

SIMMONS COLLEGE BOSTON, MASSACHUSETTS

School of Management

SIMMONS



facts

- Rigorous curriculum emphasizes strong business foundation, plus key leadership, communication, and team-building competencies
- Personalized job placements and diverse career opportunities
- Faculty who are experts and practitioners in their fields
- Generous scholarships available for full- and part-time students
- Flexible full-time and part-time MBA options
- Innovative entrepreneurship initiative
- Powerful and loyal alumnae network
- Dedicated research center focused on women and leadership

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that places students first

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in the heart of Boston

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Can one accountant make a difference in improving a country's economy? What if that country were Argentina, which experienced economic collapse in 2001 and is now struggling through a recovery? Accountant **ANA CLARA DESTEFANI '06** intends to make a difference when she returns to her native Argentina after securing her MBA at Simmons. "I wanted to continue my higher education abroad because my professional goal is to work for a multinational corporation. Simmons offers international perspective and a diverse environment that will enable me to shape the global mind-set I seek."

Determined to make the best of her future, Destefani is already working the SOM network. "Simmons has a strong network and I'm learning about the importance of connecting with professionals who can mentor me and open doors for me. Through my networking efforts, I'm already making contacts at firms I've targeted for future employment."



THE SIMMONS SCHOOL OF MANAGEMENT

PASSIONATELY HONORS

an educational promise
that places students first

HELPING YOU ACHIEVE A SUCCESSFUL CAREER,

A MORE MEANINGFUL LIFE, AND A POWERFUL RETURN

ON YOUR EDUCATIONAL INVESTMENT.



“My power is manifested (not within me) but outside of myself in what I am able to create in developing people and developing businesses.”

ANN FUDGE '73, CHAIR AND CEO OF YOUNG & RUBICAM, SIMMONS UNDERGRADUATE MANAGEMENT ALUMNA AND SOM EXECUTIVE-IN-RESIDENCE



LEADERSHIP IS A CHOICE

Leadership. What a powerful word. It evokes the aspirations and ambitions of individuals and organizations in every form of human endeavor. We live in challenging times, however, where the demand for truly inspired leadership seems to overwhelm its supply. While some lament this circumstance, others see it as a profound opportunity to become the kind of leader who will make a lasting difference in business, government, or the nonprofit sector.

professional opportunities

IN LEADERSHIP AND MANAGEMENT

The Master in Business Administration program at the Simmons School of Management (SOM) appeals to the critical thinkers and change agents among us. It attracts women who understand that leading well is a choice, and who wield their influence constructively for economic *and* social purposes.

However, leadership must be earned.

Simmons MBAs earn it by mastering the essentials of business — strategy, finance, marketing, economics, quantitative analysis, operations management, and organizational behavior. Just as important, our students learn more effective ways to lead, manage, and influence people — providing our graduates with far more than a typical MBA. Simmons students develop a range of competencies employers covet: mental agility, strategic thinking, and analytic ability, PLUS superior leadership, communication, and team-building skills.

SOM graduates are presidents of major financial institutions, directors of leading health care organizations, and human service organizations, and founders of award-winning entrepreneurial ventures. They work in fields as diverse as engineering, educational training, technology, product development, and community development. Nearly 30 percent of SOM graduates work in the nonprofit sector. All use their education and experience to make a difference in the organizations they serve.

LEADING BY EXAMPLE

Simmons graduates stand out by using their influence to make significant differences in their organizations. When **Toni L. Riccardi '87**, who was already a highly valued partner at PricewaterhouseCoopers (PwC) and eventually the only woman on its U.S. Management Committee, was offered the opportunity to transition from the accounting side of the house to chief diversity officer, she achieved what many diversity advocates dream of — making diversity a strategic business imperative. Given her business acumen and inspiring leadership, it's no surprise that PwC was named one of *Diversity Inc* magazine's Top 50 Best Companies for Diversity, *Working Mother* magazine's Top 10 Companies for Working Mothers, and Universum's Top Places to Work for Minorities.



GRETCHEN FOX '87 acknowledges that she has always been somewhat of an iconoclast. “As a child, I questioned authority and popular ideas and the reasons for strict policies and procedures. Now as founder and president of my own company, I authorize very few written policies and promote tremendous flexibility in work hours and styles.” Her unorthodox approach works. Since its founding in 1987 as a one-woman operation, award-winning FOX Relocation Management Corp. has grown to be the largest, full-service facilities planning and project management company in New England, with offices in Boston, Rhode Island, Washington, D.C., and New York City. “I never doubted myself, because I learned at the SOM that I could be a good leader. By working with groups at the SOM, I realized that I could perform satisfactorily on my own, but that I could truly excel with a great team to support my efforts.”

“I found the program to be rigorous and the professors to be demanding, but I was able to immediately apply what I was learning in the classroom into my work at Gillette, which made my efforts worthwhile.”

LOLITA WALKER '03, MANUFACTURING PROJECT MANAGER,
THE GILLETTE COMPANY



A student in the part-time MBA track, **MAICHARIA WEIR LYTLE '05** juggles her academic coursework with her responsibilities as a mother, as a wife, and as full-time executive director of Organization for a New Equality (O·N·E) — a nonprofit civil rights organization that expands economic opportunities for low- to moderate-income individuals and families. “Although the two-year program at the SOM is rigorous, it offers me flexible class scheduling. That was an important consideration when I researched business schools,” says Weir Lytle. Her staff and O·N·E’s board members can attest to the changes in Weir Lytle and her leadership style since she’s been attending the SOM. “I have become more effective in guiding our board meetings, and establishing myself as a valuable leader and asset.”



TAPPING INTO THE NETWORK

Since 1979, the SOM has hosted the Simmons Leadership Conference, attended annually by more than 2,500 women from around the world. This exceptional networking event features a roster of inspirational leaders, such as **Carly Fiorina**, **Madeleine Albright**, **Jane Goodall**, **Benazir Bhutto**, **Barbara Walters**, and **Oprah Winfrey** — as well as prominent Simmons alumnae such as **Ann Fudge '73**, chair and CEO of Young & Rubicam, and **Gwen Ifill '77**, moderator and managing editor of *Washington Week* and senior correspondent for *The NewsHour with Jim Lehrer*.

purpose with passion

Who chooses Simmons for leadership and management education? Women who are passionate about making a difference — from the top. Whether it’s in their own entrepreneurial venture, the executive wing of a Fortune 500 corporation, or as the director of a nonprofit, they want to build teams to increase the bottom line, shareholder value, and to make the world a better place. They value careers that are satisfying and intellectually stimulating. They want to use their influence to accomplish something meaningful for their organizations, their communities, and themselves.

Simmons students share an entrepreneurial spirit. With experience ranging from two to 20 years, SOM students bring energy and interdisciplinary expertise to the MBA program. Many are seasoned managers. More than half are career changers. Our growing multicultural student body varies in age, race, ethnicity, nationality, and industry, and all demonstrate leadership capabilities.

The SOM offers a powerful environment for women, with tremendous opportunities for networking, sharing knowledge, and forging partnerships. Graduates of the SOM go on to create new, innovative ventures, start a new career, or return to their existing organization with a more effective way of leading and managing.

“The best part of my job is that I can work in the kind of business that can do well and do good. It’s a company with a social mission.”

MARY ANN TOCIO '92, PRESIDENT AND CHIEF OPERATING OFFICER, BRIGHT HORIZONS FAMILY SOLUTIONS, the world’s largest provider of employer-supported child care, early education, and work/life solutions.



WE HONOR OUR EDUCATIONAL PROMISE BY

delivering quality education

THROUGH OUR PERSONAL APPROACH
TO LEADERSHIP AND INTELLECTUAL EXPLORATION.

The School of Management is distinguished in many ways—it offers a demanding academic program, expertise on women and leadership, top-rated faculty, prestigious alumnae, and an ideal Boston location. However, upholding our educational promise to place students first means that the focus is on you. We offer a learning experience that is highly collaborative, responsive, and much more personal than that of large MBA programs. You'll have direct and frequent access to faculty who not only know your name, but who also support your individual career goals and appreciate the experience you bring to classroom discussions.



A MESSAGE from the dean

Dear Prospective Student:

Never before has the word “leader” been so used and misused. And yet, never before has the need for principled leadership been more apparent — in business, government, and the nonprofit sector.

At the SOM, answering this call drives our work every day.

A recent SOM survey of successful businesswomen highlights a different model of workplace leadership that demands serious attention: A majority of the women surveyed say that being “in charge of others” is not what motivates them. Women desire to exercise power *with* others and not simply *over* them. Making a difference is more important to them than expanding turf. At the same time, women are ambitious. They want to have influence at the highest levels in setting the agenda, the direction, and the priorities of a company or organization to the benefit of customers, stakeholders, employees, and the community. This unusual combination of principled, collaborative leadership and the drive to deliver results underscores our unique approach to management education.

Simmons MBA students demand excellence. In addition to teaching the essentials of a classic MBA, our highly regarded program trains leaders to deliver strong economic performance, enhance social value, and manage across differences in a multicultural workplace. A Simmons MBA gives you the critical thinking skills, credibility, and confidence for making sound choices and building successful careers.

For 30 years, Simmons has prepared women to lead and manage effectively and ethically in a world that deserves no less. We are proud of the way our graduates are making a difference on a daily basis as they lead their organizations to be more productive and more purposeful. I invite you to join our community.

Deborah Merrill-Sands
Acting Dean/Co-founder, Simmons Center for Gender in Organizations
Ph.D., Cornell University

WOMEN AND LEADERSHIP

Simmons is a recognized authority on women and leadership. Through education, research, conferences, and networking, we're focused on supporting women to leadership roles in business, government, and nonprofit organizations. In addition to the MBA program and our undergraduate management program, our key initiatives include:

- **The Entrepreneurship Initiative**, part of our MBA program, educates current and future entrepreneurs across many disciplines, informing and inspiring them to think and act as entrepreneurs in new ventures or in their existing organizations.
- **Executive Education** programs give women the knowledge, skills, and abilities to become organizational leaders, learning from faculty experts in organizational behavior and in gender and organizational effectiveness. Our clients, including executives from Time Warner, Verizon, Eli Lilly, and Deloitte, frequently credit their Simmons experience with job and career advancement.
- **The Center for Gender in Organizations (CGO)**, our research arm, is committed to improving organizational effectiveness by strengthening gender equity in the workplace. Founded with the help of a Ford Foundation grant, CGO is an international resource on diversity and organizational change for scholars, executives, and practitioners in all fields.
- **The Annual Leadership Conference** is a premier leadership event for women, consistently attracting world-class leaders from business, government, education, media, and the arts. The conference is a generous source of MBA scholarships.



Global Perspective

Our collaborative academic community represents diverse cultures and lifestyles from around the world. Our curriculum and research incorporate international perspectives, such as **Professor Sylvia Maxfield's** groundbreaking work on women business leaders in Latin America.

Approximately 25 percent of SOM students are of African, Latin, Asian, or Native American descent, while 11 percent are from countries other than the United States. Their experiences provide a broad understanding of global issues that is essential for successful leadership.

professors

WHO PRACTICE WHAT THEY TEACH

SOM professors are distinguished educators, business leaders, authors, consultants, analysts, and researchers. These are women and men who have chosen to lead in their fields of expertise, covering a wide range of disciplines from leadership, negotiations, finance, and technology to marketing, strategy, organizational change, diversity management, and global business. They understand the needs of the changing marketplace and are adept at bringing diverse viewpoints into discussion.

- **Professor Joyce Fletcher**, an authority on leadership and gender, is the author of the Academy of Management-nominated book, *“Disappearing Acts: Gender, Power and Relational Practice at Work.”*
- **Professor Maurice Gervais**, formerly a senior executive with GE and Honeywell, brings 40 years of experience in multinational corporations to the classroom.
- **Professor Susan Hass**, CPA, formerly of Coopers & Lybrand, is quoted frequently in the media on accounting and corporate governance issues.
- **Professor Mary Shapiro** is a widely regarded expert on interpersonal communications and an executive trainer on the subject. She co-authored two books with her SOM faculty colleague **Professor Cynthia Ingols**, the most recent titled, *“An Easy, Smart Guide to Help You Take Charge of Your Career.”*
- **Professor Susan Sampson**, director of the Prince Retail Program in undergraduate management, is a nationally recognized authority on marketing.

Top media outlets including CNN, NPR, *The Wall Street Journal*, and *BusinessWeek* regularly interview SOM faculty on strategic business topics, as well as on issues affecting women in business.



faculty

Bonita Betters-Reed
Professor

Faculty Leader, Undergraduate Program
Ph.D., Boston College
Specialization: Organizational behavior, diversity, leadership, entrepreneurship

Stacy Blake-Beard

Associate Professor
Research Faculty, Center for Gender in Organizations
Ph.D., University of Michigan
Specialization: Organizational behavior, mentoring, diversity

Patricia Clarke

Assistant Professor
Ph.D., University of Massachusetts, Amherst
Specialization: Finance

Patricia Deyton

Instructor
Interim Faculty Director, Center for Gender in Organizations
Master of Divinity, Yale University; MSW, Administration, Columbia University
Specialization: Nonprofit and general management

Joyce Fletcher

Visiting Professor
Affiliated Faculty, Center for Gender in Organizations
D.B.A., Boston University
Specialization: Organizational behavior, leadership, gender

Maurice Gervais

Visiting Professor
M.B.A., Boston University
Specialization: Strategy, international marketing

Indra Guertler

Associate Professor
D.B.A., University of Virginia
Specialization: Finance

Susan Hass

Professor
Co-Faculty Director, MBA Program
M.B.A., Harvard University; CPA
Specialization: Accounting

Catherine Beyer Hurst

Assistant Professor
Director, Undergraduate Program
M.B.A., Northeastern University
Specialization: Marketing

Cynthia Ingols

Associate Professor
Ed.D., Harvard University
Specialization: Organizational behavior, change management, careers

Jill Kickul

Associate Professor
Elizabeth J. McCandless Professor of Entrepreneurship
Ph.D., DePaul University
Specialization: Entrepreneurship, strategy, organizational psychology

Deborah Kolb

Professor
Deloitte Ellen Gabriel Professor for Women and Leadership
Affiliated Faculty, Center for Gender in Organization
Co-Faculty Director, MBA Program
Ph.D. Massachusetts Institute of Technology
Specialization: Negotiation, gender

Deborah Marlino

Professor
Ph.D., University of California, Los Angeles
Specialization: Marketing

Sylvia Maxfield

Associate Professor
Affiliated Faculty, Center for Gender in Organizations
Ph.D., Harvard University
Specialization: Global economics, corporate social responsibility

Deborah Merrill-Sands

Acting Dean
Affiliated Faculty, Center for Gender in Organizations
Ph.D., Cornell University
Specialization: Organizational behavior, leadership, gender

Lynda Moore

Associate Professor
Ed.D., University of Massachusetts
Specialization: Organizational behavior, diversity, leadership, gender

Paul Myers

Instructor
A.M., Harvard University;
Ph.D. Candidate, Harvard University
Specialization: Operations, organizational behavior

Mindell Reiss Nitkin

Instructor
M.B.A., Simmons College School of Management; D.B.A. Candidate, Boston University
Specialization: Accounting, finance

Susan Sampson

Associate Professor
Director, Prince Program in Retail Management
Ph.D., Kent State University
Specialization: Marketing, retail management

Barbara Sawtelle

Professor of Economics
Ph.D., Massachusetts Institute of Technology
Specialization: Economics

Mary Shapiro

Assistant Professor
M.S., Economics; M.B.A., Wright State University
Specialization: Organizational behavior, communications, careers

Bruce Warren

Professor
M.B.A., Clark University;
J.D., Suffolk University
Specialization: Business law, general management

Fiona Wilson

Instructor
M.B.A., Simmons College School of Management; D.B.A. Candidate, Boston University
Specialization: Marketing, strategy

School of Management

DEGREE AND PROGRAM OPTIONS

PROGRAM FLEXIBILITY

The Simmons Masters of Business Administration (MBA) program is designed for flexibility. SOM students may choose from several options, including an accelerated full-time program that can be completed in one year, or part-time options that allow students to continue to work while earning their degree. In addition, Simmons offers daytime and evening classes, all taught by the same exceptional faculty, and September and January start dates. Full-time and part-time students follow a similar structured sequence of courses. For sample schedules, visit www.simmons.edu/som/mba/options.html.

The Full-Time MBA Program

We offer a one-year, accelerated MBA program. This rigorous option provides the content of a traditional two-year, full-time MBA curriculum in an accelerated, one-year program and allows a woman to take a sabbatical from her career to earn the degree. In addition, we offer an 18-month program option that allows students to pursue their studies on a part-time basis for the first six months, starting in January, before taking on a full-time course load in September.

The Part-Time MBA Program

Our part-time options are designed for students who wish to maintain greater flexibility to balance school, work, and/or personal life responsibilities. Our two- and three-year evening options allow students to maintain employment while pursuing graduate studies. The two-year day option is designed for women who may work part-time, run businesses that require them to work during the evenings or on weekends, or have taken a leave from work to attend to family responsibilities.

Students may also take up to two courses in either September or January before fully enrolling in the MBA program.

THE ACADEMIC PROGRAM

Whether enrolled on a full- or part-time basis, Simmons MBA students follow a rigorous, core curriculum taught by the same renowned faculty. Courses are organized into four modes of study:

- **Functional courses** provide a firm grounding in management and analysis: Economic Analysis for Managers; Quantitative Analysis; Financial Reporting and Analysis; Business, Government and the Global Economy; Marketing Management; and Technology and Operations Management.



Master of Business Administration

FULL-TIME MBA PROGRAM

- One-Year Accelerated Option
- 18-Month Option

PART-TIME MBA PROGRAM

- Two- and Three-Year Evening Options*
- Two-Year Day Option

*2 1/2- and 3 1/2-Year Evening Options available for January start dates

- **Behavioral courses** provide the essentials of leadership: Leading Individuals and Groups, Organizations and their Environment, Career Strategies, Negotiation and Conflict Management, and Communication Strategies.
- **Electives** offer the opportunity to pursue interests in more depth. Each year, a series of electives on different advanced topics is offered. Offerings have included: Accounting for Financial Services, Advanced Corporate Finance, International Marketing, Labor Relations and Employment Law, Contemporary Topics in Marketing, Consulting, Leadership and Gender in Complex Organizations, Identifying and Exploiting New Business Opportunities, Pathways to New Ventures, Public Speaking, and Business and Market Failures.
- **Capstone courses** integrate both management and leadership disciplines: Strategy and Leadership, Leadership, Governance and Accountability, and Strategic Decision-Making.

MBA Certificate in Entrepreneurship: An enhancement to the Simmons MBA degree, students may take this certificate program upon completion of the MBA program. The SOM focus is on women entrepreneurs and implementation and execution of a new venture, from writing a business plan, to getting funding, to managing growth.

Degree Requirements

The MBA degree requires satisfactory completion of 48 credit hours of course work. All students take 40 credit hours of required courses and 8 hours of electives.



A SOPHISTICATED LEARNING ENVIRONMENT

The SOM is located in Boston's historic Back Bay, within walking distance of the main Simmons campus. Beautiful brownstones house faculty and administrative offices, the career services center, our research center, elegant meeting spaces, a computer lab, and the SOM Library, with its special collections devoted to business and women in management. Our MBA classes are held in the Mockler Building on Marlborough Street, featuring theatre-style classrooms utilizing the latest multimedia services.

Technology resources throughout our campus include high-speed and wireless Internet access, multimedia services, and an e-learning platform to supplement course work. Simmons's Beatley Library offers laptop loans, sophisticated online library services, and an "Ask Now" after-hours reference service. SOM students also may use Simmons's centers for information technology, and academic support, as well as the health center, counseling services, and the Holmes Sports Center.

MBA CERTIFICATE IN ENTREPRENEURSHIP

Our emphasis on entrepreneurship allows us to build a national model for excellence in educating current and future entrepreneurs and professionals across a variety of disciplines, providing opportunities for our students to:

- create new ventures that have a sustainable, profitable, and competitive advantage,
- return to an existing organization or family firm to manage and grow the business successfully, and
- import the entrepreneurial way of thinking and acting into existing corporations, nonprofits, or governmental institutions.

Access and Inspiration

A great deal of learning takes place outside the formal curriculum. Many women in leadership positions come to campus to speak about their experiences and industries. They are the very models of power, speaking woman-to-woman — an exceptional advantage of the Simmons School of Management — and offered through several special programs including our Executive-In-Residence series, book signings, the Center for Gender in Organization's Leadership Series, the Leading Women Entrepreneurs series sponsored by Citizens Bank Foundation, and our visiting executives program. As a Simmons MBA student, you will be in very good company!

“In the midst of world-class scientific leaders and researchers at the Novartis Institutes for BioMedical Research, our Simmons SOM grads have contributed greatly to the successful growth of the organization. In an innovative research environment such as ours, general management competency and a results-driven approach are critical to efficient day-to-day operations. They bring analytical capabilities along with the people management skills required to move the organization forward.”

LYNNE CANNON, GLOBAL HEAD OF HUMAN RESOURCES,
NOVARTIS INSTITUTES FOR BIOMEDICAL RESEARCH

Through a combination of coursework and experiential education, students build entrepreneurial knowledge by working with faculty, advisors, other students, and entrepreneurs to grow their networks and access critical resources. Participating in individual and group projects, such as our Silverman Business Plan competition, students navigate the challenges endemic in the execution of ideas. Upon completion of this program, in addition to their MBA degree, students will receive the MBA Certificate in Entrepreneurship, fully empowered to work on new-venture creation.

Jeanne Lewis Executive-In-Residence 2003 “Risk and Reward: Knowing When to Make a Change”

In one year, Staples Direct.com's president, Jeanne Lewis, took the Internet retailer of office supplies from 25 to 400 employees and \$50 million to \$500 million in revenue.

After Lewis's stellar success at Staples, she left to co-found a new venture — a decision she considers her riskiest to date. In a talk before SOM students, Lewis reflected on her values and the reasoning that led to her decision. She spoke of the importance of knowing how, when, and why to make a change in business strategy, career, or personal life. She also discussed many of her unconventional decisions and what she sees as her next challenge.

Lewis was featured in SOM Professor Deborah Kolb's new book, *Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership Success*.



FACULTY PROFILE

Dr. Sylvia Maxfield, Associate Professor

Dr. Sylvia Maxfield spent her formative years in Germany and Italy, New York's Spanish Harlem, and Argentina. Combine that with a B.A. in economics and government from Cornell University, a Ph.D. in political economy from Harvard, ten years teaching at Yale, and a five-year stint on Wall Street evaluating emerging economies and markets, and you have one serious expert on international political economy. “Forty-five years of international experience undergirds the passion I bring to teaching economics in a world where global integration touches virtually every business endeavor,” says Maxfield. “As an instructor, I try very hard to teach economics as an applied subject relevant for business leadership in an era of globalization. I also highlight interdisciplinary approaches and integrate my courses with other parts of the MBA curriculum. I nurture a student-centered learning community and push the women in my classes toward higher-order analytical thinking.”



FACULTY PROFILE

Dr. Jill Kickul, Elizabeth J. McCandless Professor of Entrepreneurship

“There are many parallels between running a marathon and running a business,” says Dr. Jill Kickul, Elizabeth J. McCandless professor of entrepreneurship and avid marathon runner. “Entrepreneurship isn't always about the sprint and being the first innovator or mover. Entrepreneurs create a business that may be built on an incremental idea and plan out their expansion and changes in stages that complement the pace of the marketplace. They learn to persevere and make deals with themselves, especially in tough times — like around mile 18 or so.”

MASTER OF BUSINESS ADMINISTRATION

the art and science of leadership

In the 21st century's high-speed environment, organizational leaders and managers need to make quick decisions—to listen to others, assess information, and confidently make decisions they can justify. Regardless of their industry, they require knowledge and skill to manage the changes driven by globalization, technology, and entrepreneurship.

With an emphasis on scholarship as well as advanced business and management skills, the program covers the essentials of business—from finance and marketing, to international economics, quantitative analysis, technology and operations management, organizational behavior, and strategy. Learning takes place through group discussions, case study analyses, team projects, and collaborative research. Our curriculum extends beyond the basics of a classic business degree to address the effect of gender on leadership, communication, and management. Simmons uses the Harvard Business School case method, which enables students to analyze actual business scenarios and dilemmas as well as benefit from the diverse experiences of other students.

SOM graduates say the Simmons MBA program is transformational and provides a personalized experience that helps them achieve their individual goals. For some, this may entail a significant salary increase and/or promotion. Others use their MBA to follow their passions by shifting careers, launching new businesses, or preparing for a leadership role within their current organization. Students credit Simmons for teaching them how to think differently and see opportunities. They are confident in their abilities and are excellent at negotiating and navigating organizational politics.



LEADING RESEARCH, RESEARCHING LEADERS

SOM faculty conduct award-winning research in fields such as leadership, entrepreneurship, mentoring, gender, and organizational change.

For the past four years we have partnered with our lead corporate conference sponsor, Hewlett-Packard Company, to administer a computer-based survey to our annual Leadership Conference participants examining leading-edge issues relevant to women in management. In 2003, we examined generational differences among women in terms of career goals, the values that drive work and personal decisions, and perceptions of opportunities in the workplace. In 2004, we looked at women's aspirations for power, an incredibly timely topic, given the media focus on women "opting out" of the workforce and shunning leadership and power.

Our findings indicate that women do indeed aspire to leadership; they are committed to using leadership to strengthen their organizations and make a difference; they are comfortable with power and use it to positive ends; and they are not "opting out" because they shun responsibilities of leadership and power.

Teen Girls and Business

The SOM and The Committee of 200 (C200)—an organization of pre-eminent women business leaders—collaborated on a major research study on girls' perceptions of business. The Teen Girls on Business study provides a rich understanding of how middle and high school girls view business as a career and life opportunity. We examined the key factors affecting girls' attitudes toward their careers and their perceptions of business, and how these attitudes and perceptions differ from those of boys, as well as from girls of diverse racial/ethnic groups.

This study received extensive national attention in more than 150 outlets, including TV, radio, Internet, and print media such as *The Boston Globe*, *CNN*, *Financial Times*, *New York Times*, *Time* magazine, *Washington Post*, and others.



FACULTY PROFILE

Dr. Deborah Kolb,
Deloitte Ellen Gabriel Professor
for Women and Leadership

Dr. Deborah Kolb, the SOM's Deloitte Ellen Gabriel Professor for Women and Leadership, says that negotiation is a critical skill for women. "In the workplace today, it's up to you to create the conditions for your own success. At Simmons, we teach women to negotiate for the resources, the buy-in, and the backing they need to be successful in whatever they choose." On the faculty of the SOM since 1977 and the Harvard Law School's Program on Negotiation since 1987, Kolb received her Ph.D. from MIT's Sloan School of Management and is recognized internationally for her work on negotiation. Kolb also co-founded the SOM's Center for Gender in Organizations. "The SOM has firmly established itself as THE center for women, leadership, and management. Industry leaders that are committed to moving women ahead in their organizations partner with us to assist them in achieving their goals through leadership," Kolb said.

“Being able to act as the architect of a new position combining my passion for the arts and my newly minted MBA is extraordinary.”

ADELE STAFFORD MARCHBANK '03, FORMER EXECUTIVE DIRECTOR, STADIUM THEATRE FOUNDATION; CURRENTLY CEO, NATIONAL NEIGHBORHOOD DAY

VERSATILE DEGREE FOR INNOVATIVE THINKERS

Successful leaders are often creative individuals who know the business fundamentals, but also draw information and inspiration from liberal arts and other diverse perspectives. While nearly half of our students have undergraduate degrees in math, economics, and science, 54 percent have backgrounds in the humanities, arts, or social sciences.

STUDENT LIFE

SOM students enjoy extraordinary access to faculty, staff, alumnae, and their fellow students, in an intimate, small-campus setting; they consistently give high ratings to student services. Plus, SOM students have unlimited access to everything Simmons College offers, from state-of-the-art athletic facilities to libraries, technology resources, cultural amenities, health services, and more.

Life at SOM offers much more than that, however. We're entrepreneurs by nature. That's why students are encouraged to develop clubs and initiatives that serve their intellectual, social, and career needs. The Latina Club is a good example of entrepreneurial student leadership at work. Originally from Colombia, Marcela Aldaz-Osorio '06 co-founded and co-leads the Latina Club, which is establishing student relationships among SOM Latina alumnae, faculty, and Boston's Latino Professional Network.

Other SOM clubs include: consulting, entrepreneurship, ethics, finance & investment, and project management. In addition the Student Academic Council (SAC) serves as an information conduit among students, faculty, and administrators.



customized career support

Simmons MBA students represent a rich talent pool, with a wide range of experience and career goals. To meet their needs, the Career Services Office (CSO) provides tailored support, including individual career advising and employer advocacy—oftentimes involving faculty, other staff members, alumnae, and the dean. A customized online recruiting and job-posting database allows students and alumnae to research employment opportunities, and to learn about companies that are interested in Simmons MBA graduates. The SOM is unique in offering these services to students through their entire professional careers, and not simply upon graduation.

The Career Services team, which includes SOM faculty, offers an array of networking opportunities that personally connect students to prospective employers. These include career symposiums, employer luncheons, industry panels, and company presentations. In addition, the CSO conducts targeted outreach to organizations based on current economic climate and industry trends. This includes assessing students' interests, as well as which industries are growing and hiring, and then building personal relationships with the right hiring managers. The CSO, faculty, and the dean are all committed to making these contacts on behalf of SOM students. The CSO also provides a powerful career connection to the extensive network of successful SOM alumnae who serve as advisors, mentors, and employers.



FACULTY PROFILE

Dr. Stacy Blake-Beard
Associate Professor

Dr. Stacy Blake-Beard, associate professor and research faculty member at the SOM's Center for Gender in Organizations, received her M.A. and her Ph.D. in organizational psychology from the University of Michigan. Blake-Beard is passionate about excellence in teaching and research. Her thesis—“The Changing Face of Mentoring in Diverse Organizations”—launched 10 years of subsequent research on the topic of mentoring. With more than a dozen publications and numerous presentations on the topic, she has firmly established herself as an expert on mentoring and is quoted extensively by the local and national media. “The support and guidance offered by mentoring relationships is becoming increasingly important in the career advancement of women. Organizations are also using mentoring as a tool to increase employee retention and expand their opportunities for leadership development,” she said.



Career Tools

Career Strategies—a required course—presents a systematic approach to career exploration useful to our students at every stage of their career growth, whether they are ready to move up to the next step in their current organization, find a new employer, or change careers. Students start with a rigorous exploration of their skills, interests, and values through a series of diagnostics to clarify their career goals. Subsequently, skills in all facets of job hunting or positioning for promotion are covered, including résumé and cover-letter writing, industry research, and networking.

in good company

A PERSONAL AND PROFESSIONAL NETWORK

One of the great things about Simmons is the talented company you'll keep. The relationships you make will last a lifetime. SOM students, on average, have eight years work experience in fields as diverse as financial services, technology, marketing, teaching, art, telecommunications, medicine, and law. Our graduates are women who choose to lead, ranking among some of the finest management professionals in their fields and frequently honored for their skill and innovation. We are proud of their achievements. Here are some of their fields and organizations:

Fields and Employers

FIELDS	REPRESENTATIVE EMPLOYERS
Architectural/Engineering/Design and Construction	Raytheon, Sasaki Associates, Turner Construction
Banking and Financial Services	American Express Financial Advisors, Bank of America, Citizens Bank, Deutsche Bank, Fidelity Investments, Goldman Sachs, Mellon Financial Company, JP Morgan Private Bank, Northern Trust, Solomon Smith Barney, State Street Corporation
Biotech/Pharmaceutical	Genzyme Corporation, Millennium Pharmaceuticals, Novartis, Pfizer, Inc.
Consulting	ABT Associates, Boston Consulting Group, Catalyst, Towers Perrin, Unisys
Education	Harvard University, Johns Hopkins University, Massachusetts Institute of Technology, UCLA
Health Care	Blue Cross Blue Shield of MA, Children's Hospital (Boston), Dana-Farber Cancer Institute, Partners Healthcare System, Inc.
Hospitality/Travel	Four Seasons Resort, Harrah's Entertainment, Starwood Hotels and Resorts Worldwide, Walt Disney World
Nonprofit	American Cancer Society, Center for Women in Enterprise, Museum of Modern Art, U.S. Agency for International Development (USAID)
Marketing/Advertising	Digitas, Monster Worldwide
Professional Services	Deloitte, PricewaterhouseCoopers
Technology	EMC Corporation, Hewlett-Packard, IBM Corporation, Sun Microsystems
Venture Capital	Advanced Technology Ventures, Highland Capital Partners, TA Associates
Consumer Products	3M, General Mills Corporation, Kraft Foods, Stoneyfield Yogurt, The Gap, TJX Companies

a sample of SOM alumnae

Patricia O'Brien '77
Deputy Dean, Harvard College

Gail Deegan '78
(former CFO) Board Member, TJX Companies and EMC Corporation

Helen Drinan '78
Chief HR Officer and Senior Vice President; Caritas, Christi Corporate Offices

Laura Vennard '78
Chief Financial Officer of Housing Investments Preservation of Affordable Housing, Inc.

Deanie Leonard '79
Division Chief, Data Management and Analysis; Maryland Department of Health and Mental Hygiene

Ann Marie Sardini '79
CFO, Weight Watchers, Inc.

Barbara Tsarnas '79
Director, Deutsche Bank NYC

Gail Long '80
Group Executive, Large Corporate and Specialized Banking President; Citizens Capital Inc.

Susan Paresky '81
Senior Vice President, Development; Dana Farber Cancer Institute

Janine Dusossoit '82
Vice President, Investor Relations; Safeguard Scientifics, Inc.

Kathleen Murray '82
Managing Director, Massachusetts Water Resources Authority

Indira Patel '83
President and CEO, New England Office Supply, Inc.

Paula Hindle '88
VP, Patient Care Services; Loyola University Medical Center

Marianna Halari '94
Senior Scientist/Program Manager, Bausch and Lomb

Denise Coll '95
Regional VP of Operations, Starwood Hotels and Resorts Worldwide

Sibylle Scherer '96
Head of Strategic Marketing, ESCADA AG, Munich, Germany

Wendy Sheehan '97
Vice President, Engineering; Basis Technology

Yuen Annie Chin-Louie '99
Director of Community Impact, United Way of Massachusetts Bay

Donna Fernandes '00
President/CEO, Buffalo Zoo

Trish Fleming '01
Executive Director, MIT Enterprise Forum of Cambridge

Juliette Mayers '01
Director, Sales Planning & Performance, Blue Cross Blue Shield of MA

Sara McLean '03
Sr. Financial Analyst in Marketing, Harrah's Entertainment

Gayle Sauer '03
Director, Compensation and Benefits; Monster Worldwide

Amy Torres '03
Director of Revenue Management, Holiday Inns of Boston/ Intercontinental Hotels Group

Sachiko Awai '04
Director of Marketing, Moet Hennessy, Louis Vuitton, Guerlain, Japan

profile of recent MBA class

MBA program option

- 30% full-time
- 70% part-time

Background

- 25% of African, Latina, Asian, or Native-American descent
- 11% international
- Age range 23-48

Education

- 54% hold undergraduate degrees in the humanities, arts, social sciences
- 46% hold undergraduate degrees in math, economics, science

Work experience

- 57% worked for profit organizations
- 30% worked for nonprofit organizations
- 5% worked in the public sector
- 8% were entrepreneurs

Nations represented in recent classes

Albania, Australia, Barbados, Belgium, Bermuda, Brazil, Bulgaria, Canada, Chile, China, Colombia, Curacao, Denmark, France, Germany, Greece, Honduras, Hong Kong, India, Indonesia, Ireland, Israel, Ivory Coast, Japan, Kazakhstan, Korea, Malaysia, Moldova, Nepal, Nigeria, Pakistan, Peru, Philippines, Poland, Russia, Singapore, South Africa, Spain, St. Croix, Switzerland, Tanzania, Thailand, The Netherlands, Turkey, Uganda, United Kingdom, Venezuela, Vietnam



“There are currently five Simmons School of Management graduates at the Massachusetts Executive Office of Health and Human Services (EOHHS). EOHHS is an \$11 billion enterprise made up of 17 state agencies and more than 23,000 employees. These five women are part of our financial management operation, in fact, it is led by a Simmons Management grad. They are outstanding professionals in all aspects of their job — financial analysis, organizational management, complex relationship management, work ethics, and integrity. I only wish we had ten more!”

STEVE KADISH, UNDERSECRETARY OF HEALTH AND HUMAN SERVICES,
MASSACHUSETTS EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES



THE SIMMONS SCHOOL OF MANAGEMENT CULTIVATES

community and collaboration in the heart of Boston

AND OFFERS THE RESOURCES NEEDED TO

ENHANCE PERSONAL AND PROFESSIONAL GROWTH.



ABOUT SIMMONS

an empowering education

Decades before women in America gained the right to vote, Boston businessman John Simmons had a revolutionary idea — that women should be able to earn independent livelihoods and lead meaningful lives. It was this same spirit of inclusion and empowerment that produced the first African-American Simmons graduate in 1914 and created one of the only private colleges that did not impose admissions quotas on Jewish students during the first half of the 1900s.

Since 1899, Simmons has offered a pioneering liberal arts education for undergraduate women integrated with professional work experience. Today, Simmons encompasses the many benefits of a small university. We offer renowned coeducational graduate programs in health studies, education, liberal arts, communications management, social work, and library and information science. We also offer the only MBA program specifically designed for women. We value the many dimensions of identity — including race, class, ethnicity, sexual orientation, and gender identity — and reflect that in our curriculum, affiliated organizations, and community partnerships.

Simmons College consistently ranks among the nation's top schools in its category in the *U.S. News & World Report* annual survey. That's no surprise. Simmons educates people who share a passion for learning, a commitment to community, and the determination to make a difference.

“How can I help?” You will hear this question frequently at Simmons, where a passion for service defines our character. Simmons produces some of the best organizational leaders, teachers, librarians, social workers, and health-care professionals around, and Simmons graduates enter the workforce with a dedication to make the world a better place. Sound idealistic? It may be, but it's been our mindset for more than a century. At a time when society risks focusing on wealth and self-interest at the expense of others, we believe that Simmons offers an important and timely prescription.



VALUES IN ACTION

- The Center for Gender in Organizations at Simmons strives to improve organizational effectiveness by strengthening gender equity and diversity in the workplace.
- The Scott/Ross Center for Community Service coordinates service learning and volunteerism with community partners in the Greater Boston area.
- Simmons Institute for Leadership and Change sponsors a broad variety of programs that help initiate social change for women, including needs of multi-ethnic/multicultural women.





VISIONARY WOMEN

As revolutionary as John Simmons was in 1899, the founders of the SOM continued the legacy. Fast forward to 1973 when two Harvard management professors saw the need for a new kind of business degree: one that delivered business fundamentals, incorporated Harvard's case-study method, and also taught the role of gender in organizational effectiveness and leadership. Drs. Margaret Hennig and Anne Jardim presented their plan to Simmons and founded the first MBA program in the world designed specifically to help women succeed as leaders and managers.

“The Simmons MBA has been the path to leadership for some of our most valued associates. With the benefit of a Simmons MBA, they’re able to combine analytical perspective with a deep understanding of how strategy and execution come together. In every part of our business, they’re using their talents and training to make real contributions to our success.”

BRIAN MOYNIHAN, PRESIDENT, WEALTH AND INVESTMENT MANAGEMENT, BANK OF AMERICA



professional collaboration

IN THE HEART OF BOSTON

Since the era of 18th-century clipper ship trade, Boston has been a leader in world commerce. The region has a longstanding reputation for finance, real estate, electronics, and health care. Route 128 thrives as a highway for high-tech business — while new ventures include biotechnology, medical instrumentation, and multimedia services. Boston’s prestigious academic institutions, think tanks, and nonprofit organizations are internationally acclaimed.

The SOM invests in building strategic partnerships with businesses, nonprofit organizations, and other educational and research organizations in Boston and beyond. These partnerships provide career opportunities for our students, research opportunities for our faculty, and access to executives who come to share experiences in the classroom. At the same time, our partners turn to us for expertise, programs, and sponsorship opportunities.

The SOM partners with Verizon by providing MBA and executive education for its women managers, referring students for job opportunities, and fielding SOM faculty as speakers. With funding from John Hancock Financial in Boston, the SOM has partnered with the Commonwealth Institute to place new MBA graduates as externs to help women of color entrepreneurs build their businesses. And, Hewlett-Packard provides both high-level sponsorship for our Leadership Conference and funds for faculty research. Citizens Bank provides funding for MBA scholarships, and its foundation funds our *Leading Women Entrepreneurs* series.





“While attending the 2004 SOM Leadership Conference, I listened to Jane Fonda talk about starting the next chapter in her life. I knew right then that I, too, had an opportunity to embrace a new chapter in my life — and that I could do so with confidence and excitement. After all the years of staying connected to the SOM because I valued the managerial education I received there and because I recognized the merit of the SOM network, it was satisfying to realize the school could still have an important impact on my career.”

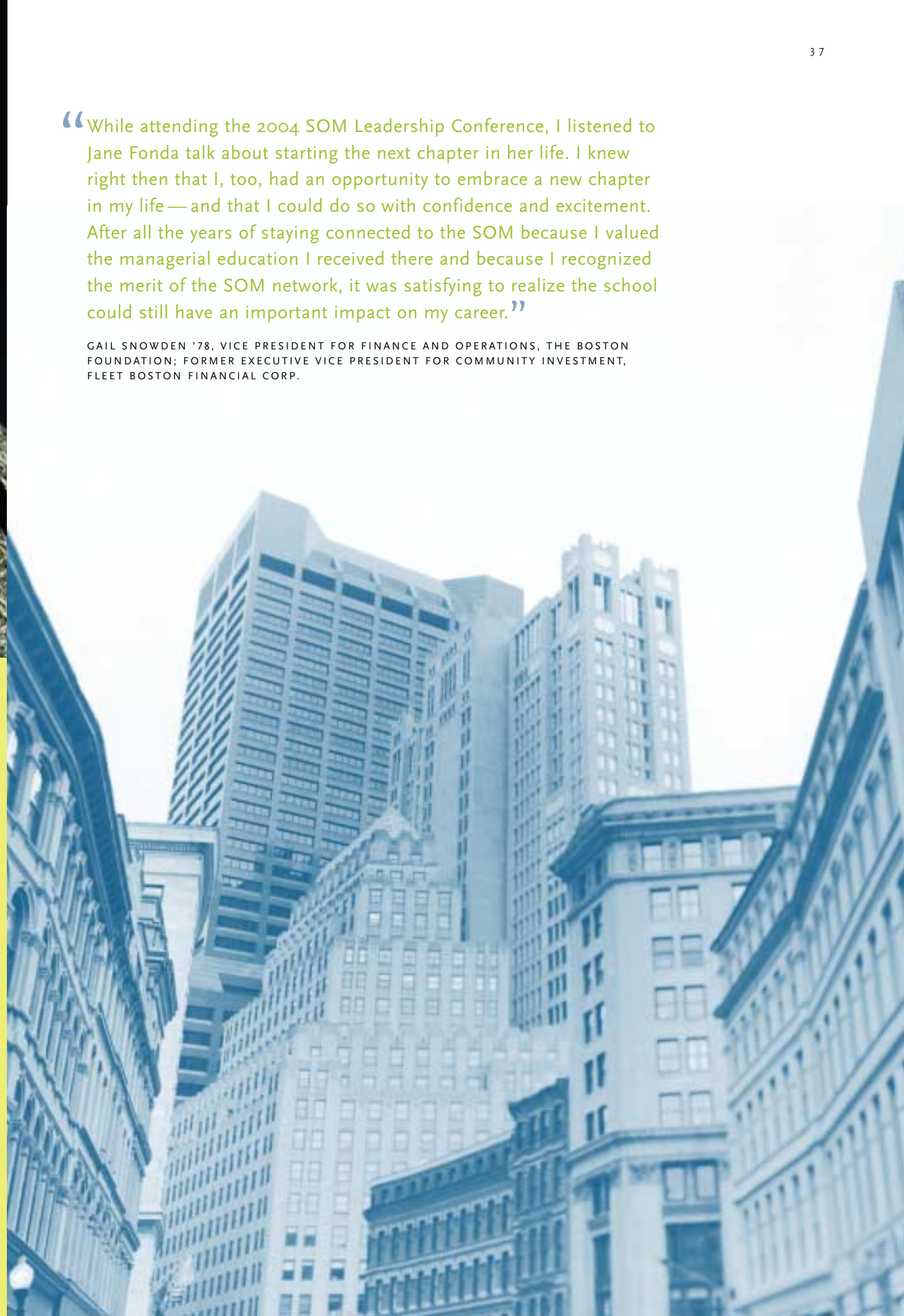
GAIL SNOWDEN '78, VICE PRESIDENT FOR FINANCE AND OPERATIONS, THE BOSTON FOUNDATION; FORMER EXECUTIVE VICE PRESIDENT FOR COMMUNITY INVESTMENT, FLEET BOSTON FINANCIAL CORP.

the business of life

IN A CAPITAL OF COMMERCE

Boston is big league in every sense but size — and so is Simmons! Our small but influential community attracts students and faculty who give it life and shape its character. The historic Simmons campuses are located in Boston's Fenway and Back Bay neighborhoods, which are alive with music and fine arts, medical care and research, commerce and politics, and the vibrancy of a small community in the heart of a great city.

The SOM shares the Back Bay with some of the city's best shopping and dining, as well as the Hancock Tower, Copley Place, the Prudential Center, and the Hynes Convention Center. Imagine spending a morning at the Boston Public Library or at the incomparable Isabella Stewart Gardner Museum next door to the Simmons main campus, followed by lunch on cosmopolitan Newbury Street, a feisty Red Sox game, or a Boston Pops concert — all within walking distance of the SOM. Boston's public transportation system, the Massachusetts Bay Transit Authority — a.k.a. the “T” — also provides easy access to the city's many eclectic neighborhoods.



“The MBA program at the SOM changes you, intellectually and emotionally. And when you leave, you have the confidence you never dreamed of. And that does wonders for your career.”

MARY FINLAY '90, DEPUTY CHIEF INFORMATION OFFICER
AT PARTNERS HEALTHCARE SYSTEM, THE LARGEST NONPROFIT
EMPLOYER IN MASSACHUSETTS

School of Management frequently asked questions

1. HOW CAN THE SOM MODEL THE “REAL WORLD” WITH ONLY WOMEN IN THE CLASSROOM?

Our MBA is academically rigorous. We use the Harvard case study method, which models real-world decision-making drawn from real-life examples. Our small size and accessibility mean that students become actively engaged in problem solving, often discussing their own professional experiences in a powerful, intimate exchange of ideas.

As for the lack of men in the classroom, we believe this is a singular strength. In most MBA programs, women make up 25–30 percent of the students. At Simmons, our students benefit from full participation in the classroom and on team projects. Our learning environment is conducive to women being confident to formulate and defend their ideas. It doesn't get any more “real world” than that!

2. IS THE SIMMONS MBA “SOFT”?

Far from it! Our MBA is intellectually demanding and highly regarded. We provide all the qualitative *and* quantitative tools needed to succeed.

We take issue with the terms “hard” and “soft.” The former includes disciplines such as accounting, finance, and economics. These are essential, of course, and our offerings in business fundamentals are among the very best. However, the so-called “soft” skills mean guiding people through ever-changing times with clarity, conviction, and commitment. It's called leadership, and the need for great leadership has never been more apparent than now. So while some still call them “soft” skills, we maintain that the hardest of “hard” skills is choosing to lead and communicate effectively — and ethically!

We can and must practice leadership in ways that counteract the recent episodes of corporate mismanagement and malfeasance. That's why SOM prepares students to accept and address all challenges facing managers today — from meeting quarterly financial expectations to promoting an equitable work environment, to attracting and retaining the best employees.

3. WHERE DOES THE SOM PLACE IN BUSINESS SCHOOL RANKINGS?

Many business school rankings, such as *Business Week*, use size as an eligibility criterion, and Simmons is not large enough to be included in their rankings. However, it's our small size that makes us such a great fit. Our students receive highly personalized attention from faculty and fellow students that's just not available at the large schools. You won't get lost in the crowd at SOM, which places us — and you — at the top of any list of what counts most.



admission and scholarship information

ADMISSION REQUIREMENTS

The Simmons MBA admissions committee seeks applicants who demonstrate leadership potential, possess at least two years' full-time work experience, and are prepared for a rigorous course of study.

All candidates are required to submit the following materials:

- A completed application form, including essays
- A non-refundable application fee of \$75
- Three letters of recommendation
- An official transcript(s) of all undergraduate and graduate-level courses
- An official GMAT score report
- A current résumé

Candidates may apply online or download an application from the SOM web site: www.simmons.edu/som/mba/application.html.

Application Deadline

The School of Management has a rolling admissions policy. For fall enrollment, the suggested timeframe for submitting applications is June 30. For spring enrollment, it's December 1.

INTERNATIONAL STUDENTS

Simmons welcomes applications from international students. Students for whom English is not their first language must submit an official Test of English as a Foreign Language (TOEFL) score that demonstrates satisfactory proficiency.

International students must also submit an International Declaration and Certification of Finances (DCF) form along with original bank statements to demonstrate ability to pay tuition and living expenses while enrolled at Simmons. The DCF form may be found at: www.simmons.edu/som/mba/application.html.

Upon acceptance, copies of the student's visa, passport, and receipt of SEVIS I-901 fee payment must be submitted to generate an I-20 form.

SOM ACCREDITATION

Simmons College is accredited by the New England Association of Schools and Colleges (NEASC), the nation's oldest regional accrediting body. Established in 1885, NEASC serves 1,800 schools, colleges, and universities. The SOM is in the preaccreditation process for accreditation from AACSB, the Association to Advance Collegiate Schools of Business. Founded in 1916, the AACSB encourages peer review and continual improvement. Simmons has also received considerable external recognition, having been named "Best in New England," 2004 *Princeton Review*, and "Best College" (Master's Level University, Northern U.S.), 2004 *U.S. News & World Report*.

FINANCING YOUR DEGREE

At Simmons, we understand that financing your degree is an important consideration, and we are proud to offer merit-based scholarships to both full- and part-time students. All merit-based scholarships are awarded to students based on demonstrated academic achievement, managerial experience, and leadership potential. Merit-based scholarships are awarded in two forms: Dean's Merit Scholarships and Graduate Assistantships (GAs).

Scholarships for full- and part-time students are funded by proceeds from SOM's Annual Leadership Conference and organizations such as Citizens Bank and the Strategic Mindshare Foundation, as well as from numerous alumnae who have given back generously.

GAs require a 10-hour-per-week time commitment and are typically available in the areas of faculty research, fundraising & development, marketing and admissions.

U.S. citizens and permanent residents qualify for need-based financial assistance in the form of federal loans. A complete financial aid application includes the Simmons Application for Graduate Financial Aid and the Free Application for Federal Student Aid (FAFSA).

For more information, contact Student Financial Services at 617-521-2001 or visit its web site at www.simmons.edu/sfs.

www.simmons.edu/som

EMPLOYER TUITION REIMBURSEMENT

Applicants to the part-time program should contact their human resources office to learn more about their company's tuition-reimbursement plan. The Employer Reimbursement Payment Agreement (ERPA) is a deferred-payment plan for students whose employers provide tuition reimbursement at the end of the semester after grades have been issued. Students covered by ERPA do not have to make up-front tuition payments for their employer's portion of the tuition, but can defer payment of the employer's portion until three weeks after grades have been mailed. Many part-time students take advantage of this program.

FOR MORE INFORMATION

Please contact the SOM Admission Office at 617-521-3840 or somadm@simmons.edu if you have questions about the program tracks, application process, or how you will finance the degree. We are happy to schedule informational interviews and/or a class visit. We also encourage you to attend one of our admission events. Visit our web site for event dates and information at www.simmons.edu/som.



SIMMONS

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www.simmons.edu/som

honoring our educational promise

Placing students first is a priority at Simmons. We view this as our fundamental responsibility — as an educational promise that underscores our commitment to you. Too many schools lose sight of the implicit agreement they have with students, but we believe you should expect your school to always keep your welfare in mind and at heart. The Simmons experience is as thought-provoking as it is thoughtful. We focus on students and challenge them to grow personally and professionally.

For more than 100 years, Simmons has provided exceptional professional preparation with an emphasis on community building and intellectual exploration — because all three approaches are necessary for success.

Simmons College does not discriminate unlawfully on the basis of race, color, national origin, age, sex, disability, sexual orientation, religion, ancestry, genetic information, or veteran status in admission to, access to, treatment in, or employment in its programs and activities in accordance with state and federal law, including but not limited to, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, the Age Discrimination Act of 1975, and the Code of Federal Regulations Parts 100, 104, 106, and 110. The College's Director of Human

Resources, 300 The Fenway, Boston, MA, 02115 (telephone: 617-521-2084) has been designated to handle inquiries regarding the College's nondiscrimination policies concerning employment. All other inquiries should be directed to the Office of the President, Simmons College, MCB 202, 300 The Fenway, Boston, MA, 02115 (617-521-2073). Inquiries concerning the application of nondiscrimination policies may also be directed to the Assistant Secretary for Civil Rights at the U.S. Department of Education, Office for Civil Rights, 330 C. Street, SW, Washington, D.C., 20202.