

The MBA Times

National Black MBA Association Columbus, Ohio

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Insights from the President - Oyauma Garrison



First and foremost, let me say Thank You to everyone who helped

make the Columbus Chapter of the NBMBA a value-add for our members. You see, with every new corporate partner, education partner, award/recognition, development series, mentoring relationship, and more, our team executed with one common vision and platform - to promote economic and intellectual wealth for our community; and by keeping our members first. We're a service organization. Over the past four years, it has been truly an honor and privilege to provide services to meet your needs as a member of the organization.

I recall and continue to share the stories members shared with me along the way. Stories embedded in the mission, vision, values and work ethic of the NBMBA. Members

who explored new careers as a result of contacts made at our events. Companies who explored new retention methods as a result of consultative services provided by our organization. Education partners who benefit from our continued efforts to engage more business professionals, college students, and high schools to consider advanced degrees that open more doors and possibilities. Community based organizations supported by the time, talent, and treasury of the NBMBA. I have met with high school students who thanked the organization for providing access to African-American role models who push and encourage them to be better. I have met with constituents in the community who recognize that the NBMBA as a group who cares about the community.

We have come a long way from our chartered days in 1993 with roughly 30 members and one local partner. Today, we have awarded over \$100,000 in scholarships and services to high school, college,

and grad students. Today, we have grown our membership to include approximately 600 members who have touched, or where touched by the actions of the chapter; personally and/or professionally. Today, we stand with recognition from our peers, corporate partners and community, not for awards and recognition, but because we are passionate about adding value to our community and organization.

Today, we pass the torch on to our new leadership team who will undoubtedly raise the bar higher, and take us to levels unseen.

I'm grateful to have met so many professionals, students, friends, and mentors along the way. I'm proud to have served the NBMBA and would like to thank my family, my team, supporters, friends, and peer organizations for what has truly been a great honor and privilege to serve. The journey continues....

Oyauma Garrison, President

Facing and Forging Our Future



In the words of Pearl S. Buck, “One faces the future with one’s past.” With these words in mind, our intention is to build upon the solid foundation that has been established by our past and outgoing leadership teams.

This organization has a history of professionalism and outstanding service. The Columbus chapter has grown and is a trusted and respected partner in the Central Ohio community and beyond.

We are committed to activating the power of people through:

Our world-class leadership development and mentorship program

Our professional development workshops and programming

Forums for enhancing financial management and independence

Unlimited opportunities to serve the community

Linking qualified professionals and corporations

Annual, planned, and legacy giving

Together we can and will make a difference. The incoming board is excited and honored to serve our membership, our partners, and our community!

Buffie McGee
Patterson,
President-Elect



Factsheet: Depression and African Americans

Not “Just the Blues”

Clinical depression is more than life’s “ups” and “downs.” Life is full of joy and pain, happiness and sorrow. It is normal to feel sad when a loved one dies, or when you are sick, going through a divorce, or having financial problems. But for some people the sadness does not go away, or keeps coming back. If your “blues” last more than a few weeks or cause you to struggle with daily life, you may be suffering from clinical depression.

Clinical depression is not a personal weakness, gracelessness or faithlessness—it is a common, yet serious, medical illness. Clinical depression is a “whole-body” illness that affects your mood, thoughts, body and behavior. Without treatment, symptoms can last for weeks, months or years. Appropriate treatment, however, can help most people who have clinical depression.

Clinical depression can

affect anyone: Anyone can experience clinical depression, regardless of race, gender, age, creed or income. Every year more than 19 million Americans suffer from some type of depressive illness. According to a Surgeon General report, African Americans are over-represented in populations that are particularly at risk for mental illness. Depression robs people of the enjoyment found in daily life and can even lead to suicide. A common myth about depression is that it is “normal” for certain people to feel depressed—older people, teenagers, new mothers, menopausal women, or those with a chronic illness. The truth is that depression is not a normal part of life for any African American, regardless of age or life situation. Unfortunately, depression has often been misdiagnosed in the African American community.

Myths about depression:

The myths and stigma that surround depression create needless pain and con-

fusion, and can keep people from getting proper treatment. The following statements reflect some common misconceptions about African Americans and depression: *“Why are you depressed? If our people could make it through slavery, we can make it through anything.”* *“When a black woman suffers from a mental disorder, the opinion is that she is weak. And weakness in black women is intolerable.”* *“You should take your troubles to Jesus, not some stranger/psychiatrist.”* The truth is that getting help is a sign of strength. People with depression can’t just “snap out of it.”

Also, spiritual support can be an important part of healing, but the care of a qualified mental health professional is essential. And the earlier treatment begins, the more effective it can be.

What causes clinical depression? Many factors can contribute to clinical depression, including cognitive issues (e.g., negative thinking patterns); biologi-

cal and genetic factors; gender (it affects more women than men); other medications; other illnesses; and situational factors. For some, a number of these factors seem to be involved, while for others a single factor can cause the illness. Often, people become depressed for no apparent reason. In an effort to cope with the emotional pain caused by depression, some people try to “self-medicate” through the abuse of alcohol or illegal drugs, which only leads to more problems.

Clinical depression is a treatable illness: The good news is that, like other illnesses such as heart disease or diabetes, clinical depression is treatable with the help of a health care professional. In fact, over 80 percent of people with depression can be treated successfully.

Factsheet: Depression and African Americans

Symptoms of clinical depression: Due to cultural backgrounds, depression may be exhibited differently among African Americans. To help decide if you—or someone you care about—needs an evaluation for clinical depression, review the following list of symptoms. If you experience five or more for longer than two weeks, if you feel suicidal, or if the symptoms interfere with your daily routine, see your doctor, and bring this sheet with you:

- A persistent sad, anxious or “empty” mood, or excessive crying
- Reduced appetite and weight loss or increased appetite and weight gain
- Persistent physical symptoms that do not respond to treatment, such as headaches, digestive disorders and chronic pain
- Irritability, restlessness
- Decreased energy, fatigue, feeling “slowed down”
- Feelings of guilt, worthlessness, helplessness, hopelessness, pessimism
- Sleeping too much or too little, early-morning waking
- Loss of interest or pleasure in activities, including sex
- Difficulty concentrating, remembering, or making decisions
- Thoughts of death or suicide, or suicide attempts

Treatment Options

The most common ways to treat

clinical depression are with antidepressant medication, psychotherapy, or a combination of the two. The choice of treatment depends on how severe the depressive symptoms are and the history of the illness.

Medication: Research strongly supports the use of medication for more severe episodes of clinical depression. Antidepressant medication acts on the chemical pathways of the brain related to moods. The two most common types are selective serotonin reuptake inhibitors (SSRIs) and tricyclic antidepressants (TCAs). Monoamine oxidase inhibitors (MAOIs) are also prescribed by some doctors. Antidepressant medications are not habit-forming. It may take up to eight weeks before you notice an improvement. It is usually recommended that medications be continued for at least four to nine months after the depressive symptoms have improved.

Those with chronic or recurrent depression may need to stay on medication to prevent or lessen further episodes. People taking antidepressants should be monitored by a doctor to ensure the best treatment with the fewest side effects. Do not stop taking your medication without first talking with your doctor, since some medications cause problems if stopped abruptly.

Psychotherapy: Psychotherapy can help teach better ways of

handling problems by talking with a trained mental health professional. Therapy can be effective in treating clinical depression, especially depression that is less severe. Scientific studies have shown that short term (10-20 weeks) courses of therapy are often helpful in treating depression.

Making the most of your treatment: In addition to treatment, participation in a patient support group can be very helpful during the recovery process. Support group members share their experiences with the illness, learn coping skills and exchange information on community providers. Also, be sure to take care of yourself. Get plenty of rest, exercise in moderation, stay away from alcohol and drugs, and eat regular, well-balanced meals. Some find strength from faith or spiritual communities.

Commonly Asked Questions about Clinical Depression

How do I get help for clinical depression? The first step is to talk to your doctor, who may recommend a physical checkup to find out if there is any underlying physical cause for the depressive symptoms. If clinical depression is diagnosed, then your physician or health maintenance organization will refer you to a mental health specialist. Mental health professionals include psychiatrists, psychologists, pastoral counselors and

social workers.

What if I don't feel comfortable talking to my doctor? Many people find strength and support through their religious and spiritual communities, however, only a physician or mental health professional is able to diagnose clinical depression. Pastoral counselors offer an integrated religious and spiritual approach to treatment.

How do I pay for treatment? If you participate in private insurance, such as a health maintenance organization (HMO) plan, your costs for treatment may be covered. Contact your health insurance provider for details.

For help finding treatment, support groups, medication information, help paying for your medications, your local Mental Health America affiliate, and other mental health-related services in your community, please click here to access our Frequently Asked Questions and Answers. If you or someone you know is in crisis now, seek help immediately. Call 1-800-273-TALK (8255) to reach a 24 hour crisis center or dial 911 for immediate assistance.

Source: mentalhealthamerica.net

KeyBank Undergraduate Leadership and Creativity Symposium



The 32-member class (pictured above) of the first KeyBank Undergraduate Leadership and Creativity Symposium represented students from Hampton, Michigan, Morehouse, Spelman as well as Fisher.

The Oct. 30-Nov. 2 symposium, targeted to underrepresented business students from around the country, was an intense multi-day workshop that sharpened skills in product innovation, entrepreneurial thinking and persuasive communication.

Fisher and KeyBank collaborated to provide workshops for juniors and seniors that developed skills to help them “put it all together,” said Rao Unnava, associate dean for Undergraduate Programs at Fisher, one of the designers of the program. The symposium was organized by Fisher’s Office of Minority Student Services.

Fisher faculty teaching in the workshop included Sharon James, assistant professor of strategy; Michael Camp, director of Center for Entrepreneurship and David Schilling, professor of

management sciences. KeyBank executives and other business leaders served as keynote speakers.

They included Melissa Garrett, senior vice president and director of information management for KeyCorp’s Community Bank and Artie Isaac, former president and CEO of Young Isaac and an adjunct instructor at Fisher, who led a session on creativity.

The event was funded through a gift from KeyBank (\$85,000 annually over three years). The symposium is a natural

extension of KeyBank’s recruiting efforts partnered with Fisher and many of the college’s peer institutions.

KeyBank is also the title sponsor of the annual KeyBank Fisher MBA Minority Student Case Competition. The program provides competitors with a real-life case surrounding a current business challenge that also presents diversity issues with national and international implications.

2008 NBMBAA Columbus Chapter Awards

The National Black MBA Association - Columbus Chapter is pleased to announce the winners of the 2008 Chapter Awards

Corporate Partner of the Year

Limitedbrands

Educational Partner of the Year

The Ohio State University - Fisher College of Business

Entrepreneur of the Year

PMM Agency, Inc. owner, Kimberly Blackwell

Volunteer of the Year

Qiana Williams

Executive Board Member of the Year

Mary Brown, Recording Secretary

Champion Award

Ernie Sullivan, Sullivan Staffing Solutions

President's Award

Francis Wright, Wendy's International

We are thankful to all of our Corporate, Educational and Entrepreneurial Partners and look forward to a continued relationship with them all.

Additionally, we would like to thank all of our volunteers and supporters of the organization and the chapter; we would not be who we are without everyone's assistance!

Please join us and recognizing these very deserving winners!



Big Brothers Big Sisters of Central Ohio and Columbus City Schools (CCS) are joining forces, with Nationwide Foundation as lead sponsor, to better our community one child at a time – and we need your help! Become a mentor and in just one hour a week you can change a child's life and transform our community.

Project Mentor's mission is to boost the Columbus City high school graduation rate from 72.9% in 2006 to 90% by the year 2012. To do it we'll need thousands of volunteers, one for each student who could benefit from having an adult role model in their life.

Project Mentor is a plan designed to help boost the Columbus City School system's high school graduation rate from 72.9% in 2006 to 90% or higher by 2012. The goal is to transform Columbus City Schools (CCS) and ultimately Central Ohio's community – one child at a time.

Developed as a component of the CPS 2012 Initiative, Project Mentor is a collaboration between CCS and Big Brothers Big Sisters of Central Ohio with primary sponsorship from the Nationwide Foundation. To do it, Project Mentor will need thousands of Central Ohio volunteers to commit one hour a week to one student in need of an adult role model. In addition to individuals, Project Mentor is calling on businesses to endorse the program by encouraging their employees to participate.

As recently as 2001 the CCS graduation rate was only 55%. By 2005-06 the graduation rate increased to 72.9%. To reach the Project Mentor goal of a 90% graduation rate by 2012 we must continue to improve the graduation rate for every graduating class prior to 2012 at a rate of at least 3.5% annually, or about 90 students per year and then maintain or exceed that goal year after year.

Community Impact

Today many Columbus City School students face more barriers to achieving their dreams than ever. With outside economic forces working against them, these young adults need additional help and encouragement to ensure they complete their high school education.

The high school diploma is the culmination of each student's work and their passport to achieving their dreams. CCS has refocused students and district staff on a new mission: graduation as an expectation. Reaching the Project Mentor goal of lowering CCS dropout rates will cut societal costs associated with dropouts such as increased incarceration, social services and health services.

We believe that by mentoring enough children, the entire school environment will change for the better. When too many youth are making negative choices at school, it becomes harder for their fellow students to make positive choices. But when making positive choices is the norm, it becomes easier for everyone to do the right thing.

Children who have a mentor are much more likely to develop the assets they need to succeed and this will impact other children at the school. In turn, our entire community will be affected by ensuring a lower high school dropout rate and a more positive educational experience for our children.

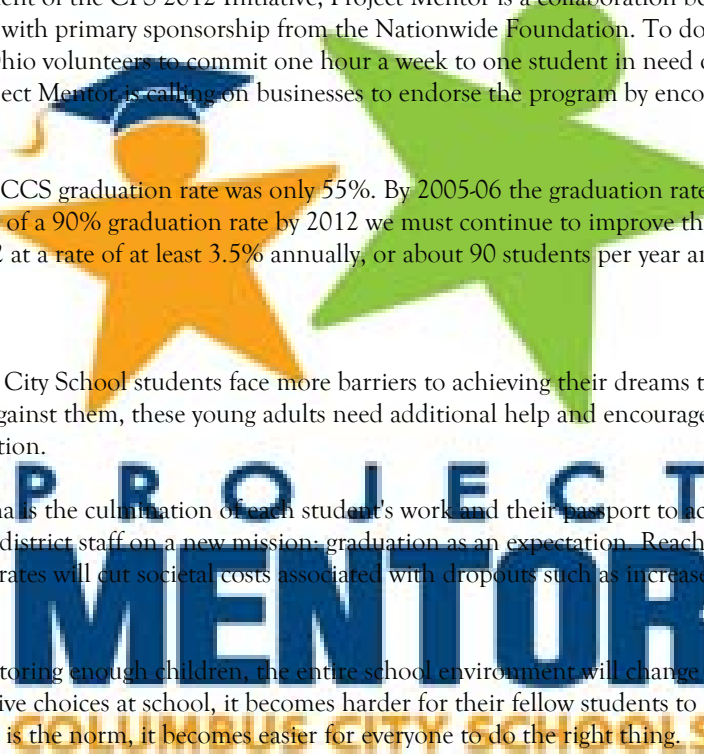
The Plan

We call it a "project" but Project Mentor is really a plan. A big plan. It calls for more than 10,000 mentors and a mentoring program in every one of the 130 Columbus City Schools. The rollout started in the fall of 2007 with 1,000 volunteers focused on the class of 2012. Then another 1,000-plus volunteers will be added per year for seven years.

While recruiting and maintaining 10,000 volunteers is quite a challenge, it is exciting to think about a plan that will have that much of the community participating. It will truly become an effort owned by the community, whose members will be taking responsibility for its success. This plan creates an opportunity to mobilize in a way never yet accomplished.

Join Us!

Never before has Columbus City Schools set such a plan into motion. This is a unique opportunity to be a part of a monumental volunteer effort to better Central Ohio's economy and community, one child at a time. Be a part of Project Mentor and help us turn our goal into a reality. Get started today - www.projectmentorcolumbus.org.



Terina J. Matthews

As I reflect over the past 7 years as a member of the National Black MBA Association – Columbus Chapter I think about all of the things that the NMBBAA has given to my life and the ways that my life has been significantly impacted by my membership in involvement. Let me provide you with the list:

I have experienced 4 job changes as a result of NMBBAA – Columbus Chapter Corporate Partners. I have become far more engaged and connected within the Columbus Community. I have had the AWESOME pleasure of interacting with some of Columbus' finest entrepreneurs.

I have developed a deep understanding and appreciation for Corporate America and Corporate responsibility.

I have had the opportunity to build my network with senior leaders of major corporations headquartered in the Columbus community.

My leadership, presentation, negotiation and selling skills have significantly increased. My ability to adapt to change and “think outside of the box” have been heightened.

As an only child I have gained many new “siblings” that I will value for the rest of my life.

I have mastered that art of playing and fighting fair.

I have honed my skill of hearing the answer “No” and working hard to change that answer to “Yes”!

All of these things have been learned and/or mastered as a result of my giving back to the Columbus Community via the National Black MBA Association. For all of the ways in which I have benefited I can not thank the NMBBAA – Columbus Chapter enough for allowing me the AWESOME opportunity to serve and lead as the Vice President of Operations.

The NMBBAA is guided by 5 tenants: Education, Career, Leadership, Entrepreneur and Lifestyle. I am proud to say that all of these areas of my life have been positively affected as a direct result of my involvement with the organization.

To my fellow officers and now family members: What a privilege it has been to work, lead, listen, follow, argue, fuss, fight, laugh, love, hug, play and party with you all! The memories that I have with each of you will be forever etched in my brain. I will always remember all of our travels together to Charlotte, Dallas, New Orleans, Pittsburgh, Cleveland, Detroit, Los Angeles and Phoenix together! Not to mention the work and fun that we have had attending National Conferences in Nashville, TN,

Philadelphia, PA, Houston, TX, San Diego, CA, Atlanta, GA, Orlando, FL and Washington, DC. I have learned a great deal about the National organization and have had the opportunity to personally interact with the President of the National organization, as a direct result of my involvement in the Columbus Chapter.

I would be remiss if I did mention the AMAZING experience of being a part of a chapter that was recognized 4 consecutive years as CHAPTER OF THE YEAR! Each time that we received the recognition, I shed tears because we were being recognized on the national level for giving back to the Columbus community and it warms my heart to think that I was a part of that giving!

I would like to publicly thank my mentor and friend David Harrison; Words and not truly express all of my gratitude to you for introducing me to the NMBBAA and all of the ways that I could benefit from my involvement. David, thank you for always being a champion and supporter of me and all that I aspire to do! You believe in me when at times I do not believe in myself. Thank you for ALWAYS inspiring me to do better, think differently and to know Who is truly in charge. You are a great leader and if I can be just half of the

leader you are, I will be doing a great thing.

To Oyauma Garrison, wow... what can I say? Who would have thought that I would have inherited a “big” younger brother? You are truly AMAZING! You are a great friend, leader, listener and follower. I will actually miss the many emails that you used to send me daily, but more importantly I will miss the daily interaction, friendship and support. I hope that we do not allow 3 hours and 200 miles to impede our friendship. You are truly irreplaceable!

Finally, I wish nothing but the best of luck to the new executive board of the NMBBAA – Columbus Chapter. I will be rooting and cheering you on from Louisville, KY and just know that whatever you need for me I will PROUDLY step up to assist.

Signing off officially as the Vice President of Operations of the NMBBAA – Columbus Chapter,

Terina J. Matthews



Abercrombie & Fitch

At Abercrombie & Fitch, our strategy for creating a more diverse and inclusive culture is focused on the elements and drivers of organizational change, including: Leadership Engagement, Communication (Internal & External), Employee Involvement, Education and Training, Measurement and Accountability, and Policy Integration.

Using these drivers of organizational change, Abercrombie & Fitch was the proud sponsor of the first annual Ohio Diversity & Leadership Conference held November 4th-6th at the Hilton Polaris. The Conference was brought to Ohio by the National Diversity Council and Mr. Dennis Kennedy. The theme of the Conference, DiversityFIRST™, was designed to provide a platform for people to engage in conversations around diversity in our communities and our workplaces.

The conference was comprised of diversity & inclusion champions throughout Ohio. Topics ranged from a panel discussion to presentations on What Women Need to Know about Climbing the Corporate Ladder, Latino talent: effective strategies to recruit, retain, and develop top Hispanic professionals, Diversity Resource Groups, Councils & Networks, and The Day After: Race, Gender, Politics and Corporate America.

Abercrombie & Fitch Management participated in all aspects of the Conference from panelist, to speakers, to participants. Other note worthy participants were; Candice Barnhardt, Chief Diversity Officer, Nationwide Insurance; Keith Harris, Vice President Supply Chain Optimization, Ashland and Ernie Sullivan, Business Advisory Board Member, Capital University. Gale King, Senior Vice President, Property & Casual Human Resources from Nationwide was not only a Key Note Speaker, but an award winner and presenter.

To wrap the conference, Dr. Henry Louis Gates, Alphonse Fletcher University Professor, Director of the W. E. B. Du Bois Institute for African and African American Research Harvard University read to the participants from a piece that he presented to Oprah Winfrey on her show regarding the 2008 Presidential Election, President Elect Barack Obama and US history regarding elections.

We are already planning for the 2009 Conference in November and hope that you will be able to join us.





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Tips to Avoid Overspending During the Holidays

The holidays are fast approaching and 2008 will be here before we know it. With the holidays just around the corner I thought that it would be a great idea to discuss ways to avoid overspending and a bad case of buyer's remorse this holiday season. Although I try to subscribe to the philosophy that "one has to be able to live after the holidays are over," it always seem easier said than done. However, I am determined this year to control my spending so I can have a clean slate to work with at the beginning of the year instead of trying to play catch-up.

With the rising cost of heating bills and monthly credit card payments, avoiding unnecessary overspending during the holiday season has never been more critical for the American family.

With that in mind, I have put together a few tips, which should help to prevent the nasty habit of overspending during the holidays.

1. Develop a Budget.

The saying goes "those that fail to plan, plan to fail," if you have not already started thinking about your budget for the holidays, you should start now. Take a moment look at your budget (assuming that you have one) and determine exactly how much discretionary cash you can AFFORD to earmark for purchasing gifts. If you do not have adequate savings or a budget, it is never too late to create one. First, gather all of your bills and latest pay stub(s). Then, calculate your total monthly household income.

Now, list all of your primary expenses (i.e. gas, electric, mortgage/rent, car note, insurance, credit cards, lines of credit, loans, savings, memberships, etc.). Next, print off your most recent bank statement to further calculate exactly how much money you spend monthly on your hidden expenses, such as gasoline, food (restaurants, groceries, fast food), medication,

internet, entertainment (this includes dating), shopping for clothes, accessories, and home goods, and lastly miscellaneous items. After you get over the initial shock of how much money you may be wasting, total and add these expenditures to your primary expenses. Now, you have a very good idea of what your total monthly expenses are. Next, subtract your total monthly income minus your total monthly expenses. The amount you have left over, plus any earmarked savings (if any) would be the amount of money you can allocate toward your holiday shopping. If you find that your expenses exceed your income, you will probably find yourself depending heavily on credit cards to get you through the month. This is exactly what we want to move away from. If this is the case for you, then you should consider talking to your friends and family about having a gift exchange. This way you are only responsible for purchasing gifts for fewer

people as opposed to everyone.

If your budget appears a little tight, begin to closely review your expenditures to find areas where you can realistically cut back. Expenses such as eating out, impulse purchases, cable, cellular phone, Internet, and/or consolidating credit card bills, are likely considerations. Once you have identified areas where you can reduce expenses, earmark those funds for your holiday shopping. Make the commitment to yourself and your peace of mind to not spend money you do not have by racking up huge credit card bills.

2. Create A Plan.

Make a list of all of the individuals for whom you plan to purchase gifts.

Story continued on page three

Tips to Avoid Overspending During the Holidays

Story continued from page two

Once you have completed your list, review it to see if there is anyone who you can get away with giving a nice greeting card instead of an actual gift (i.e. co-workers, acquaintances, postal worker, church group, etc.) For large groups you may want to suggest or put together a gift exchange, which could help cut cost and guilt.

This works well if you have large families, and/or participate in church ministries, civic leagues, fraternities, and professional organizations. Believe me, you will find that most people are very open to this idea, as you may not be the only one feeling the financial strain from holiday shopping.

Next, prioritize your gift list. Staying within your budget, assign a dollar amount to spend on each individual's gift. Begin to think about what type of gift you would like to buy for each person. Now, start looking in the Sunday paper to begin pricing items to ensure that your assigned gift amounts are realistic.

This will help you set reachable goals and help deter you from going over budget. As you are looking through the sales ads for a couple of weeks, begin to clearly identify what you plan to buy and the cost associated with it. As you are going through this process, you may find yourself constantly making adjustments. Don't get overwhelmed or frustrated. This is normal. The ultimate goal is to stay on budget and retain your peace of mind after the holidays are long gone. You may have noticed that you have not been to the store yet. This prevents impulse shopping. Once you have finalized the list, identifying the individuals and associated gifts you would like to purchase, it's time to shop. Always keep your list with you. As you are out or reading the paper, you will see things that are on sale that are on your LIST. If they are within your budget and you have the money, purchase them. REMEMBER, REMEMBER, REMEMBER if it is NOT on the LIST, DON'T BUY IT!

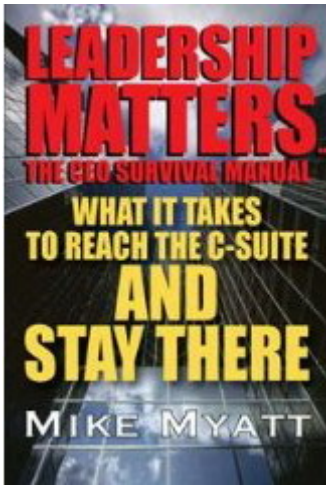
3. Understand The True Cost And Stick To Your Plan.

Do not be swayed by attractive marketing to "Buy Now, Pay Later!", "Buy One, Get One Free!" or ones that state "Big Markdowns!" If you can't afford to pay for a gift outright, you probably shouldn't buy it. You should never pay for something today with tomorrow's money, because you never know what tomorrow has in store for you. What if, that planned raise or tax return isn't as much as you thought it would be? What if you get laid off or have an unexpected emergency? If you cannot afford it now, it is possible that you will not be able to afford it later. A bargain isn't a bargain if you cannot afford.

For example, an item that was originally \$350, but, is now marked down to \$75, isn't a deal if it is outside of your budget. Putting things into perspective, if you spend a \$1000 that you cannot afford on a 15% credit card, paying just the minimum payments it will cost you nearly \$1,400 to pay it off. Not to mention,

you could be paying on this same debt for 10 or more years. This may not appear to be a lot now, but continuing this behavior for a number of years could be devastating on one's finances. This is why your list is so important. Comparatively, when you take a list to the grocery store, you tend to spend less time and money. This principal holds true in this case as well. Some might feel that creating this list and budget is too painful or puts a damper on the holiday spirit. However, I would argue that the momentary pleasure of spending money you do not have is far less appealing when compared to the tremendous stress, strain, and buyer's remorse of a surmounting debt. Remember you can accomplish anything if you accomplish anything if you create a plan and stick to it. I wish you and you families happy holidays and smart shopping.

Leadership Matters...The CEO Survival Manual



Mike Myatt, America's Top CEO Coach has filled the pages of this book with a definitive road map which incorporates everything that it takes to become a great CEO.

Whether you're an existing or aspiring chief

executive, the insider secrets shared in this book will provide you with a clear strategic advantage.

If you want to develop the savvy and sophistication of the world's greatest business leaders enabling you to successfully navigate the ever changing and

complex world of a CEO then this book is a must-read.

SULLIVAN STAFFING STRATEGIES



The Right People in the Right Job = Business Success

Diversity recruiting is more and more important as the world becomes more global. Initially, legal compliance was the primary driver behind most Diversity strategies. However, today high performing organizations understand that Diversity makes good business sense for customers and employees. In short, having a diverse workforce is no longer an option. It has become an absolute requirement for business success.

Ensuring that organizations have the human resources necessary to meet business goals and market competition is a key challenge. Welcome to the world of Sullivan Staffing Strategies. We are a professional recruiting and Diversity consulting organization whose mission is to help our client companies meet their Diversity staffing needs in the most efficient and cost effective way possible.

We are seeking the following professionals

- Finance/Accounting
- Human Resources
- Information Technology
- Health Care
- Marketing
- Financial Services/Bankers

For more information contact Ernest L. Sullivan

at 614-258-7815
or 614-537-7506



www.sullivanss.com
elsullivan1@msn.com



CardinalHealth



FINANCE

Director, Customer Profit & Deal Management - 08009078

Segment: Healthcare Supply Chain Services

Location: Dublin, OH

The successful candidate will be responsible for development of customer portfolio strategy through application of concepts portfolio optimization in a B to B setting. This individual must be able to lead cross functional teams in deploying advanced analytical methods in pricing, customer portfolio optimization and forecasting including linear and non-linear optimization, regression type models, ARIMA, VAR and other forecasting methods. Good knowledge of analytical tools such as SAS is required.

INFORMATION TECHNOLOGY

Director, Integration & Master Data Management (MDM) - 08010159

Segment: Global Shared Services

Location: Dublin, OH

The successful candidate will manage a team of 85+ responsible for development and support of Integration and Master Data Assets. Working closely with Enterprise Architecture, this individual will assume a leadership position in the creation of multi-year enterprise wide technology roadmaps across many business and business critical systems.

LEGAL

Vice President, Corporate/Securities (Attorney) - 08010483

Segment: Corporate

Location: San Diego, CA

The successful candidate will be responsible for providing Legal advice, counsel and services in the areas of corporate, securities, corporate governance, executive compensation, finance and credit activities and administrative services in the area of corporate governance. This individual will must have a law degree from an accredited law school with a strong academic record licensed to practice law in at least one jurisdiction in the United States, minimum 10 years corporate governance experience, 4-5 years in-house experience is preferred and must possess excellent verbal and written communications skills.

SALES and MARKETING

Director, Sales Operations Management - 08010814

Segment: Healthcare Supply Chain Services - ParMed

Location: Niagara Falls, NY

This individual will be accountable for management and oversight of 3 outbound call centers in the Western New York region. The successful candidate will possess previous management experience in an outbound telesales environment, preferably in the healthcare industry. The responsibilities for this position include providing direct leadership and supervision to a team of 6 managers and 60+ telesales representatives, design and implementation of sales strategies, and career development of sales professionals.

SOURCING

Director, Commodities Sourcing - 08008391

Segment: Clinical & Medical Products

Location: San Diego, CA

Directs the commodity management activities to ensure the most economical utilization of manpower with an emphasis on improving quality of procured materials and achieve delivery of developmental program execution.

This individual must have experience in managing a team responsible for sourcing electronic components, preferably within the medical device industry. Purchasing certification (NAPM/ISM preferred) and experience in worldwide sourcing desired.

STRATEGY

Director, Strategic Planning/Execution - Customer Experience Business Lead - 08010182

Segment: Healthcare Supply Chain Services - Medical

Location: Dublin, OH

As a key member of the Medical Supply Chain Transformation Team, this individual will be responsible for leadership within work streams to redefine business policies and processes. The successful candidate will possess a demonstrated ability to lead business process change that includes policy, business rules, work roles, business partner integration, and the use of application software to support the business, combined with a demonstrated knowledge of Business & IT functions across all functional areas and understanding of their relevance to business processes.

Finding Customers in Your Own Backyard

Be sure to tap into a prime consumer resource: your neighbor

If you own a local retail store or restaurant, nothing beats a new neighbor for boosting sales. The residents who have recently moved into your town are actively looking for new companies to do business with, and the places that get their attention first will be richly rewarded.

“We believe in networking and getting out into the community, so meeting new residents is high on our priority list,” says Deborah Mobley, co-owner of Perfect Choice Hair and Beauty Supply in Des Moines, Iowa.

“Even if you intend to market to the entire country, it’s important to start at a granular level and market to the people who are in your own neighborhood,” says Lamar Childs, an account representative with Backyard Marketing in Blue Bell, Pennsylvania. It doesn’t take a lot of effort to reach the people who are new to town. Here are

some ways to find them and get them to visit your establishment:

Create direct mailing with a free gift offer. Mailings are an effective, inexpensive way to reach new neighbors. The cost for design and postage is often less than one hundred dollars. Costs can be further reduced if you join in with other companies for a package mailing. “We belong to our area chamber of commerce, and we partner with other businesses who want to reach new residents, so we usually participate in a joint welcome packet,” says Mobley.

Craft your direct mail piece with a call to action so your new neighbor will have an incentive to come to your store instead of throwing the ad in the trash. “You always have to ask yourself, ‘How can I get this customer to visit my business?’” Childs says.

A good way to create a call to action is to offer a free product. “In our welcome packet, we offer a complimentary hand lotion,” Mobley says, adding that

the freebie is especially effective in bringing in new customers.

Whenever possible, try to send your mailing during the middle of the month. That way, it’s less likely to get lost in the paperwork that comes with an end-of-the-month or beginning-of-the-month move.

Ask real estate agents to recommend your company. Another important way to generate new neighbor business is to get a third party to tell newcomers about you. “Find a real estate agent who can be your partner,” suggests Le’Kisha Stevenson, a broker and owner of Metric Realty Co. in Charlotte, North Carolina. If you own a restaurant, you could let the agent give their clients a coupon for a free home-cooked meal at your establishment, welcoming them to the neighborhood.

“Business owners can also sponsor an agent’s client newsletter,” Stevenson says. This has the added advantage of keeping your company name in front of

the new resident for an extended period of time.

Evaluate your efforts. “Make sure you have a system in place to track your results,” says Childs. “If you send out 1,000 pieces of mail, know how many resulted in customers visiting your business. That should also translate into sales.”

A good response rate for direct mail is about 5%. A successful response rate, however, is anything that allows you to recoup your investment.

The “new neighbor” audience is small but lucrative. It is an excellent marketing investment for companies who have a tight advertising budget. If you gain these customers today, your company could enjoy their loyal patronage for many years to come. “When I get customers to come here for the first time, they’re pretty much hooked,” Mobley says.

by Margarett Burnette -
November 18, 2008
www.blackenterprise.com

The 25 Top Jobs for 2005-2009

- Personal finance adviser
- Medical scientist
- Computer software engineer
- Chiropractor
- Environmental engineer
- Biochemist and biophysicist
- Sales manager
- Epidemiologist
- Computer system analyst
- Athlete Agent and business manager for artists, performers, and athletes
- Marketing manager
- Producer and director
- Actor
- Lawyer
- Advertising and promotions manager
- Management analyst
- Postsecondary education administrator
- Financial manager
- Actuary
- Airline pilot, copilot, and flight engineer
- Geoscientist
- Market research analyst
- Securities sales agent
- Medical and health services manager

Source: Matt Quinn
www.fastcompany.com

Columbus Chapter Lifetime Members:

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- Roger Ball
- LuTonda Baumgardner
- Kenneth Bennett
- Kimberly Blackwell
- Ife Blount
- Cassandra Bozeman
- Kimberly Brant
- Mary Brown
- Robert Buchanan
- Jason Chambers
- Sonya Chambers
- Todd Corley
- Yolanda Cummings
- Jeanetta Darno
- Brad Davis
- Carla Davis
- Rommel Davis
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- Diana Spencer
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- C. Reggie Thomas
- Kimberly Williams
- Frances Wright

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Please see page 21 for more information



Leadership styles - Using the right one for your situation

From Mahatma Gandhi to Jack Welch, and Martin Luther King to Rudolph Giuliani, there are as many leadership styles as there are leaders. Fortunately, business people and psychologists have developed useful, shorthand ways of describing the main leadership styles. This can help aspiring leaders to understand and adapt their own styles, so that they can improve their own leadership.

Whether you are managing a team at work, captaining your sports team or leading a major corporation, your leadership style is crucial to your success. Consciously, or subconsciously, you will no doubt use some of the leadership styles featured, at least some of the time. By understanding these leadership styles and their impact, you can become a more flexible, better leader.

This article helps you understand 10 of the most frequently talked-about leadership styles, some good, some bad.

The leadership styles we look at here are:

1. Autocratic leadership
2. Bureaucratic leadership
3. Charismatic leadership
4. Democratic leadership/participative leadership
5. Laissez-faire leadership
6. People-oriented leadership/relations-oriented leadership
7. Servant leadership
8. Task-oriented leadership
9. Transactional leadership
10. Transformational leadership

Autocratic Leadership

Autocratic leadership is an extreme form of transactional leadership, where a leader exerts

high levels of power over his or her employees or team members. People within the team are given few opportunities for making suggestions, even if these would be in the team's or organization's interest.



Most people tend to resent being treated like this. Because of this, autocratic leadership usually leads to high levels of absenteeism and staff turnover. Also, the team's output does not benefit from the creativity and experience of all team members, so many of the benefits of teamwork are lost.

For some routine and unskilled jobs, however, this style can remain effective where the advantages of control outweigh the disadvantages.

Bureaucratic Leadership

Bureaucratic leaders work "by the book", ensuring that their staff follow procedures exactly. This is a very appropriate style for work involving serious safety risks (such as working with machinery, with toxic substances or at heights) or where large sums of money are involved (such as cash-handling).

In other situations, the inflexibility and high levels of control exerted can demoralize staff, and can diminish the organizations ability to react to changing external circumstances.

Charismatic Leadership

A charismatic leadership style can appear similar to a transformational leadership style, in that the leader injects huge doses of enthusiasm into his or her team, and is very energetic in driving others forward.

However, a charismatic leader can tend to believe more in him or herself than in their team. This can create a risk that a project, or even an entire organization, might collapse if the leader were to leave: In the eyes of their followers, success is tied up with the presence of the charismatic leader. As such, charismatic leadership carries great responsibility, and needs long-term commitment from the leader.

Democratic Leadership or Participative Leadership

Although a democratic leader will make the final decision, he or she invites other members of the team to contribute to the decision-making process. This not only increases job satisfaction by involving employees or team members in what's going on, but it also helps to develop people's skills. Employees and team members feel in control of their own destiny, and so are motivated to work hard by more than just a financial reward.

As participation takes time, this style can lead to things happening more slowly than an autocratic approach, but often the end result is better. It can be most suitable where team working is essential, and quality is more important than speed to market or productivity.

Laissez-Faire Leadership

This French phrase means "leave it be" and is used to describe a leader who leaves his or her colleagues to get on with

their work. It can be effective if the leader monitors what is being achieved and communicates this back to his or her team regularly. Most often, laissez-faire leadership works for teams in which the individuals are very experienced and skilled self-starters. Unfortunately, it can also refer to situations where managers are not exerting sufficient control.

People-Oriented Leadership or Relations-Oriented Leadership

This style of leadership is the opposite of task-oriented leadership: the leader is totally focused on organizing, supporting and developing the people in the leader's team. A participative style, it tends to lead to good teamwork and creative collaboration. However, taken to extremes, it can lead to failure to achieve the team's goals.

In practice, most leaders use both task-oriented and people-oriented styles of leadership.

Servant Leadership

This term, coined by Robert Greenleaf in the 1970s, describes a leader who is often not formally recognized as such. When someone, at any level within an organization, leads simply by virtue of meeting the needs of his or her team, he or she is described as a "servant leader".

In many ways, servant leadership is a form of democratic leadership, as the whole team tends to be involved in decision-making.

Supporters of the servant leadership model suggest it is an important way ahead in a world where values are increas-

Leadership styles - Using the right one for your situation



ingly important, in which servant leaders achieve power on the basis of their values and ideals. Others believe that in competitive leadership situations, people practicing servant leadership will often find themselves left behind by leaders using other leadership styles.

Task-Oriented Leadership

A highly task-oriented leader focuses only on getting the job done, and can be quite autocratic. He or she will actively define the work and the roles required, put structures in place, plan, organize and monitor. However, as task-oriented leaders spare little thought for the well-being of their teams, this approach can suffer many of the flaws of autocratic leadership, with difficulties in motivating and retaining staff. Task-oriented leaders can benefit from an understanding of the Blake-Mouton Managerial Grid, which can help them identify specific areas for development that will help them involve people more.

Transactional Leadership

This style of leadership starts with the premise that team members agree to obey their leader totally when they take a job on: the "transaction" is (usually) that the organization pays the team members, in return for their effort and compliance. As such, the leader has the right to "punish" team members if their work doesn't

meet the pre-determined standard.

Team members can do little to improve their job satisfaction under transactional leadership. The leader could give team members some control of their income/reward by using incentives that encourage even higher standards or greater productivity. Alternatively a transactional leader could practice "management by exception", whereby, rather than rewarding better work, he or she would take corrective action if the required standards were not met.

Transactional leadership is really just a way of managing rather a true leadership style, as the focus is on short-term tasks. It has serious limitations for knowledge-based or creative work, but remains a common style in many organizations.

Transformational Leadership

A person with this leadership style is a true leader who inspires his or her team with a shared vision of the future. Transformational leaders are highly visible, and spend a lot of time communicating. They don't necessarily lead from the front, as they tend to delegate responsibility amongst their teams. While their enthusiasm is often infectious, they can need to be supported by "detail people".

In many organizations, both transactional and transformational leadership are needed. The transactional leaders (or managers) ensure that routine work is done reliably, while the transformational leaders look after initiatives that add value.

The transformational leadership style is the dominant leadership

style taught in the "How to Lead: Discover the Leader Within You" leadership program, although we do recommend that other styles are brought as the situation demands.

Using the Right Style – Situational Leadership

While the Transformation Leadership approach is often highly effective, there is no one "right" way to lead or manage that suits all situations. To choose the most effective approach for you, you must consider:

- The skill levels and experience of the members of your team.
- The work involved (routine or new and creative).
- The organizational environment (stable or radically changing, conservative or adventurous).

Your own preferred or natural style.

A good leader will find him or herself switching instinctively between styles according to the people and work they are dealing with. This is often referred to as "situational leadership".

For example, the manager of a small factory trains new machine operatives using a bureaucratic style to ensure operatives know the procedures that achieve the right standards of product quality and workplace safety. The same manager may adopt a more participative style of leadership when working on production line improvement with his or her team of supervisors.

Source: www.mindtools.com



KeyBank

**The Ohio State University Fisher College of Business
Minority MBA Student Case Competition**



February 27 - March 1, 2009

The Key Foundation (KeyBank) and the Fisher College of Business Office of Minority Student Services will be hosting the **2009 Minority MBA Case Competition V on February 27 - March 1, 2009**. The Key Foundation will supervise the selection of a contemporary and never-before-used case topic addressing business issues with diverse implications at either a national or international level. Teams of three students (with one alternate) from invited colleges will compete with each other, benefiting from the opportunity to develop important professional skills such as analyzing and responding quickly to often-complex business issues.

Awards will be given to the teams that finish 1st through 4th with winners receiving plaques and team scholarships ranging from \$1,000 to \$6,000. The first sixteen teams to register (completed form, resumes, and \$100 nonrefundable registration fee) will be considered to compete and receive two rooms for two nights of accommodations at the Cleveland Marriott Downtown. In addition, all meals will be covered.

The timeline for the case competition is as follows:

| | |
|-------------------------------|---|
| October 17, 2008 | Key Foundation Minority Case Competition Registration Begins |
| January 16, 2009 | Key Foundation Minority Case Competition Registration Ends |
| January 30, 2009 | Case will be delivered to all registered teams |
| February 13, 2009 | Case Teams Conference Call-In for Q&A |
| February 20, 2009 | Q&A Questions and Responses sent to all Teams |
| February 27 - March 1, | Key Foundation Minority MBA Student Case Competition V |

Registration is limited! The Key Foundation Minority Case Competition is now recognized as one of the premiere case competitions in the country and seats are filling quickly. Please be so kind as to forward this email to the correct party at your MBA university.

If you would like more information on the KeyBank Minority Case Competition, please reference the website at www.fisher.osu.edu/keybank. You can also contact Lori Guzman, the Case Competition Coordinator at Lori Guzman, Guzman.48@osu.edu.

<http://fisher.osu.edu/offices/diversity/minority-student-services/events/key-foundation-minority-mba-case-competition/>

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| Business Card | 3.5" x 1.75" | \$10 |

For more information, please email columbusmba@columbusmba.org



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