

Emory University

Goizueta Business School

RECRUITMENT AND SCHOLARSHIPS/FELLOWSHIPS

What programs and initiatives has your school found successful in the recruitment of minority and/or female students?

Undergraduate BBA program outreach efforts

Emory University's Essence Weekend

Essence of Emory, a four-day, three-night program every April, is geared toward African-American and Hispanic students. Essence of Emory gives them the opportunity to experience the campus, talk with faculty and students and visit a class.

Programs for high and middle school students

Accounting career awareness program (ACAP)

The accounting career awareness program is a career development program designed by the National Association of Black Accountants, Inc. (NABA) for minority high school juniors and seniors. During a weeklong campus residency camp the participants have the opportunity to explore careers in accounting and business.

The program is a fully supervised, all-expense-paid program supported by donations from leading business professionals and grants from a number of NABA corporate partners. Students selected for ACAP receive free tuition, room and board, books, materials, tours and mentoring. Candidates must complete an application, obtain personal references and write an essay. Students will also have the opportunity to compete for scholarships.

The Goizueta Business School at Emory University hosted this event for the first time in July 2007. This event will enable Goizueta to showcase our school to 25 of the best and brightest minority high school students in the Atlanta area. The event was held at Goizueta again on July 19th to 24th, 2009. The Coca-Cola Company and The Wendy's Arby's Group were corporate sponsors.

Business Student for a Day (BSSFD)

On October 17, 2008, the Goizueta Business School, under the direction of its Black MBA Association (BMBAA), hosted 16 students from the Atlanta Youth Academy to experience and engage the Goizueta community as part of a program called "Business School Student for a Day."

The BMBAA planned this event in partnership with a local nonprofit organization called Boys Speak Out, Inc. (BSO). The purpose of BSSFD was to expose our disadvantaged youth, specifically middle school students, to the inner-workings of Goizueta Business School: the culture, the atmosphere and the people. By exposing them to a higher-level academic setting at a young age the students gained invaluable insight, and in turn had the opportunity to open their minds to career options available to them as adults in the vast field of business. Further, BSSFD stressed the importance of the varying positions that allow the business school itself to function well including the students, deans, staff and professors.

Champion Middle School College Day

In March 2009, Goizueta Business School, led by the Director of Diversity and Community Initiatives along with the Black MBA Association, participated in Champion Theme Middle School's College Day activities. The MBA students shared the importance of a college education and what it takes to make it into college with seventh and eighth graders. Goizueta plans to participate in this event again in 2010.

Goizueta hosts information sessions about the business school, the application process and financial aid regularly as requested.

MBA program outreach efforts

Inside Goizueta Diversity Conference (12 years)

The Inside Goizueta Conference is a three-day interactive conference held in the fall of each year. The goal of this conference is to equip prospective students with extensive knowledge about an MBA and the advantages that Goizueta Business School has to offer. The Inside Goizueta Conference is held in conjunction with our Annual Diversity Leadership Conference.

Annual Diverse Leadership Conference (five years)

The BMBAA Diverse Leadership conference will allow diverse students, alumni, professionals and academics to share ideas and gain knowledge through a series of lectures, panel discussions, workshops and open forums. Our four major objectives are to:

- To educate diverse students, educators and professionals about economic empowerment by providing interesting and useful educational content;

- To give Black and Hispanic business school students and professionals the opportunity to network with diverse professionals and educators with related interests and career plans. At the same time this provides these educators and professionals the opportunity for mentorship;
- To establish a self-propagating system of Goizueta BMBA conferences to occur annually; and
- To inspire diverse students and professionals to take what they have learned and actively pursue opportunities and leadership roles geared toward the creation of wealth in the Black and Hispanic communities.

Participation in the Consortium for Graduate Study in Management receptions and information sessions on an annual basis (membership: eight years)

Participation in Management Leadership for Tomorrow events on an annual basis (membership: seven years)

Goizueta hosted MLT events in June 2006 and March 2008.

Participation at the National Black MBA Conference (membership: 13 years)

Participation in the National Society of Hispanic MBA Conference (membership: 12 years)

Goizueta was the lead academic sponsor for the 2008 Annual Conference that was held in Atlanta in October 2008.

Partnership with the Urban League Young Professionals (three years)

Partnership with the Robert Toigo Foundation

The Robert Toigo Foundation which is the premier organization supporting the ongoing advancement, leadership and contribution of exceptional minority graduate business students and alumni interested in pursuing careers in the finance industry. All prospective MBA students who are interested in pursuing a career in finance and are of African-American, Hispanic, Native American/Alaskan Native and/or Asian/Pacific Islander descent, are welcome to apply.

Partnership with MBA JumpStart

MBA Jumpstart is a targeted, prematriculation forum through which consulting and financial services firms can identify, educate and recruit diverse talent at top-tier MBA programs. MBA JumpStart was created to address the lack of diversity and under representation of minorities and women in the consulting and financial services industries. The program strives to bridge the gap between diverse talent entering top business schools and firms actively seeking to increase representation.

PhD program outreach

Partnership with the PhD Project

The PhD Project's mission is to increase the diversity of corporate America by increasing the diversity of business school faculty. We attract African-Americans, Hispanic-Americans and Native Americans to business PhD programs and provide a network of peer support on their journey to becoming professors. As faculty, they serve as role models attracting and mentoring minority students while improving the preparation of all students for our diverse workplace and society.

Please describe any scholarship and/or fellowship opportunities for minority and/or female students attending your school.

Name of fellowship program: Consortium for Graduate Study in Management

Deadline for application: November and January

Fellowship award amount: 100 percent of tuition and fees or partial awards

Website or other contact information: www.cgsm.org and www.goizueta.emory.edu/degree/fulltimemba/diverse_applicants.html

The mission of the Consortium for Graduate Study in Management is to enhance diversity in business education and leadership by helping to reduce the serious under representation of African-Americans, Hispanic-Americans and Native Americans in both its member schools' enrollments and the ranks of management. The Consortium hopes to achieve this mission by recruiting for graduate business education qualified U.S. citizens and U.S. permanent residents from these underrepresented groups, as well as other persons who can demonstrate a commitment to the Consortium's mission and can best assist the Consortium in pursuing this mission.

Candidates who apply and are accepted to the two-year MBA program through the Consortium are considered for full-tuition, merit-based fellowships and benefit from ongoing professional development opportunities. In addition, candidates must demonstrate through their applications that they support the Consortium's mission.

Name of fellowship program: Forté Foundation

Deadline for application: February 1st

Scholarship award amount: 50 to 100 percent of tuition and fees

Website or other contact information: www.fortefoundation.org and www.goizueta.emory.edu/degree/fulltimemba/women_applicants.html

The mission of Forté is to substantially grow the number of women business leaders by increasing the representation of women in educational and business networks—accomplished through programming at key stages in their professional development.

This is a merit-based award for women who are accepted to one of Goizueta Business School's MBA programs and exhibit strong leadership skills and a commitment to business.

PROMINENT ALUMNI/FACULTY

Please provide information about prominent minority faculty members at your school.

Jagadish Sheth, *Charles H. Kellstadt Professor of Marketing*

Prior to coming to Emory University, Professor Sheth was the Robert E. Brooker Professor of Marketing at the University of Southern California, the Walter H. Stellner Distinguished Professor of Marketing at the University of Illinois, on the faculty of Columbia University and at the Massachusetts Institute of Technology. He has published more than 200 books and research papers in different areas of marketing. His book, *The Theory of Buyer Behavior* (1969) with John A. Howard, is a classic in the field. He has published two scholarly books: *Marketing Theory: Evolution and Evaluation* (1988) and *Consumption Values and Market Choices* (1991). His textbook, *Customer Behavior: Consumer Behavior and Beyond* (with Banwari Mittal and Bruce Newman), was published by the Dryden Press in 1998.

Sheth is an American Psychological Association fellow and past president of APA's consumer psychology division and Association for Consumer Research (ACR). He was the recipient of the Viktor Mataja Medal from the Austrian Research Society in Vienna (1977) and the 1989 Outstanding Marketing Educator Award from the Academy of Marketing Science. In 1991 Dr. Sheth was also recognized as the Marketing Educator of the Year by Sales and Marketing Executives International (SMEI). In 1992 the American Marketing Association awarded Dr. Sheth the PD Converse Award for his lifelong contribution to the discipline of marketing theory. In 1996, he was elected to be the distinguished fellow of the Academy of Marketing Science.

Ajay Kohli, *Isaac Stiles Hopkins Chair in Marketing*

Professor Kohli came to the Goizueta Business School in fall 1999 from the University of Texas at Austin. He has also taught at the Harvard Business School, WHU (Koblenz School of Corporate Management), Germany, and the Norwegian School of Management, Norway.

A major stream of Dr. Kohli's research focuses on what it means for a firm to be market oriented, how market orientation can be measured, identifying why some firms are more market oriented than others and what firms can do to become more market oriented. He has written extensively on the subject in academic journals such as the *Journal of Marketing* and the *Journal of Marketing Research*. His work subsequently has been reprinted in *Marketing Classics* and other books. His research on market orientation with Dr. Bernard Jaworski received the Alpha Kappa Psi award for the best practice-oriented article published in the *Journal of Marketing* (1990). His 1993 article in the *Journal of Marketing* (also with Dr. Jaworski) received the inaugural Sheth Foundation/JM award in 2002 for its long-term impact on the field of marketing.

A second stream in Dr. Kohli's research focuses on sales management. In particular, he examines the influence of supervisors and co-workers on salespeople's performance and job satisfaction. His work in this area appears in the *Journal of Marketing* and the *Journal of Marketing Research*. In addition, Dr. Kohli has published work on related topics in journals such as the *Harvard Business Review*, *Sloan Management Review* and the *Strategic Management Journal*. He serves on the editorial boards of several journals including the *Journal of Marketing*, *Journal of Business Research* and *International Journal of Research in Marketing*.

Dr. Kohli has taught at the undergraduate, graduate and executive levels. He has been recognized several times for teaching excellence and is the recipient of the schoolwide Jack G. Taylor Teaching Excellence Award at UT Austin. He has led executive education seminars on topics such as building market-oriented organizations, differentiating commodities and competing on customer value for firms in the United States, Europe, Asia and Latin America.

Dr. Kohli has worked full time in industry for six years, primarily in sales management and marketing strategy consulting. Additionally, he has consulted with or taught for organizations such as 3M, Accenture, Andersen, Coca-Cola, Dow Chemical, Eastman Kodak, The Forum Corporation, Halliburton, IBM and the World Bank.

Please provide information about prominent minority alumni from your school.

Marvin Ellison, *MBA, executive vice president, U.S. stores, Home Depot*

Marvin R. Ellison is the executive vice president for U.S. stores for The Home Depot. He joined the company in 2002. During this time he has held several officer positions, including senior vice president of global logistics, vice president of logistics and vice president of loss prevention. In his current role, Ellison is responsible for the sales, profit and operations of over 650 stores in the midwest and northeastern United States. He has over 110,000 employees in his division and is responsible for over one-third of the total sales volume of The Home Depot U.S. stores.

Emory University (Goizueta)

In 2005, Ellison was senior vice president of global logistics for The Home Depot. This included all domestic distribution, transportation, store and appliance delivery, import distribution and international logistics for the company. Ellison's team was responsible for the logistics functions within the United States, Canada, Mexico, China and over 35 additional countries.

Prior to his role in global logistics, Ellison was the vice president of loss prevention for The Home Depot. Under his leadership, the company's shrink performance improved over 100 basis points in a three-year period.

With an extensive background in operations, loss prevention and process improvement, Ellison has 23 years of retail experience. Prior to joining The Home Depot, he spent 15 years with Target Stores in a variety of operational roles. Ellison enjoys reading, studying presidential history and playing the bass guitar. He is actively involved with KaBOOM! playground builds and inner city school renovations/improvements. Ellison earned a BBA in marketing from the University of Memphis, and an MBA from Emory University.

Robb Pitts, MBA, *Fulton County Commissioner*

Robb Pitts is the Fulton County Commissioner representing District 2, which serves countywide. He was elected to the Fulton County Board of Commissioners in November 2002.

Commissioner Pitts previously served as a member of the Atlanta City Council for over 20 years, chairing the finance and community development committees for several years. He encouraged efficiency in city operations and procurement procedures. He earned a reputation as the "taxpayers watchdog" by scrutinizing spending and the annual budgeting process.

Elected as president of the Atlanta City Council in 1997, he was a strong supporter of initiatives leading to tax relief for the elderly, including the reduction of sanitation fees and an increase in homestead exemptions for qualified seniors.

A businessman and former college professor, Commissioner Pitts earned undergraduate, graduate and postgraduate degrees in education, business, languages and Latin American studies at Ohio University, La Academia Hispanoamericana, Kent State University and La Universidad Interamericana. He also received an MBA at Emory University.

Pitts was an instructor at Kent State University, a visiting professor and guest lecturer at Oberlin College and an assistant professor at Clark College (now Clark Atlanta University) in Atlanta. He is currently a financial representative with New England Financial and a member of the Atlanta Board of Realtors.

Active in a variety of community programs and an avid arts patron, Commissioner Pitts has served on the boards of organizations such as the Georgia Municipal Association, the Atlanta Convention and Visitors Bureau, the Atlanta Economic Development Corporation, the Urban Residential Finance Authority, the Latin American Association, the Atlanta Ballet, the Arts Festival of Atlanta and the Center for the Puppetry Arts. He is also a lifetime member of the NAACP.

Commissioner Pitts is a native of Haddock, Georgia. He and his wife Fran and daughter Jordan reside in Atlanta. He also cares for his elderly mother, Louise Phillips, who resides in Sandy Springs.

Kevin Allen, MBA, *managing director, First Municipal Credit Company; contestant on the Hit TV Show The Apprentice in 2004*

Allen was born in Boston, Massachusetts, in 1974. The son of two young and ambitious first-generation college graduates, he moved with his parents as they followed opportunity to Cleveland, Ohio, Washington, D.C., and finally Silver Spring, Maryland. After settling down in Silver Spring, he graduated from Springbrook High School while his parents built an environmental engineering and bioinformatics firm, the KEVRIC Company, from the ground up (KEVRIC is a compilation of both Allen's and his younger brother Eric's names).

After high school Allen went on to attend the Wharton School of Business at the University of Pennsylvania where he majored in marketing and management. While managing to graduate from the best undergraduate business institution in the world in only three years, he was also able to distinguish himself athletically. During his years at Penn, Allen was a two-time All Ivy League football player and started at cornerback on two undefeated Ivy League championship teams.

Allen began his career after college at the firm of Smith Barney, Inc. where he was a financial consultant. After learning about the financial markets and acquiring valuable sales experience, he moved to the investment banking side of finance at PNC Capital Markets. When he left to pursue his MBA he was the youngest senior associate director at the firm.

After acquiring his MBA in mergers and acquisitions and finance (in one year) from the Goizueta School of Business at Emory University, Allen and his brother started New World Science and Technology, Inc.—a bioinformatics company dedicated to utilizing proprietary technology to help stop diseases like the leukemia that had several years before almost taken the life of his younger brother and cofounder of New World.

After New World, Allen went briefly to Capitol Hill to work for Rep. Stephanie Tubbs Jones on the financial services committee to assist her in preparation for, among other things, the hearings regarding the fall of the infamous Enron Corporation and the creation of the legislation commonly known as Sarbanes/Oxley. After these hearings he went on to law school at the University of Chicago where he is now in his final year.

Allen is currently a visiting student at Emory Law School in Atlanta, Georgia, where his fiancée is also enrolled.

Please provide information about prominent female faculty members at your school.**Maryam Alavi**, *vice dean and John M. and Lucy Cook Chair of Information Strategy*

Maryam Alavi earned her PhD at Ohio State University and joined Emory University's Goizueta Business School faculty in 2000. Since joining Goizueta, she has served in senior administrative positions including interim dean and vice dean of the school.

Maryam Alavi is cited as one of the world's academic leaders in information technology applications. Her scholarly work has been published in top-ranked journals including *Management Science*, *Information Systems Research*, *MIS Quarterly*, *Organization Science* and *Academy of Management Journal*. She has served on the editorial boards of several prestigious journals including *MIS Quarterly (MISQ)*, *Information Systems Research (ISR)*, *Journal of Management Information Systems (JMIS)* and *Journal of Strategic Information Systems*. Her research interests include knowledge management, technology-mediated learning and decision-making and organizational information systems.

Dr. Alavi was awarded the distinguished Marvin Bower Faculty Fellowship at the Harvard Business School and is the recipient of the prestigious AIS (Association of Information Systems) Fellows Award.

She is a frequent speaker at national and international conferences. She has taught in executive programs at Harvard and Duke University, among others. Dr. Alavi has served as program chairwoman of the International Conference on Information Systems (ICIS) and the ICIS Doctoral Consortium chairwoman as well as the elected vice president of education of the Association of Information Systems (AIS). She has been a consultant to several private and public organizations, including AT&T, Marriott International, the World Bank, the Aspen Institute, the Environmental Protection Agency and the U.S. General Accounting Office.

Please provide information about prominent alumnae from your school.**Lauret Howard**, MA, *vice president strategic alignment and performance services, NASCO*

With over 28 years in the health insurance industry supporting BlueCross® and BlueShield® Plans, Lauret Howard has ultimate responsibility for identifying and evaluating new strategic business opportunities, products and services. Her primary role is to enhance NASCO's corporate understanding of its market. She is also accountable for delivering the company's performance management solutions to NASCO Plan customers including business effectiveness consulting, education and user documentation, performance support and account implementation services. She also oversees corporate planning and enterprise risk management.

Howard has over 14 years supporting national account processing on the NASCO Processing System (NPS). In 1999, she joined NASCO as assistant vice president of the business effectiveness unit and served as the chief financial officer from 2001 through 2006. Prior to beginning her NASCO tenure, she held a variety of leadership and operational delivery roles with EDS' health care strategic business unit with a focus on solution engineering, implementation and change management for the payer market. Howard is a Georgia native and has a bachelor's degree in accounting from the University of Georgia and a master's degree from the Goizueta Business School of Emory University. She resides in Marietta, Georgia, with her husband and three children.

Anne Cooney, MBA, *vice president of the power conversion division, Siemens Energy & Automation*

Anne Cooney serves as vice president of the power conversion division of Siemens Energy & Automation (SE&A). In this role, she is responsible for the overall design, development, marketing and manufacturing aspects of the power conversion division.

In her previous role as vice president, operations excellence and supply chain management, Cooney was responsible for physical distribution, internal excellence initiatives including Six Sigma and LEAN, plant operational excellence and environmental health and safety for SE&A. She joined Siemens Energy & Automation in 2001. Previously, she held positions of vice president, manufacturing, for Aladdin Industries in Nashville, Tenn., operations manager for GE Industrial Systems power distribution division in Houston, Texas, and plant manager for GE Midwest Electric Products in Mankato, Minn.

Cooney began her career at GE in 1978 as a machinist apprentice for GE's transportation division. With that division, she held positions of increasing responsibility in production, inventory, warehousing, product planning, international marketing and strategic sourcing.

A Six Sigma green belt, Cooney graduated cum laude with a bachelor's degree in industrial management from Gannon University in Erie, Penn., and earned her MBA from Emory University.

Karen Wishart, MBA 2003, *senior vice president and general counsel, TV One*

Karen Wishart has been named senior vice president and general counsel of TV One, the new lifestyle and entertainment network targeting African-American adults. Ms. Wishart has joined TV One from Scripps Networks, where she was vice president of business affairs, serving as a lead negotiator of business agreements for all of the company's domestic and international television and production units, including Home & Garden Television, Food Network, DIY-Do It Yourself Network, Fine Living, Shop At Home Network and Scripps Productions. At Scripps, she also handled the strategic planning, analysis and negotiation of Scripps Networks' new business opportunities including the branded publishing lines of HGTV and DIY.

Wishart replaces John W. Jones, who recently returned to parent company Radio One as general counsel. "We are delighted to welcome to the TV One team an executive with such an impressive background in all aspects of the cable programming business," said TV One President and CEO Johnathan Rodgers. "Karen's experience in handling legal matters and negotiating contracts for what was once a fledgling cable programming company will prove invaluable to us at TV One." Before joining Scripps as a director in 1997, Wishart spent the first five years of her career as an

associate lawyer in the entertainment and administrative law division of Cassels Brock & Blackwell in Toronto, Canada. In 1994, she joined YTV, Canada, Inc. & GRC Productions as a director in the business and regulatory affairs department.

Wishart graduated cum laude from McMaster University in Ontario, Canada, with a BA in honors psychology. She earned a JD from the University of Windsor in 1989 and an MBA from Emory University's Goizueta Business School in Atlanta in 2003. She is a member of the American Bar Association, the New York State Bar Association, the Law Society of Upper Canada and the National Association of Minorities in Communications (NAMIC). She and her family will be relocating from Knoxville, Tenn., to the Washington, D.C. area.

CURRICULUM AND RESEARCH

Please provide information on any classes and concentrations that focus on issues related to women or minorities.

2009 Full-Time Two-Year MBA Orientation

Diversity Component: A full afternoon and evening during orientation dedicated to introducing students to the importance of embracing diversity. Below is the program for the 2009 program:

Welcome: Larry Benveniste, dean

Working Across Boundaries: Diversity Component of Goizueta's Leadership Model, Maryam Alavi, vice dean

Working Across Boundaries: Cross-Cultural Communication and Sensitivity Presentation, Hattie Hill, CEO and founder of Hattie Hill Enterprises and Goizueta advisory board member

The International Reception: A Cultural Simulation

Facilitators: Alicia Sierra, director of diversity and community; Mark Dillard, director of leadership; Shanice Wang, MBA 2010; Marissa Williams, MBA 2010

Cultural Highlights: International students highlight their various cultures

Business 465: Cross Cultural Business Communications

Instructor: Deborah Valentine, senior lecturer in management communication

Increasingly, people from widely divergent cultures study and work in close proximity. Cross-Cultural Business Communication will identify behaviors that illustrate cultural roots and teach strategies for success in business when communicating with those from other cultures.

Business 440: Nonprofit Marketing Fieldwork Course

Instructor: Susan Hogan, adjunct assistant professor

Throughout this course, the focus is on the underserved. The case studies include nonprofits, such as Summerbridge Breakthrough, which focuses largely on helping minority students in the inner cities make it through high school, then into and successfully through college, and Dress for Success, which focuses strictly on women. This course is intended to provide students with practical experience through the opportunity to address and solve actual business problems that nonprofit organizations face and offers exposure to the various facets of and challenges faced by nonprofit organizations. Students also have the opportunity to develop a plan to launch either a new nonprofit organization or a new nonprofit initiative within an existing organization.

Business 557E: Leadership and Lifework

Instructors: Dr. Rick Gilkey and Dr. Peter Topping

Leadership and Lifework focuses on the key challenges facing individuals in rapidly changing environments. The course will examine how accelerating global competition and increasing customer demands for product and service innovation have redefined the fundamental challenges of leadership. In order to compete effectively, leaders must now develop organizations that attract and retain the highest quality of intellectual capital. They must, therefore, create environments that foster learning and collaboration to meet the challenge of creating and sustaining a competitive advantage. Diversity is woven in throughout this course.

Business 663: Principled Leadership

Instructor: Dr. Peter Topping

The aims of this course are twofold: to give a broader theoretical grounding and practical, hands-on understanding of leadership. Today, the need for leadership and particularly values-based, principled leadership, is greater than ever, with corporate scandals, increased stakeholder scrutiny and greater organizational uncertainty confronting most corporations.

This course focuses on how leadership involves creating and institutionalizing organizational change, acting with integrity and cultivating relationships and networks. It is designed to enhance your understanding of leadership and especially the role of values and principles in guiding leadership behavior on both the cognitive and experiential levels. In addition to cases and guest speakers, you will engage in leadership development assignments and work in teams. Grades will be based on class participation, case analysis of leadership in organizations, self-reflective assignments and a leadership report.

Business 632: Negotiations

Instructor: Maura Belliveau, associate professor of organization and management, and Earl Hill, senior lecturer in organization and management
The course incorporates diversity topics such as:

- How women and men think about and conduct negotiations similarly/differently;
- How managers (male and female) respond differently to men's and women's use of common negotiating tactics;
- How men and women use and decode nonverbal information similarly/differently; and
- How cultural differences affect negotiations.

Please describe any faculty and/or student research projects that focus on diversity, multiculturalism and minority issues.

Deborah Valentine, *senior lecturer in management communication*

Guide for Internationals: Culture, Communication, and ESL (English as a Second Language), Prentice Hall, 2005.

Guide to Cross-cultural Communication, Prentice Hall, 2004.

Five Fallacies of International Negotiation, with Sherron Bienvenu, Competitive Edge, August 1997.

Maura Belliveau, *associate professor of organization and management*

Maura A. Belliveau (2005). "Blind ambition?: The effects of social networks and institutional sex composition on the job search outcomes of elite coeducational and women's college graduates," *Organization Science*, 16: 134-150.

Maura A. Belliveau (2000). "The institutional context of social capital: The influence of assumed social resources on women's employment outcomes," in *Relational Wealth: The Advantages of Stability in a Changing Economy*, ed. C. R. Leana and D. Rousseau. Oxford: Oxford Press, 2000.

Maura A. Belliveau (1996). "The paradoxical influence of policy exposure on affirmative action attitudes," *Journal of Social Issues*, 52, 99-104, 1996.

Maura A. Belliveau, & Gomez, Caroline B. (1997). "Feeling foreign: Managing the global assignment." In Taylor Cox, Jr. and Ruby L. Beale (eds.), *Developing Competency to Manage Diversity*. San Francisco: Berrett-Koehler.

Tom R. Tyler, & Belliveau, Maura A. (1996). "Managing workforce diversity: Ethical concerns and intergroup relations." In David M. Messick and Ann E. Tenbrunsel (eds.), *Codes of Conduct: Behavioral Research into Business Ethics*. New York: Russell Sage.

Please describe any symposiums or special lectures that focus on diversity and minority issues organized and/or sponsored by your school.

2008 Diverse Leadership Conference

The fourth annual Diverse Leadership Conference, Bridging the Generation Gap, Cultivating a New Generation of Leaders took place on November 7, 2008. Goizueta's Black MBA Association and the office of diversity and community initiatives sponsor this conference. The opening speaker was Hal Logan, senior vice president of marketing, Manheim. The luncheon keynote speaker was Stephanie Hughley, executive producer of the National Black Arts Festival. Approximately 150 Goizueta and area MBA and BBA students, alumni and corporate guests attended this event.

The goal of this conference is to allow diverse students, alumni, professionals and academics to share ideas and gain knowledge through a series of lectures, panel discussions, workshops and open forums. The four major objectives are to:

- Educate diverse students, educators and professionals about economic empowerment by providing interesting and useful educational content;
- Give Black and Hispanic business school students and professionals the opportunity to network with diverse professionals and educators with related interests and career plans. At the same time this provides these educators and professionals the opportunity for mentorship;
- Establish a self-propagating system of conferences, to occur annually; and
- Inspire diverse students and professionals to take what they have learned and actively pursue opportunities and leadership roles geared toward the creation of wealth in the Black and Hispanic communities.

The 2008 Corporate partners included American Express, SunTrust, Well-Point and Chick-fil-A.

Spring 2009 Leadership Diversity Seminar

The office of diversity and community collaborated with Emory's learning services to offer a diversity education seminar specifically for Goizueta's senior leadership. The topic was "Reducing Bias in the Hiring and Promotion Process." Approximately 20 senior leaders attended this seminar. The goals of this seminar primarily were to help our senior leaders.

2009 Staff and Faculty Diversity Learning Programs

- Reducing Bias in the Hiring and Promotion Process (March 2009)
- A Peacock in the Land of Penguins: Creativity Through Diversity (April 2009)
- Conflict Resolution (June 2009)
- Men, Women and Teams: How Gender Affects Your Workplace Communication (August 2009)

Diversity Dialogues

- “40 Years Later: A Moment in American History.” This program focused on the historic nomination of President Barack Obama. The panel discussion consisted of faculty from Goizueta Business School, the political science department, African-American studies and various student leaders. Hosted by the office of diversity and community and the Diversity Committee (December 2008).
- “Brother Outsider: The Life of Bayard Rustin.” A film screening and discussion hosted by Goizueta Pride Alliance and the Black MBA Association (April 2009).
- “Out at Work: A Panel Discussion with Atlanta LGBT Leaders.” Hosted by the Goizueta Pride Alliance (April 2009).

Transforming Community Project Dialogue (business/law school)

In fall 2008, Goizueta and the law school joined the Transforming Community Project in a local community dialogue between members of the law and business schools. These dialogues provide a unique opportunity to engage the Emory University community in a series of open, honest and civil discussions concerning the multifaceted meanings, histories and experiences of race at and beyond Emory. In small, supportive group sessions, librarians, archivists, faculty, students, staff, administrators, alumni, trustees and others will join to examine different approaches to race and to develop new, concrete strategies to transform the university. Goizueta and the law school plan to offer a community dialogue for its students, staff and faculty in fall 2009.

Annual Martin Luther King Community Awards

Goizueta has sponsored the Annual Martin Luther King Community Awards Celebration with the Rollins School of Public Health for over 11 years. The Martin Luther King Committee selects 10 local organizations and individuals who have continued the dream of Dr. Martin Luther King Jr. through their work in the community. In 2009, the awards celebration took place in January.

ORGANIZATIONS AND STUDENT LIFE

Please provide information on your school diversity student and alumni organizations.

Goizueta's Black MBA Association

community.bus.emory.edu/club/blackmba/default.aspx

The mission of Goizueta's Black MBA Association is to promote diversity and add value to the Goizueta community.

Goizueta's Hispanic MBA

Its mission is to promote legacy of the Goizueta name and help classmates better understand the Hispanic culture and its impact on U.S. business.

Goizueta Multicultural Organization (GMO)

The Goizueta Multicultural Association serves to strengthen the underrepresented populations in the BBA community by assisting BBA program recruitment and creating networking opportunities for club members with MBAs, alumni and community business leaders. Through mentoring these students, we hope to educate members about the opportunities that Goizueta and the business degree have to offer.

Goizueta Women in Business (GWIB)

community.bus.emory.edu/club/gwib/what%20is%20gwib/home.aspx

Goizueta Women in Business is an organization that creates a forum to discuss and address issues relevant to women in business. GWIB sponsors social and professional activities as well as provides volunteer opportunities within the community. Our organization unites students, faculty and alumnae at exciting social and networking opportunities with the ultimate purpose of building a strong community among National Association of Women MBAs, while fostering their success in the future.

International Business Association (IBA)

community.bus.emory.edu/club/iba/default.aspx

The International Business Association is dedicated to increasing members' exposure to international business and culture in this global community, with the goal of cultivating future leaders' global perspectives. It serves everyone at Goizueta regardless of nationality, ethnicity, culture or background.

Goizueta Pride Alliance

Organization focuses on the interests and concerns of Goizueta GLBT students.

Goizueta Jewish Life

Club for students who enjoy learning about Judaism and celebrating Jewish holidays. This club is open to students of all faiths.

Goizueta Christian Fellowship

The club glorifies God by building friendships and working together to serve the community. Also participates in service projects.

Executive Women's Group (EWG)

Its mission is to provide a forum for executive level businesswomen to interact and support each other. EWG provides its members the environment in which to share experiences and business strategies, to learn about recent business trends and research, and to motivate one another to be successful women leaders in business. EWG's vision is to provide an atmosphere of "women empowering women."

Please also provide information on any programs, including on-campus and universitywide programs in which MBA students participate that focus on issues related to women or minorities.

Goizueta in the Community (GIC)

Goizueta in the Community is Goizueta Business School's student-led community service program. It is designed to provide emerging business leaders with opportunities to interact with the Atlanta community in order to bring about positive change. The goal of GIC is to make a measurable positive impact on people and places in the Atlanta community. Our aim is to create a successful tradition of community service at Goizueta Business School.

Goizueta Advance Leadership Program (GALA)

MBA students who are selected to participate in this program volunteer at food banks, shelters and soup kitchens.

Teen Leadership Summit

The Goizueta Business School hosts an annual Teen Leadership Summit every year. The objective of the event-filled day is to connect to a diverse group of local high school students and to teach them practical business and leadership skills. After the opening ceremonies, the students are divided into teams and organized to participate in one of three tracks: the business case competition, the leadership skills workshop or the servant leadership module.

Business Case Competition

Approximately 50 students compete in teams of four to six students, representing their respective high schools. The students present a business case and will be expected to provide case-related recommendations during a five-minute presentation. Each team's presentation is judged for creativity, content and delivery of presentation. Throughout the day, Goizueta students and faculty provide the teams with marketing, finance and presentation skills to enhance the learning experience.

Leadership Skills Workshop

Approximately 70 students take part of a three-module session very similar to the business school's own Goizueta Plus.

Servant Leadership Module

Approximately 30 students spend the morning off campus working in a hands-on community service environment. In the afternoon, the students share experiences and reflect upon the idea of servant leadership.

CAREER OPPORTUNITIES

Please describe any diversity recruiting events for employers recruiting minority and/or female students at or near your school.

The Goizueta Business School works closely with organizations and student clubs to facilitate employment prospects for minority and female students, including:

- National Black MBA Association
- National Society of Hispanic MBAs
- Forté Foundation
- The Consortium for Graduate Study in Management

STRATEGIC PLAN AND LEADERSHIP

Please provide your school's diversity mission statement.

Goizueta's diversity vision

We aspire to create and sustain a community at Goizueta that is the best place to study and work in terms of genuinely respecting diversity in all of its dimensions.

Emory University (Goizueta)

Diversity strategy key elements

Communication
Education
Recruitment
Retention
Research
Partnerships and outreach

How does your school's leadership communicate the importance of diversity to your student body, faculty and administration?

Diversity is an integral part of the Goizueta experience. Examples of where current and prospective students can see the importance of diversity at Goizueta are below.

- Diversity is one of Goizueta's MBA program core values.
- Diversity is a key element of orientation for the full-time MBA program.
- There is a vice president for multicultural affairs on the Goizueta Business Association (the MBA students governing council).
- Diversity is integrated in the curriculum and the leadership program.
- Diversity learning programs for staff.
- Leadership diversity seminar with Emory's learning services.

Office of diversity and community initiatives (created in January 2006)

Director, Alicia E. Sierra (reports directly to Dean Larry Benveniste)

The director plays a key leadership role in planning for and carrying out broad-based diversity initiatives that promote the inclusion, awareness, acceptance, achievement, understanding and equality of all members of Goizueta Business School. She works collaboratively with Goizueta's senior leaders and the diversity committee to implement the diversity strategy to increase the representation of underrepresented populations to the staff, faculty and student body as well as promote a climate of inclusion and respect for everyone within and who are affiliated with Goizueta's community.

Diversity committee (created in January 2005)

Chair, Professor Earl Hill, senior lecturer in organization and management

Currently serves as an advisory to the director of diversity and community initiatives and is composed of students, faculty and staff.

Commitment to diversity on Emory's website

www.goizueta.emory.edu/aboutgoizueta/diversity_commitment.html

DEMOGRAPHIC INFORMATION

Please provide student employment information for the most recent graduating class.

Percentage of female students: 29 percent

Percentage of minority students:

White/Caucasian: 36 percent
African-American/Black: 9 percent
Hispanic/Latino: 3 percent
Asian: 9 percent
Not specified/other: 18 percent

Percentage of international students: 25 percent

Average age of students: 28

Please describe the geographic diversity of your most recent entering class.

Percentage of U.S. citizens and permanent residents: 75 percent

Percentage of in-state and out-of-state students: *In-state*: 48 percent: *Out-of-state*: 52 percent

Distribution of students from different U.S. regions:

Mid-Atlantic: 9 percent

Midwest: 7 percent

Northeast: 13 percent

South: 59 percent

Southwest: 9 percent

West: 2 percent

U.S. Poss. and Territories: 1 percent

Please describe the selectivity of your school for the most recent application cycle.

Number of applicants: 1,241

Number of admits: 402

Number of matriculants: 170

Please describe the academic and employment backgrounds of your most recent entering class.

Average years of pre-MBA work experience: Five

Percentage of students coming from different industries pre-MBA:

Consulting: 12 percent

Consumer products: 9 percent

Education: 3 percent

Energy: 1 percent

Financial services: 26 percent

Government: 5 percent

Manufacturing: 1 percent

Media/entertainment: 5 percent

Nonprofit: 2 percent

Petroleum/energy: 1 percent

Pharmaceutical/biotechnology/health care products: 5 percent

Real estate: 5 percent

Technology: 15 percent

Other: 10 percent

Percentage of students who studied different undergraduate disciplines:

Humanities: 18 percent

Social sciences: 2 percent

Science: 5 percent

Business/commerce: 48 percent

Computer science: 7 percent

Engineering: 16 percent

Other major/field of study: 40 percent

Emory University (Goizueta)

Please provide student employment information for the most recent graduating class.

Average starting salary: \$93,620

Percentage of students entering different industries:

Consulting: 20 percent
Consumer products: 9 percent
Financial services: 27 percent
Manufacturing: 6 percent
Petroleum/energy: 4 percent
Pharmaceutical/biotechnology/health care products: 5 percent
Real estate: 3 percent
Technology: 5 percent
Other: 21 percent

Percentage of students working in different functions:

Consulting: 27 percent
Finance/accounting: 22 percent
General management: 14 percent
Marketing/sales: 30 percent
Other: 7 percent

Major recruiting companies:

Accenture
Bank of America
Capgemini US, LLC
Citigroup
Deloitte Consulting
Energizer Holdings Corporation
Ernst & Young
General Electric
IBM
ING
KPMG
Procter & Gamble
Merck
Verisign
Whirlpool