

2013 Alumni Achievement Awards

JOANNA M. JACOBSON
ANDRÉ R. JAKURSKI
THOMAS A. JAMES
THAI LEE
ROGER W. SANT

The mission of Harvard Business School is to educate leaders who make a difference in the world. Every day more than 78,000 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 who aspire to have an impact on both business and society.



JOANNA M. JACOBSON

MBA 1987

Cofounder and Managing Partner, Strategic Grant Partners

Joanna Jacobson has worked since she was 13—at a summer camp, a camera shop, and, during high school, a gas station. “I pumped gas on the Hutchinson River Parkway,” she says. “I worked all summer and three to eleven o’clock during the school year.” Hard work, exceeding expectations, and remarkable success have been constant themes throughout Jacobson’s life.

TIMELINE

- 1960 *Born, Framingham, Massachusetts*
- 1982 *Earns BA, International Relations, University of Pennsylvania*
- 1982 *Joins Greenwich Associates*
- 1987 *Earns MBA*
- 1987 *Joins Colgate-Palmolive, Product Manager*
- 1991 *Named SVP of Marketing and Product Development, Converse*
- 1994 *Joins Core Strategy Group, Partner*
- 1996 *Named President, Keds*
- 2002 *Launches Strategic Grant Partners*
- 2013 *SGP has granted more than \$40 million to 30 organizations*

At the University of Pennsylvania, Jacobson studied international relations with a specialization in China. After college, she worked in operations at Greenwich Associates and was soon promoted to run the department. “I learned that I loved business. I also learned how much I didn’t know,” she says. Greenwich CEO Charley Ellis (MBA 1963) encouraged her to apply to HBS, and with the company profit-sharing program, she was able to finance her graduate education.

“I was hell-bent on making the most of the opportunity at HBS,” says Jacobson, noting that initially she turned down a date from her future husband (classmate Jonathan Jacobson) because she didn’t want to be distracted from her studies. Soon after arriving at Soldiers Field, Jacobson realized her ability to listen and express herself meshed well with the skills needed to thrive at HBS. “The case method is spectacularly good at opening people’s ears to others and requiring them to make an articulate argument,” she observes.

Having discovered a passion for marketing at HBS, Jacobson moved to New York to join Colgate-Palmolive and was promoted to product management in the US toothpaste business. When Jon accepted a position at Harvard Management Company in Boston, the pair commuted for nine months until Joanna relocated, eventually accepting a position as SVP of marketing for Converse, which was in bankruptcy at the time. “I had to convince the board and CEO that Nike was a serious competitive threat,” recalls Jacobson, who also led the product development team. “It was an

incredible turnaround. The team grew the company by \$200 million.”

With Converse back on its feet, in 1994 Jacobson left to work as a consultant and was then recruited to join Keds, as president. “The Keds’ tagline was ‘They Feel Good,’ yet the employees were wearing Reeboks,” she recounts. “So I established new rules—don’t bring a shoe in for a line review unless it feels good to the consumer, meaning comfortable, and feels good to shareholders, meaning profitable.” She also introduced new product and marketing concept lines around comfort. Jacobson and her team reversed Keds’ 25 percent annual sales declines with double-digit growth in sales and profits. After a few years, the parent company, Stride Rite, wanted to promote her to COO.

“The position required working six days a week. With three young children, this opportunity wasn’t the life I wanted at that point,” says Jacobson, who resigned, then taught at HBS, consulted, and began to focus on philanthropy. She and Jon had started a family foundation and were interested in finding ways to have an impact on society’s most difficult problems.

“In 2002, ‘venture philanthropy’ as we know it today didn’t exist, but we saw the opportunity to use business practices to create real social change,” says Jacobson of the origins of Strategic Grant Partners, a coalition of 15 family foundations that she cofounded. With the strategy of “great leaders, game-changing ideas,” SGP is both a foundation and a pro bono consulting firm focusing on nonprofit scale and systemic change, primarily in Massachusetts. “We find social entrepreneurs with promising ideas and work alongside them

Clockwise, Top Left:

Jacobson and daughter Samantha, one of her three children; coaching a grant recipient at SGP; at home.



as partners to achieve success,” she says, noting that their work centers on education, youth development, and economic self-sufficiency.

SGP’s track record speaks for itself, having helped to launch or scale many of Massachusetts’s most effective social ventures, several of which have gone national. In the past 10 years, SGP has completed four rounds of funding, the most recent totaling \$36 million. “We identify people who are smart and passionate. We invest in them and provide strategic and tactical support to ensure their success.”

Helping others do their best work, in fact, is what drives Joanna Jacobson, whether she’s turning around a failing sneaker company or coaching the CEO of a charter school management organization. “I love working with spectacular people and helping break down the barriers that stand in their way.”

“Education is a national security and economic issue. We work with social entrepreneurs to help them scale their ideas.”

A portrait of André R. Jakurski, a middle-aged man with light brown hair, wearing a white button-down shirt and dark trousers. He is standing outdoors in front of a light-colored stone wall with a black lantern-style light fixture visible on the left. The right side of the image features a large orange overlay containing text.

ANDRÉ R. JAKURSKI

MBA 1973

Founding Partner and Managing Director, JGP Asset Management

As part of the Polish underground resistance during World War II, André Jakurski's father forged documents to help those in danger change their identities. "My parents lost everything during the war," explains the family's only son, adding that his father carried luggage for a year at the Paris train station to save enough money to move to Brazil. "My father was an engineer, and my mother was an entrepreneur," says Jakurski, who, like his parents, has achieved remarkable success seizing business opportunities in Brazil.



Clockwise, Top Left:

Jakurski on his patio with son Paulo and friend João Luiz Garcia; at work at JGP; with his wife, Maria.

“ At HBS I learned to make decisions based on insufficient information. It helped me adapt to living with uncertainty.”

Born and raised in Rio de Janeiro, Jakurski studied mechanical engineering in college, and, at the advice of a family friend, applied to business school. The two years at HBS were “the best years of my life,” he says, adding that, “sometimes you get this perspective after the fact, not during.” HBS changed his mindset. “In engineering everything is certain. You do something and you get the right answer,” he observes. “In business, you come out of class and you don’t know the answer.”

Although he struggled with English at first, Jakurski earned his MBA as a Baker Scholar. He then accepted a position with Unibanco, one of Brazil’s top banks. “I wanted to go back to Brazil because at that time the country was really booming,” he says. He was soon put in charge

of developing the bank’s leasing company. During his 10-year career at Unibanco, he quickly rose through the company, running parts of the investment bank and the commercial bank. After a decade, Jakurski and a colleague decided to strike out on their own to form a brokerage firm.

“We started with an investment of about \$600,000,” he says of the origins of Banco Pactual. “Money markets were in their infancy here, so there was ample opportunity.” Indeed, the firm’s initial success enabled Jakurski and his colleagues to expand into a full range of financial services, including trading and investment banking. In 1991, when the Brazilian stock market opened up to foreign investment, Jakurski invested heavily in stocks, making a 540 percent return for his clients. Three years later, he explains, “We had our best year ever. We borrowed in US dollars and invested in Brazilian reais. It was incredible.” By 1997, the once small Pactual had grown into a large institution. When his business partner wanted to expand into retail banking, Jakurski decided to leave and launch JGP, a global hedge fund initially focused on managing his own money.

Over the last 15 years, Jakurski and his team have grown the now 80-person firm into one of Brazil’s top five independent asset management firms that includes credit and wealth management divisions. JGP, which has delivered positive returns every year since its inception, is the only firm of its kind in Brazil that has

been awarded an MQ1 rating by Moody’s. Jakurski, who serves as managing director, focuses on fixed income, equity, and currency trading in global markets and supervises all trading activities for these groups. “Having fun in what I do is the best part of my work,” says Jakurski, clearly in his element at his central Rio office surrounded by computer terminals.

While Jakurski loves his profession, his interests reach far beyond the world of finance. A wine connoisseur, hiking enthusiast, amateur astronomer, sports fan, and historian, his expertise is both varied and deep. He and his wife, Maria, have raised five children, and their blended family brings them great joy. The pair has generously supported various organizations that provide direct services in Rio as well as educational institutions, including his alma maters—HBS and Rio’s British School—and Johns Hopkins University. Jakurski likes to keep a low profile and often gives quietly, if not anonymously. His support is targeted: “We give to organizations that will have a multiplier effect,” he explains.

André Jakurski’s parents, now deceased, lived long lives and were able to witness their son’s remarkable success. With his own children, Jakurski advises them to let passion for what they do be their primary metric. “When you have a lot of barriers in life,” he says, thinking of his parents and himself in contrast to his offspring, “you have to fight to overcome them. Obstacles can help you find your way.”

TIMELINE

- 1948 *Born, Rio de Janeiro, Brazil*
- 1971 *Earns BS, Mechanical Engineering, Pontifícia Universidade Católica, Rio de Janeiro*
- 1973 *Earns MBA*
- 1973 *Joins Unibanco*
- 1974 *Named Executive Director, Unibanco*
- 1983 *Launches Banco Pactual S.A.*
- 1998 *Launches JGP Asset Management*
- 2001 *Joins HBS Board of Dean’s Advisors*
- 2002 *Jakurski House opens, British School*
- 2002 *Named Chair, HBS Latin America Advisory Board*
- 2010 *Joins Brady Board, Johns Hopkins Medicine*
- 2013 *JGP manages \$3.8 billion*



THOMAS A. JAMES

MBA 1966

Chairman, Raymond James Financial, Inc.

Tom James's entrepreneurial bent was apparent early on. An avid coin collector, at the age of 15 he began to buy and resell collectibles and soon convinced his father to cosign a \$5,000 loan. Three months later he'd repaid the loan and made a profit of \$10,000. At Harvard College, he combined his business and music skills by forming a rock band, the Maniacs, and also booking—and often playing with—six other bands.

TIMELINE

- 1942 *Born, Sandusky, Ohio*
- 1964 *Earns BA, Economics, Harvard College*
- 1966 *Earns MBA*
- 1966 *Joins Raymond James Financial, Contoller*
- 1969 *Earns JD, Stetson College of Law*
- 1970 *Named CEO, Raymond James Financial*
- 1983 *Raymond James Financial IPO, NYSE*
- 1987 *Appointed Trustee, Salvador Dali Museum*
- 1992 *Named Chairman, Securities Industry Association*
- 1994 *Establishes Thomas A. and Mary S. James Foundation*
- 2007 *Named Chairman, Financial Services Roundtable*
- 2008 *Named Ernst & Young National Entrepreneur Of The Year, Financial Services*
- 2013 *James Center for Molecular and Life Sciences opens at Eckerd College*

James describes crossing the Charles River to attend HBS as “coming home.” Having logged so many hours as a performer, he was self-confident and comfortable speaking his mind, and his natural proclivity for numbers and analytics served him well. “I loved business school,” he reports. “Analyzing and discussing cases came to me naturally.”

After earning his MBA as a Baker Scholar, James accepted a position as controller at his father’s firm, by then a 75-person financial planning company that was called, as a result of a merger, Raymond James Financial (RJF). At the same time, he enrolled in law school and launched a venture capital business that was eventually acquired by RJF, giving him his initial stake in the company. Four years later, James’s father named him CEO, a position he embraced for the next 40 years.

The early years leading RJF were not easy. By that time James had married his college sweetheart, Mary, whom he met when she was at Wellesley, and they had two sons. Plans to take the company public were thwarted by regulatory changes, so without the much-needed infusion of capital, James’s ingenuity was tested. He was forced to close some offices and began focusing on alternative investments, such as gas, oil, and cable television, as a result of the early 1970s stock market decline. “Mary and the boys hardly saw

me because we were trying to survive as a company,” recalls James, noting that at one point he sold part of his coin collection to keep the family afloat.

James’s commitment to the firm, his entrepreneurial mindset, and his investment in people have remained steadfast as he has grown the company into a leading global financial services firm. In the 1970s, RJF expanded into brokerage offices across the country, working with affiliates that acted as independent contractors. In 1983, the firm went public, and today, RJF is a diversified financial services holding company with more than 2,500 offices around the world, 14,000 associates, and a market capitalization of \$5.1 billion.

James has always had an independent spirit. In college he and Mary developed an appreciation for art and began using his profits from music gigs to support local artists. That interest has grown over the years as James sponsored art shows—initially in the parking lot at RJF—and continued amassing a remarkable personal collection that is displayed at RJF headquarters. As board chair of the Dali Museum, he led the effort to build a new museum that opened to much fanfare on 1/11/11. He is now considering building a museum to house his substantial collection of southwestern and wildlife art. “For me, art has never been about the investment,” says James. “It’s about beauty, memories, and artists making a living.”

Clockwise, Top Left:
James outside his Aspen home;
visiting with Corty and Claire, two of his
four grandchildren; with his wife, Mary.



Through RJF and his own personal philanthropy, James has supported education, the arts, disadvantaged youth, and cultural institutions within his local community as well as nationally. Earlier this year, Eckerd College, one of many St. Petersburg-based institutions that has benefited from the family’s generosity, opened the James Center for Molecular and Life Sciences. A trustee of the International Tennis Hall of Fame, James has funded numerous programs that encourage youth to get involved in the sport.

If there is one endeavor in which Tom James has not been successful, it’s retirement. He ceded the CEO position to a successor three years ago, but he continues to work 60 hours a week. His intention to slow down, or at least shift focus from RJF to his philanthropic endeavors, has not yet been realized. “There’s so much I want to do,” he says. “I’ll never stop being active.”

“ We were planning an IPO in 1969, just when the SEC drafted new rules for broker dealers going public. So we ‘temporarily’ put it on the shelf for 14 years.”

THAI LEE

MBA 1985

President and CEO, SHI International

Thai Lee has an extraordinary ability to take the long view. After earning a degree in economics and biology from Amherst College, she returned home to Korea to gain business experience. While her native country was not a friendly environment for a budding female entrepreneur, she made the best of the situation in order to meet her goal of saving enough money to attend business school.





Clockwise, Far Left:

Lee at her SHI desk; at home with her two children, Hanah and Victor; greeting her Amazon parrots.

“In the 1980s, there were virtually no Korean women in business or entrepreneurship.”

Similarly, when Lee applied to HBS, she set forth several ambitious objectives: to gain experience in the corporate world in her 20s; to launch her own company by 30; and to have a child by 40. Lee met—and exceeded—each of these goals. After cutting her teeth at Procter & Gamble and American Express, she took over a failing business and gradually built it into a remarkably successful \$5 billion tech company, while parenting two children (now 15 and 10).

In 1989 Lee and her then husband purchased Software House, a small, unsuccessful software sales company. Within a year she had changed the name to SHI International, reflecting her global ambition, and the company was doing \$1 million in revenue. As a new CEO, Lee again operated with a long-term perspective, gradually

building a company where people wanted to work, creating hundreds of jobs, and fostering a community of employees who worked together to meet the same goal: to exceed customer expectations.

Under Lee’s leadership, SHI has grown into a top-ranked provider of IT products and services. With an industry-high of 99 percent in customer retention, SHI is one of the largest privately held firms in its field.

The company employs more than 2,300 people at its headquarters in Somerset, New Jersey, and in 28 offices across the globe. The firm regularly receives awards and accolades—including partner of the year from Dell, Microsoft, and VMware—and Lee was named Ernst & Young’s Entrepreneur Of The Year in 2012. In a field generally dominated by men, SHI is the largest minority- and woman-owned business in the United States.

Lee’s ability to grow the business is matched by her commitment to her employees. She has 19 direct reports, and the average tenure of this inner circle is 15 years. What keeps people at SHI is Lee’s belief in letting others do their job—she empowers employees to do their best work. At the same time, when it comes to day-to-day activities, her hands-on approach sets the stage. Before SHI expands into any new market, Lee runs the new operation to ensure that it gets off on the right track. She frequently meets with customers to make sure she understands

their needs. She answers her own phone and books her own travel.

“Thai has always worked hard. That’s just who she is,” says Celeste Lee, her younger sister whom Lee persuaded to attend the Harvard Kennedy School. Celeste now sees her sister’s skills in action regularly in her position as SHI’s vice president of new business development.

Working with Celeste reinforces Lee’s strong commitment to family. She keeps business trips to a minimum, sometimes flying to California—and back—in one day to be home to prepare her daughter’s breakfast. When her older sister, Margaret, was diagnosed with late-stage cancer, the doctors suggested hospice care, but Lee refused to give up. Researching treatment options, she found doctors at Johns Hopkins who performed complicated surgeries. Today, Margaret is cancer-free, and much of Lee’s philanthropy focuses on improving outcomes for cancer patients.

Thai Lee’s mother and brother remain in Korea, but the three Lee daughters, each of whom went to graduate school in the United States, make their home in America. Although her father passed away last year, his presence is very much a part of Lee’s life. “My father was a tremendous influence on all of us. He was a man of the world who believed in the power of education,” she reflects. “Each of us has followed in his footsteps to achieve our own version of the American dream.”

TIMELINE

- 1958 *Born, Bangkok, Thailand*
- 1980 *Earns B.A., Biology and Economics, Amherst College*
- 1985 *Earns MBA*
- 1985 *Joins Procter & Gamble*
- 1987 *Joins American Express, Corporate Card Division*
- 1989 *Purchases Software House*
- 1993 *Appointed Board of Trustees, Amherst College; first female president, Society of the Alumni*
- 2011 *SHI International opens new headquarters and cloud computing data center*
- 2012 *SHI International ranks 104 in Forbes' America's Largest Private Companies list*
- 2012 *Named Ernst & Young's New Jersey Entrepreneur Of The Year, Technology*
- 2013 *SHI International reaches \$5 billion in revenue*

ROGER W. SANT

MBA 1960

Cofounder and Chairman Emeritus, The AES Corporation

As a Mormon missionary in Wisconsin, Roger Sant enjoyed working with Native Americans. Innately curious, he liked spending time with the people, getting to know them, and helping them improve their lives. What he didn't feel comfortable doing, however, was proselytizing. "Part of my role was to convince them that I had 'the truth.' That was hard for me given my respect for all viewpoints," says Sant, whose admiration for Mormon values remains strong despite having left the church in his 30s.



TIMELINE

- 1931 *Born, Los Angeles, California*
- 1955 *Earns BS, Business Management, Brigham Young University*
- 1955 *Commissioned Ensign, US Navy*
- 1960 *Earns MBA*
- 1960 *Joins Hewlett-Packard, Financial Analyst*
- 1974 *Named Assistant Administrator, Federal Energy Administration*
- 1981 *Cofounds Applied Energy Services*
- 1991 *AES goes public*
- 1991 *Establishes The Summit Foundation*
- 1994 *Elected Chair, World Wildlife Fund-US*
- 2001 *Appointed to Board of Regents, Smithsonian Institution*
- 2008 *Sant Ocean Hall opens at National Museum of Natural History*

While telling people what to do might be considered part and parcel of leadership, especially when running a multibillion-dollar enterprise, Sant's quiet style is more Socratic. "I like grappling with ideas, not dictating what should be done," says the BYU graduate, who found HBS's case method to be an ideal learning process. "So often I left the classroom with a completely different perspective than I came in with," he recalls.

Sant's career path led him through a series of finance positions in the Bay Area before he moved to Washington, DC, for a two-year stint at the Federal Energy Administration. That position fed his growing interest in energy and environmental issues and led him to launch a think tank focused on how to shift energy investment to bring about more energy efficiency. Eager to put his analysis into practice, Sant and a partner founded Applied Energy Services (later called The AES Corporation) in order to try out their "least-cost energy" strategy, focusing on minimizing the cost and the environmental impact of energy services such as heat and light. "Cogeneration," a technique that simultaneously generates electricity and useful heat, was one of those promising practices.

Sant and his partner initially raised \$1.1 million with the help of family and friends, which was enough to build a \$275 million power plant in Houston, Texas, in 1983. That facility brought the company the

recognition it needed, and by 1988, AES was the largest Independent Power Producer in the United States. The company then expanded internationally, buying and bringing efficiency to some previously nationalized power plants and utilities.

Over the years, as Sant's business grew so too did his personal commitment to society. When AES went public in 1991, Sant and his wife, Vicki, launched The Summit Foundation and a related fund at DC's Community Foundation to support issues they believe in, primarily empowerment of women and girls, ocean conservation, and sustainable cities. Organizations that have benefited from their involvement include numerous Washington-based nonprofits as well as health organizations in Mexico and Central America, the World Wildlife Fund, and the Smithsonian's National Museum of Natural History, where 7 million visitors tour Sant Ocean Hall annually. The couple, who will soon celebrate their 45th wedding anniversary, work together on the foundation and are joined by their four children and spouses, who are increasingly taking over the reins. Beyond the foundation, the family supports the arts in Washington through the National Gallery of Art, the National Symphony Orchestra, and The Phillips Collection.

Working side by side with his children, says Sant, is not only a joy but also an education. When asked what he hopes to pass along, Sant turns the question around. "I'm the one who is learning from them," he observes. "I love seeing how they think and what they have to offer."

Clockwise, Top Left:

Sant at a Summit Foundation meeting; with friend Vernon Jordan in New York; in Virginia with his wife, Vicki.



While Sant's accomplishments are many—business leader, philanthropist, husband, father, grandfather (to six)—what might be most remarkable is his ability to merge all aspects of his life into a cohesive tapestry. Having channeled his passion for the environment into an enormously successful business, he then began to use his business skills to help philanthropic organizations.

What's important to Roger Sant is doing something that matters, but that doesn't mean he isn't going to enjoy the journey. Whether he's bringing cleaner energy to the world, advocating for environmental sustainability, or chairing the board of a museum, one of his key principles is to have fun. By fun, he explains, "I don't mean partying. I mean the kind of fun that comes from working together to solve problems."

“I loved finance and control from the beginning. I like making sense out of numbers.”

PREVIOUS 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 Lougheed, 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, Ph.D. 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, M.D., 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, A.B. 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
James A. Lovell, AMP 62, 1971
Marvin S. Traub, MBA 1949

2011

Peter Harf, MBA 1974
Seth Klarman, MBA 1982
Robert Kraft, MBA 1965
Karen Gordon Mills, MBA 1977
Hüsnü Özyeğin, MBA 1969

2012

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