







2020
ANNUAL REPORT

Dear Consortium Supporters,

2020 will likely be remembered as one of the most difficult years we have ever experienced. Unprecedented circumstances, including a global pandemic, an economic crisis, political turmoil and unrest fueled by racial injustices, impacted the mental, financial and physical health of our extended Consortium family.

While The Consortium faced challenges — navigating a remote work environment, transitioning to virtual events, exploring new approaches to fundraising — the organization forged ahead undaunted, delivering on its commitments in a year wrought with obstacles. We didn't do it alone but, rather, with tremendous support from our member schools, corporate partners, alumni, students, friends and staff.

This year, we were moved by the unprecedented efforts of our member schools, corporate partners and students to not only advance the mission of The Consortium, but to also uplift the voices of black America and assist those most affected by the pandemic and economic crisis. Our ability to turn a challenge into an opportunity was made possible by your steadfast commitment and positive mindset.

In a span of three months, we were able to successfully develop and deliver our annual Orientation Program & Career Forum (OP) as a virtual event, thanks to the dedication of our staff and generous support from corporate partners. In addition to garnering positive feedback from all in attendance, the event saw the largest class in The Consortium's history, with nearly 600 students in the class of 2022, compared to just over 500 students in last year's class. This growth demonstrates clear progress toward achieving our 30X30 initiative, aimed at expanding full-time underrepresented minority enrollment to 30 percent by 2030, as outlined in our 2019-2023 strategic plan.

Despite also having to transition to an online event, Competitive Advantage: The Consortium's Undergraduate Program welcomed its largest class to date as well. In 2020, nearly 130 students attended the virtual conference, up from 120 the previous year.

The Consortium's foray into virtual events continued to benefit the organization throughout 2020, as it allowed us to host additional activities and add even more value for constituents. In November, we hosted our inaugural Fall Town Hall & Career Fair. The event welcomed 350-plus attendees and nearly 25 companies and provided an additional touchpoint for MBA students, alumni and corporate partners following the OP. In total, The Consortium hosted 20 virtual events this year, which saw an increase in attendance of 41 percent over the previous year.

We made critical upgrades to infrastructure and systems in 2020. This included the addition of Zoom video-conferencing capabilities and a new common application system. The Consortium also welcomed a new team member, Vice President of Development Kimberly Alexander. Furthermore, a \$200,000 surplus on revenues of \$47 million contributed to the organization being one of the largest nonprofits in the diversity and inclusion space.

Although 2020 challenged us like never before, it also brought us together in ways we could have never imagined. Through the power of positivity, The Consortium family demonstrated what's possible when you come together for a common cause. To each and every one of you who stepped up to help the organization in a year fraught with opportunities for failure, I say thank you. We remain proud, gracious, humble and ready for the year ahead.

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PATTIME

Peter J. Aranda, III Executive Director & CEO The Consortium



Douglas A. Shachelford

Douglas A. Shackelford Chair, Consortium Board of Trustees Dean, Kenan-Flagler Business School The University of North Carolina at Chapel Hill

Corporate Partners by Level

PREMIERE: \$50,000

3M Accenture CVS Health Danaher Corporation Envista Holdings Corporation General Mills, Inc.

Google Johnson & Johnson Family of Companies Liberty Mutual Insurance Wells Fargo Yum! Brands Inc.

PATRON: \$40,000

Centene Corporation Chevron Corporation Colgate-Palmolive Company CSL Behring

Deloitte Consulting LLP Dow Fortive Corporation

PHILANTHROPIC: \$25,000

Amazon BlackRock Cigna **Dell Technologies** E. & J. Gallo Winery Hewlett Packard Enterprise Kellogg Company

MetLife M&T Bank Corporation Northwestern Mutual PepsiCo, Inc. Pfizer Inc. Starbucks Coffee Company

STEP: \$15,000

AbbVie Bain & Company Boston Consulting Group J.P. Morgan Chase & Co. Medtronic, PLC

Microsoft Corporation Nestlé USA Vanguard **VM**ware

STEP: UNDER \$15,000

Amgen Apple AstraZeneca LP Bank of America Bristol-Myers Squibb Capital Group Capital One Financial Corporation Harris Williams Heineken

Humana Inc.

IDEO LP Kalypso: A Rockwell Automation Company Kraft Heinz Mars, Inc. The Bridgespan Group The PhD Project of America, Inc. U.S. Bank USTA **ZS** Associates

Member Schools

CARNEGIE MELLON UNIVERSITY

Tepper School of Business Member since 2001

CORNELL UNIVERSITY

Samuel Curtis Johnson Graduate School of Management Member since 2009

DARTMOUTH COLLEGE

Tuck School of Business Member since 1999

EMORY UNIVERSITY

Goizueta Business School Member since 2001

GEORGETOWN UNIVERSITY

McDonough School of Rusiness

Member since 2013

INDIANA UNIVERSITY-BLOOMINGTON

Kelley School of Business Member since 1966

NEW YORK UNIVERSITY

Leonard N. Stern School of Business

Member since 1984

RICE UNIVERSITY

Jones Graduate School of **Business** Member since 2017

THE UNIVERSITY OF NORTH CAROLINA AT **CHAPEL HILL**

Kenan-Flagler Business School

Member since 1973

THE UNIVERSITY OFTEXAS AT AUSTIN

McCombs School of Business Member since 1984

UNIVERSITY OF CALIFORNIA, BERKELEY

Haas School of Business Member 1993-2003; 2010-present

UNIVERSITY OF CALIFORNIA, LOS ANGELES

UCLA Anderson School of Management Member since 2010

UNIVERSITY OF MICHIGAN-**ANN ARBOR**

Michigan Ross School of Business

Member since 1983

UNIVERSITY OF ROCHESTER

Simon Business School Member since 1968

UNIVERSITY OF SOUTHERN **CALIFORNIA**

Marshall School of Business Member since 1968

UNIVERSITY OF VIRGINIA

Darden School of Business Member since 1992

UNIVERSITY OF WASHINGTON

Foster School of Business Member since 2018

UNIVERSITY OF WISCONSIN-MADISON

Wisconsin School of Business Member since 1966

WASHINGTON UNIVERSITY IN ST. LOUIS

Olin Business School Member since 1966

YALE UNIVERSITY

Yale School of Management Member since 2008

CONSORTIUM STAFF

Peter J. Aranda, III **Executive Director & CEO**

Diane Harris Chief of Staff

FINANCE AND ADMINISTRATION

Glenn Wilen Vice President

Darren Pearson Manager, Accounting

DEVELOPMENT

Kimberly Alexander Vice President

Glenda Hibbert **Development Services Coordinator**

Angel McKay Director, Corporate Development

AdrienneThomas Manager, Student & Alumni Relations

Cathy Weisbrod Manager, Corporate Relations

PROGRAM ADMINISTRATION

Janice Wells-White, Ed.D. Vice President

Angie Budde Project and Design Specialist

Jeff Farris Director, Database Operations

Kristin Laney **Application Processor**

Abbey Martínez Senior Director, Conferences and **Events**

Hannah Whelchel Conference and Events Specialist

Victoria Wayne Director, Application Systems

Danni Young Director, Recruiting

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Crystal White CAB Member-At-Large University of (Chevron)



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University of Wisconsin-Madison



Kavitha Nair Bindra Yale University



Ernest Adams **Danaher Corporation**



Tammy Samuels The University of North Accenture Carolina at Chapel Hill



Crysta L. Bolton



April L. Taylor Indiana 2008 Consortium alumna



Peter J. Aranda, III The Consortium



Mahendra Gupta Washington University in St. Louis



Lisa Bradley University of Michigan-Ann Arbor

Class of 2022 Profile

54% MALE

46% FEMALE

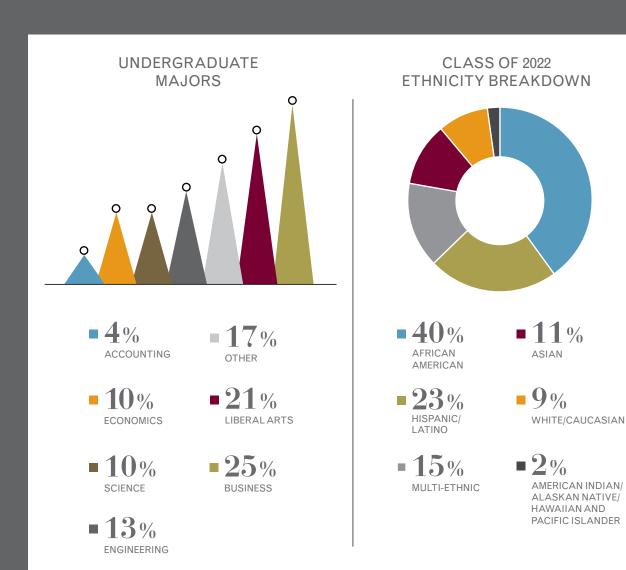
904 ADMITTED

ENROLLED

456 **FELLOWSHIPS** OFFERED

TOTAL APPLICANTS

RECEIVING **FELLOWSHIPS**



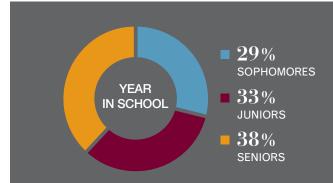


1ST GENERATION

TOTAL ATTENDEES

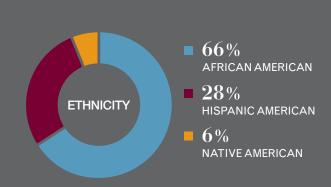
AVERAGE GPA

(3.0 - 4.0 Scale)



52% **FEMALE**

48% **MALE**



20 yrs. Average Age

18 yrs. **4**% 22 yrs. 3% 19 yrs. 28%23 yrs. 3% 20 yrs. 30% ≥ 24 yrs. 3% 21 yrs. **29**%

MAJOR	48% LIBERAL ARTS
	34% business
	12% TECHNOLOGY
	3% engineering
	2% undeclared
	1% HEALTHCARE

INTERESTS	CONSULTING	59%
	GENERAL/NONPROFIT MGMT.	10%
	FINANCIAL SERVICES	7%
	MARKETING	5%
	HEALTHCARE	4%
	ENGINEERING	3%
	LAW	3%
	TECHNOLOGY	2%
	OTHER	2%

PROGRAM ADMINISTRATION **EXPANDS REACH WITH VIRTUAL EVENTS, WELCOMES LARGEST CLASS IN CONSORTIUM'S** HISTORY

he events of 2020 did little to impede the Program Administration Department's efforts, with all four units - recruiting, special events, database operations and communications — experiencing milestones.

Out of concern for the health and safety of all constituents due to COVID-19, the department made the decision early in 2020 to transition all in-person events to virtual ones. As such, the recruiting and special events teams were forced to quickly move both The Consortium's 54th annual Orientation Program & Career Forum (OP) and the third annual Competitive Advantage conference — as well as webinars designed to prepare students for these events - online.

Using online events platforms Intrado and Hopin, the department, under the leadership of Vice President of Program Administration Janice Wells-White, was able to transfer nearly all aspects of the face-to-face events to the virtual environment. Both events featured live and semi-live webcasts with experts and interactive areas where students could network with one another and corporate partner companies, as well as fun activities such as a trivia game and live music mixed by a DJ.

Program Administration hosted 20 virtual events for prospective MBAs in 2020 and saw a 41 percent increase in attendance over 2019.

The department's ability to facilitate these events helped sustain The Consortium in 2020, as it contributed to a \$200,000plus surplus for the organization.

Because of the virtual nature of these events, Program Administration was able to reach more students than in previous years. The OP welcomed more than 1,100 guests and the largest number of students to date, with 521. Competitive Advantage experienced its largest attendance ever as well, with nearly 130 undergraduates attending the virtual conference in 2020, compared to 120 the previous year.

Following OP, The Consortium continued to welcome even more MBA candidates, for a total of 594 students in its class of 2022 — the largest in the organization's history.

Program Administration was able to increase the number of prospective student events in 2020 as well, with 20 virtual events. These were both well-received and well-attended, with approximately 3,400 attendees in 2020 compared to last year's 2,400. In conjunction with the Development Department, Program Administration helped launch a new event this year, The Consortium's first annual Fall Town Hall & Career Fair. This event provides an additional touchpoint for MBA students, alumni and corporate partners, following the OP. The inaugural event was a huge success, attracting 350 attendees, including 250-plus students and nearly 25 companies.



This year, the department welcomed 594 students to the class of 2022 — the largest class in The Consortium's history.

In August of 2020, Program Administration launched a new Common Application System, helping simplify the process of applying and providing improved support. This included the implementation of a new applicant help center that provides information and resources for prospective students, including a new live-support chat option with the liaison customer support team.

In partnership with the Finance and Administration and Development departments, Program Administration, after much planning, was able to develop and put into place a recurring giving program this year. Recurring gifts are now an option on the Donation page of The Consortium's website for those interested in contributing to the organization on a regular basis.

Also this year, the department continued to expand its communication efforts with a focus on increasing engagement with and among Consortium constituents via the organization's blog, social media and other outlets and hopes to continue this effort into 2021.



FINANCE & ADMINISTRATION EXPERIENCES GROWTH, MAKES KEY INFRASTRUCTURE UPDATES IN 2020

espite this year's economic downturn, the Department of Finance and Administration, led by Vice President of Finance and Administration Glenn Wilen, had a productive year, with growth in revenues and the addition of new infrastructure.

Finance and Administration is responsible for accurately reporting financial results, using data to help make better business decisions and helping chart the organization's growth in a fiscally responsible manner. In FY 2020, these three roles came together, allowing the organization to post a \$207,000 surplus on revenues of \$47 million, despite an unsettled operating environment in the last half of the year. This level of revenue — which primarily reflects member schools' support of the organization's mission — makes The Consortium one of the largest nonprofits in the diversity and inclusion space. This year's surplus boosted net assets to \$5.3 million, with the endowment reaching \$1.4 million. Additionally, an audit of financial statements once again led to an "unqualified" audit opinion in 2020.

To help cover payroll costs, the department applied for and was awarded a Payroll Protection Program (PPP) loan on behalf of The Consortium through Bank of America. The organization has since applied for PPP forgiveness on the \$266,000 Small Business Association loan it received.

Expenses this year included several key infrastructure projects led by Finance and Administration. Updates included replacing the roof of The Consortium's building and outfitting the Schoen conference room with Zoom video-conferencing capabilities.

Once again this year, the department had the honor of administering the dispersal of the Leslie Elise Adkins Endowed Scholarship Award. The award honors Consortium alumna Leslie Elise Adkins, who passed away in 2015, and is managed by Finance and Administration in partnership with the Development Department.

This year, the Adkins Family Foundation selected four MBAs to receive a total of \$33,000 for the 2019-2020 academic year. This year's recipients attend the University of Southern California Marshall School of Business, The University of Texas at Austin McCombs School of Business and the University of Michigan Ross School of Business. Next year, Finance and Administration will expand eligibility to all Consortium second-year fellows, including those who received a full-tuition fellowship.



The Consortium posted a more than \$207,000 surplus on revenues of \$47 million in FY 2020.

Looking ahead to FY 2021, the department plans to replace the organization's backup server with another donation from HPE. In addition, working with Program Administration's database operations unit, Finance and Administration will begin accepting recurring individual gifts via credit card.

DEVELOPMENT DEPARTMENT SEES GROWTH IN PARTNERSHIPS AND SUPPORT, OFFERS **NEW OPPORTUNITIES FOR ENGAGEMENT IN 2020**

🛮 f one thing can be said for 2020, it's that it spurred greater investment in the causes of diversity and inclusion. This Lyear, the Development Department saw increased interest by companies in cultivating new partnerships, as well as increased opportunities for engagement with constituents despite the physical distance.

Led by The Consortium's new Vice President of Development Kimberly Alexander, who joined the organization in February, the department welcomed 15 new — as well as two reclaimed — corporate partners in 2020. Alexander, who previously served as vice president of development for the National Black MBA Association and senior director of development at Emory University's Goizueta Business School, attributes increased interest by companies to "internal soul searching."

The Consortium's inaugural Fall Town Hall & Career Fair welcomed 350-plus attendees, including more than 250 students and alumni and just over 20 employers.

"Everyone from these new corporate partners has said their companies are thinking through diversity, equity and inclusion because of what transpired over the summer," says Alexander, referring to the unrest that swept the country following a series of racial injustices committed against black Americans.

New corporate partner industries run the gamut from financial services to medical companies, with the largest increase seen in the area of consumer product goods.

Despite the economic challenges of 2020, the Development Department still hosted its student-focused First of Many Campaign. Lasting from Sept. 2 through Oct. 31, the campaign managed to still garner strong support in spite of all the uncertainty, with more than \$8,000 raised among first-year students.

The department also welcomed a second new team member this year, with the introduction of Joe Alexander as individual giving coordinator in the fall. In his role, he is responsible for handling appeals as well as managing and documenting gifts from individual donors, ranging from \$1 up to \$4,999.

Much of the Development Department's focus in 2020 was on creating new opportunities for constituents to connect and engage. In November, the department hosted The Consortium's first-ever Fall Town Hall & Career Fair, which offered another touchpoint — beyond the annual Orientation Program & Career Forum — for second-year students, alumni and corporate partners. Facilitated by online events platform Hopin, the event welcomed 350-plus attendees, including more than 250 students and alumni and just over 20 employers. In addition to providing opportunities to connect with companies and learn about job openings, the event featured a mental health discussion titled "How to Stay Balanced in 2020," where panelists discussed the effects of the pandemic and racial unrest on employees' mental health and how to prioritize wellness during these challenging times.

The department has also worked to spark more engagement among students and alumni through the revival of its Special Interest Groups, which are active on LinkedIn, and hopes to host programming through those in the new year. Additionally, Development is in the early stages of launching a platform that will provide another way for constituents to connect and engage. Alexander says they are currently vetting platforms based on cost and functionality and hope to launch something by the end of 2021.

"There are platforms that will provide a place for fellows to go and find members of their cohort, peers, possible mentors and champions," she says. "Long after fellows graduate, The Consortium should remain a resource for them to build their networks and find career opportunities."

The platform is just one part of Development's focus in the new year on building a more engaged community using technology and digital marketing. This plan also includes cultivating new partnerships with individuals and companies committed to diversity and inclusion, at both the graduate and undergraduate levels.



The Consortium welcomed 15 new and 2 reclaimed corporate partners in 2020.

Committed to Equal Opportunity:

Alumni Embody The Consortium's Mission Through Their Work and Service

These Consortium alums may hail from different regions, work in divergent industries and have distinctive goals, but they are all connected by a common thread: their belief in The Consortium's mission. They share their thoughts on The Consortium's role in the years ahead and what they've done to stay positive over the last year.



JAY CALHOUN

Managing Partner, Apis Holdings Class of 2008, Tuck School of Business at Dartmouth College

Bio:

Jay is the founder and managing partner of Apis Holdings, a Tulsa-based strategic advisory and investment firm focused on technology, services and digital media. Previously, he oversaw strategic investments and built a portfolio of successful private companies for his tribe, the Cherokee Nation — the largest tribal nation in the U.S. Jay continues to serve as an independent director for domestic/tribal sovereign wealth funds and is on several company and community boards.

The Consortium's Role:

"As people become more aware and appreciative of the value inherent in the diversity — and the sheer talent — of our broader community, The Consortium and its partner organizations are going to play a key role in developing the workforce and leadership teams of the future. Helping students prepare for that experience has a multiplier effect that other people, who might just be going to school for the degree, don't necessarily see."

How He's Stayed Positive:

"I've stayed connected with family and friends and check in to see how everybody else is doing. While we may not be getting together as much, I think making sure we all stay connected and grounded is important."



ELIZABETH LEWIS

Founder and CEO, Brand, Style & Bloom Class of 2014, NYU Stern School of Business

Bio:

After a decade in corporate brand management and marketing, Elizabeth founded Brand, Style & Bloom. Now, she helps executives, business owners and rising corporate stars achieve their vision of success using personal branding and styling as tools. Elizabeth is also a board member of EnsembleNYC and has been invited to speak at a range of organizations.

The Consortium's Role:

"I know the difference The Consortium made for me — being a black woman and having the opportunity to go to graduate school, I had doors open for me that I might not have had otherwise. So, it's critical to continue to support an organization that is at the forefront of leveling the playing field."

How She's Stayed Positive:

"At the beginning of the pandemic, I mainly wore pajamas and loungewear as my corporate engagements were all canceled or put on hold. Eventually, I began wearing maxi dresses, which were comfortable but made me feel productive again. Inspired by the idea that what we wear has the power to affect our mindset, I started the Style Wellness Membership Community where I create content and hold virtual events to help women feel joyful through the power of their style."



MARK SANTOS

Business Development Consultant, Pathway Vet Alliance Class of 2010, UNC Kenan-Flagler Business School

Bio:

As a business development consultant, Mark collaborates with mid-market companies to foster growth through their strategic partnerships. He uses his business strategy and development skills to help grow both early-stage and Fortune 500 companies as well as small businesses. With a foundation working in finance and tech, his expertise is vast and includes everything from social platforms and digital advertising to e-commerce and IT solutions.

The Consortium's Role:

"As great a program as The Consortium is, MBA and corporate diversity are still not where they need to be. Training and helping develop others is what I can do to help increase the number of minorities in leadership roles. While a lot of students or alumni use the MBA to catapult their own careers, sometimes it's easy to forget what you can do to help spur growth; I think The Consortium enables that."

How He's Stayed Positive:

"Doing something like yoga has really helped me focus on the current moment and what my goal is. Taking time to do simple breathing exercises, to be in the moment, is very important for surviving any kind of challenge or adversity."

Emory Consortium Fellow Launches Organization to Assist Small Businesses and **Students Affected by** the Pandemic



or Danni El Tayeb, a Consortium fellow in Emory University Goizueta Business School's class of 2021, staying home to help diminish the effects of the pandemic wasn't sufficient. "I wanted to take that to the next level and create an impact in a unique way," he says.

With the help of five classmates, El Tayeb launched Ponce & Friends, a fully virtual consulting agency, last spring to help Atlanta-area businesses hit hard by the crisis. Projects focus on product and marketing strategy, digital transformation and supply chain transformation.

"There was a lot of frustration for me around wanting to help but not physically being able to leave the house," says ElTayeb, whose interest in entrepreneurship began as an industrial engineering major at the University of Illinois.

At Goizueta, El Tayeb got plugged into Atlanta's small business community through the campus' impact investing organization, but it wasn't until the coronavirus hit that he saw an opportunity to merge his passion for entrepreneurship with his desire to give back.

"I always had some interest in starting a business, but for this initiative, I was more interested in it from a social impact perspective," says El Tayeb. "There were a lot of articles that came out talking about how small businesses were some of the organizations most impacted by the crisis, and I decided to help."

Named for Atlanta's famous thoroughfare Ponce de Leon Avenue — and a desire for businesses to see the organization as a partner — Ponce & Friends provides pro-bono services to businesses in need. In addition, it facilitates opportunities for Emory students, who have had their jobs or internships shortened, revoked or deferred, to get valuable hands-on experience.

"It's not about making money or raising revenues," El Tayeb says. "It's about getting students who need experience good experience and getting small businesses that need the help some good minds to work with."

Ponce & Friends' criteria for deciding which projects it will take on is based on two things: location and impact (i.e., how much impact the project will have on the business and the community). "Our first two projects, both of the founders of those companies were refugees," says El Tayeb, "so there was definitely a big social impact focus there."

For one of those — a supper club started by Ethiopian refugees - students worked to help the business owners adapt to the new norm. "Since their business, the food business, is an experience business, is there a way to bring that experience to people if they can't be around each other or super close to each other physically?" El Tayeb recalls.



IT'S NOT ABOUT MAKING MONEY OR RAISING REVENUES. IT'S ABOUT **GETTING STUDENTS WHO NEED EXPERIENCE GOOD EXPERIENCE AND GETTING SMALL BUSINESSES THAT NEED THE HELP SOME GOOD MINDS** TO WORK WITH."

—Danni El Tayeb, class of 2021

Ponce & Friends has worked with larger organizations as well, including a robotics company and a carbon-negative cattle farm, providing a true service to the community. But, for now, Ponce & Friends' fate — like that of the pandemic — is largely up in the air.

"The future of Ponce & Friends is very much dependent on the resources," El Tayeb notes, "and if we have enough supply of people who are willing to work for free or very close to free."

> **Discover more stories of Consortium** students and alumni at cgsm.org/blog.



Consortium Students Raise Money for Nonprofit Color of Change to Tackle Issues of Injustice and Strengthen Black Voices



ollowing a series of racial injustices against members of the African American community this past spring, including the killing of George Floyd, many Consortium members felt frustrated and defenseless — but also empowered.

"I think everyone in our group and the country was stirred by these acts of injustice," says Harshita Pilla, a first-year MBA at the University of Michigan Ross School of Business. "I was feeling pretty helpless given the situation, but I knew that I could reach out to this Consortium community that I was just getting acquainted with."

Pilla joined forces with second-year Consortium MBAs and student liaisons Lauren Abu Ouf, also a student at Michigan Ross, and Cagney Spears, a student at the University of Rochester's Simon Business School. Together, they launched a fundraising initiative to support the work of the nonprofit civil rights advocacy organization Color of Change.

After launching the campaign the first week of June, they quickly exceeded their initial \$20,000 goal and set their sights even higher, with hopes of raising \$100,000 by the end of the month. The goal, besides raising money, was to raise awareness about some of the challenges faced by black Americans.

"I can't tell you how many conversations we've had on campus where students are just not aware of some of the issues that black communities face and how that impacts the black students on campus," Abu Ouf says. "One of the reasons we picked Color of Change is because the organization tackles injustices across many sectors and is a robust platform for organizing around issues of economic justice, criminal justice and the underrepresentation of black talent in corporate America."

With the help of their planning committee — of which seven Consortium member schools were represented — the women spread the word about the fundraiser. They posted in the GroupMes for both Consortium classes, on social media and other group chats, using their networks to reach as many students, faculty and administrators as possible.

By the end of June, they had raised more than \$68,000 — contributed by over 1,100 individual donors. Although they came up shy of their \$100,000 goal, Pilla, Abu Ouf and Spears say they're proud of what they accomplished, which included raising awareness.

The initiative also succeeded in bringing their Consortium cohorts together during challenging, distant times and provided an opportunity to hold their schools accountable for supporting The Consortium's mission, says Spears.



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—Harshita Pilla, class of 2022

"It's not just about admitting us and providing funding," she says. "It's also about, 'When we get to campus, what do we see, what kind of cases are we reading, and are we educating everyone around the mission and the purpose of The Consortium?'"

Abu Ouf agrees, adding that the campaign taught her, as well as her classmates and peers, what it means to step up in meaningful ways. "I think this is a moment where we're practicing to be the leaders we want to see in the corporate world — how to be a good ally in the workplace, how to speak up, how to avoid being a bystander when you see something out of place and really take a stand on what values we have going into the workforce," she says.

Discover more stories of Consortium students and alumni at cgsm.org/blog.

Consortium Member Schools Step Up to Provide Students Much-Needed Support in Year Wrought with Challenges

This year, unprecedented times spurred unprecedented efforts by Consortium member schools to deliver the same personal, high-level experience for students. Facing a global pandemic that upended in-person learning, a sudden economic crisis that left many struggling and racial unrest that opened new wounds, member schools responded quickly and in remarkable ways.

Academic Support

When the pandemic began, Foster School of Business at the University of Washington was the first institution to move all classes online in an effort to prioritize the health of students, faculty and staff. But the school took its commitment to students even further by investing in additional areas.

"We had Q-and-A sessions, surveys, office hours and extensive meetings with student leadership. I personally met with every team in the MBA class of 2021 to hear their feedback on how things were going," says Wendy Guild, assistant dean of MBA programs. After discovering that some students were struggling, Foster began providing additional assistance in the form of tutoring and access to mental health resources.



Through its Eberly Center, Carnegie Mellon University Tepper School of Business provided professors continuous assistance, webinars and workshops to help them adjust to virtual teaching and tailor their teaching style to fit the needs of individual students. "While the pandemic changed many aspects of our lives, our professors went above and beyond to make sure students were engaged and motivated in their virtual classrooms," says Consortium liaison Mable Thelakkaden, "while also understanding that each student was affected differently by the pandemic and being accommodating."

For other schools, maintaining student engagement meant getting creative. At the University of Michigan Ross School of Business, guest speakers and simulations were used to enhance the learning experience. "We have had simulations in operations, economics and marketing that allow us to practice the lessons learned in lecture," says Ross Consortium liaison Lauren Abu Ouf.

At the University of Virginia Darden School of Business, flexibility was key to being more accommodating of prospective students. In addition to instituting a late round three application deadline — making it one of the first schools to offer an extension to July — the school also offered students an alternate start date of January. In addition, Darden announced that it would accept SAT or ACT scores in lieu of the GRE or GMAT and offered test waivers to eligible candidates.

Health & Wellness

With health on the top of everyone's minds, many Consortium member schools committed to providing even more resources to students and faculty — from branded face masks to free COVID testing. Foster, for example, created a free online testing and tracking system to help minimize the spread of the virus and keep students and employees safe, whereas Tepper provided access to Headspace, an app that uses meditation to help users manage stress and anxiety and maintain focus.

Throughout 2020, the University of Rochester Simon Business School hosted a plethora of virtual events focused on wellness to help students, faculty and staff find peace during all the chaos. Through its virtual meet-up "Mental Health in the Virtual World," held in April, members of the Simon community came together to talk about their individual and collective struggles in the new virtual, COVID world. Additional free events included those hosted by Simon students and alumni focused on mental health, yoga and mindfulness.

Financial & Professional Support

Because of the economic downturn, many students found themselves without a job or internship, while others struggled to secure employment. Consortium member schools stepped up in a big way to help MBAs who needed financial assistance or were seeking opportunities to build their resume.

Darden began offering need-based aid for affected students as well as free, socially distanced lunch. For MBAs whose internship or job offers were rescinded, the school facilitated paid Impact Internships over the summer. Ross students benefited from financial wellness workshops, internal internships and COVID relief funding. At New York University Stern School of Business, students were able to put their business acumen to work for a good cause. Through SternWorks, MBAs were able to give back to startups, small businesses and nonprofits impacted by the economic crisis. Projects included everything from exploring funding sources to creating new business plans.

Racial Justice

In a year wrought with racial injustices, Consortium member schools doubled down on their commitment to diversity and inclusion as they worked to ensure that members of the black community, in particular, felt valued, supported and heard. Specific efforts ranged from expressions of solidarity, to an increase in financial and social support for black students and community members, to the hiring of diversity administrators.

At Yale School of Management, the administration implemented a number of initiatives to ensure an inclusive experience for all students. This included the introduction of a new course on the cultural context and background of racism, the diversification of case studies to reflect diverse communities and experiences and an increase in faculty inclusiveness training.





Cornell University Johnson Graduate School of Management stepped up by committing to making tangible improvements to its curriculum and co-curricular activities. The school's efforts have included adding additional content related to systemic racism, bias and anti-racism to required courses as well as developing and distributing a statement of principles related to diversity and inclusion, which it expects all recruiting companies to follow.



I KNOW THAT I CAN AUTHENTICALLY BE MYSELF KNOWING THAT MY SCHOOL SUPPORTS ME, ESPECIALLY DURING THIS CHALLENGING TIME."

> —TJ Banks, Michigan Ross Consortium liaison

At Ross, Dean Scott DeRue created the Ross Commitment to Action, a 14-step statement that represents a renewed commitment to policies and practices that elevate diversity and inclusion, as well as some new commitments.

Some Consortium member schools focused their efforts on the wider community. Members of the University of California, Berkeley Haas School of Business community worked together to raise funds for racial equity organizations and to help rebuild black-owned businesses. In a win-win for students and companies, Emory University Goizueta Business School facilitated the student-led John R. Lewis Racial Justice Case Competition, which provided an opportunity for students to apply their newly acquired business skills while providing companies with actionable solutions to racial justice issues.

For many students — including Ross Consortium liaison TJ Banks — these efforts have helped affirm their choice of school. "I know that I can authentically be myself knowing that my school supports me," says Banks, "especially during this challenging time."

Consortium Corporate Partners Demonstrate True Meaning of Servant Leadership in 2020

Faced with mounting challenges in 2020, Consortium corporate partner companies remained stalwart in their support of The Consortium as well as their employees and the communities in which they operate and serve.



2020 WAS A YEAR LIKE NO OTHER. SO MANY FACTORS RESULTED IN THE NEED TO CHANGE, BE AGILE, BE OPEN, BE **CONSCIOUS AND BE EMPATHETIC."**

-Nicole Wormley, director of global university recruiting, Danaher Corporation

"2020 was a year like no other. So many factors resulted in the need to change, be agile, be open, be conscious and be empathetic," says Nicole Wormley, director of global university recruiting at Danaher Corporation. "Between the impacts of COVID-19, racial inequality and the Black Lives Matter movement, organizations have needed to adjust their strategies and innovate in ways they hadn't previously needed to."

For Danaher Corporation, this meant maintaining its financial support of The Consortium as a lead sponsor of the 2020 Orientation Program & Career Forum (OP), despite its transition from an in-person to a virtual event.

3M continued its support of The Consortium in 2020 as well, pledging \$80,000 in funding at the onset of the pandemic, even before the announcement of OP going virtual. Further demonstrating its commitment to advancing diversity and inclusion, the company created the 3M Foundation Social Justice Fund, which pledged \$1 million to help rebuild Minneapolis-area businesses physically damaged during civil unrest, and allocated \$50 million over the next five years to address racial opportunity gaps through workforce development and STEM education initiatives.

In addition, 3M committed to supporting its employees and frontline workers by accommodating remote work where possible and supplying them with personal protective equipment (PPE). Worldwide, the company donated money and products, like surgical masks and hand sanitizer, and by the end of 2020 had produced 2 billion respirators — more than three times the amount it manufactured in 2019.

When the pandemic began, **Envista** shifted its business model to begin creating face shields for first responders, doctors and dentists. To ensure the health and safety of all employees, Envista made sure those who could work remotely had access to the technology and tools necessary to operate effectively. For other employees, the company instituted new measures including staggered shifts, enhanced safety protocols and increased PPE.

In response to racial unrest, Envista facilitated employee sessions in which they could share with and listen to one another. The company also refocused its recruiting efforts and diversity learning strategy to ensure it continues to build a diverse workforce and provide an inclusive work environment.

Liberty Mutual Insurance responded to the pandemic by quickly enabling its 40,000 employees to work remotely. Individuals received guidance around best practices for at-home setups and received access to health and wellness benefits like virtual counseling and mindfulness resources. "We also implemented COVID time, which can be used when you are impacted by COVID-19," says Kelly Scott, diversity and inclusion program manager.

The company remained committed to maintaining financial support of both The Consortium MBA and undergraduate program, Competitive Advantage, in 2020 as well. Going one step further, in response to social injustices, the company hosted a series of Fire Side Chats with C-suite leaders as well as town halls for employees to provide a safe space to talk. Liberty Mutual also launched a giving campaign and donated \$1 million to the Equal Justice Initiative, as well as doubled donations employees made to other nonprofits in this space.

During the pandemic, Yum! Brands has worked hard to ensure the health and safety of its workforce by providing PPE to store associates and allowing many others to work from home. Employees were allowed to take home office equipment and work modified hours to ensure a smooth transition to remote work and to accommodate those with children.



Yum! Brands maintained its commitment to The Consortium's cause during this time, offering ongoing support calls for employees to provide a safe space for those impacted by social injustices. The company's efforts also included the establishment of the Unlocking Opportunity Initiative to give \$100 million over the next five years to fight inequality. This includes a focus on three key areas designed to lift up communities, create pathways to entrepreneurship for employees and provide access to education and skills training.

In addition to pledging \$3 million to support diversity organizations — including an additional \$15,000 for The Consortium — EY announced last year plans to contribute \$4 million (\$1 million each) to four historically black colleges and universities in response to racial injustices. The company's work also involves bridging the gap for black and Latinx entrepreneurs by providing access to capital and mentors.

To assist employees during the pandemic, EY has worked to ensure access to health and wellness resources, doubled benefits under its child and adult care support programs, introduced summer and fall leave programs and provided reimbursements for work-related products such as monitors.

Pursuing an MBA **During a Pandemic:** New Students' Experience

Members of The Consortium's class of 2022 share their motivations for and experience pursuing an MBA during uncertain times.

"I felt that there could not be a better time than now to go to school, to talk about how companies have adjusted to current affairs but also to new issues they face in the workplace. These are the conversations people want to have now — how COVID-19 and how Black Lives Matter are having an impact on our work environment and our business future."

> -Ryan Fleer, UNC Kenan-Flagler **Business School**

"I didn't have huge expectations for business school due to COVID-19. However, the McCombs program office has done a really good job making this experience enjoyable, despite the circumstances."

- Alyssa Buchanan, The University of Texas at Austin McCombs School of Business

"I knew that with starting business school during a global pandemic that would be another factor to consider when choosing a school. So, I closed my eyes and thought, 'If I had to quarantine with a group of people, who would it be? When I lose focus, who would uplift me, and when I accomplish major milestones, who would celebrate with me?' The answer was clear that the University of Michigan would be the place I would call home for the next two years."

> -Whitney Pollard, University of Michigan Ross School of Business

Giving Back: Students Continue to Support The Consortium and its Cause Despite Challenging, Uncertain Times

In light of the widespread uncertainty and unrest in 2020, The Consortium decided to focus its giving efforts on having an impact in other, not necessarily financial, ways. Through the organization's two giving campaigns, the First of Many and Class Gift, students demonstrated their commitment to The Consortium and its mission by supporting social and racial justice causes and giving back to their communities.

he Class Gift Campaign asks that both first- and second-year students make a donation to The Consortium at some point during the academic year. However, after a series of racial injustices highlighted the need for strengthening the voice of black Americans, incoming Consortium MBAs decided, instead, to give to a student-led initiative to raise funds for the nonprofit civil rights advocacy organization Color of Change. The goal, in addition to raising money, was to raise awareness about some of the challenges faced by black Americans. After launching the campaign the first week of June, students quickly exceeded their initial \$20,000 goal and, by its close, had raised more than \$68,000.

Beginning in mid-May and concluding with the last day of The Consortium's annual Orientation Program & Career Forum (OP), the First of Many Campaign is designed to inspire incoming students to launch a lifelong commitment to supporting the organization by making their first financial



Cornell Johnson Graduate School of Management received The Consortium's TEAM Trophy Award for the third year in a row in 2020. contribution. In the past, the goal has been to achieve 100 percent participation by all member schools before the end of OP. Because of the economic uncertainty caused by COVID-19, The Consortium asked students to give back to their communities in lieu of giving to the organization.

Incoming students gave back to organizations and causes near and dear to their hearts; these included donating to nonprofits, mentoring, doing simple acts of kindness and more. Some chose to give of their time and energy, while others made financial contributions.

"Although far from having major impacts on my community when compared to the brave healthcare and essential workers who are at risk every day, there are other small actions that I do with the hopes that they will have a snowball effect by helping others who can potentially pay it forward," says Consortium student Alejandro Balderrama. "These actions include helping friends who lost their jobs by offering tips for completing their MBA application, purchasing from local shops and helping family and friends stay positive and strong."

As students began expressing an interest in giving directly to the organization, The Consortium decided to move forward with the First of Many Campaign. From Sept. 2 through Oct. 31, students were asked to contribute at least \$25 each. Despite the challenging times, all schools and a total of 225 students participated, with the largest single donation being \$500.

For achieving 100 percent participation, Cornell Johnson Graduate School of Management was considered for and received The Consortium's TEAM (Together Everyone Achieves More) Trophy Award for the third year in a row — and the fourth time in its history. The award is designed to generate healthy competition among member schools, foster collaboration among Consortium peers and demonstrate students' commitment to The Consortium. In addition to garnering 100 percent participation, Cornell's Consortium

cohort held a clothing drive for the Learning Web, volunteered to make masks for medical workers, raised \$6,000 for personal protective equipment for frontline workers and served in leadership positions across campus. They also raised an additional \$15,000 for scholarships.

"At Johnson, there is an expectation to give back to each other, to the school and to The Consortium," says Jamie Joshua, director of Johnson's Office of Diversity and Inclusion. "On campus, our members TA classes, run professional clubs, partner with the administration through student council and much more. Off campus, they run and support nonprofits, sit on community boards and partner across MBA programs."



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HELPING OTHERS WHO CAN
POTENTIALLY PAY IT FORWARD."

-Alejandro Balderraman, class of 2022

Joshua attributes Cornell's achievement of the TEAMTrophy Award year after year to the hard work of students to uphold The Consortium's mission — through hard times and good.

"We take The Consortium's call to action to increase the number of underrepresented minorities in business and put it to action through our programs and leadership," she says. "We ingrain a culture of family and responsibility in our students that is passed down from class to class. The family culture has been instrumental in students looking out for each other and in striving to be leaders."

Pursuing an MBA During a Pandemic: New Students' Experience

"I'm proud of how my program and my cohort have adapted to the situation at hand. No one planned to be in remote or hybrid classes, but we've supported one another and are making the best of this opportunity."

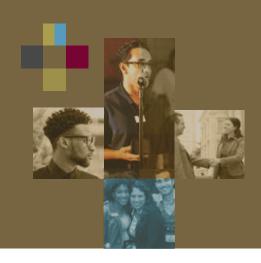
> -Bryan Shepherd, Emory University Goizueta Business School

"The pandemic, increasing reminders of systemic racism and my own personal life trials and tribulations have made the transition to business school tougher than expected, but the support surrounding me has ensured me that it will all be more than worth it in the long run."

-Chumar Williams, Washington University in St. Louis Olin Business School

"Even though my classmates and I didn't anticipate this experience, we are poised to be some of the most resilient and capable leaders of the future. We will build more agile, innovative and strong businesses. Our strategic process and long-term planning will be informed by planning for problems no one has ever seen."

—Brittany Floyd, University of Rochester Simon Business School



Independent Auditor's Report

Board of Trustees The Consortium for Graduate Study in Management St. Louis, Missouri

Report on the Financial Statements

We have audited the accompanying financial statements of The Consortium for Graduate Study in Management ("The Consortium"), which comprise the statements of financial position as of June 30, 2020, and 2019, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to error or fraud.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to The Consortium's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of The Consortium's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Consortium for Graduate Study in Management as of June 30, 2020, and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

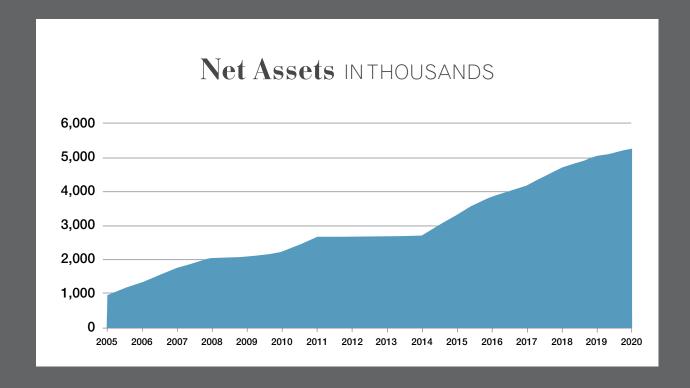
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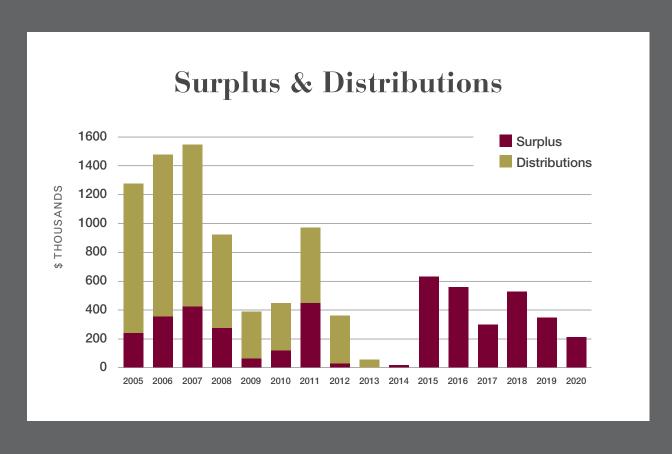
As discussed in Note K to the financial statements, in March of 2020, the World Health Organization declared COVID-19 a "Public Health Emergency of International Concern." Given the uncertainty of the situation, the duration of any organizational disruption and related financial impact cannot be reasonably estimated at this time. Our opinion is not modified with respect to this matter.

Brown Smith Wallace, LLP

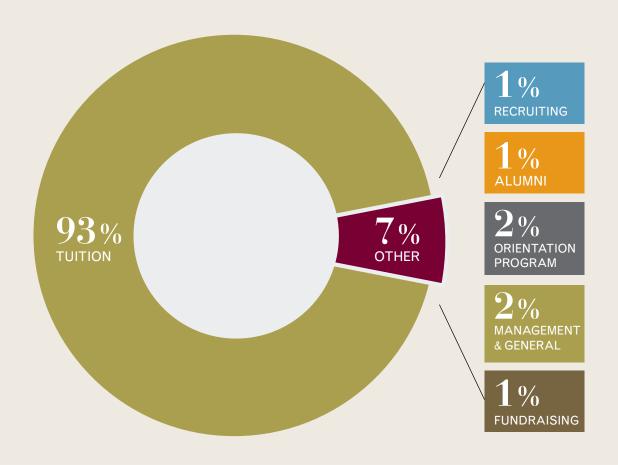
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2020 Expense Categories

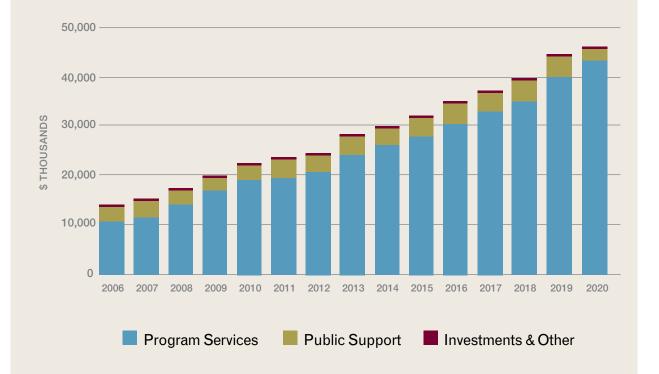




Through The Consortium, I have been able to network with different companies, including Citi, where I interned last summer. Moreover, I have gained a valuable network of fellow MBA students that I pull from when I have questions about a company or need insights into that company's recruiting process."

-Sandy Saint Cyr, University of Rochester Simon Business School, class of 2021

2020 Revenue





"The ability to tackle acute and emerging societal problems is ever important in the age of COVID. My summer internship with Google was a unique opportunity to drive innovation, disruption and positive impact."

> —Olaseni A. Bello Jr., University of California, Berkeley, Haas School of Business, class of 2021

"My Consortium network is the backbone of my MBA experience. As I think about my overall career goals and path, I think about The Consortium members who came before me and seek their advice and mentorship while forging my own path."

-Ashani C. Peterkin, University of Rochester Simon Business School, class of 2021

"I will be a senior consultant at Guidehouse, working in their healthcare strategy practice. Long-term, I hope to stay in the health sector and either oversee a health system or continue to provide strategic guidance for physicians, payers and health systems to improve health outcomes overall."

-Brinda Gupta, Washington University in St. Louis Olin Business School, class of 2020

"Post-graduation, I am elated to join Johnson & Johnson in the Experienced HR Leadership Development Program. My ultimate goal is to be a servant leader, expert HR professional and contributor to diverse workplaces."

- Jazmine Carter, University of Rochester Simon Business School, class of 2020

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Indiana University Kelley School of Business alumni Derica Rice and Robin Nelson-Rice gifted \$1 million to the Kelley School to support Consortium MBAs — part of an effort to give deserving underrepresented minority students the same opportunity they credit with helping launch their own successful careers.

The couple met at the Kelley School as Consortium fellows in 1988 and have gone on to lead fulfilling careers while providing great leadership and service. Derica Rice's more than 30-year career as a healthcare executive has included 27 years at Eli Lilly and Co. and, most recently, CVS Health and CVS Caremark. He serves as a member of the board of directors for The Walt Disney Company, Target Corporation and Bristol Myers Squibb. Nelson-Rice has served in executive positions in marketing at Eli Lilly and AT&T. She volunteers with a variety of community boards and institutions, including the Indianapolis Museum of Art and the Women's Fund of Central Indiana.

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The Consortium for Graduate Study in Management is a continually growing and evolving alliance of some of the world's leading graduate business schools and business organizations, supported by the strength of our extended network of students and alumni.

Our mission, through the strength of our growing alliance and extended network, is to enhance diversity and inclusion in global business education and leadership by striving to reduce the significant underrepresentation of African Americans, Hispanic Americans and Native Americans in both our member schools' enrollments and the ranks of global management across the following sectors: for-profit corporations, nonprofit corporations, government agencies and contractors and entrepreneurial ventures in both for-profit and nonprofit environments.



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