RECRUITMENT AND SCHOLARSHIPS/FELLOWSHIPS

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

Johnson Means Business (JMB)
www.johnson.cornell.edu/odi/jmb/index.html

JMB is our diversity weekend event hosted here on Cornell campus. JMB is designed to provide minority applicants with a glimpse into the MBA experience at Cornell University, introducing you to our faculty and students as well as our curriculum and quality of life.

There are three key attributes that distinguish the Johnson School from our peer business schools:

- Our Cornell connections provide access to a depth and breadth of distinguished research and teaching and a vast, worldwide network of alumni, faculty and colleagues.
- Our performance learning approach sets us apart; our students use defined frameworks and analytical tools, combined with plentiful expert feedback, to solve real problems in real organizations.
- In our intense, collaborative community, students experience concentrated teamwork and networking that fosters innovation, delivers results and builds their confidence to take appropriate risks.

If selected to attend Johnson Means Business, you will be housed with current MBA students and have the benefit of knowing firsthand whether these attributes and other facets of the Johnson School add up to what you are looking for in an MBA experience.

Women in Business
www.johnson.cornell.edu/odi/women.html

The population at our nation’s top-25 business schools remains predominantly male. According to BusinessWeek’s 2003 Report on the Best B-Schools, women made up 28 percent of the total graduating class from the top-30 business schools in 2003, nearly the same percentage as 1988. While our two-year MBA program currently comprises 28 percent women in the class of 2009 and 36 percent in the class of 2010, the Johnson School recognizes a need to move forward. Fast.

The Johnson School’s programs in support of women in business include our partnerships with the Forté Foundation and The Consortium to reach more prospective women and encourage them to apply to business school; Mosaic Welcome Picnic for new and returning students; and our Women’s Power Lunch series for current students to network with each other, female faculty and prominent alumnae.

We also partner with student clubs and organizations such as the Johnson School Women’s Management Council and undergraduate student clubs at Cornell’s College of Engineering and nearby Ithaca College to hold events and reach out to prospective students.

Minorities in Business
www.johnson.cornell.edu/odi/minorities.html

Minority students include those who are U.S. citizens and have African, Hispanic, Native or Asian-American heritage. It is important to understand that these groups have a history of being underrepresented in positions of influence in our country. Some day it will not be necessary, as a matter of fact it may be absurd, to identify individual citizens by ethnic heritage. Until that day arrives, these are the measures we use.

The Johnson School programs supporting minorities in business include our partnerships with the MBA Diversity Alliance (MBADA) and Management Leadership for Tomorrow (MLT) to reach prospective minority students and encourage them to apply to business school; Leadership, Education and Development (LEAD) summer business institute for high school minority students; Johnson Means Business annual minority recruiting weekend; and Minority Welcome Picnic for new and returning students to network with each other, faculty and staff.

We also work with student clubs and organizations such as the Black Graduate Business Association (BGBA), Hispanic American Business Leaders Association (HABLA), Out for Business (O4B) and the Women’s Management Council (WMC) to provide support for members and events.

The organizations with which the Johnson School partners to recruit prospective women and minority students are detailed here.

CDG Perspectives
www.cdgperspectives.com

Johnson is a partner with CDG Perspectives, “a boutique human capital management consulting firm serving institutions and individuals focused on improving the manner in which talented diversity candidates are sourced, recruited and retained in the corporate sector.” CDG sponsors a graduate diversity forum, which is a two-day event that focuses on expanding the pool of graduate level, women and diversity candidates interested in and prepared to pursue a career in a variety of industries in the private and public sectors. The 2008 graduate
diversity forum offered sessions focused on several industries including: financial services, consumer products and social entrepreneurship/nonprofit.

**Forté Foundation**  
www.fortefoundation.org  
Forté Foundation is a consortium of major corporations, top business schools and influential nonprofit organizations that, in only three years, has become a powerful change agent in educating and directing talented women toward leadership roles in business. Forté’s mission is to substantially increase the number of women in business by increasing the flow of women into key educational gateways and business networks.

**Management Leadership for Tomorrow (MLT)**  
www.ml4t.org/mbap  
A national nonprofit organization, MLT has made groundbreaking progress to correct the dramatic underrepresentation of minorities in leadership positions. MLT works to increase the number of minorities in institutions that develop talent, such as first-tier business schools and high-profile companies. Today, MLT is the No. 1 source of minority students for the top-10 MBA programs.

**Robert Toigo Foundation**  
www.toigofoundation.org  
Robert Toigo Foundation provides scholarships, develops and promotes the brightest minority students to be leaders in the financial industry. The Johnson School is proud of the many Toigo Fellows in our student and alumni ranks.

**PhD Project**  
www.phdproject.org  
The PhD Project is an initiative designed to increase the diversity of business school faculty by supporting Native Americans, Hispanic-Americans and African-Americans in business doctoral programs.

**The Consortium**  
www.cgsm.org  
The Consortium for Graduate Study in Management is the country’s pre-eminent organization for promoting diversity and inclusion in American business. The Johnson is the most recent member of the Consortium, bringing the number of participating institutions to 15. Through an annual competition, The Consortium awards merit-based, full-tuition fellowships to America’s best and brightest candidates for business school. In conjunction with our member schools, sponsoring companies and our elite group of MBA students and alumni, The Consortium has built a 40-year legacy of fostering inclusion and changing the ethnic and cultural face of American business. Job placement, mentoring, professional development and mentoring are other key aspects of membership.

In addition, the Johnson School works with other organizations to recruit minority and female students, such as:

**National Society of Hispanic MBAs (NSHMBA)**  
According to its website, NSHMBA, “widely known as the ‘premier Hispanic organization,’ serves 32 chapters and 7,000 members in the United States and Puerto Rico. It exists to foster Hispanic leadership through graduate management education and professional development. NSHMBA works to prepare Hispanics for leadership positions throughout the United States, so that they can provide the cultural awareness and sensitivity vital in the management of the nation’s diverse work force.”

**National Black MBA Association (NBMBAA)**  
Says the website, “As a professional membership organization of Black graduates with MBAs, advanced degrees and entrepreneurs, we will increase the number as well as the diversity of successful Blacks in the business community by:

- Providing innovative programs to stimulate their intellectual and economic growth;
- Building partnerships with key stakeholders who help facilitate this growth;
- Increasing awareness and facilitating access to graduate management education programs and career opportunities in management fields.

“Established in 1970, the National Black MBA Association is dedicated to develop partnerships that result in the creation of intellectual and economic wealth in the Black community. In partnership with over 400 of the country’s top business organizations, the association has inroads into a wide range of industries as well as the public and private sector. Yet all of NBMBAA’s partners have one thing in common: They are all committed to the organization’s goals and values.”
Please describe any scholarship and/or fellowship opportunities for minority and/or female students attending your school.

**Name of fellowship program:** The Forté Fellowship  
**Deadline for application:** With application for admission  
**Fellowship award amount:** Varies  
**Website or other contact information:** www.fortefoundation.org

Each year, Forté Scholars are selected based on exemplary leadership and achievement. Forté Scholars participate fully in the Forté Scholars programs. In 2008, the Johnson School named 10 Forté Scholars. For more information on scholar benefits, please visit www.fortefoundation.org. No separate application is required.

**Name of fellowship program:** Robert Toigo Foundation Fellowship  
**Deadline for application:** April 3rd  
**Fellowship award amount:** $5,000 per year of study  
**Website or other contact information:** www.toigofoundation.org

This fellowship is for students entering accredited, two-year, full-time MBA programs. Students in their second year of business school who were unable to apply for the fellowship prior to business school, but who want the opportunity to affiliate with Toigo prior to graduation may also apply. Applicants may also be pursuing a joint-degree program directly tied to the field of finance. To be eligible, applicants must be a U.S. citizen or a permanent resident and a minority, as defined by the U.S. Department of Labor (i.e., African-American, Asian-American/Pacific Islander, Latino, Native American/Alaska Native and/or South Asian-American). Applicants must be planning a career in financial services after graduation, including, but not limited to investment management, investment banking, corporate finance (non-investment banking), real estate, private equity, venture capital, sales and trading, research or financial services consulting. To apply, complete the online application form and pay the application fee.

**Name of fellowship program:** Credit Suisse MBA Fellowship Program  
**Deadline for application:** Fall  
**Fellowship award amount:** One-year full tuition  
**Website or other contact information:** www.bus.umich.edu/myimpact/studentlife/cm00399b_flyer_021308.pdf

Credit Suisse is excited to offer an opportunity for a one-year, full-tuition fellowship and summer internship, along with a possible second-year fellowship, to outstanding MBA students from traditionally underrepresented backgrounds. Eligible candidates must have been admitted to a full-time MBA program at one of the eligible institutions in Fall 2008. They must also demonstrate a strong interest in pursuing a career in the investment banking industry.

**Name of scholarship program:** National Society of Hispanic MBAs Scholarship Program  
**Deadline for application:** April 30th  
**Scholarship award amount:** Varies; $5,000 to $10,000  
**Website or other contact information:** www.nshmba.org/financial-assist/schol_home.asp

From the NSHMBA website, “The National Society of Hispanic MBAs, which exists ‘to foster Hispanic leadership through graduate management education and professional development,’ has established a scholarship program to assist qualified Hispanics to pursue MBAs. Scholarships are offered each year for full- and part-time study at an accredited (AACSB) institution of the student’s choice.”

**Name of scholarship program:** NBMBAA MBA Scholarship Program  
**Deadline for application:** April 21st  
**Scholarship award amount:** Up to $15,000  
**Website or other contact information:** www.nbmbaa.org/index.aspx?pageid=790

From the NBMBAA website, “The NBMBAA MBA Scholarship Program identifies students who have demonstrated potential to make significant contributions in the field of business in the public and private sectors. Applicants must demonstrate academic excellence, exceptional leadership potential and be actively involved in their local communities through service to others.

"[In addition to the funding,] each year a minimum of 25 students receive: ... NBMBAA membership; round-trip airfare and housing to the annual conference and exposition; complimentary conference registration; and special VIP access to receptions and events at the conference."

**PROMINENT ALUMNI/FACULTY**

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

**Roni Michaely, Rudd Family Professor of Management and professor of finance**

Professor Michaely's research interests are in the area of corporate finance, capital markets and valuation. His current research focuses on conflict of interest in the capital markets, corporations' payout policy and the pricing and optimal trading mechanisms of IPOs.

A 1999-2000 Whitcomb Fellow who received the Johnson School Award for Exceptional Research for 2001-2002, Professor Michaely has received several awards and honors for his research. Recent awards include the 2000 Journal of Finance Smith Breeden Prize for distinguished paper, the 2000 Western Finance Association Award for the best paper on capital formation, the Review of Financial Studies 1999 Barclays Global Investors/Michael Brennan Runner-up Award, the 1999 Western Finance Association Award for the best paper, 1996 Quantitative Alliance Group Prize for best paper and the 1996 Western Finance Association Award for best paper on investments.

Professor Michaely was appointed to director of the Israel Securities Authority (ISA) in January 1998. He currently also serves as an associate editor for the Review of Financial Studies.

Srinagesh Gavirneni, Clifford H. Whitcomb Faculty Fellow and assistant professor of operations management
Professor Gavirneni's research interests are in the areas of supply chain management, inventory control, production scheduling, simulation and optimization. His papers have appeared in Management Science, Manufacturing & Service Operations Management, European Journal of Operational Research, Operations Research Letters, IIE Transactions, Interfaces and IEEE Transactions on Reliability.

Previously, Professor Gavirneni was an assistant professor at the Kelley School of Business at Indiana University. Before that he was the chief algorithm design engineer of SmartOps, a software architect at Maxager Technology, Inc., and a research scientist with Schlumberger. His undergraduate degree from IIT-Madras is in mechanical engineering and he has received master's degrees from Iowa State University and Carnegie Mellon University.

Ming Huang, professor of finance
Professor Huang's research interests range broadly: While his work in recent years has focused mainly on behavioral finance and in particular, the applications of cognitive psychology to understanding the pricing of financial assets, he has also worked on credit risk and derivatives, on the effects of illiquidity on asset prices and on the application of auction theory to takeovers. He has published in the Journal of Political Economy, the Quarterly Journal of Economics, the American Economic Review, the Journal of Economic Theory and the Journal of Finance, and has won awards for both research and teaching.

Prior to coming to the Johnson School, Professor Huang taught at the Stanford University Graduate School of Business and at the Graduate School of Business at the University of Chicago. He currently serves as an associate editor for the American Economic Review.

Please provide information about prominent minority alumni from your school.

Tejpreet Singh "T.P." Chopra, MBA 1996, president and chief executive officer, GE India
Tejpreet Singh Chopra was appointed president and CEO of GE India, effective June 2007. In his new role, he is responsible for the strategic and overall leadership of all GE businesses in India.

Since joining GE in 1996, Chopra has held positions in marketing, structured finance and risk management, in Stamford, Conn., and in Hong Kong, for GE Commercial Aviation Services (GECAS), the commercial aircraft leasing and financing unit of GE. Beginning in 2005, he served as senior vice president and country head for GECAS India, opening the GECAS office in Delhi, and in that capacity arranged for more than $1 billion in financing for India’s growing airline industry. In May 2006 he was named president and CEO of GE Commercial Finance, India.

In addition to his Johnson School MBA, Chopra earned a degree in economics at St. Stephen's College, Delhi University. He has held various business roles in France, England, Hong Kong, India and the United States.

Kyung-Bae Suh, MBA 1987, president and chief executive officer, AmorePacific Corp.
As head of AmorePacific, one of the world’s top-30 cosmetics manufacturing firms, Kyung-Bae Suh has led his company to sustained growth, with a unique corporate philosophy. Under its tenet of “Conscious Capitalism,” AmorePacific has committed to growth based on eco-friendly, transparent management. The Seoul-based firm markets 10 cosmetic brands, five personal-care brands and two health brands, including, Kerotop, an arthritis treatment in band-aid form. AmorePacific enjoyed revenue equivalent to $1.4 billion in 2005.

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

Elizabeth A. Mannix, Ann Whitney Olin Professor of Management, director of the institute for the social sciences and vice provost for equity and inclusion
Professor Mannix's research and teaching interests include effective performance in managerial teams, diversity in organizations and teams, power and alliances, negotiation and conflict and organizational change and renewal. Recently, she has been studying the effects of informal power in teams, and the multifaceted effects of diversity on performance in organizational groups.

Professor Mannix's work has been published in journals such as Administrative Science Quarterly, Psychological Science in the Public Interest, Organizational Behavior and Human Decision Processes, Journal of Experimental Social Psychology, Journal of Personality and Social Psychology,

Professor Mannix is also the director of the Institute for the Social Sciences, established in 2004 to promote interdisciplinary research among social scientists at Cornell and to increase the university's prominence in the social sciences. She is also the winner of the inaugural EMBA Globe Award for Excellence in teaching.

Maureen O’Hara, Robert W. Purcell Professor of Management and professor of finance

Professor O’Hara’s research focuses on issues in market microstructure and she is the author of Market Microstructure Theory (Blackwell, 1995) as well as numerous journal articles. Her most recent research has focused on the role of underwriters in the aftermarket trading of IPOs, the impact of transparency on trading system performance, listing and delisting issues in securities markets, designing markets for developing markets and the role of liquidity and information risk in asset pricing. In addition, Dr. O’Hara publishes widely on a broad range of topics including banking and financial intermediaries, law and finance and experimental economics.

Professor O’Hara is the executive editor of the Review of Financial Studies. She has served as president of the Western Finance Association and the first female president of the American Finance Association. She is on the board of directors of Investment Technology Group, Inc. (ITG), an agency brokerage firm, where she serves as lead director and chair of the compensation committee. Professor O’Hara is also chairwoman of the board of Catholic Charities of the Diocese of Rochester. She has consulted for a number of companies and organizations, including Microsoft, Merrill Lynch, Credit Suisse First Boston, the New York Stock Exchange, Bristol-Meyers Squibb and the World Federation of Exchanges.

Professor O’Hara joined the faculty at Cornell in 1979. She has held visiting faculty appointments at UCLA, the London Business School, the University of New South Wales, the Hong Kong University of Science and Technology and Cambridge University. She earned her BS in economics from the University of Illinois and her MS in economics and PhD in finance from Northwestern University.

Please provide information about prominent alumnae from your school.

Irene Rosenfeld, PhD 1980, chief executive officer, Kraft Foods

Irene Rosenfeld was named No. 5 on Fortune magazine's list of 50 Most Powerful Women in Business in 2006 and 2007, and dubbed a “shrewd, nonsense marketing genius” with “legendary marketing know-how” by Forbes. She has been chief executive officer of Kraft Foods since June 2006. She assumed the additional post of chairwoman in March 2007, following Altria Group's spin-off of Kraft.

Ms. Rosenfeld is a 26-year veteran of the food and beverage industry and has a long history of bringing a consumer focus and innovation to building businesses. She began her career at Dancer Fitzgerald Sample advertising agency in New York and later joined General Foods in consumer research. Over the years, she advanced in a variety of leadership roles at Kraft. Among her many accomplishments, she led the restructuring and turnaround of key businesses in the United States, Canada and Mexico and the highly successful integration of the Nabisco acquisition. Ms. Rosenfeld also served on the senior team that led Kraft's initial public offering in 2001.

In 2004, Ms. Rosenfeld was appointed chairwoman and chief executive officer of Frito-Lay, a division of PepsiCo, where she led her organization to accelerated growth in better-for-you products and developed a pipeline of health and wellness offerings. She is active in a number of industry and community organizations, including The Economic Club of Chicago. She also serves on the board of directors for the Grocery Manufacturers Association and the Cornell University board of trustees.

Mary Meeker, MBA, managing director, Morgan Stanley Dean Witter

Mary Meeker has rocketed to the top, thanks in part to the great American bull run of the internet. When many industry heavyweights were doubtful of its potential, 40-year-old Meeker predicted the exponential growth of the internet and e-commerce as an analyst at Morgan Stanley.

Alternately known as Oracle of the Net or Bloody Mary, depending on which way internet stocks go, she is credited with having helped create some of the largest internet companies during their stock value explosions, including America Online in 1993 and Netscape in 1995. She accurately forecasted trends and picked at least eight companies whose value rose by 1,000 percent.

Ms. Meeker joined Morgan Stanley in 1991, where for a period she was the sole computer stock analyst. With more than 26 IPOs under her belt by the end of last year, including those for priceline.com, Intuit and Netscape, she has helped propel Morgan Stanley to become one of the biggest internet IPO underwriters in the market. More than $100 million in underwriting fees at Morgan Stanley are attributed to Ms. Meeker. Morgan Stanley had joined the Big Three in IPOs, behind only Goldman Sachs and Credit Suisse First Boston, according to Thomson Financial Securities Data. She received an MBA in finance from Cornell and worked for Smith Barney before going to Morgan Stanley. As of 2006, Ms. Meeker is a managing director at Morgan Stanley, serving as leader of the investment bank's global technology research team with a particular focus on the 21st century internet boom in China (in 2004, Morgan Stanley published Ms. Meeker's “China Internet Report”).

Nell Cady-Kruse, MBA 1985, managing director, head of risk Asia, Credit Suisse

Nell Cady-Kruse is a managing director of Credit Suisse, based in Hong Kong. She is the head of risk for the Asia Pacific region, with over 20 years of investment banking experience in both the United States and Europe. She has held a number of senior management roles across the financial services arena and she received her MBA from the Cornell University Johnson Graduate School of Management. She received her BS with honors in agricultural economics from Cornell University.
CURRICULUM AND RESEARCH

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

NBA 6030: Sustainable Global Enterprise (SGE immersion)

NBA 5240: Macroeconomics and International Trade (economics management or international management)
Ori Heffetz, (f) PhD, Princeton University, assistant professor of economics
Iwan J. Aziz, (s) PhD, Cornell University, professor of economics

NBA 6180: Global Innovation and Technology Commercialization (entrepreneurship management)
Wesley Sine, PhD, Cornell University, assistant professor of management and organizations

NBA 5540: International Finance (finance management)
Warren B. Bailey, PhD, University of California, Los Angeles, associate professor of finance

NBA 5480: International Political Risk Management (international management)
Elena Iankova, PhD, Cornell University, lecturer in international business

NBA 5800: Strategies for Global Competitiveness (international management)
Alan K. McAdams, PhD, Stanford University, professor of managerial economics

NBA 5840: International Competitive Strategy (international management elective)

NBA 5870: International Mergers and Acquisitions (international management)

NBA 5890: International Management (international management)
Gary Katzenstein, PhD, Carnegie Mellon University, senior lecturer in global business and management and organizations

NBA 5900: Business in Transition Economics (international management)

NBA 5920: Experience in International Management (international management)
Gary Katzenstein, PhD, Carnegie Mellon University, senior lecturer in global business and management and organizations

NBA 5930: International Entrepreneurship (international management)
Gary Katzenstein, PhD, Carnegie Mellon University, senior lecturer in global business and management and organizations

NBA 5940: Asian Business (international management)

NBA 5990: Business in the European Union (international management)
Elena Iankova, PhD, Cornell University, lecturer in international business

NBA 6250: International Marketing (international management)

NBA 6710: Business Ethics (management and organizations)

NMI 5100: Multicultural Work Environments (NMI and NRE research and advanced studies)
Charlotte Rosen, PhD, Cornell University, senior lecturer and coordinator of management and communications
Barbara E. Mink, MA, Cornell University, senior lecturer, management communications

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

For three years, the Parks Fellows Program has led a Dividends Through Diversity/Dialogue program aimed at providing current business students with enhanced multicultural competency.

Professor Elizabeth Mannix’s research interests include effective performance in managerial teams, diversity in organizations and teams, power and alliances, negotiation and conflict and organizational change and renewal. Her published work includes:


Professor Sandra E. Spataro is a Clifford H. Whitcomb Faculty Fellow. Her research examines the influences of the market environment, the demographic composition of the organization, and an organization's formal and informal social structures on individuals' work experiences. Her most current work focuses on the formation of informal status hierarchies in organizations and status differences, among co-workers, that are associated with demographic diversity. Her published articles and presentations include:


Spataro, S.E. “Cultures of Diversity: Promoting Successful Integration in Diverse Organizations.” Corporate Culture and Disability Symposium hosted by Merrill Lynch and cosponsored by Rehabilitation Research and Training Center (RRTC) on Workforce Investment and Employment.


Pamela L. Stepp is a visiting senior lecturer of management and organizations. Her research on gender differences of male and female leaders, leaders of color and sexual harassment has created knowledge to break barriers and teach professional men and women how to be inclusive leaders in a diverse work force. As a faculty member in the communication department at Cornell for many years she conducted seminars for working professionals on transformational leadership development, visioning, gender-responsible leadership, effective business meetings, sexual harassment and powerful talk. She has earned numerous awards and honors for her research. Her published articles and presentations include:


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

**Women’s Power Lunches**
The power lunches are monthly talks over lunch led by top female CEO or senior management. The events are cosponsored by Women’s Management Council and the office of diversity and inclusion.

**Black Graduate Student Association Symposium**
Black Graduate Student Association hosts an annual symposium focused on Black leadership within business arena.

### ORGANIZATIONS AND STUDENT LIFE

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

**Asia Business Association**
The mission of the club is to help Johnson School students participate in the business growth of Asia, build the Johnson brand in Asia, foster friendship among Johnson students, while disseminating information about the culture and people of Asia to the Johnson School community and introduce career opportunities in Asia and the United States.

**Black Graduate Business Association (BGBA)**
The BGBA’s mission is to build bonds with Johnson School alumni, potential employers and other Black MBA candidates in order to advance the recruitment of qualified Black students and faculty to the Johnson School, promote professional development of its members and positively impact the greater community.

**Hispanic-American Business Leaders Association (HABLA)**
The Latino population is now the largest ethnic minority group in the United States according to the 2000 U.S. Census, representing 13.2 percent of the total population and increasing by 57 percent over the past decade. This explosive growth has generated buzz about how this demographic shift will impact the future of business, the workplace, politics, education and our communities. These developments prompted the founders of HABLA to generate awareness and create dialogue about the need to develop leaders that understand our unique experience as Americans of Hispanic descent.

**Jewish Business Association (JBA)**
JBA will host several activities throughout the year to discuss the role of Judaism and its coexistence in today’s business world. Events include dinners, cocktail hours and guest speakers.

**Johnson Japan Club (JJC)**
JJC strives to develop an open network to help deepen the understanding of the Japanese economy, business, culture, job market, language and genuine cuisine. Members benefit by participating in presentations, cultural events and job search sessions. Come along to explore with us.

**Korean Business Association**
Korean Business Association is a student organization at Cornell’s Johnson School committed to strengthening awareness and understanding of Korean culture throughout the Johnson community and strengthening awareness and understanding of Johnson School in Korea.

**Latin American Business Association (LABA)**
LABA’s purpose is to promote relationships between MBA and PhD students interested in Latin America with university alumni, prospective students, business organizations, governments and media. The club’s function and purposes are educational, professional and social.

**Middle Eastern Club (MEC)**
The Johnson School Middle Eastern Club aims to provide the Johnson School community with an opportunity to experience the culture and to learn about business practices and opportunities in the Middle East region.

**Out for Business**
Out for Business, the gay and lesbian business student club at the Johnson School, exists to foster a positive environment and build a professional network for our members. We facilitate networking between existing students and alumni, with students at other business schools and with professionals in the GLBT community at large.
South Asian Business Club
The South Asian Business Club facilitates stronger ties between the Johnson School community and the global South Asian business community, including regional government, nonprofit organizations, academia and media, while facilitating cultural understanding within a business-specific context.

Veterans Club
The Johnson School at Cornell University has a long tradition of valuing the experiences of military veterans. Johnson Veterans is one of the most dynamic organizations at the Johnson School. We reach out to prospective students who are veterans and veterans throughout the Cornell University, Ithaca, New York communities. Specifically, Johnson veterans are devoted to: supporting military veterans at the Johnson School, educating the community on veteran issues, leading Johnson veteran recruiting efforts, mentoring new Johnson School veterans, establishing a network of Johnson veterans.

Women's Management Council (WMC)
The WMC sponsors efforts to increase the enrollment of women within the Johnson School, influences the environment around us to promote and support women in business, provides a structure for connecting with present and future women leaders, and supports the diverse professional and personal aspirations of women within our community.

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.

Latino studies program: graduate minor in Latino studies
latino.lsp.cornell.edu
The Latino studies program at Cornell offers Latino studies as a minor field in graduate studies. Graduate students select a faculty member from the field of Latino studies to serve as a minor member on their special committee. Faculty expertise spans multiple fields, including anthropology, history, literature, law, sociology, government, education, planning and human development, enabling students to develop programs that meet their specific interests.

LSP offers extensive programming and leadership opportunities during the school year.

Africana Studies and Research Center
asc.cornell.edu
Africana studies is a tradition of intellectual inquiry and study of African peoples. Using a transdisciplinarian approach, Africana scholars document the global migrations and reconstruction of African peoples, as well as patterns of linkages to the African continent (and among the peoples of the African Diaspora).

Having perhaps the most international faculty on the Cornell campus, all professors represent the three regions of the African diaspora: Africa, African America, and African Caribbean—the three foci of Africana Studies. In addition to the faculty, the Africana Studies and Research Center comprises nationally and internationally recognized scholars and educators; socially conscious intellectuals; and students representing each of Cornell's undergraduate and graduate schools and colleges.

The John Henrik Clarke Africana Library, located at the center, provides a specialized collection concentrating on the social, economic and political dimensions of the history and cultures of peoples of African descent. It includes books, collections of works by important writers and highly selective research materials in various media. The Africana Library houses more than 17,000 volumes and continues to grow.

Spring 2009 events:
- Spring 2009 Colloquium
- Spring 2009 Black Authors/New Book Series
- Spring 2009 Academic Freedom Conference

Previous events:
- Fall 2008 Colloquium
- Fall 2008 Black Authors/New Book Series
- Fall 2008 Race and the U.S. Presidency
- 2008 Colloquium Seris
- 2008 Black Authors/New Book Series
- 2008 Darfur/Ethiopia Conference
- 2007 Symposium: Celebrating Ghana’s Independance (1957)
- Angela Davis Public Lecture, September 2007
American Indian program  
www.aip.cornell.edu  
Mission: The American Indian program strives to develop new generations of educated Native and non-Native peoples who will contemplate, study and contribute to the building of Nation and community in Native America.  

Goals:  
1. Develop recruitment and retention practices to enable Native American students to complete their academic programs at Cornell.  
2. Provide a challenging curriculum for undergraduate and graduate students in Native American studies that encompasses a variety of disciplines, utilizes university resources and reflects an accurate portrayal of indigenous peoples within historical, social and contemporary arenas.  
3. Build the intellectual foundation for the resurgence of native community and nation through rigorous scholarship and research.  
4. Develop an outreach program that facilitates the learning environment through a comprehensive dialogue grounded in Indigenous culture.  

We offer many events such as seminars and social and cultural activities (including the annual powwow) throughout the academic year, as well as during the summer.  

AIP Hosts Preparatory Gathering for UN Permanent Forum on Indigenous Issues (UNPFII) and Presents an Evening Discussion for AIS Students  
On Saturday, March 7th at Akwe:kon, the AIP had the honor of hosting a roundtable of 18 Haudenosaunee women from various nations of the Haudenosaunee in the United States and Canada. The roundtable discussion focused on violence against indigenous women and the possible remedies to the violence, and will inform a report to the eighth session of the UNPFII, which will take place at U.N. headquarters in New York from May 18 to 29, 2009.  

Program houses at Cornell  
www.news.cornell.edu/stories/may07/program.houses.html  
Akwe:kon and Ujamaa are two of Cornell’s nine program houses, designed for students who share an interest in topics like music, ecology or the performing arts. (The seven other program houses are: the Latino Living Center (LLC), Ecology House, the Holland International Living Center, Just About Music, the Language House Program, the Multicultural Living Learning Unit and Risley Residential College for the Creative and Performing Arts.) The residences are relatively small (35 to 190 spaces), but they also offer out-of-house membership for students who live elsewhere but want to take part. Graduate students actively participate within residence life or via programming.  

CAREER OPPORTUNITIES  

Please describe any diversity recruiting events for employers recruiting minority and/or female students at or near your school.  
The Johnson School is a member of the Forté Foundation, as well as a sponsor of both the National Black MBA Association and the National Society of Hispanic MBAs. The school also works closely with the student diversity clubs on campus to provide networking and other career information resources and events.  

Forté Foundation events  
As a member school of the Forté Foundation, an organization of top business schools and corporations whose mission is to increase the number of women in business, we work actively to encourage women to seek careers in business. Forté Forums provide Johnson School students with information about the corporate female experience, in addition to a standard job fair atmosphere.  

National Society of Hispanic MBA (NSHMBA) annual conference  
NSHMBA’s mission is to foster Hispanic leadership through graduate management education and professional development in order to improve society. Current Johnson School students, members of our office and the career management center will be traveling to this conference.  

National Black MBA Association (NBMBAA) annual conference  
2008 marks the 30th Annual Conference and Exposition in Washington, D.C. Explore the new interactive learning experiences, development offerings, enhanced career fair and expanded networking events.  

Reaching Out MBA conference  
Join us in San Francisco for the 10th anniversary Reaching Out conference as we connect, build and achieve. There will be Johnson School representation in attendance and we hope to see you there!
STRATEGIC PLAN AND LEADERSHIP

Please provide your school’s diversity mission statement.
Cornell University was conceived by its founders in 1865 as a university where “any person” could find instruction in “any study.” The Johnson School embodies this 141-year-old vision of inclusiveness in several ways:

- The Johnson School was the first top-tier business school to create an office dedicated to increasing diversity and promoting inclusiveness among its student body.
- The school’s five-year plan identifies increasing diversity at the school and in the business community as one of its five major objectives.
- The office of diversity and inclusion, staffed by dedicated professionals, exists to execute the school’s goals and visions for a more diverse business community nationwide.

Initiative III: Lead in diversity and inclusion

Business is, at its very core, a human endeavor. In the tradition of Ezra Cornell, the Johnson School must lead the 21st century phase of the revolution for diversity and inclusion.

While organizations have become increasingly diverse, the mix of individuals in business leadership does not yet mirror the mix of individuals in society. One of the key challenges of the next decade is to help managers learn how to turn their organizations’ differences into competitive strengths.

We declared our leadership on diversity and inclusion in 1999, when the Johnson School formed the office for women and minorities in business. The only leading business school with a dedicated diversity organization, we have recently renamed it the office of diversity and inclusion to reflect our evolution of thought and action.

We are actively pursuing Pipeline for the 21st century, our four-pronged strategy that includes outreach to precollege and undergraduate students, targeted recruiting of women and minorities, cultivation of a climate of inclusion and dissemination of knowledge on critical diversity issues.

Our primary focus, to date, has been recruiting a diverse student body. Through alliances with corporate partners, we have developed several high-impact programs to attract women and minorities to the Johnson School, an effort that we are determined to expand.

The next immediate phases of the Pipeline call for: (1) A new diversity action group to expand our efforts to make the environment within the Johnson School a model for inclusiveness; and (2) Attracting and hiring more women and minorities on our faculty and staff. Further out, we are considering an initiative to create and disseminate new information to the business community about the issues and best approaches involved in creating diverse work cultures. All of our aggressive efforts are aimed at adding to the pipeline of business leaders who are highly effective operating in increasingly diverse workplaces.

The first three initiatives of our five-year plan focus on factors that directly and critically impact the quality of research and learning at the Johnson School. Strategies four and five align our programs with the anticipated market for MBAs, provide financial support for our growth and directly build a positive perception of the school in the business and academic communities.

The Johnson School is in the process of completing the school’s new diversity mission statement. It will be published in late spring 2009.

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

Office of diversity and inclusion

The office of diversity and inclusion is among the nation’s first 1 percent of special offices in a business school dedicated to working with all school staff, faculty and students to increase numbers of women and underrepresented minority students, to keep improving the school’s climate and to provide leadership on issues of enhanced multicultural competency.

ODI communicates importance of diversity via emails, its website, meetings and trainings, etc.
DEMOGRAPHIC INFORMATION

Please describe the demographics of your most recent entering class.

Percentage of female students: 39 percent

Percentage of minority students: 24 percent

- White/Caucasian: 43 percent
- African-American/Black: 4 percent
- Hispanic/Latino: 3 percent
- Alaskan/American Indian: <1 percent
- Asian: 15 percent
- Native Hawaiian/Pacific Islander: <1 percent
- Middle Eastern: Not reported
- Multiracial: 1 percent

Average age of students: 27

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

Percentage of U.S. citizens and permanent residents: 73 percent

Percentage of in-state and out-of-state students: In-state: 21 percent

Distribution of students from different U.S. regions:

- Mid-Atlantic: 32 percent
- Midwest: 6 percent
- Northeast: 7 percent
- South: 4 percent
- Southwest: 17 percent
- West: 6 percent

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

Number of applicants: 2,664

Number of admits: 499

Number of matriculants: 272

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: 13 percent
- Education: 5 percent
- Financial services: 27 percent
- Government: 6 percent
- Manufacturing: 14 percent
- Media/entertainment: 1 percent
- Nonprofit: 1 percent
- Pharmaceutical/biotechnology/health care products: 3 percent
- Real estate: 2 percent
- Technology: 3 percent
- Other: 25 percent
Percentage of students who studied different undergraduate disciplines:

- Humanities: 11 percent
- Social science: 14 percent
- Science: 10 percent
- Business/commerce: 31 percent
- Other major/field of study (including economics and engineering): 34 percent

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

**Class of 2008**

Average starting salary: $100,700

Percentage of students entering different industries:

- Consulting: 23 percent
- Consumer products: 10 percent
- Financial services: 45 percent
- Manufacturing: 18 percent
- Petroleum/energy: 4 percent

Percentage of students working in different functions:

- Consulting: 20 percent
- Finance/accounting: 45 percent
- General management: 9 percent
- Information technology: 17 percent
- Other: 9 percent

Major recruiting companies:

- Accenture (PKA Andersen Consulting)
- American Express
- Bain & Company
- Booz, Allen & Hamilton
- Citigroup
- Deloitte Consulting LLC
- Deutsche Bank
- General Electric Company
- IBM Corporation
- Johnson & Johnson
- J.P. Morgan Chase
- McKinsey & Company
- Merrill Lynch & Co., Inc.
- Procter & Gamble
- UBS