledge at the EMBA program from the West Coast. After three years of debating where she might pursue an MBA, Surgeon, who manages 30 people in an accounting department for the city of San Diego, chose the Howard University School of Business executive online MBA program.

Surgeon ran across a Facebook ad for the EMBA program. “At the time, I

was looking at a similar program offered by Berkeley and another program done in collaboration with Cornell. The curriculum for the Howard program was comparable and in some cases even stronger and better. It was a slam dunk.”

Working with her classmates on projects, studying and holding virtual meetings with professors, Surgeon said she feels she is part of a team. “I feel the commitment to help me succeed,” Surgeon said. “I always know someone cares about my day to day success.”

**“I feel the commitment to help me succeed.”**

Dr. Ahaghotu also believes his EMBA education will help shape his future success. “After 14 years of practicing urology, I realize that the healthcare market in this country has changed dramatically,” Ahaghotu said. With the passage of the Affordable Healthcare Act, knowledge of financial factors that influence the delivery of health is important, he said. “I found an increasing need to develop a deeper understanding of finance. When the EMBA program was announced it was a Godsend and a natural fit for me.”

“I’m learning the language of finance as well as how to organize resources,” Dr. Ahaghotu said. “For a health professional and other professionals, this MBA is a very versatile graduate degree. It’s a lot more than just finance. It teaches you how to take charge of your future.”

—Miles is a freelance editor and Howard University alumnus.



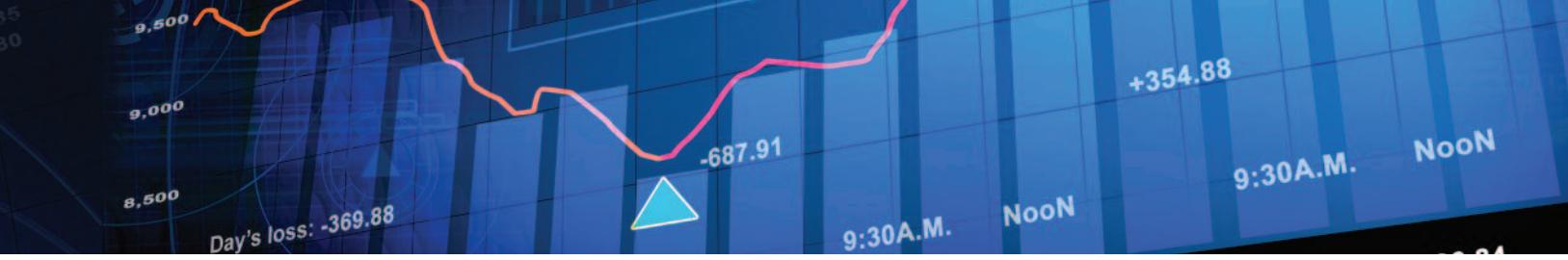
# Hands On Marketing...

The senior level students registered for the Marketing Communications course taught by Dr. Yuvay Jeanine Meyers at Howard University's School of Business must implement a campus wide campaign for their final portfolio project. This school year, General Motors (GM) partnered with the course, serving as a real-life client, for the class to promote on campus. Given a \$5,000 budget that was split between the Fall 2011 and Spring 2012 semester classes, the students were tasked with promoting one or more of the automotive industry leader's brands on campus through public relations, advertising, and an on-campus event. The major objective of the students was to conduct marketing research and use that information to design and implement a cohesive marketing campaign that would both educate potential consumers and also engage the Howard University campus community in a positive GM experience through their Chevy brand.

## Fall 2011

Wanting to bring awareness to the Chevy brand and drive sales for the new 2012 Chevy Sonic, the task of the Howard University Marketing Communications class was to create an event that would cater to both of these goals. Through the use of marketing research, advertising, public relations, and the implementation of the promotional event the class efforts were successful at reaching their goal. The event for the Fall 2011 course was held on October 20th, at the peak of the biggest annual event held on campus, Howard University's Official Homecoming. Approximately 250,000 people come into the city for this event, giving the class a prime opportunity to gain major exposure for both Chevy Sonic models (sedan and hatchback). The cars were marketed as affordable and trendy, two things that Howard University students can appreciate. The theme of the semester's event was "Truth or Dare." The name "Truth or Dare" built up the idea of urging Howard University students to either remain true to the timeless fashion of the Sedan or dare to be different with the Hatchback. Activities such as the "Truth" Confessional and the "Dare" Photobooth were developed by the class to help continue the theme of their event throughout the entire experience.





## Spring 2012

If you stepped out on the Yard on March 25th, then you probably couldn't help but notice the music and the long line of people anxiously waiting to fill their plates with food. The Spring 2012 Marketing Communications course was tasked with promoting both the 2012 Chevy Sonic and Chevy Cruze, in what was called the "HU Chevy Block Party." The event was created to expose Howard University students to General Motor's current line of Chevy cars and to get feedback about the cars from soon-to-be young professionals.

The class spent six weeks planning the event, which included creating and designing advertisements and promotional materials, researching the target demographic, and determining which activities would take place during the event. For the novice marketers, it was a great opportunity to learn how a real company executes event planning. The end result was a "block party" that took place in front of Blackburn University Center, and featured games such as the "Chevy Logo Scavenger Hunt" and an open mic using the word "Chevy." Participants competed for \$30 Howard University Bookstore certificates as well as other prizes, while others had the opportunity to enjoy free food, music, and learn more about the featured cars.

## Students from Fall 2011 and Spring 2012 General Motors Project:

*Gina Alexander, Carlton Anderson, Guled Ali, Andrea Armstead, Tajeem Barnett, Alize Beal, Kaila Boyea, Candace Brown, Karly Buckner, Glover Campbell, Lauren Carey, Courtney Cola, Candace Cowan, Brittany Dorsey, Tierra Dotson, Krystalyn Giles, Jerez Giles, Melanie Guthrie, Lauren-Nikai Harry, Tamika Hokai, Victoria Iworah, Brent Jackson, Chasity Jackson, Shanel James, Kiah McBride, Kimaya McCargo, Melody McCrea, Datrianna Meeks, Janicia Moore, Joseph Morgan, Julian Mosley, Marshallyn Nelson, William Polk, Morgan Prewitt, Jeanette Reneau, Brianna Rowser, Etoulia Salas, Christiaan Smeehuijzen, Candace Smith, Holly Smith, Patrice Stewart, Lakeisha Thompkins, John Todd, Brianna Ursery, Lillian Warren, Ashley Williams, Kori Winters, and Daniel Xavier da Luz.*



# Student Leaders Speak:

**AJIA ROBINSON**

2012 MBA Candidate  
President of the Graduate  
Marketing Association  
Traveled with the School of  
Business to Brazil, Los  
Angeles and Atlanta

“Be passionate and  
embrace failures.”

“The Howard University School of  
Business is unique and the students are  
very ambitious and entrepreneurial.  
The entrepreneurial mindset is taught  
early on throughout our matriculation.  
Entrepreneurship is not only taught to  
develop us as business owners but to  
encourage student to be self starters,  
innovative, and passionate even while  
working in respected industries.”

**ESPRIT SMITH**

2012 MBA Candidate  
Executive Vice President, Graduate Marketing  
Association  
Traveled with the School of Business to  
Beijing, Shanghai and Hong Kong

“Excellence is the only option.”

“The Howard University School of  
Business not only allowed me the  
opportunity to strengthen my  
business acumen, but also catered  
to my needs as an African-  
American woman. I learned how  
to more effectively navigate and  
excel in 'Corporate America.' This  
will allow me to gain the  
experience and skills to start my  
own business.”

**VICTORIA A. EKWENUKE**

2011 MBA Graduate  
Vice President of Administration, Graduate  
Business Student Council  
Vice President of Marketing, Graduate  
Marketing Association  
Traveled with the School of Business to  
China, India and Dubai

“That with hard work, everything  
is possible.

As a student at the Howard  
School of Business, you literally  
learn how to operate as a  
business owner. Howard allows  
for creativity, innovation and  
organic growth. The journey  
traveled during your tenure and  
the relationships built at Howard  
are priceless.”

**JERRY I. NKENCHOR**

2012 MBA Candidate  
Vice President - Graduate  
Business Student Council  
Co-Chair - Graduate Student  
Assembly Grievance Committee  
Traveled with the School of  
Business to Brazil, Atlanta and  
Los Angeles

“That it's important to seek new opportunities  
outside of one's comfort zone. I've learned the  
importance of fostering positive working  
relationships with individuals of all  
backgrounds.”

“The best thing about the school is the people  
without a doubt. Over the last two years I've had  
the pleasure to interact with great  
administrators, professors and, of course,  
classmates. Howard offers a unique learning  
environment that other learning institutions  
can't replicate.”

“Don't take “no”  
as an answer. There is  
always another way to  
do something—you just  
have to find it.”

**ANDREA ARMSTEAD**

Junior Undergraduate  
Executive President, School of  
Business Undergraduate Student  
Council  
Traveled with School of Business to  
New York City

“The Howard University School of Business is  
unique because of the opportunities and the easy  
access to faculty and staff. There are companies  
coming in and out of the school every day  
providing endless possibilities. Also, I never  
question if my professors are genuinely devoted to  
seeing me advance.”

**NICOLE R. NASH**

2011 MBA graduate  
Former Vice President, Graduate  
Business Student Council  
Traveled with the School of Business to  
Shanghai and Beijing, China, Bangalore  
and Delhi, India, Los Angeles, New  
Orleans, North Carolina and Texas.

“Time management,  
networking and  
negotiating.”

“The Howard University  
School of Business builds  
polished young professionals  
who learn how to lead in a  
global business  
environment.”

# School of Business Taught me...

## OMOZUSI "ZUSI" AIRHIAVBERE



2012 MBA Candidate  
President of the Supply  
Chain Management Student  
Association  
Traveled with the School of  
Business to Beijing,  
Shanghai, Hong Kong and  
Brazil.

**"Success is not  
given to you  
but earned."**

**"**The School of Business gives every student the opportunity to achieve greatness but each student must be focused, and invest a lot of time and effort to succeed.

Professors at the School of Business work tirelessly, in and out of the classroom, to provide an enriching academic environment for students. Additionally, there are so many opportunities to network with the best and the brightest professionals of all levels in all industries. **"**

**"Effectively network with other like-minded, young, professionals. Networking not only strengthens your social circle, it increases the chance of success in your future professional endeavors."**



## MARCUS V. BOOKER

2012 MBA Candidate  
President, Graduate Business  
Student Council  
Traveled with the School of  
Business to Brazil, New York,  
Los Angeles and Atlanta

## JESSICA L. GARNER

2012 Senior Undergraduate  
President, School of Business  
Senior Class  
Traveled with School of  
Business to New York, New  
Jersey and Baltimore

**"**Even when there seems like no solution to your problems or everything is working against you, there is always a way to make it through. God never puts us in a position we can't handle. **"**

**"**Leverage your network! Howard's School of Business is unique in the fact that it builds determination and persistence within its students. The culture here is extremely competitive but at the same time nurturing and inspiring for all students to want to do better at all aspects of life. **"**



## RACHELLE L. TEART

2012 MBA candidate  
Financial Advisor Graduate  
Student Assembly  
Treasurer Graduate Finance  
and Investment Club  
Traveled with the School of Business to  
Brazil, Los Angeles and Atlanta, as well as  
New Orleans for Alternative Spring Break

**"**The most important lesson I've learned at Howard University, by far, is the extreme importance of building and maintaining your network. I firmly believe that your career is only as successful as your network. Having a supportive, well rounded network, and utilizing your resources in the most effective way possible will help prepare you in ways a class never could. **"**

**"**The legacy of the School of Business is its most unique attribute. The success stories that have come from the School of Business are so great in number that they instill a sense of confidence and a level of responsibility in students to continue this legacy. As a Howard University School of Business student, you know the professors have a vested interest in your success. You know only the best and most respected companies will come to campus to recruit. You know you will stand out to recruiters when they see "Howard University" on your resume. It's now up to you to deliver. This sense of responsibility, this pride in the legacy of the School of Business, makes School of Business students feel like they can conquer the world. It's a pretty good feeling. **"**

**"**The Howard University School of Business - MBA Program is unlike any other MBA program because it is extremely familial and genuine. Students, faculty, and staff are completely vested in your success and will do anything to help you attain your goals. **"**



# BRAZIL

## My Personal International Journey Brazil as a classroom



By Aja Robinson, MBA Candidate 2012

**D**uring the second year of my matriculation in the MBA program I was enrolled in the Global Consulting course instructed by Masoud Kavoossi, Ph.D. and Barron Harvey, Ph.D., CPA Dean of the School of Business. My classmates and I spent a week on a learning excursion in Brazil. It is one of the advancing economies commonly called the BRIC countries which include Brazil, Russia, India and China.

We began the course by learning about the economic and political landscape of the country and understanding the cultural differences in conducting business with this developing country. The graduate program has been to other BRIC nations including, China and India. However, this was the first class to tour Sao Paulo and Rio de Janeiro, Brazil.

The learn-by-doing teaching methodology allows for a very hands-on experience providing a practical application of management skills studied in course work. Midway through the semester, I was placed in a cohort with five of my MBA colleagues and assigned to a



"Team Aquamet" (Marcus Booker, Clinton Foster Jr., Zusi Airhiavbere, Fabio Hochleitner - our client, JaQara Bard, Althea Degree) on our final day in Brazil after presenting our consultative project on internationalization into foreign markets and sustainable growth strategies. To make the picture complete, Dean Harvey (far left) and Professor Kavoossi (far right) joined in for a smile as we depart Rio de Janeiro, Brazil.

small to medium size company in Rio de Janeiro to provide consultancy on various projects. The prior professional experience of my team made for an impressive group dynamic. The diversity allowed us to identify exceptional, thought-provoking, and actionable recommendations.

The educational excursion also included site visits to the business school's valued corporate partners: IBM, McKinsey & Co., Marsh, and FMC Technologies. Our meetings with these partners included an overview of how the well-established companies entered the Brazilian market, a primer on the challenges they faced and an overview of their long-term strategic goals.

Overall, this course has had an exceptionally profound impact on my view of global business. It is one thing to study international business but to actually experience globalization truly puts it all into perspective. The Global Consulting course enhanced my appreciation for diversity in business. This trip was truly exciting and memorable.



Our first corporate site visit in Sao Paulo, Brazil at IBM Headquarters. Business women/men ready to take on Brazil (from left to right: Zusi Airhiavbere, Clinton Foster Jr., JaQara Bard, Aja Robinson, Rachelle Teart).

# HONORS PROGRAM TRIP TO NYC

For two days during the spring semester, Riane Sharp didn't go to her School of Business classes. Instead the sophomore International Business major spent those days in the Big Apple soaking up wisdom from executives at Moody's, Deutsche Bank and BET International.

As a member of the School of Business Executive Leadership Honors Program, Sharp participated in the honor's program annual Spring Retreat in New York City, which took 75 students to the city's financial district. The educational trip, which began a decade ago, is supported by the school's corporate sponsorship fees.

"We realize that today's education isn't confined to the classroom," said Barron H. Harvey, Dean of the Howard University School of Business. "We're producing CEOs and Senior VPs of tomorrow, so these students need to hear from those already in the C-suite. That practical knowledge prepares our students for this ever-changing, international, digital marketplace."

Participation in the honors program has definitely benefitted Sharp, who was one of 14 students selected out of 1,400 applicants to be a summer 2012 intern at UBS Bank. Sharp formerly interned at the White House in the Office of the First Lady. "I learned how the Executive Branch operates, that the special 'White House' touch/standard that people expect when attending White House events and interacting with the White House is the result of the hard work of people, and that the tiniest details matter," Sharp said.

During the Spring Retreat's roundtable forums in New York, Sharp said each executive offered keen insight to help the honors students in their current studies and future goals.

**Michael Armstrong, Senior Vice President and General Manager of Paramount Pictures Channels and BET International, both part of Viacom International Media Networks, VIMN told attendees to:**

- Be diligent, have discretion and be a delight,
- Be dialed-in/stay focused,
- Be able to look at things through different lenses,
- Be patient in your career,
- Be brief in communication-only share what you need to,
- Be consistent and effective,

- Bring the true you everywhere you go,
- Don't be afraid to be rated-you must know your faults in order to improve, and
- Learn how to effectively self-promote.



Riane Sharp

**Linda S. Huber, Executive Vice President and Chief Financial Officer at Moody's Corp., gave honors students an overview of Moody's and why credit ratings are important. Huber told the group:**

- Credit ratings are important because they determine how much it costs to issue debt.
- The higher the rating, the safer the investment.
- The two large rating companies, Moody's and S&P, have the most information, so are the most valuable as a network, and
- Moody's rates everything, everywhere.

Huber's advice:

- Never run away from anything.
- Develop soft skills.
- It's important to be a student of the marketplace.
- Read to become aware of other industries.

Edward Dunn, managing director of the Media & Telecom Group at Deutsche Bank offered interviewing tips and information on opportunities at Deutsche Bank.

Isobael van Daesdank, a director at Deutsche Bank, provided an introduction to equity capital markets, ECM.

Students also heard from Deutsche Bank executives who gave overviews of leveraged finance, mergers and acquisitions and sales and trading.

Deutsche Bank's Chris Blum gave an overview of leveraged finance, Sean Costello, provided an overview of mergers and acquisitions, M & A and Andrew Hayes gave students a primer on sales and trading.

# Corporate Partnerships

## KPMG Creates Endowed Scholarship

Mike Lippert, a partner in KPMG's Federal Audit practice, was passionate about developing accounting students. For many years, he was the lead recruiting partner at Howard University. On January 7, 2012 Howard University and the School of Business, specifically, lost a great and dear friend. Lippert contributed eight vibrant years of leadership, partnership, passion and commitment the School of Business' accounting program.

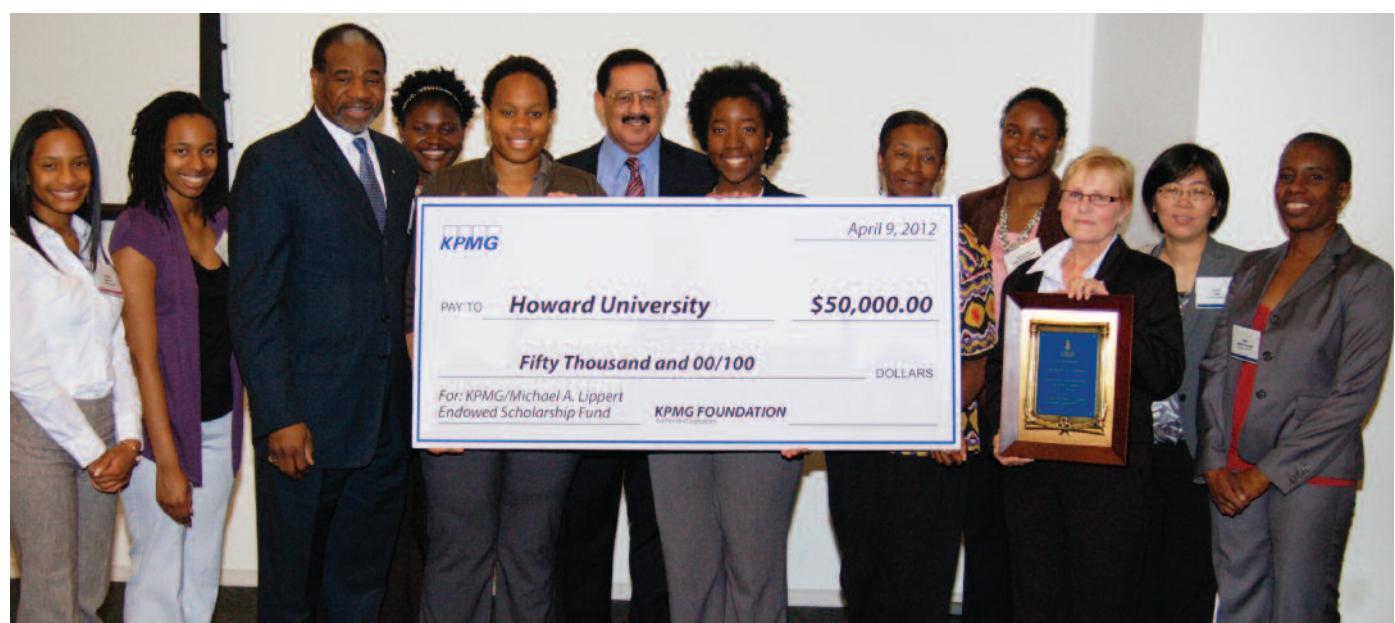
Lippert gave the School of Business so much of himself and his time and left our graduates and current students informed, engaged, and prepared to perform in a market that is highly selective and extremely competitive. With his assistance, and KPMG, the School of Business has seen the number of honors students in accounting flourish; the rebirth of the Center for Accounting Education; and, growth in the Summer Boot Camp that helps sustain smooth transitions into the accounting field. Lippert partnered with the School to make a demonstratively positive contribution to the accounting field by helping shape the complexion and expertise of those entering the profession. He made time to teach - pro bono - an Advanced Auditing course, for several years; to assist faculty in their research efforts; to mentor and advise students; and made numerous presentations.

An honor student described him as a man with "high standards but very approachable. He gave the best advice on academics and career, and he showed up for everything: our banquets, presentations, dinners, everything."



"We are forever grateful that KPMG has established the KPMG/Michael A. Lippert Endowed Scholarship. This honor is so befitting a man who is responsible for the successful careers of numerous accounting professionals and ensures that his legacy will continue to thrive in perpetuity," said Barron Harvey, Dean.

— Ann-Marie Waterman



## Chrysler Group, LLC supplements classroom instruction

The Chrysler Group, LLC has been a long-time supporter of the academic programs at Howard University, and the School of Business, specifically. Within a six-year period, Chrysler has donated over \$500,000. Their corporate efforts – exemplified in their investment in the 21st Century Advantage Program, Executive Leadership Honors Program, and scholarships – demonstrated their sustained interest in the success of the students at Howard University, as they plan to help

develop future business leaders through project management, continuous improvements and problem solving. Chrysler not only has been financially visible at Howard University's School of Business, but they have supported Howard students through case competitions, and professional development functions. More notably, Chrysler's financial donation to the School of Business has fostered the sponsorship of the Chrysler Video Conference Center.



## ConocoPhillips funds help support student leaders

ConocoPhillips financial support funds a variety of programs and activities that stimulate student interest and professional development. This year's \$125,000 contribution to Howard University supported activities in the School of Business, including funding student organizations, scholarships and sponsoring a corporate team in the 21st Century Advantage Program.

At Parents Weekend, the ConocoPhillips (Team 1A, pictured right) was awarded the Team of the Year. Along with other awards presented to the team of students, ConocoPhillips took their team and their interns to Houston for a site visit of their corporate headquarters. While in Texas, the students were treated to a visit to the Black Rodeo.





Darrell A. Brown

## DC Small Business Development Center

**A**fter a year of restructuring and rebuilding, the DC Small Business Development Center is poised to take a lead role in the economic development plans of the nation's capital.

Darrell A. Brown, who started as executive director in early 2011, said the center's new, dynamic strategic plan ensures the center can not only participate in business trends, but predict and stay ahead of them.

"We're charged with strengthening small businesses in the District of Columbia," Brown said. "We've imbedded ourselves within the city's economic development processes. We want to ensure that we're at the table when the city is talking about business and economic development and that we're viewed as a primary service provider. Our goal is to be in step with the city's strategic plan and agenda for small business development."

So far, the center is meeting and surpassing Brown's goals. One benchmark set by the U.S. Small Business Administration was for the DC SBDC location on Georgia Avenue—the GADGET center—to reach \$2.7 million in capital infusion for 2011. "We exceeded that by more than \$1 million," Brown said. "Our total was \$3.8 million."

Leona Charles, principal of SPC Business Consulting, said the team at the DC SBDC has served as a sounding board in the strategic plan creation for her business. "The DC SBDC team is a positive force and helps you to focus on what you need to make your business strong while working with you to create a strategy to get you there," Charles said.

The main office of the DC SBDC, called the Lead Center, is housed in the Howard University School of Business.

Howard, which has hosted the DC SBDC program since 1979, is the only HBCU to host one of the nation's 63 SBDC programs for the Federal Government.

The DC SBDC Network includes the Lead Center in the Howard University School of Business, and three service centers, located at Howard University's GADGET Center on Georgia Avenue, the Anacostia Economic Development Corporation and the District of Columbia Chamber of Commerce. These service centers provide high quality, free, confidential, business management consulting and no-cost or low-cost training for the District's small business owners and aspiring entrepreneurs. Seminars include those on business planning, taxes, financial and legal risks, government contracting, credit, boosting sales and developing marketing plans.

"Our primary mission is to provide our clients, with necessary tools for understanding and implementing best practices to achieve profitability and sustainable growth," Brown said.

With a focus on preparing businesses to operate and thrive in an increasingly global and digital marketplace, the center provides assistance online as well as in its locations. First, business owners and aspiring entrepreneurs are urged to register online at [www.dcsbdc.org](http://www.dcsbdc.org). The center's site links to several online business course options, many of them free.

"We're setting a new course and new direction," Brown said about his work implementing the new strategic plan, which focuses on collaborations.

"We looked at our strategic partners," Brown said. "We are building relationships and building more strategic alliances throughout the city. We're setting a new course and new direction."

The center has long enjoyed a positive relationship with the Howard University School of Business and Brown wants to expand that reach by strengthening links University-wide, so that other programs utilize its wealth of resources.

"For example, some of the University's dental graduates may open their own practices. The DC SBDC program can give them information on starting and running a successful dental practice from the business standpoint," Brown said.

The Georgia Avenue location, the GADGET center, provided loan application and start-up assistance which generated \$181,000 in capital. GADGET clients were also provid-

### DC SBDC Numbers

1,300 hours of free consulting provided at GADGET  
500+ business owners & entrepreneurs assisted in 2011  
33 years the center has been at Howard University  
28 new jobs created by clients of GADGET  
21 seminars and events in 2011

ed with information on how to grow their businesses, which resulted in 28 new jobs in 2011. GADGET clients also secured more than \$75,000 in SBA loans, enjoyed increased sales of \$661,096 and won more than \$3 million in public and private contracts.

*—Alisa Balwant, MBA is a business consultant at the D.C. Small Business Development Center.*

# Center for Professional Development

**At your service: Center for Professional Development builds meaningful relationships with corporations**



**W**hen Nena Ugwuomo seeks information on scholarships, job opportunities, internships and competitions, she knows the School of Business' Center for Professional Development (CPD) will have exactly what she needs.

"I've gotten at least \$10,000 in scholarships that the CPD offered or that they informed me of," said Ugwuomo, a senior international business major. "Through CPD I was able to interview with The Nielsen Co., a world-premiere marketing and research company. They connected me with an alum who works there. I landed a full-time job there or after graduation."

A new feature the Center for Professional Development offers students is the Partners Program, which launched in Fall 2011. The Partners Program allows companies and students to interact more closely, said Erica L. Smith, the program's manager. The center announced its first partner, Travelers, one of the nation's largest property casualty companies with more than 30,000 employees. Travelers also boasts more than 13,000 independent agents and 22 product lines across the personal, business, financial and international insurance segments. Travelers' participation will be a great opportunity for students as the company offers a wide range of career options in North America and Europe.

The program facilitates: employer interactions with student organizations, in-class presentations, professional development workshops, and other student-employer activities. Partners are rewarded for their commitment with special perks such as high impact marketing for campus recruitment events, priority scheduling, and lunch with Faculty members.

"The point of the program is to make recruiting easier for companies so they'll know the best way to reach students. This offers the companies an easy packaged way to get involved on campus," Smith said. "For students, they get to see companies more often, in a more meaningful way."

A former student, who shares the program manager's name, Erica Smith, credits the Center for Professional Development with giving her the tools to succeed. A 2011 graduate, Erica Smith, currently



Nena Ugwuomo



Erica Smith

works in the 18-month Emerging Leaders Program at Nielsen that Ugwuomo will join after graduation.

"Primarily, the center brought in several employers that my classmates and I were able to interview with for full-time positions. Also, CPD offered resume critiquing and mock interviews services, which sharpened my skills and ultimately helped me land my current position with Nielsen," said the student Erica Smith. "CPD center managers Ms. Smith and Ms. Wilson were also extremely supportive during my job search; they often sent me personal emails with job opportunities that they felt matched my skills and interests. Searching for a job is stressful, so it was nice to know people had my back."

"Because of the center, I landed a full-time job offer with Nielsen in New York. I also won the Travelers Book Scholarship and placed third in the Chrysler/Fiat marketing case study competition in 2011," said the student Erica Smith, who is from Columbus, Ohio. She said the center's services definitely gave her an advantage over her competitors.

Ugwuomo agreed.

"I love them. They're really helpful," said Ugwuomo, who has also participated in case student competitions she learned of through the center. "They provide us with up-to-date information about what opportunities are available to students."

In addition to connecting students with opportunities, the center partners with Google to give technical skills workshops and offers other workshops on salary negotiation, second interviews, professional etiquette and other topics to prepare students for the global workforce.

## Management Department Briefs

By Maryam Khan, Ph.D.

### Awards

Received Outstanding Scientific Paper Reviewer recognition for the area of Services Management and Marketing. Presented at International at the International Council on Hotel, Restaurant and Institutional Education, CHRIE, Conference, held August, 2011 in Denver, Co.

"Where is the Beef? A Case Study of Taco Bell" was presented at the International CHRIE Conference. The case study ranked third among all case studies submitted to the competition.



Tya N. Boyden  
Director, Center for  
Insurance Education

# Center for Insurance Education: A Year of Dynamic Learning

The Center for Insurance Education and the Tau Chapter of Gamma Iota Sigma, the international risk management, insurance and actuarial science fraternity, hosted its first Risk Management & Insurance Week during the fall semester. The goal of the week was to educate all business students on the vast opportunities in the insurance & financial services industries. The week consisted of an Industry Panel, Bingo Night, a career fair in the lobby of the School

Hartford, Conn., the country's 'insurance capital' served as site of the 33<sup>rd</sup> Annual Summer Intern School, held May 15-21, 2011. The intern school, the only program of its kind, is a week-long, all expense paid learning excursion sponsored by School of Business supporters in the insurance industry. Companies host the students while presenting in-depth workshops and lectures on various aspects of the insurance business. The theme for the week was "*The Impact of Social Media on Corporate America – Ethics v. Opportunities.*" A group of 62 business students spent the week meeting with Aetna, American Family, Housing Authority Insurance Group, Liberty Mutual, Marsh, Northwestern Mutual, State Farm, Towers Watson and Travelers. Travelers, the host corporation, welcomed students who spent the day at the company's headquarters and at Travelers Claim University. Corey Brinson, alumnus and the youngest member of the Hartford city council, greeted the students during the welcome reception hosted by State Farm and presented each student with a Certificate of Welcome to the City of Hartford. Thomas Leonardi, the city's insurance commissioner also shared insights with the students and presented each participant with a proclamation. Fifty-two students will spend May 13-19, 2012, at the 34<sup>th</sup> Summer Intern School in New York, NY. Marsh will be the lead sponsor..

Gamma Iota Sigma, Tau Chapter also known as GIST, has been active, providing opportunities for its members and School of Business students to interact with professionals in the industry. Some highlights include:

- GIST members attended the 40<sup>th</sup> Annual Gamma Iota Sigma Management Conference in Columbus, OH;
- Held a 'Burritos & Branding' session sponsored by ACE;
- Held a session '5 Things To Know About Auto Insurance' sponsored by GEICO.
- Collaborated with the National Capitol Central Maryland Chapter of the National African American Insurance Association for NAAIA's 2012 Black History Month Essay Contest for School of Business students.
- Along with Hospitality Management Club and Delta Sigma Pi, Gamma Iota Sigma, Tau Chapter hosted "Black Excellence: A Tribute to Black Business."

The following corporations currently serve on the Howard University Center for Insurance Education Industry Advisory Board: Towers Watson, Aetna, Housing Authority Insurance Group, IABA, Marsh, and Sonnenschein Nath & Rosenthal LLP.



of Business, resume critique & mock interview development, a professional development session entitled "*Corporate Etiquette 101: Do you really get it?*," a speed networking reception (hosted by CPD) and Gamma Iota Sigma Night. During the Industry Panel the students received valuable information from Lloyd Biddle (American Family); Michael Blackshear (Marsh); Kwame Davis (alumnus, Towers Watson); Patricia Mallory (Liberty Mutual), David Ng (CPCU, DC Chapter); Karen Rice (alumnus, Marriott); John Sessions (Aetna) and Randell Smith (Travelers).

**Insurance**  
The meaning of ins  
risk management  
compensation for po  
safeguard against lo  
any measure taken

# Supply Chain Management: THE NEXT BIG THING



**S**upply chain management has been dubbed “The Next Big Thing” by *Bloomberg Business Week* and “one of the hottest job tracks for this century” by *U.S. News and World Report*. The Center for Excellence in Supply Chain Management, CESCM, at the Howard University School of Business ensures that its students stay on the cutting edge. The rapidly growing undergraduate and graduate Supply Chain Management program provides in depth education on negotiation, procurement, logistics, quality management, global business and e-commerce.

The Center supports both the MBA and undergraduate Supply Chain Management programs by supplementing and enhancing students academic curricula with exposure to real world experiences and Corporate America’s best practices.

The CESCM recently welcomed a new Associate Director, Eric Williams, who has taken over for the retired James Sherard and brings a wealth of experience from years in the corporate sector. Another new addition to the program is Dr. Angela Tidwell, who recently joined the faculty. Dr. Tidwell has her Ph.D. from the Ohio State University in Supply Chain Management and most recently was a faculty member at Florida A&M University. Mr. Williams and Dr. Tidwell work in tandem with a cadre of outstanding faculty and staff who care deeply for the SCM students and provide them with extensive support. Dr. Ron Straight, current Director of the CESCM, announced he will retire at the end of the spring 2012 semester. He helped create the SCM program over a decade ago and is largely responsible for building it into the top program it has become.

The success of the CESCM is a direct result of the financial support and guidance of its corporate Board of Advisors comprised of several of the nation’s leading innovators and Fortune 500 companies, including: Alcoa Inc., Bank of America Corp., Dell Inc., Deloitte Consulting, Eaton Corp., General Motors Co., IBM, MeadWestvaco, Ryder, Tyco International and UTC. The Center’s students benefit from the wide range of opportunities provided by the Advisory Board members.

## Top Honors For Supply Chain Management Student



**Grayson Mitchell**, a rising senior supply chain management major, was named one of 10 R. Gene Richter Scholars for 2012. It is the largest nationally-recognized scholarship program in the supply chain management field. The scholars receive tuition assistance of up to \$5,000. Scholars also are paired with an executive mentor in the field, along with a junior mentor, a former Richter Scholar.

Winners were recognized May 6 at an awards dinner held during Institute for Supply Management’s 97th Annual International Supply Management Conference and Educational Exhibit in Baltimore.

“After making the decision to concentrate in supply chain management, I feel more connected than ever before,” Mitchell said. “The global opportunities this field offers are endless.”

Mitchell has accepted a summer 2012 internship in the supply chain department at Chrysler Corp. Auburn Hills, Mich.

Mitchell recently participated on the second-place student team that competed in a case competition held at ISM’s 9th Annual Black Executive Supply Management Summit. Mitchell is also a member of the National Society of Collegiate Scholars and member of the Howard University Undergraduate Student Assembly. In community, he has donated his time to raise funds, pack and sort items at the Capital Food Bank, as well as done volunteer work at the Haitian Embassy.

## CESCM 2011 accomplishments:

- 90% full-time job placement rate by mid-summer for all MBA/SCM students
- 90% full-time job & internship placement for SCM undergraduate seniors
- 78% of first-year MBA students and undergraduates were placed in summer internships focusing on supply chain management.
- CESCM offered more than \$44,000 in scholarship funds to SCM students from contributions of Advisory Board organizations, as well as other companies such as: Broughton Construction, Chrysler and FMC Technologies.
- SCM students were provided funding to attend the National Black MBA Association (NBMBAA) conference in Atlanta, GA., the Annual Black/Women/Hispanic Executive Supply Management Summit in Grapevine, TX. and the 96<sup>th</sup> Annual International Supply Management Conference (ISM) in Orlando, FL.
- The CESCM also sponsors SCM students to participate in case competitions and had strong showings at both the Black/Women/Hispanic Executive Supply Management Summit and GM/Wayne State University Case Competitions.
- SCM executives from the Advisory Board made monthly presentations at the “Thursday Think Tank,” lecturing on a wide variety of topics including: risk management, data analysis, and value engineering among others.
- SCM positions focus on the acquisition of parts and raw materials, from purchasing to delivery.

*Continued on page 22*

# Supply Chain Management

## Highest Honor in Supply Management Presented to Business School Board Chair



**Shelley Stewart, Jr.**, founding member and chair of the School of Business' Supply Chain Management Advisory Board, will receive his profession's highest honor: the J. Shipman Gold Medal Award.

For his modest, unselfish, sincere and persistent efforts for the advancement of supply management, the Institute for Supply Management's (ISM) will honor Stewart at its 96th Annual International Supply Management Conference in Orlando, FL. May 14.

Stewart, senior vice president, operational excellence and CPO at

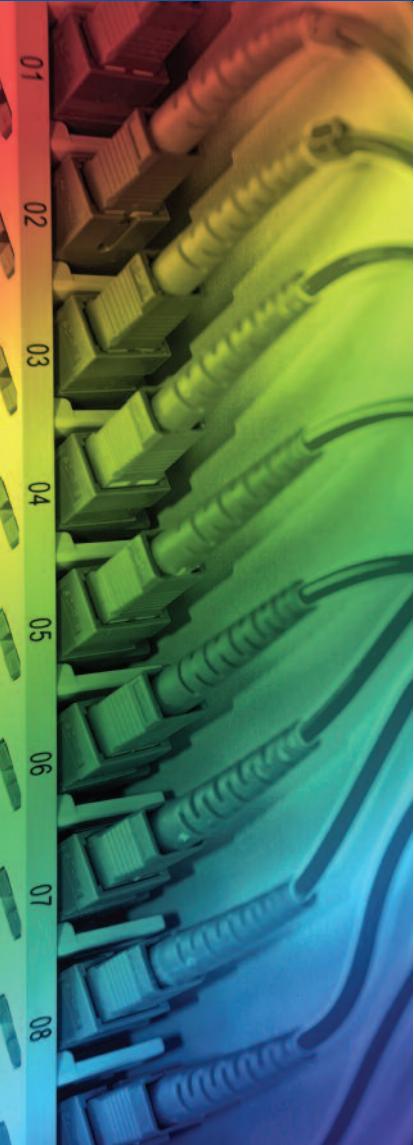
Tyco International in Princeton, N.J., was instrumental in launching the School of Business' supply chain management program and is current chair of the Howard University School of Business Board of Directors.

*Continued from page 21*

### CESCM 2011 accomplishments:

- The number of undergraduate Supply Chain Management programs jumped 25 percent since 2006, according to the Association to Advance Collegiate Schools of Business (AACSB).
- The average salary for supply chain management professionals is \$103,664, up from \$98,200 in 2010, according to a survey from Institute for Supply Chain Management's 2011 survey. The average entry-level professional supply management salary is about \$49,500, and the average salary for those with five or fewer years of experience is \$83,689, up from \$72,908 in 2010, an increase of nearly 15 percent. The highest salary reported in the survey: \$683,000.

## Cyber Security Education & Research Center

A close-up photograph of several network cables, including Ethernet and fiber optic, connected to a backplane or switch. The cables are color-coded in red, green, blue, and yellow. A vertical scale from 01 to 08 is visible on the left side of the image.

**P**resident Obama calls threats to the nation's technology networks, "one of the most serious economic and national security threats our nation faces."

With a new Cyber Security Education & Research Center (CERC), the School of Business stands ready to produce leaders in this growing field. The Center, a joint venture between the School of Business and the School of Engineering, is currently located on the bottom floor in the School of Business. Howard University offers a concentration for undergraduates in Information Assurance in the School of Business and the School of Engineering offers a Master's degree in cyber security.

As the President indicates, more experts are needed to provide the necessary protection from online hazards. To provide a well-prepared cadre of minority specialists, the Center will offer online training, cyber awareness, community outreach through free seminars along with training for government professionals. The Center has already started establishing industry partnerships, with Boeing making a \$5,000 contribution to the Center.

The CERC lab, which opened in February, has already held training seminars and is planning to host online webinars this summer. Rajni Goel, Ph.D., School of Business chairperson for the Information Systems and Decisions Sciences Department (ISDS) and Director of the Center, works with Dr. Kamal Agarwal and Alton Henley, ISDS instructor who provides professional perspective. School of Engineering professors provide expertise in computer security, database security modeling, and network and distributed systems security.

This Center now services primarily engineering and information technology (IT) students with plans to expand participation and course offerings across the Howard campus as well as to industry and government.



Douglas Joyner  
Manager of Technology

# the Foundation for E-Growth at the School of Business 2.0

Investing in technology infrastructure ensures that the Howard University School of Business remains the leading producer of top-notch, highly-sought undergraduate and MBA candidates.

"We are committed to continuing to deliver the best in business education to emerging global business leaders," said Barron H. Harvey, Ph.D., Dean of the School of Business. "Providing a strong technology foundation allows our world-class faculty to deliver the 'best-in-business' education the School of Business is known for."

Here is a list of some of the upgrades throughout the School:

## Infrastructure Upgrade

New servers have been ordered to replace servers that have reached their end-of-life cycle. This will greatly improve the speed at which School of Business student, staff and faculty access resources on the School of Business computer systems.

Recently most network switches were replaced throughout the School of Business. These new switches, which have ten times the capacity of the previous ones, connect parts of the network throughout the building. The additional capacity will address the growing need for speed.

## Computer Labs Upgrade

New computer systems have been ordered to replace computers that have reached their end-of-life cycle. The overall goal is to replace all computers in the remaining computer labs throughout the building including in the undergraduate lab, graduate lab and in the library.

- 21 new computers have been installed in the technology class room
- 29 computers will be installed in the Simulation, Learning and Research Lab (SLR Lab)
- 6 Apple iMacs, 21.5 inch, have been installed in the Honors lab



## Technology Enhancements:

### SmartBoards/Projector Project

The School of Business recently completed the upgrade of six classrooms with the state-of-the-art Smart Classroom technologies. This smart board technology will host touch screen capabilities, audio options and smart notebook technology to increase the interactivity between the instructor and students in the classroom. In today's changing business environment, it is crucial to expose students to the latest technology as well as to seek innovative ways to deliver education.

### Dynamic Classrooms

To further enhance our delivery of education, we are currently installing a projector in the ceiling of every classroom throughout the School of Business.

# TRADING UP

## Students get life-like, real-time market lesson

Dr. Sandip Mukherji, CFA  
Professor, Dept. of Finance, Intl. Business, & Insurance  
Director, Center for Financial Services

**T**he markets have just opened.

Security prices begin to shake off their overnight inertia and move in different directions at varying speeds.

The portfolio starts to lose value. Immediate action is required. He has been hunched over the dual-screen monitors, intently scanning financial news, studying charts, looking up quotes and pondering his moves. He finalizes his strategy and places a series of orders in rapid succession with decisive clicks of the mouse: buy 4 Apple April 495 calls at \$25.10, short 2,000 First Solar stocks at \$42.50, buy 12 crude oil April futures at \$99.25 and sell 60,000 British pounds at \$1.58164.

The trades execute almost instantaneously, and the portfolio value falls even more due to the trading commissions and bid-ask spreads. An hour later, things begin to turn around. Three of his four trades are making money. The portfolio value climbs above its previous day's close. He's done it again: employed his smarts and skills to make money in the market.

Who is he? Is he a veteran trader on the trading floor of a leading New York bank? Quite possibly in the not too distant future, but for now he's just trader Joe, a junior finance major participating in Howard University School of Business' Trading Challenge. He and his classmates use an invaluable e-Learning tool to simulate trades of stocks, options, futures, bonds, mutual funds, currencies and other securities from more than 20 exchanges around the world.

The School of Business has conducted a Trading Challenge every semester for the past six years, using a dedicated website provided by Stocktrak, which allows each school to design its own mock trade exercise. The Howard University School of Business was one of the early adopters of this trading simulation and has since welcomed aboard other universities such as Yale, Columbia, and Cornell.

### How it works

The Trading Challenge is open to all School of Business students and runs for about three months each semester. Besides garden variety securities like stocks, bonds, and mutual funds, students can also trade exotic derivatives - most popular commodity, index and foreign currency futures, and options on stocks and futures - as well as spot currencies and commodities. Students start with an initial balance of \$500,000, which can be leveraged up to \$1 million by borrowing on 50% margin. To prevent students from putting all their eggs in one basket - even if they heed Mark Twain's advice of carefully watching that basket- the position limit is set at \$100,000. Trades are executed at real-time prices, and students cannot trade more than 50% of a secu-



rity's actual trading volume on a particular day. Short sales and day trading are permitted, and students can make up to 500 trades during the competition period. Trades are executed at real-time prices, as if students were actually trading in the market.

### Less chalk-and-talk

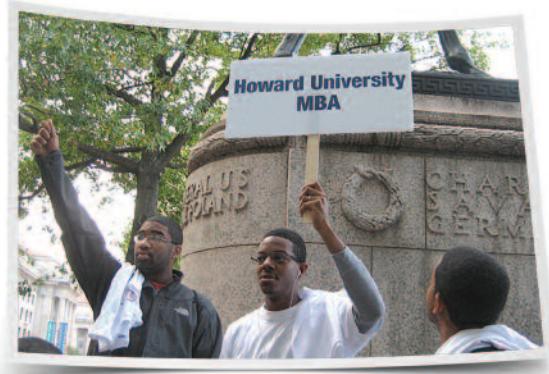
When School of Business students first joined the program, only stocks could be traded. Other securities were added as soon as they became available. Use of the system by faculty and students has grown significantly over the years as they have eagerly traded up from chalk-and-talk to this exciting click-and-trade e-learning opportunity. The Trading Challenge is currently incorporated into about 20 courses taught by nine professors each year. About 230 students participated in the challenge each semester during the last academic year. Students who finish with the five highest returns are awarded scholarship money ranging from \$400 to \$600. All participants can view the portfolio values and rankings of students, updated in real-time, which spurs intense competition among the students.

Snagging an award is no easy feat. The top five students racked up not-to-be-scoffed-at returns of 31% to 95% in last fall's three-month challenge.

The primary goal of the Trading Challenge is to educate students about financial markets and securities. Once students start trading, they are highly motivated to keep abreast of market-moving news and begin to appreciate how important developments affect the positions they hold. Students appreciate the learning value of the Trading Challenge. "I think the trading challenge is a great learning experience that all students should take part in," said one of the student participant. "I absolutely love the Trading Challenge. I think it's a great way of teaching students how the market works and the types of things that affect price movement," another student commented.

And one student summed up the real-world value of this simulation. "The Trading Challenge is priceless."

# Students Stay Active: on campus, in the community, and abroad



# Faculty Publications

## Department of Accounting

**ROSS, FRANK K.** 2011. 'The uncomfortable truths about improving diversity', *The CPA Journal Published by NYSCPAs*, p.12.

**STEWART, LOUIS J. and P. SMITH.** 2011. 'An examination of contemporary financing practices and the impact of the global financial crisis on nonprofit multi-hospital health systems', *Journal of Health Care Finance*, Vol 37, No 3, pp.1-24.

**STEWART, LOUIS J. and P. SMITH.** 2011. 'The 2008 auction rate securities market collapse and U.S. nonprofit health systems', *Qualitative Research in Financial Markets*, Vol 4, No 1.

**STEWART, LOUIS J., J. WELLS, and F. ROSS.** 2011. 'Promotion and retention of African-American accountants in the 21<sup>st</sup> Century U.S. public accounting profession: A summary of findings and a call for action', *Journal of Diversity Management*, pp. 9-18.

## Department of Finance, International Business, and Insurance

**BRENT, WILLIAM, L. KELLY, D. LINDSEY, and R. PRICE.** 2011. 'NAV and risk: The case of REITS', *The Journal of Business and Economic Review*, Vol 1, No 1, pp. 31-49.

**BRENT, WILLIAM, L. KELLY, D. LINDSEY, and R. PRICE.** 2011. 'U.S. mortgage foreclosures: An analysis by state', *The Journal of the Academy of Economics and Finance*, Vol 1, No 1, pp. 27-48.

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**Choi, B. Paul.** 2011. 'State guaranty fund system and price implications', *Journal of Academy of Business and Economics*, Forthcoming

**CHOI, B. PAUL and J. PARK.** 2011. 'Interest rate sensitivity of U.S. property/liability insurers stock returns', *Managerial Finance*, Vol 37, No 2, pp. 134-150.

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**MUKHERJI, SANDIP.** 2011. 'Are stock returns still mean-reverting?' *Review of Financial Economics* Vol 20, No 1, pp. 22-27.

## Department of Information Systems and Decision Sciences

**AGARWAL, KAMAL N.** 2011. 'Coordinating for flexibility in an e-business supply chain', *International Journal of Science & Informatics (IJSI)*, Vol 1, No 1, Forthcoming (June 2011)

**HADDOW, JIM.** 2011. 'Uncover hidden storeroom supply chain opportunities by going lean – Why can't we do it ourselves?', *ISM North American Research and Teaching Journal*, February 2011.

**MOBOLURIN, AYODELE O. and M. QUASEM.** 2011. 'Improving productivity using lean six sigma', *International Journal of Decision Sciences an Information Technology*

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## Department of Marketing

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- MEYERS, YUVAY J. and S. HARMELING.** 2011. ‘Best address: The use of innovative marketing in the real estate industry’, *Journal of Research in Marketing and Entrepreneurship*, Vol 13, Issue 1
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## Department of Management

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**HARMELING, SUSAN and S. SARAVATHY** 2011. ‘Contingency is a resource: educating entrepreneurs in the Balkans, the Bronx and beyond’, *Entrepreneurship Theory and Practice*. August 2011.

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**OBOLU, MICHAEL N., D.C. JACOBS, and Y. OGBOLU.** 2011. ‘Perspectives on nurse migration’, *Journal of Management Inquiry* (*Submitted and under review*).

# Faculty Feature



**Rajni S. Goel, Ph. D.**, chair of the Department of Information Systems and Decision Sciences, was featured on the cover of the Howard Magazine because of her research, which focuses on information security, privacy, railway security, data mining, supply chain security and emerging technology security. Goel, who became department chair in 2010, is researching ways to develop secure wireless communication systems for the nation's railways.

She worked with Wayne Patterson, Ph.D. a professor in the Department of Systems and Computer Science, to have the University named a National Center of Academic Excellence in Information Assurance Education by the National Security Agency and the Department of Homeland Security.

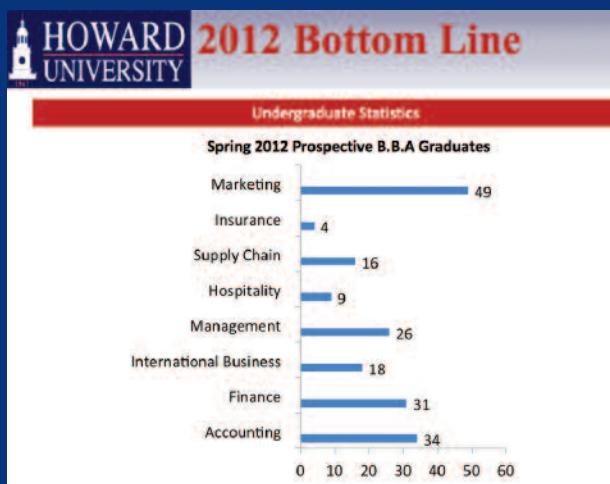
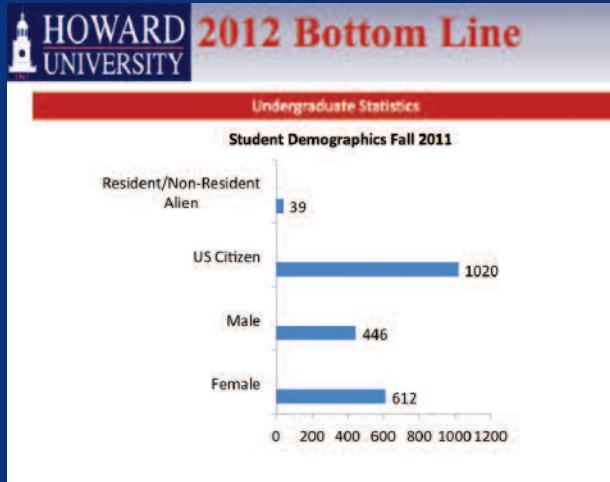
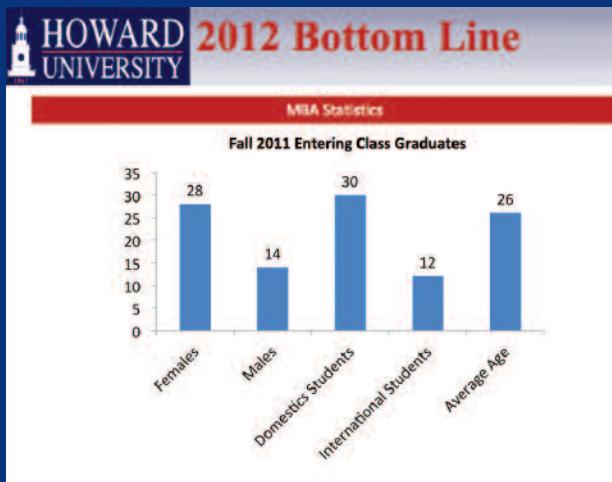
This designation, which lasts until 2016, gives students access to scholarships and grants through the Department of Defense Information Assurance Scholarship Program.

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# KEYNOTE SPEAKER



**Laurence C. Morse, Ph.D.**  
*Co-Founder & Managing Partner*  
*Fairview Capital Partners, Inc.*

Dr. Morse graduated Summa Cum Laude and Phi Beta Kappa from Howard University with a B. A. in Economics, having spent his junior year at The London School of Economics and Political Science as a Luard Scholar. He earned M. A. and Ph.D. degrees in Economics at Princeton University and has been a postdoctoral fellow at Harvard University.

He began his career in venture capital in 1983 as an Associate at UNC Ventures, a Boston-based venture capital investment firm. In 1988, he joined Equico Capital Corporation, a venture capital investment subsidiary of The Equitable Life Assurance Society of the United States, as Vice President. In 1992, Dr. Morse participated in the privatization of Equico Capital as a founding principal of TSG Ventures, the inaugural investment fund of TSG Capital Group of Stamford, Connecticut. In 1994, he co-founded Fairview Capital Partners, Inc., an independent investment management firm that creates and manages private equity fund-of-funds invest-

ment vehicles for public and corporate pension funds, and other institutional investors. The firm currently manages \$3.3 billion in fifteen active private equity funds of funds.

He is a past Chairman of the Board of Directors of the National Association of Investment Companies and a former member of the boards of the Princeton University Investment Company (PRINCO) and The English Speaking Union of the United States, and continues to serve as chair of its Luard Scholars selection committee. He is a current member of the boards of directors of Webster Financial Corporation (NYSE:WBS) and the Institute of International Education, which administers the Fulbright and Gilman Scholars Programs. He also currently serves on the advisory boards of a number of private equity funds including Battery Ventures, GenNx360 Capital Partners, ICV Partners, Sierra Ventures, Syndicated Communications Venture Partners (SYNCOM), Trinity Ventures and U.S. Venture Partners (USVP). In January, 2003, he was named one of "The Top Ten Minds in Small Business" by Fortune Small Business (FSB) Magazine, and has been consistently named one of "The Top 75 Black Americans on Wall Street" by Black Enterprise Magazine.

He is the author of the novel SUNDIAL.

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