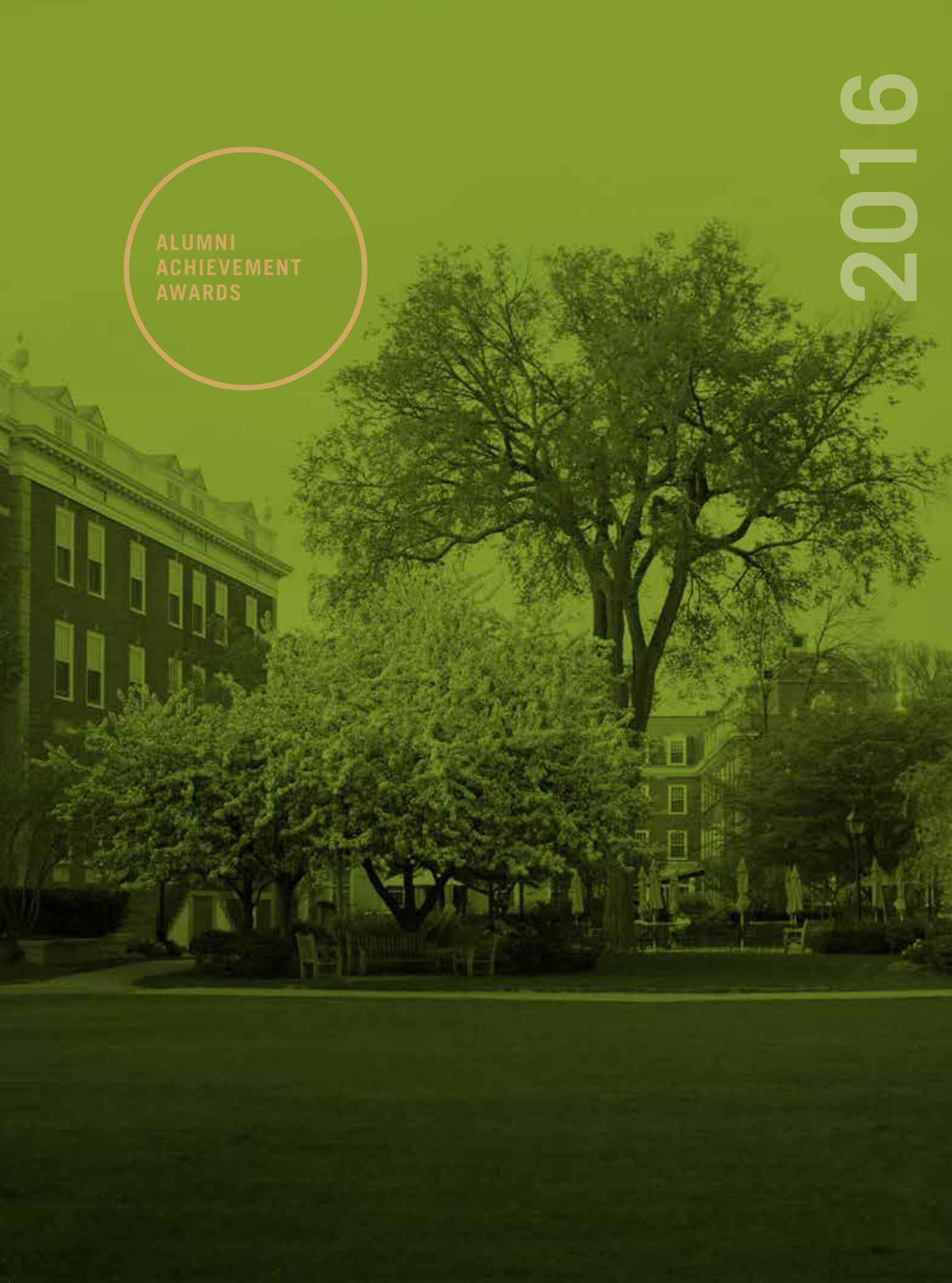


ALUMNI  
ACHIEVEMENT  
AWARDS

2016





The mission of Harvard Business School is to educate leaders who make a difference in the world. Every day more than 80,000 HBS graduates strive to make these words a reality in a wide array of organizations that affect the lives of millions of people around the globe. Since 1968, the School has selected a number of outstanding men and women to receive its most important honor, the Alumni Achievement Award. Throughout their careers, these distinguished graduates have contributed significantly to their companies and communities while upholding the highest standards and values in everything they do. As such, they represent the best in our alumni body. Exemplary role models, they inspire all those who aspire to have an impact on both business and society.





# Mary Callahan Erdoes

MBA 1993

Chief Executive Officer  
J.P. Morgan Asset Management

It's hard to talk with or about Mary Callahan Erdoes for more than five minutes without the notion of EQ and IQ coming up. Erdoes is someone who has both emotional and intellectual intelligence—in spades. The combination of compassion and analytical skills serves her well as she blazes a trail in the upper echelons of the banking world.



## TIMELINE

- 1967 Born, Menlo Park, California
- 1989 Earns BS, Mathematics, Georgetown University
- 1989 Joins Bankers Trust, Analyst
- 1993 Earns MBA
- 1993 Joins Meredith, Martin & Kaye, Portfolio Manager
- 1996 Joins J.P. Morgan Global Investment Management, Portfolio Manager
- 2005 Named CEO, J.P. Morgan Private Bank
- 2005 Joins Board of Directors, U.S. Fund for UNICEF
- 2009 Named CEO, J.P. Morgan Asset Management
- 2013 Launches Women on the Move initiative at JPMorgan Chase
- 2013 Named to Federal Reserve Bank of New York's Investor Advisory Committee on Financial Markets
- 2013 Named Most Powerful Woman in Finance by *American Banker*
- 2016 Joins Board of Directors, Robin Hood Foundation

### *From top:*

Erdoes chats with a colleague; JPMorgan Chase's New York headquarters; picking up her daughters from school.

“To be successful you need to have a passion not just for the job itself, but for the people you are doing it with.”

Erdoes recently celebrated her 20th year with J.P. Morgan. A member of the firm’s operating committee, she has run the Asset Management division, a global leader in investment management and private banking, since 2009. Her group’s record-setting performance is unheard of in this volatile industry. Frequently cited as the most powerful woman on Wall Street, Erdoes leads a hugely complex global business “with an iron fist in a velvet glove,” as her boss, Jamie Dimon (MBA 1982), puts it.

The eldest of four and the only daughter, Erdoes grew up in Wilmette, Illinois, where her father was an investment banker and her mother a stay-at-home mom. She cites her family, including four grandparents, as major influences. “There weren’t a lot of dolls in our house,” says Erdoes, who rode horses competitively until she went to Georgetown University.

Erdoes majored in mathematics and joined Bankers Trust when she graduated in 1989. “It was a rough time in the markets—baptism by fire,” she says, noting that her two intense years there were great training, as was her time at HBS. “If you can master the case method, you can do anything. Organizational behavior, manufacturing, the Cranberry case, it all got fused in my brain,” she says. “I carry with me what I learned at HBS every day.”

She also met Philip Erdoes, a classmate, while working out at Shad. She pursued him, and it worked out: the pair married four years later. Her eyes light up when she de-

scribes their life together: “He brings the intelligence and humor to the family,” she says. “I provide the annoying discipline.” Both CEOs, they find raising three daughters in New York City “a little exhausting, sometimes unnerving, but always sheer joy.” Family dinners—technology free—happen most evenings; weekends are usually spent in hotels for gymnastic tournaments; and summer vacations consist of touring national parks in an RV.

Erdoes is equally at home running morning markets meetings with thousands of people—which she does every week—as she is mentoring staff one-on-one. “If I could be a mentor to all 22,000 employees, I would,” she says. “I love helping others discover things about themselves so they can blossom and grow.” She’s also grateful to those who have mentored her. “One of the people I learned the most from was a guy who was the polar opposite of me,” she says. “He taught me more about how to manage than anyone.”

Given the criticism of banks in recent years, Erdoes is sometimes put on the defensive. “I am proud to be a banker. We work with major endowments, foundations, and countries that entrust us with their money. We assist millions of people every single day—to buy their first home, get their first credit card, or pay for college. I have a passion for helping people.”

Mary Callahan Erdoes is also passionate about giving back to society and is particularly interested in supporting women and children. She has served on UNICEF’s board of directors since 2005 and recently joined the board of the Robin Hood Foundation, an organization that fights poverty in New York City. Aiding struggling families in all parts of the world, she says, “is the most rewarding thing you can do.” UNICEF CEO Caryl Stern is full of appreciation and admiration. “Mary is truly part of this organization,” she says. “No matter how crazy her schedule might be, she finds time to give back. And she does it consistently, quietly, generously, and brilliantly.”







# Alan F. Horn

MBA 1971

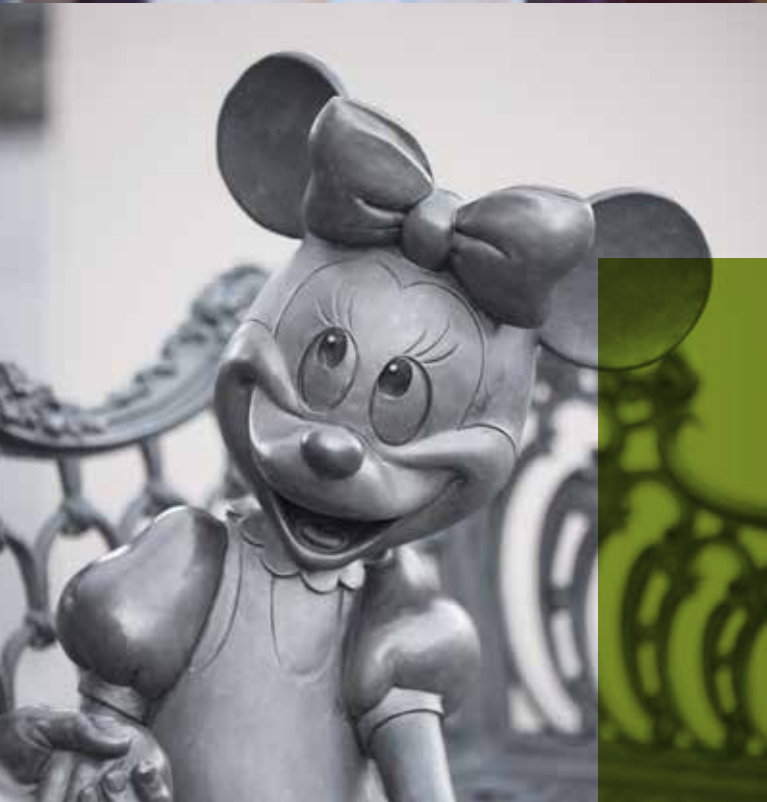
Chairman  
The Walt Disney Studios

After two years working on the Ivory Soap account at Procter & Gamble, Alan Horn was approached by Hollywood legend Jerry Perenchio, a partner of Norman Lear, the renowned creator of *All in the Family*. “I had no experience in the entertainment business, I had never been to Hollywood, and I didn’t know anyone there,” says Horn. “He said, ‘You’re perfect,’ and hired me. He wanted a blank slate.”



*From top:*

Horn in his Burbank office; one of Disney's iconic characters; on the Marvel set of *Captain America*.



## TIMELINE

- 1943 Born, New York, New York
- 1964 Earns BA, Economics, Union College
- 1971 Earns MBA with Distinction
- 1971 Joins Procter & Gamble
- 1973 Joins Tandem Productions, later Embassy Communications; named CEO
- 1985 Named President and COO, 20th Century Fox
- 1987 Cofounds Castle Rock Entertainment; named Chairman and CEO
- 1989 Castle Rock produces *When Harry Met Sally* and *Seinfeld*
- 1999 Named President and COO, Warner Bros.
- 2004 Awarded Pioneer of the Year, Will Rogers Motion Picture Pioneers Foundation
- 2010 Receives Honorary Doctor of Fine Arts from Union College
- 2012 Named Chairman, The Walt Disney Studios

Perenchio was not the first—or the last—to see a talent in Horn that had not yet been fully developed. “He took a chance on me,” says Horn, who moved from Cincinnati to Los Angeles, where he launched a career in entertainment that included cofounding (with Rob Reiner) Castle Rock Entertainment and running Warner Bros. before taking over Disney’s studio division.

Horn’s gentle manner is fueled by respect for others and a natural confidence. When he arrived at Disney, hired by CEO Bob Iger to help heal a troubled group, he employed his tried-and-true method of watching, listening, and insisting on collaboration. “One of the few things that is good about aging,” says the wry Horn from his perch amid Hollywood’s youth-obsessed culture, “is the experience that comes with time.”

Alan Horn was born in New York City, the second of three children, and raised on Long Island by working-class parents. His mother worked with a firm that booked trial dates and his father tended bar and later ran a liquor store. By the time Horn was in the ninth grade, they had moved eight times. While their finances weren’t stable, the family was built on a solid foundation of love. After graduating from Union College, Horn fulfilled his ROTC scholarship by serving in the Air Force in Korea and then came to HBS, where he graduated with distinction.

Horn thrived as Perenchio’s business associate and eventually was asked—by producer Lear—to oversee the creative side of the business. Initially met with skepticism by the writers, within a few months Horn had won them over. He went on to lead Tandem Productions—later called Embassy Communications—for more than a decade.

In 1987, Horn partnered with Reiner and three others to launch Castle Rock Entertainment. After the success of their first movie—*When Harry Met Sally*—they produced numerous box-office hits as well as *Seinfeld*, one of the

“If one just puts his head down and works and treats the people around him with respect, I think all good things flow from that.”


most popular television shows ever. He then joined Warner Bros., greenlighting film projects that included three *Batman* films, *Happy Feet*, and one of Hollywood’s biggest sensations, the *Harry Potter* series.

That success has continued at Disney. “Getting Alan to work for us is one of the big achievements of my career,” says Bob Iger. Under Horn’s leadership, Disney has produced *Frozen*, *The Avengers*, *Inside Out*, and the 2015 *Star Wars* film, which set box-office records and was well received by critics.

Horn couldn’t be happier at Disney, where he is known for his sentimental reactions to films: If he isn’t moved at a screening, filmmakers know they have a problem. Emotion comes easily to him—at the mention of his deceased parents as well as when he talks about his wife of 33 years, Cindy, and their two daughters. “The girls are our biggest accomplishment,” he says. It is concern for future generations, in fact, that inspired the Horns to cofound the Environmental Media Association. He also serves as a vice chair of the Natural Resources Defense Council.

Hollywood can be a cutthroat world, and many successful people leave a wake of damage, but Alan Horn is not one of them. Former and current colleagues are in awe of his talent, his demeanor, and his thoughtful approach to people and problems. “Alan is a real rarity in our business,” says Rob Reiner. “He’s a nice guy who finishes first.”





# W. James McNerney Jr.

MBA 1975

Retired Chairman  
The Boeing Company

At 66, Jim McNerney still plays ice hockey. One of his Frozen Assets teammates, who met him on the ice some 50 years ago, says McNerney remains the player who makes other people better. He sets them up for a shot and passes the puck at the right moment—sacrificing his own goal to help others make theirs.



*From top:*

McNerney addresses HBS students on campus; Boeing's commercial airplanes at the company's corporate offices in Chicago; visiting with his brother Pete.



## TIMELINE

- 1949 Born, Providence, Rhode Island
- 1971 Earns BA, American Studies, Yale University
- 1975 Earns MBA
- 1975 Joins Procter & Gamble, Brand Manager
- 1978 Joins McKinsey & Company, Consultant
- 1982 Begins 19-year tenure at General Electric
- 1997 Named President and CEO, GE Aircraft Engines
- 2000 Named Chairman and CEO, 3M
- 2005 Named Chairman, President, and CEO, Boeing
- 2015 Named CEO of the Year  
by *Chief Executive* magazine
- 2016 Retires from Boeing

Whether McNerney first learned how to be a team player on the ice or off of it is hard to say, but it is a winning formula that has led to exemplary leadership in three Fortune 100 companies.

At the helm of Boeing for the last decade before stepping down recently, McNerney succeeded in helping the roughly 160,000-employee firm find its way forward after a series of mergers and acquisitions, high-profile ethical missteps, and some tough business challenges. His job was to build on strengths, connecting what was good with what could be better. “Boeing had struggled to stitch together four companies and cultures,” says McNerney. “The trick was to create a stronger fifth culture that retained some of the original essence of each.” During his tenure, Boeing recaptured the top position in the global aerospace industry as well as in commercial airplanes. It also maintained its historic leadership in human spaceflight while consistently producing strong financial results.

One of McNerney’s first orders of business when he arrived at Boeing was to repair relationships with the company’s largest customer, the federal government, which were damaged by malfeasance that had occurred prior to his arrival. He believed a company-wide commitment to ethical behavior was the only way to right the ship. “You have to tackle problems head on and fix them,” says McNerney, who tested his crisis management chops again when confronting delays, cost overruns, and reliability problems with the highly anticipated 787 Dreamliner, which today is an industry leader in sales and fuel efficiency.

Jim McNerney grew up outside of Chicago. His father taught economics and his mother raised McNerney and his four younger siblings. An American studies major at Yale, he came to HBS for business training that would help him hone his natural leadership abilities. “I liked the compete-and-cooperate culture at HBS,” says the social chair of Section B. “You help each other and you want to be the best.”

McNerney furthered his education through positions at the gold standards in marketing and consulting: Procter &

Gamble and McKinsey. He then began a 19-year career at General Electric, rising to run several divisions, including GE Aircraft Engines. He was one of three leaders groomed to take the helm, but he didn’t get the job. Someone who learns from setbacks, McNerney spent the next five years leading 3M, known for its industrial, technology, and consumer products, including Scotch tapes and Post-it notes.

While at Boeing, McNerney defined, built, and nurtured a culture that emphasizes both individual accountability for getting one’s job done and a shared responsibility for the company’s overall success. He significantly heightened focus on leadership development, including crafting his own succession plan to ensure a seamless transition in the company’s 100th year. After hand-picking Dennis Muilenburg as his replacement, the two worked side-by-side for 18 months before Muilenburg assumed the CEO role. “He’s made me a better leader,” says Muilenburg. “The fact that he took time to invest in me and that he has a passion for mentoring has been fantastic.”

Newly retired, McNerney admits one of his biggest joys in life for 40 years—on par with his 30-year marriage and his five kids—has been work. Although he’s passed the baton at Boeing, he will keep mentoring future generations, including at HBS, and he’s excited to have more time to apply his leadership skills to his community as a board member and through volunteer activities. McNerney will also, no doubt, continue to exercise them on the ice.

“I believe you have to approach things positively. It’s all about the attitude you bring. If you obsess on obstacles, you’ll find obstacles.”







# Sunil B. Mittal

OPM 27, 1999

Founder and Chairman  
Bharti Enterprises

With a magnetic smile, an exemplary work ethic, and an ability to inspire others to rally around his vision, Sunil Mittal easily could have followed in his father's footsteps and earned a name for himself as a politician. Instead, he chose to focus his talents on changing the world as an entrepreneur.



*From top:*

Children at one of the schools run by the Bharti Foundation; Mittal in his office; Bharti's New Delhi headquarters.



## TIMELINE

- 1957 Born, Ludhiana, Punjab, India
- 1976 Earns BA, Economics and Political Science, Panjab University
- 1976 Founds Bharti Enterprises
- 1982 Becomes largest importer of generators in India
- 1985 Launches Bharti Telecom
- 1992 Launches Bharti Cellular
- 1999 Completes OPM Program
- 2002 Bharti Airtel lists on Indian bourses through IPO
- 2004 Airtel becomes India's largest mobile operator
- 2006 Launches Satya Bharti School Program to educate India's rural underprivileged children
- 2010 Acquires mobile operations of Zain in 15 African countries
- 2012 Launches India's first 4G service
- 2013 Elected Vice Chair, International Chamber of Commerce
- 2014 Bharti's Airtel launches 4G in Africa



“Phones were not allowed to be imported, but electronic parts were permitted. So we bought phones in Taiwan, disassembled them, put them in different cases, imported them as parts, and put them together. That is how India’s first push-button telephone was born.”

Growing up in Ludhiana, a large city north of Delhi, Mittal was the middle of three sons. He enjoyed cricket more than books, and after graduating from Panjab University at the age of 19, he and a friend set up a small bicycle-parts manufacturing business. Gradually he expanded the operations, moving from bicycle parts to wool blankets to stainless steel surgical equipment. “My mind was always in business development, sales, and closing deals,” says Mittal, who eventually moved to Bombay, where “in a six-hour day you could finish what would take a month in Ludhiana.”

With the resources of a big city now available, Mittal began to focus on importing goods. “There were three fat books of Indian import policies, and I knew them backwards and forwards,” recalls Mittal, sitting in his office at the New Delhi headquarters of Bharti Enterprises, the multinational conglomerate he has built over the past 40 years.

By the age of 24, Mittal was India’s largest importer of portable generators. In 1982, however, the government banned importation of “gen sets,” a move that would have ruined a less ambitious entrepreneur. Mittal easily parlayed his knowledge and drive into his next opportunity. On a business trip to Taipei, he had seen electronic push-button phones and soon began introducing them in India, which eventually led to his rise in the telecommunications business.


“There is an old maxim: First they ignore you, then they laugh at you, then they fight you, then they lose,” says Mittal. While others ignored him, Mittal installed fiber-optic cables throughout India. By the time anyone noticed, it was too late. Bharti’s flagship Airtel is now the third-largest telecommunications company in the world.

Today, Bharti Enterprises is one of India’s most successful companies, with more than 30,000 employees. In addition to Airtel, its diverse concerns include realty, financial services, and an agri- and food business. One of the keys to Bharti’s growth is Mittal’s remarkable talent for partnering with others, including IBM, Ericsson, and Del Monte. He is also known for his creative problem solving. Instead of working against his rivals and duplicating efforts, he creates win-win opportunities. For example, he teamed up with other telecom providers to build shared mobile towers. As Akhil Gupta (AMP 163, 2002), a colleague since 1994 puts it, “Sunil gets to the bottom of the problem without going around in circles.”

Mittal and his wife of 33 years, Nyna, are the proud parents of three grown children and have been thrilled to welcome their two grandchildren over the last few years. While none of his offspring is part of Bharti Enterprises, Mittal works closely with his two brothers. Rajan Mittal, who followed his brother’s lead and attended HBS’s OPM Program, serves as vice chairman of the company, and Rakesh Mittal oversees various emerging businesses as well as the Bharti Foundation. A brainchild of Sunil Mittal, the foundation works to improve rural education and has launched 254 schools throughout the country, serving 70,000 underprivileged children, who otherwise would not have access to education. “These children are going to change the lives of many,” says Mittal.

Sunil Bharti Mittal’s life story is partially based on an ability to find new ways when encountering an obstacle and on realizing dreams that others see as farfetched. One of his current dreams is to see a student from the Bharti Foundation attend Harvard. Looking at the determined and hopeful faces of these promising children, it seems like it is only a matter of time.





# Thomas J. Tierney

MBA 1980

Chairman and Cofounder  
The Bridgespan Group

When Tom Tierney announced that he intended to step down from the top spot at Bain & Company, several of his colleagues thought he should have his head examined. But Tierney knew exactly what he was doing as he shifted his focus to the nonprofit world and launched Bridgespan, an organization dedicated to helping address society's most complex problems.



## TIMELINE

- 1954 Born, San Francisco, California
- 1976 Earns BA, Economics, University of California, Davis
- 1976 Joins Bechtel International, Algeria, Field Engineer
- 1980 Earns MBA with Distinction
- 1980 Joins Bain & Company, Consultant
- 1983 Named Partner, Bain & Company
- 1987 Named Managing Partner of San Francisco office, Bain & Company
- 1992 Named President, Bain & Company
- 1993 Named Worldwide Managing Director, Bain & Company
- 1999 Cofounds The Bridgespan Group
- 2002 Publishes *Aligning the Stars*
- 2011 Publishes *Give Smart: Philanthropy That Gets Results*

### *From top:*

Tierney outside his home; taking a walk with his wife, Karen; participating in a meeting via Skype.

Tierney has a knack for making it seem like his success is accidental. As a high-school student when the Vietnam War was raging, he wanted to join the Air Force and serve his country, but his father, a factory worker, convinced him to go to college instead. When he graduated from the University of California, Davis, he intended to keep his job as a city bus driver, but through a friend's father, he got an interview at Bechtel International.

"At that point I'd been to Tijuana for four hours. That was the extent of my international experience," recalls Tierney, who was ready to explore the world and agreed to join the company as a field engineer in Algeria. Working overseas was a tremendous education, and it also was the first step along a path of remarkable success punctuated by steep learning curves and grounded in solid values.

Tierney arrived at HBS—his first trip to Boston—wearing work boots and a flannel shirt and feeling out of place. "Everyone seemed more educated, more experienced, more worldly," he says, but he quickly settled in. "HBS opened up all these possibilities for me," adds Tierney, whose summer internship at Bain & Company turned into a full-time position upon graduation. Although he claims to have gotten off to a rocky start, in three years he was promoted to partner. "It was like going from the minors to the majors," he says.

Over the next decade he proved that he was up to the task, so much so that in 1993, when the firm hit hard times, Bain CEO Mitt Romney (MBA 1974/JD 1975) asked Tierney to head the company. "The rational response would have been to decline," observes Tierney, who instead led a turnaround of the organization.

At the height of his success at Bain—having restored the firm to solid ground—Tierney decided to make a dramatic shift. "I wanted to put my experience to work being of service to the world," he says. With a desire to build bridges between philanthropists and the social sector and to bring business skills to nonprofits, Tierney cofounded The Bridgespan Group. "We are committed to increasing the impact that philanthropists and nonprofits can have," says Tierney, who has created a unique organization that privately collaborates with a wide range of billionaires, advis-

**"When we launched Bridgespan, the phrases 'social entrepreneur' and 'venture philanthropy' did not exist. We took a page out of Bain & Company's book about how to add value, customizing it for the social sector to create extraordinary results."**

es the likes of the Gates and Rockefeller Foundations, and consults with the Boys & Girls Clubs of America, Harlem Children's Zone, and the Salvation Army, among others.

"One of the things that's remarkable about Tom is his discipline and intentionality," says Bridgespan cofounder Jeff Bradach (PhD 1992). "Tom has a personal commitment to making a difference in society." From the beginning, the founders conceived a consultancy that would apply data-driven strategy to deepen social impact. Today Bridgespan employs about 200 people, and its free online library of articles, background reports, and tools designed to enhance philanthropic, organizational, and leadership effectiveness is used by hundreds of thousands of individuals and organizations around the world. Additionally its webinars, impact labs, and online insight centers support sector-wide creative problem solving.

Peppered throughout any conversation with Tom Tierney are words of wisdom. "What matters in life is who you are," and "Build a life not a résumé," for example, are mantras that he is fond of sharing. By turning his life's passion into his work and applying a rigorous discipline to his calendar, Tierney has built a life of purpose. The proud father of two grown sons who counts his wife of almost 32 years, Karen, as his best friend and closest advisor, Tierney is clearly a man versed in practicing what he preaches.

# Recipients

## 1968

Robert S. McNamara, MBA 1939

## 1969

Charles F. Myers Jr., MBA 1935

## 1970

Joseph C. Wilson, MBA 1933

## 1971

Robinson F. Barker, AMP 30, 1956

Edward W. Carter, MBA 1937

## 1972

Alden W. Clausen, AMP 50, 1966

## 1973

Donald S. Perkins, MBA 1951

## 1974

Stewart S. Cort, MBA 1936

## 1976

Christiane Scrivener, AMP 66, 1973

## 1977

William M. Agee, MBA 1963

## 1978

Henry B. Schacht, MBA 1962

Charles E. Spahr, HBS 1939

William H. Wendel, MBA 1940

## 1979

Walter A. Haas Jr., MBA 1939

Samuel C. Johnson, MBA 1952

Lucius Theus, AMP 57, 1969

## 1980

John W. Hanley, MBA 1947

John L. Weinberg, MBA 1950

John C. Whitehead, MBA 1947

## 1981

Fletcher L. Byrom, AMP 21, 1952

Jaquelin H. Hume, MBA 1930

Rene McPherson, MBA 1952

## 1982

William H. Draper III, MBA 1954

James L. Ferguson, MBA 1951

Roy M. Huffington, AMP 76, 1977

## 1983

Andrew L. Lewis Jr., MBA 1955

Robert H. Malott, MBA 1950

Donald C. Platten, AMP 50, 1966

Julia M. Walsh, AMP 41, 1962

## 1984

Daniel Janssen, MBA 1962

Richard H. Jenrette, MBA 1957

Robert E. Kirby, MBA 1956

Burton G. Malkiel, MBA 1955

## 1985

Philip Caldwell, MBA 1942

William G. McGowan, MBA 1954

Kaneo Nakamura, AMP 50, 1966

John S.R. Shad, MBA 1949

## 1986

Edson D. de Castro, HBS 1963

Carol R. Goldberg, AMP 57, 1969

Peter Loughheed, MBA 1954

C. Peter McColough, MBA 1949

## 1987

Eneko de Belausteguigoitia, AMP 95, 1985

Arthur Rock, MBA 1951

## 1988

Luther Foster, MBA 1936

John J. Nevin, MBA 1952

C.D. Spangler Jr., MBA 1956

## 1989

Vincent L. Gregory Jr., MBA 1949

Christopher Hogg, MBA 1962

## 1990

Daniel B. Burke, MBA 1955

Alain M. Gomez, PMD 20, 1970

Thomas S. Murphy, MBA 1949

Jesse Philips, MBA 1939



## 1991

George B. Beitzel, MBA 1952  
Robert M. Halperin, MBA 1952  
Sandra L. Kurtzig, OPM 4, 1980

## 1992

Dennis F. Hightower, MBA 1974  
K.J. Luke, MBA 1938  
Dean O. Morton, MBA 1960  
Robert D. Orr, HBS 1942  
Frank Shrontz, MBA 1958  
Harold Tanner, MBA 1956

## 1993

Elaine L. Chao, MBA 1979  
Robert Cizik, MBA 1958  
Walter Y. Elisha, MBA 1965  
Charles D. Ellis, MBA 1963  
Dean F. LeBaron, MBA 1960  
Erling S. Lorentzen, MBA 1948

## 1994

Amos B. Hostetter Jr., MBA 1961  
Richard L. Menschel, MBA 1959  
Donald M. Stewart, AMP 91, 1983  
William P. Wilder, MBA 1950  
Richard P. Wollenberg, MBA 1938

## 1995

Jean Bernhard Buttner, HRPBA 1958  
Charles R. Lee, MBA 1964  
Bert N. Mitchell, OPM 10, 1985  
Ratan N. Tata, AMP 71, 1975  
Thomas C. Theobald, MBA 1960

## 1996

Scott D. Cook, MBA 1976  
Marlene R. Krauss, MBA 1967  
Andrew K. Ludwick, MBA 1969  
Yawand-Wossen Mangasha, MBA 1956

## 1997

Matthew W. Barrett, AMP 85, 1981  
Charles A. Coverdale, MBA 1971  
Victor K. Fung, PhD 1971  
(Harvard University)  
William W. George, MBA 1966  
Stephen P. Kaufman, MBA 1965  
Ruth M. Owades, MBA 1975  
John C. Waddell, MBA 1965

## 1998

Ralph M. Barford, MBA 1952  
Frank Batten, MBA 1952  
David J. Dunn, MBA 1961  
Ann M. Fudge, MBA 1977  
Ellen R. Marram, MBA 1970  
Robert F. McDermott, MBA 1950

## 1999

W. Don Cornwell, MBA 1971  
Bruce W. Ferguson, JD/MBA 1981  
John F. Keane Sr., MBA 1954  
Arthur C. Martinez, MBA 1965  
David W. Thompson, MBA 1981  
Jeanette Sarkisian Wagner, AMP 90, 1983  
Scott L. Webster, MBA 1981

## 2000

Gordon M. Binder, MBA 1962  
Peter A. Brooke, MBA 1954  
Orit Gadiesh, MBA 1977  
Robert L. Louis-Dreyfus, MBA 1973  
Thomas G. Stemberg, MBA 1973

## 2001

William F. Connell, MBA 1963  
T.J. Dermot Dunphy, MBA 1956  
Richard B. Fisher, MBA 1962  
Amy Schiffman Langer, MBA 1977  
Bert W.M. Twaalfhoven, MBA 1954

## 2002

Raymond V. Gilmartin, MBA 1968  
Orin C. Smith, MBA 1967  
Marjorie M.T. Yang, MBA 1976  
Egon P.S. Zehnder, MBA 1956

## 2003

James E. Burke, MBA 1949  
Howard E. Cox Jr., MBA 1969  
William Elfers, MBA 1943  
Daniel S. Gregory, MBA 1957  
Lillian Lincoln Lambert, MBA 1969  
Henry F. McCance, MBA 1966  
Charles O. Rossotti, MBA 1964  
Daniel L. Vasella, MD, PMD 57, 1989  
Charles P. Waite, MBA 1959

## 2004

D. Ronald Daniel, MBA 1954  
Barbara Hackman Franklin, MBA 1964  
A.G. Lafley, MBA 1977  
Minoru Makihara, AMP 75, 1977  
Donald P. Nielsen, MBA 1963

## 2005

Rahul Bajaj, MBA 1964  
Nancy M. Barry, MBA 1975  
Louis V. Gerstner Jr., MBA 1965  
Judith R. Haberkorn, AMP 111, 1992  
Joseph J. O'Donnell, MBA 1971

## 2006

Sir Ronald M. Cohen, MBA 1969  
William H. Donaldson, MBA 1958  
Ann S. Moore, MBA 1978  
Philip L. Yeo, MBA 1976

## 2007

Donna L. Dubinsky, MBA 1981  
A. Malachi Mixon III, MBA 1968  
Sir Martin S. Sorrell, MBA 1968  
Hansjörg Wyss, MBA 1965  
Jaime Augusto Zobel de Ayala, MBA 1987

## 2008

John Doerr, MBA 1976  
Jeffrey R. Immelt, MBA 1982  
Anand G. Mahindra, MBA 1981  
Meg Whitman, MBA 1979  
James D. Wolfensohn, MBA 1959

## 2009

William K. Bowes Jr., MBA 1952  
Kathryn E. Giusti, MBA 1985  
Robert F. Greenhill, MBA 1962  
Jorge Paulo Lemann, AB 1961  
Henry M. Paulson Jr., MBA 1970  
Carlos A. Sicupira, OPM 9, 1984  
Marcel H. Telles, OPM 10, 1985

## 2010

Susan L. Decker, MBA 1986  
James Dimon, MBA 1982  
Allan W.B. Gray, MBA 1965  
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Franklin P. Johnson Jr., MBA 1952  
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E. Roe Stamps IV, MBA 1974  
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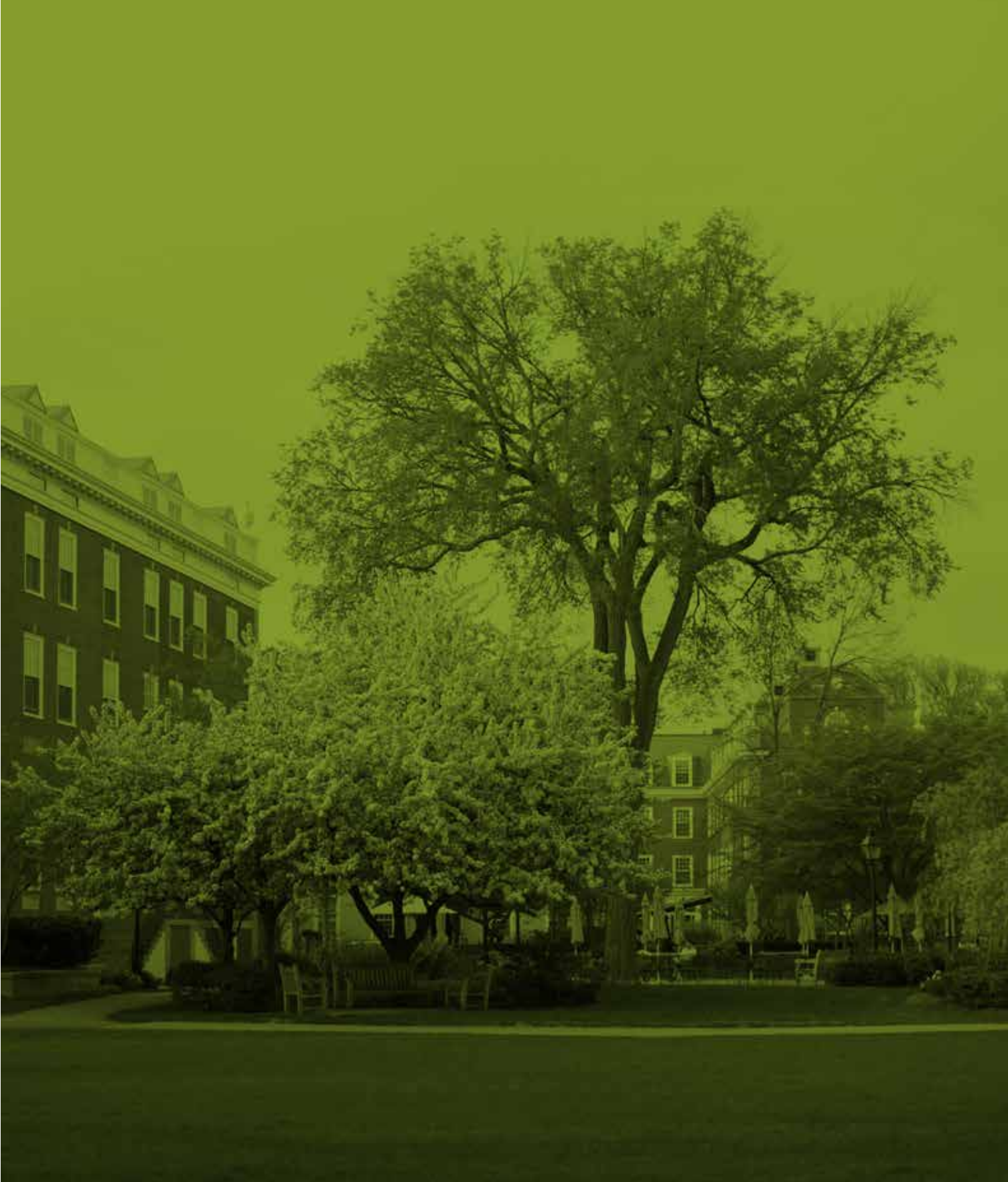
Gerald Chertavian, MBA 1992  
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