RECRUITMENT AND SCHOLARSHIPS/FELLOWSHIPS

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

The Weatherhead School of Management hosts an annual Dean’s Weekend for top scholars. A special focus is made on diversity of our student body and the goal is to be inclusive of all ethnic, geographic, gender, work experience and educational backgrounds. The students have the opportunity to connect with each other, current students, faculty, staff and alumni. A portion of the evening is dedicated to a roundtable discussion that is focused on how we can continue to inspire and appreciate the diversity of the Weatherhead School community.

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

Name of fellowship program: Norman E. Wallace Memorial Fellowship
Deadline for application: March 1st
Fellowship award amount: Full-tuition award plus $4,000 stipend

Full scholarships (current tuition rate) and stipends awarded to full-time MBA candidates who will add to the diversity of the student body. Members of underrepresented U.S. minority groups are encouraged to apply. The scholarship is renewed for continuing students if they maintain full-time status and a 3.0 GPA.

Name of fellowship program: Dean’s Fellowship
Deadline for application: March 1st
Fellowship award amount: Full tuition and stipend

The Weatherhead School of Management Dean’s Fellowship is a full-tuition (current rate), merit-based scholarship and living stipend awarded to candidates who have demonstrated outstanding achievement in scholarship, leadership and professional experience. Awardees will also have additional opportunities to compete for junior board seats, executive mentorship and teaching assistantships as well as have access to annual employer preview event, a leadership conference of your choice and faculty mentorship.

Eligibility for this award: Competitive GMAT scores (minimum 670), at least five years of progressive responsibility in work history, a minimum of a 3.8 or equivalent undergraduate GPA (quality and length of work history may substitute for lower GPA), and will contribute to the overall academic, professional experience, global, gender and ethnic diversity of the class. The scholarship is renewed for continuing students if they maintain full-time status and a 3.0 GPA.

Name of scholarship program: Weatherhead Impact in Business Scholarship (by functional area of study)
Deadline for application: March 1st
Scholarship award amount: Half to full tuition

The Weatherhead School of Management Impact in Business Scholarship is a half- to full-tuition (current rate), merit-based scholarship awarded to candidates who have demonstrated academic and career success in key disciplines for the school including but not limited to finance, social responsibility, entrepreneurship, social entrepreneurship, marketing, nonprofit or a high-growth emerging market (as determined by the scholarship committee). Awardees will also have additional opportunities and access to annual employer preview event, alumni mentorship and a professional association membership of your choice.

Eligibility for this award: Competitive GMAT scores (minimum 630), meet at least the minimum years of experience required for intended post-MBA opportunity, have achieved progressive level of responsibility in work history, earned a competitive undergraduate GPA as required for intended field of study and contribution to the overall academic, professional experience, global, gender and ethnic diversity of the class. The scholarship is renewed for continuing students if they maintain full-time status and a 3.0 GPA.

Name of scholarship program: Weatherhead Ambassador Scholarship
Deadline for application: March 1st
Scholarship award amount: Half to full tuition

The Weatherhead School of Management Ambassador Scholarship is a half- to full-tuition, merit-based scholarship awarded to candidates who demonstrate academic excellence, potential for career success in chosen field of study, and strong leadership experience. Awardees will also have additional opportunities to compete for an administrative graduate assistantship.

Eligibility for this award: Demonstration of leadership success, work experience and communication, contribution to the overall academic, professional experience, global, gender and ethnic diversity of the class and completion of an exceptional faculty interview. The scholarship is renewed for continuing students if they maintain full-time status and a 3.0 GPA.
PROMINENT ALUMNI/FACULTY

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

Melvin L. Smith, assistant professor, department of organizational behavior
Melvin L. Smith received his PhD in organizational behavior and human resource management from the University of Pittsburgh’s Katz Graduate School of Business. Dr. Smith also holds a BS degree in general management and accounting from Purdue University and an MBA in marketing from Clark-Atlanta University.

Dr. Smith's research and teaching focus on leadership and emotional intelligence in the workplace, as well as social exchange relationships, social networks and the development and use of human and social capital in organizations.

Dr. Smith has provided training and/or consulting services to a number of organizations including Alcoa, Bendix, Booz Allen Hamilton, H.J. Heinz, Roadway Express, National City, UT/MD Anderson Cancer Center, University of Pittsburgh Medical Center, First Ring Leadership Academy, Midwest Suburban Superintendent’s Group, Ohio Grantmakers Forum and The Cleveland Initiative for Education/Cleveland Teachers Academy, as well as a number of public school districts and trade associations. In addition, he has served as a visiting professor at ESADE Business School in Barcelona, Spain, where he co-taught a senior executive education course on emotionally intelligent leadership.

Prior to completing his doctoral work at the University of Pittsburgh, Melvin spent over 15 years in a series of sales/marketing management, and organization development positions with a number of Fortune 500 companies including IBM, Pepsi-Cola and H.J. Heinz.

Please provide information about prominent minority alumni from your school.

Eddie Taylor, MBA, president and chief executive officer, Integrated Consulting Services, Ltd.
Eddie Taylor is president and CEO of Integrated Consulting Services, Ltd., (ICS), a privately held, third-party administrative firm for workers’ compensation. ICS’ client list includes The Council of Smaller Enterprises, the City of Cleveland and the Ohio Apartment Association. Taylor also serves as the executive vice president for Workers’ Compensation Management Solutions, a sales marketing and consulting firm for workers’ compensation and disability management.

Taylor earned a bachelor’s degree in psychology from Allegheny College, and an MBA from Case Western Reserve University. He has been recognized by Crain's Cleveland Business as a “Forty Under Forty” member. Taylor, a 2000 Leadership Cleveland graduate, serves on the boards of several civic and community organizations.

Darlyne Bailey, PhD, assistant to the president, University of Minnesota
Darlyne Bailey has been appointed dean and professor of the Graduate School of Social Work and Social Research and special assistant to the president for community partnerships at Bryn Mawr College. Bailey will join the college August 1st. She is currently the assistant to the president at the University of Minnesota and a professor in the School of Social Work and the department of work and human-resource education, both within the College of Education and Human Development.

She earned a master’s degree in psychiatric social work from Columbia University, where she would later serve as vice president for academic affairs and the dean of Columbia University's Teachers College. Bailey was the founding dean of the University of Minnesota's College of Education and Human Development and has previously served as the dean of the Mandel School of Applied Social Sciences at Case Western Reserve University.

Bailey received her bachelor of arts in psychology and her secondary-education certification at Lafayette College. After receiving her master's degree at Columbia, she earned her PhD in organizational behavior at the Weatherhead School of Management at Case Western Reserve University. As a college and university administrator Bailey has been a trailblazer. She has been the first African-American woman to hold every one of her posts.

Norman Bliss Jr., MBA 1968, cofounder, Polytech, Inc.
Mr. Bliss received his BS in mechanical engineering from the Case Institute of Technology. In 1968, he earned an MBA from Case's Weatherhead School of Management. Mr. Bliss cofounded Polytech, Inc., a Cleveland-based minority engineering firm. The firm was subsequently ranked No. 181 on Engineering Newsletter's top 500 engineering firms and was awarded an engineering contract for the SOHIO headquarters building in Cleveland. Mr. Bliss was also cofounder of the Urban League's Technical Outreach Program and contributed his services to the Case Board of Overseers.

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

Susan Helper, SBC Professor of Regional Economic Development
Dr. Susan Helper is the SBC Professor of Regional Economic Development at the Weatherhead School of Management, a research associate for the National Bureau of Economic Research and the MIT International Motor Vehicle Program. Her research focuses on the causes and consequences of collaborative relationships between suppliers and customers and management and customer and labor. She is currently looking at the effects of global supply chains on the economies of the United States, India and Mexico. She has published in journals such as American Economic Review, Sloan Management Review and Journal of Economics and Management Strategy. Dr. Helper earned her PhD from Harvard University and a bachelor's from Oberlin College. In 2005-2006, she was a visiting scholar at the University of California, Berkeley and the University of Oxford.
Diana Bilimoria, associate professor of organizational behavior

Diana Bilimoria received her PhD in business administration from the University of Michigan. She served as the editor of the Journal of Management Education from 1997 to 2000. She is a coinvestigator on a five-year, $3.5 million award from the National Science Foundation to advance women faculty in the sciences and engineering at Case.

Dr. Bilimoria’s teaching focuses on executive leadership, emotional intelligence, women in organizations, competency assessment and development and organizational systems. She has served extensively as an organizational consultant and management educator for private, public and nonprofit organizations, and as an executive coach for individuals, focusing on the areas of leadership development, emotional intelligence, board effectiveness, gender and diversity in organizations and organization development. Organizations she has worked with include the American Red Cross, Eaton, GenCorp, Lubrizol, National City Corporation, Roadway, Rockwell Automation, Veterans Administration Medical Center, Women's Community Foundation and World Vision International.

Dr. Bilimoria’s research focuses on corporate and nonprofit governance and leadership; women leaders, directors and entrepreneurs; diversity in organizations and management education. She has published more than 35 articles and book chapters in journals such as the Academy of Management Journal, Corporate Governance, Human Relations, Group and Organization Management, Journal of Management Education and Women in Management Review and in edited volumes such as Women in Management: Current Research Issues, Women on Corporate Boards of Directors and Advances in Strategic Management.

Dr. Bilimoria has been internationally recognized for her leadership and service, including the 1999 Anbar Golden Page Award for her editorship of the Journal of Management Education.

Robin A. Dubin, professor of economics

Robin Dubin received her bachelor's degree in 1975 from Case Western Reserve University and her PhD in 1982 from Johns Hopkins. She is a professor of economics and currently serves as associate dean of graduate and professional programs at the Weatherhead School of Management, and as university marshal.

The overarching theme of Dr. Dubin’s research has been an examination of the impact of geographic space on economic interactions. Research areas include the housing market, technology transfer and developing new econometric techniques with which to explore spatial relationships. She has written extensively on spatial autocorrelation. Her work has appeared in the Review of Economics and Statistics, the Journal of Urban Economics, the Journal of Regional Science, Regional Science and Urban Economics and the Journal of Real Estate Finance and Economics.

Please provide information about prominent alumnae from your school.

Farah M. Walters, Executive MBA 1984, president and chief executive officer, QualHealth LLC

Farah M. Walters is the president and CEO of QualHealth LLC, a consulting company specializing in the design of health care delivery systems to improve quality and cost-effectiveness. The company strives to capture and format meaningful quality and outcome data to permit informed decisions regarding health care access.

She served as president and CEO of both University Hospitals Health System, Inc. and University Hospitals of Cleveland from 1992 to 2002. She presided over a system which serves patients at more than 150 locations in northeast Ohio and is the region’s second-largest private sector employer. University Hospitals of Cleveland, with its academic partner, Case Western Reserve University School of Medicine, is the largest center for biomedical research in Ohio. Walters was a founding member of Cleveland Bioenterprise, Inc., a company dedicated to developing and growing biotechnology companies and jobs throughout northeast Ohio.

Farah Walters was the first woman in the United States to lead an independent academic medical center. She was selected in June 1993 by Modern Healthcare as one of the 50 individuals shaping the future of health care in America.

During her tenure as CEO, University Hospitals was transformed from a traditional, single-site academic medical center into a regional, integrated health care delivery system comprised of a broad-based network of tertiary, community and specialty hospitals with numerous physician groups and ambulatory centers. The system was expanded further to include insurance and managed-care companies, home health care services, nursing homes and assisted living centers. During this period the system’s annual revenue grew from $400 million in 1992 to more than $2 billion with its partners and subsidiaries in 2002. The total number of physicians and employees grew to 23,000.

Linda Rae, MBA 1995, executive vice president and chief operating officer, Keithley Instruments

Linda Rae is COO at Keithley Instruments and is the first female officer of the company. Keithley is an international measurement and instrument company headquartered in Solon, Ohio, which develops, manufactures, markets and sells highly accurate instruments and data acquisition products, as well as complete system solutions for high-volume production and assembly testing.

Ms. Rae has over 10 years progressive experience, initially leading market and product development efforts for a segment of electronic component manufacturers. She then moved into strategic planning and business development for all of Keithley's business areas and is now responsible for managing ongoing operations of the company as executive vice president and COO. Prior to joining Keithley, Linda was a systems engineer for Bailey Controls.
Ms. Rae has received several professional awards, including recognition in *Crain's Cleveland Business* “40 under 40.” She was designated a 2003 Rainmaker in Manufacturing as part of northern Ohio Live's Rainmaker awards program and she is a recipient of two Nortech Innovation Awards (1997 and 2001) for her role in the development of innovative new products at Keithley. She is a member of the board of trustees of Youth Audiences of northeast Ohio and on the corporate advisory board of the TiME program at Case Western Reserve University. She also volunteers for the Shaker Heights public school system and the Temple Youth Association of The Temple Tifereth Israel.

Ms. Rae holds a BS from the University of Florida and she is a graduate of Case Western Reserve University, holding both her MBA and a MS in electrical engineering. As a student at the Weatherhead School, Ms. Rae received the Ted Alfred Award for Community Service and the Dean’s Award for Academic Achievement.

**Jenniffer Deckard, MBA 2004, vice president of finance and chief financial officer, Fairmount Minerals**

Ms. Deckard is vice president of finance and CFO for Fairmount Minerals, one of the country’s largest producers of industrial sand in the United States. She joined Fairmount Minerals in 1994 and was named to her current CFO position in 1999, where she manages a large credit facility with up to 22 participating banks. In 2004, Jenniffer and her colleagues were instrumental in effecting a successful redemption of their financial investor’s majority interest in Fairmount Minerals, leaving Fairmount as a predominantly employee-owned company. Most recently, she has devoted much of her Fairmount time and energy to the company’s heightened commitment to sustainable development.

In April, 2004 Ms. Deckard completed her MBA at Case Western Reserve University, graduating with highest honors. As an undergraduate, she attended the University of Tulsa on a volleyball scholarship and graduated magna cum laude in 1988 with a major in accounting. During college, Ms. Deckard began her professional audit and tax career as an intern with Arthur Andersen. She then continued with Arthur Andersen postgraduation, where she obtained her CPA certification. Prior to joining Fairmount Minerals, Ms. Deckard also held corporate accounting positions with two manufacturing companies in Illinois. She serves on the board of a privately held Cleveland company and the Geauga United Way. In 2005, Ms. Deckard received recognition as one of *Crain's Cleveland* annual “40 under 40.”

**CURRICULUM AND RESEARCH**

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

**ORBH 491: Managing Diversity and Inclusion**

This course addresses work force diversity issues from individual, group and organizational perspectives. The focus is on innovative ways of utilizing today’s culturally expanding work force. Emphasis is on the “what and how” for managers in developing a corporate culture that embraces diversity, helping them in learning to work with, supervise and tap the talent of diverse employees within their organizations. Included are methods for modifying systems to attract, retain, develop and capitalize on benefits of the new work force demographics. A retreat experience is part of this course and is required of all participants.

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

Weatherhead offers a PhD in organizational behavior.

**ORGANIZATIONS AND STUDENT LIFE**

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

**Weatherhead Dynamic Women in Business (WWIB)**

The Weatherhead Women in Business, a graduate student organization designed to promote leadership and awareness of women in business. It is the Cleveland Chapter for NAWMBA.

The mission of the WWIB is to provide professional and social development opportunities for women at the Weatherhead School of Management and to share the diversity of women’s experiences and perspectives with the WSOM community. The association represents women’s issues to the WSOM administration and facilitates an exchange of ideas and information with the student community and with other women’s organizations and business groups in Cleveland.

**Multicultural MBA Student Business Association (MMBASA)**

MMBASA is a student-run organization that provides leadership to its member students to increase diversity awareness through activities such as roundtable luncheons, workshops and leadership training sessions; provides networking opportunities with alumni, businesses and local communities; and works with the administration to ensure quality recruitment of talented minority students.

The mission of MMBASA is to provide business opportunities, personal development and academic enrichment for students at the Weatherhead School of Management. This organization, in partnership with the administration, strives to enhance exposure for our students, diversity issues and concerns relevant to the general body.
CAREER OPPORTUNITIES

Please describe any diversity recruiting events for employers recruiting minority and/or female students at or near your school. 
Weatherhead participates in the Women In Business, the National Black MBA and National Hispanic MBA conferences. The school supports students and has a presence at each of the conferences to build rapport with employers.

In addition, the school participates in local recruiting fairs of the National Black MBA Association, followed by sponsoring a senior executive meet and greet so that current and prospective students can connect with companies and senior-level professionals.

STRATEGIC PLAN AND LEADERSHIP

Please provide your school’s diversity mission statement.
Case Western Reserve University aspires to be an inclusive environment, believing that the creative energy and variety of insights that result from diversity are a vital component of the intellectual rigor and social fabric of the university. As a scholarly community, Case Western Reserve is inclusive of people of all racial, ethnic, cultural, socioeconomic, national and international backgrounds, welcoming diversity of thought, pedagogy, religion, sexual orientation, gender identity/expression, political affiliation and disability. We believe in a culture of inclusion that encourages relationships and interactions among people of different backgrounds, a culture that enhances human dignity, actively diminishes prejudice and discrimination and improves the quality of life for everyone in our community.

How does your school’s leadership communicate the importance of diversity to your student body, faculty and administration?
Recently, a new cabinet-level diversity position was created to complement the existing faculty diversity office.

At orientation, we have students attend a workshop that focuses on the following in regards to cultural diversity:

- Management style (in particular the manager-subordinate relationship)
- Communication style (verbal and nonverbal)
- Giving feedback
- Attitudes toward innovation and taking risks
- Styles of decision making
- Accountability and taking initiative
- Teams and team building (including virtual teams)
- Conflict resolution and problem solving

DEMOGRAPHIC INFORMATION

Please describe the demographics of your most recent entering class.
Percentage of female students: 37 percent

Percentage of minority students:

- White/Caucasian: 63 percent
- African-American/Black: 12 percent
- Hispanic/Latino: 10 percent
- Asian: 7 percent
- Other/unknown: 8 percent

Average age of students: 27

Please describe the geographic diversity of your most recent entering class.
Percentage of U.S. citizens and permanent residents: 54 percent
Distribution of students from different U.S. regions:

- Mid-Atlantic: 3 percent
- Midwest: 63 percent
- Northeast: 5 percent
- South: 12 percent
- Southwest: 2 percent
- West: 15 percent

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

- Number of applicants: 401
- Number of admits: 178
- Number of matriculants: 76

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

- Average years of pre-MBA work experience: 3.75
- Percentage of students who studied different undergraduate disciplines:
  - Humanities: 11 percent
  - Social sciences: 11 percent
  - Science: 37 percent
  - Business/commerce: 18 percent
  - Other major/field of study: 24 percent

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

- Average starting salary: $72,949
- Percentage of students entering different industries:
  - Consulting: 8 percent
  - Financial services: 10 percent
  - Manufacturing: 14 percent
  - Other: 48 percent
- Percentage of students working in different functions:
  - Consulting: 14 percent
  - Finance/accounting: 10 percent
  - General management: 3 percent
  - Human resources: 3 percent
  - Marketing/sales: 3 percent
  - Information technology: 10 percent
  - Operations/logistics: 7 percent
  - Other: 43 percent

**Major recruiting companies:**

- 3M
- Alcoa Engineered Products
- American Greetings Corporation
- ChevronTexaco Corporation
- Cleveland Clinic Foundation
- Diebold, Inc.
- General Electric Co.
- Johnson & Johnson
- McKinsey & Company, Inc
- National City Corporation
- University Hospitals of Cleveland