



# 2019 ALUMNI ACHIEVEMENT AWARDS

HARVARD | BUSINESS | SCHOOL

**MARLA BECK**

**MICHAEL R. BLOOMBERG**

**MICHAEL G. MULLEN**

**TRACY P. PALANDJIAN**

**ÁLVARO RODRÍGUEZ ARREGUI**



## **HARVARD BUSINESS SCHOOL'S MISSION 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.





# MARLA BECK

**MBA/MPA 1998**

CEO and Cofounder  
Bluemercury, Inc.

Marla Beck believed that the experience of shopping for cosmetics needed to be more customer focused, so in 1999 she launched Bluemercury, a retailer of high-end beauty products. Perhaps the most obvious evidence that Beck's thoughtful strategy and hard work have disrupted the beauty market lies in the fact that a department store that previously was her competition—Macy's—is now her partner.





## TIMELINE

- 1970 Born, Oakland, California
- 1993 Earns BA, Political Economy, UC Berkeley
- 1993 Joins McKinsey, Business Analyst
- 1998 Earns MBA/MPA
- 1998 Joins Consolidation Capital Corp., VP Strategy
- 1999 Founds Bluemercury, opens Georgetown store
- 2006 Invus Group invests in Bluemercury
- 2012 M-61 skincare launched
- 2014 Appointed Entrepreneur-in-Residence, HBS
- 2015 Lune+Aster cosmetics launched
- 2015 Macy's acquires Bluemercury
- 2019 Bluemercury opens its 195th store

### *From top:*

Beck reads with her son at home; working in her Georgetown office; testing products at Bluemercury.

## “WHEN YOU ARE UNCOMFORTABLE, YOU ARE LEARNING AND GROWING.”

Beck has a remarkable ability to set high goals and achieve them. Frustrated that drugstores didn't carry prestige beauty products and that department stores organized cosmetics by brand, making comparisons difficult, she was determined to offer consumers a better option. “I wanted to build an empire in the beauty industry,” says Beck, who oversees Bluemercury's 195 stores along with her cofounder and husband, Barry.

Initially Beck intended to build an e-commerce platform, but she changed course and invested in bricks and mortar when she saw a need for customer-friendly neighborhood stores. The pivot offered a personalized shopping experience that relied on a cadre of beauty experts. Key to Bluemercury's success was Beck's decision to buck the industry standard and invest in employees. “Our business model gives employees a career path,” she says, noting that half of the company's top managers started as sales associates.

As she expanded Bluemercury beyond its first stores in the Washington, DC, area, Beck also built its e-commerce presence, coining the term “clicks and bricks.” She retained the firm's neighborhood-store DNA as well as its mission—to be the best at giving beauty advice. After opening 16 stores, in 2006 she was looking for capital to expand nationally. “Marla had tremendous credibility and passion,” says Ray Debbane, CEO of Invus, the company whose investment enabled the launch of stores 17 through 60. While scaling up, Beck remained connected to customers. “The data only tell part of the story,” says Beck, who frequently weighs what she sees in a

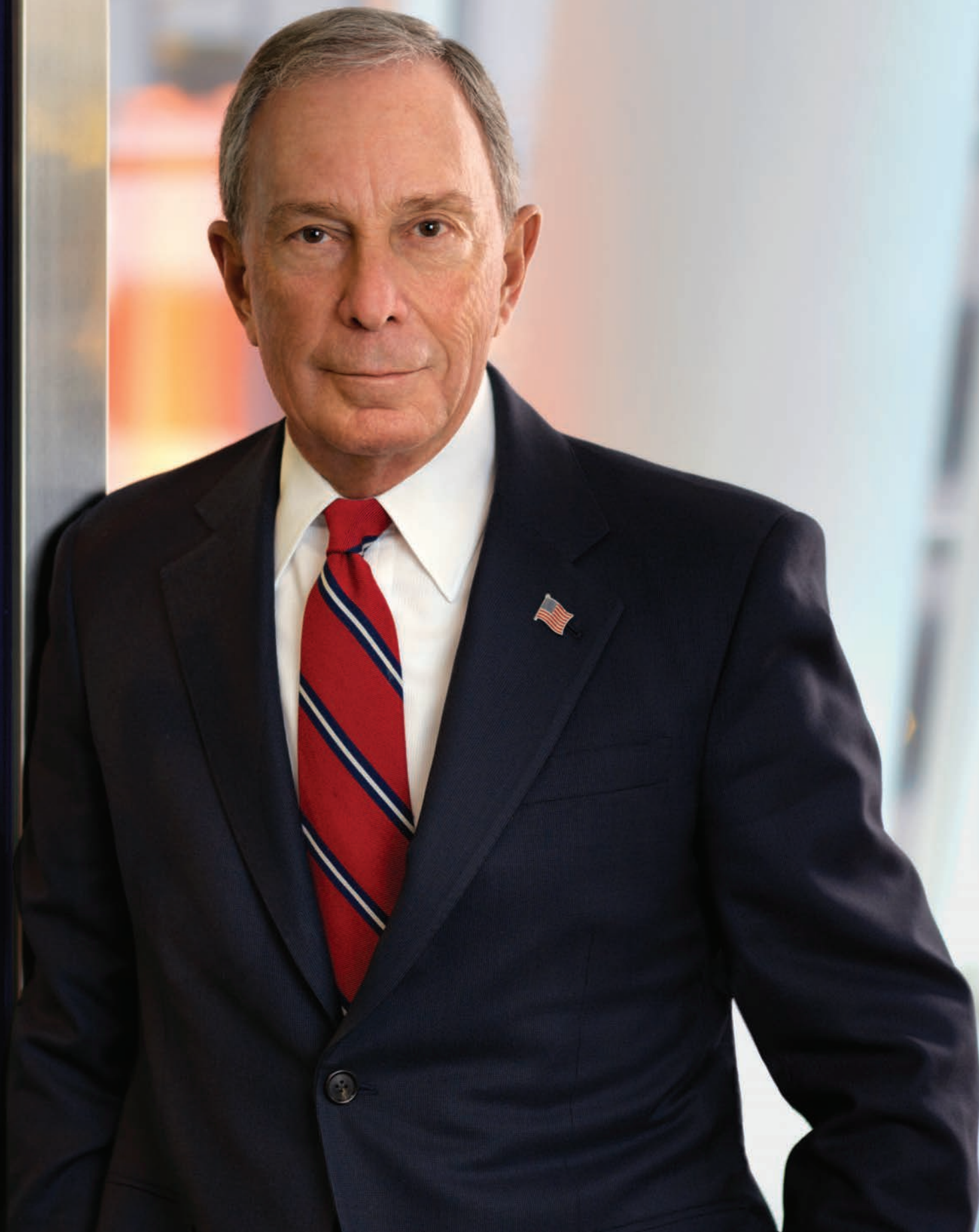
spreadsheet against her own instincts, a method that has proven effective across all aspects of the business. It was instinct, in fact, that prompted Beck to develop two natural, vegan brands, M-61 and Lune+Aster, and both are now best sellers.

By 2015, with several firms interested in acquiring Bluemercury, Beck wanted to reach an even broader customer base and needed the administrative and technical power of an established firm. In brokering the deal with Macy's, the Becks were determined to remain part of the company. Marla serves as CEO and Barry as COO, and Bluemercury operates as a stand-alone division of Macy's, Inc. The company has 1,500 employees, 93 percent of whom are women, and they operate hundreds of stores and counters in Macy's.

The daughter of an entrepreneur and a teacher, Marla Beck grew up in Oakland, California. She was a voracious reader who tagged along with her father on real estate deals, helped balance his books, and worked in a clothing boutique during high school. After studying political economy at UC Berkeley and working for McKinsey, she came to Harvard to earn her MBA and MPA. At HBS, where she helped launch a Women Entrepreneurs seminar, she was intrigued by a presentation about selling books online. “Jeff Bezos was then an obscure entrepreneur, but he gave me my first exposure to thinking about different ways to sell things,” recalls Beck.

Beck's success has put her on the cover of *Inc.* magazine twice, led to numerous awards, brought her back to HBS as a case protagonist and Entrepreneur-in-Residence, and enabled her to serve as a role model for those who are pursuing their dreams. The parents of three children, each a budding entrepreneur, she and Barry have very naturally merged their home and work lives. Every night after dinner with their kids, the couple takes a long walk to catch up and share ideas. “I don't think there needs to be a line between ‘work’ and ‘life,’” says Marla Beck. “There is power in accepting that the two are intertwined.”





# MICHAEL R. BLOOMBERG

**MBA 1966**

Founder  
Bloomberg LP and Bloomberg Philanthropies

Mayor  
New York City, 2002–2013

Born in Boston and raised in Medford, Massachusetts, just miles from HBS, Mike Bloomberg has pioneered innovations that have spread across the world. From Medford to Wall Street and beyond, the same core beliefs—in the importance of working hard, playing fair, and giving back—have guided Bloomberg during an unparalleled career as an entrepreneur, philanthropist, and three-term mayor of New York City.





## TIMELINE

- 1942 Born, Boston, Massachusetts
- 1964 Earns BS, Electrical Engineering, Johns Hopkins University
- 1966 Earns MBA
- 1966 Joins Salomon Brothers
- 1981 Launches Bloomberg LP
- 1983 Merrill Lynch becomes Bloomberg's first customer
- 1996 Becomes Chair of the Johns Hopkins University Board of Trustees
- 1997 Publishes *Bloomberg by Bloomberg*
- 2001 Elected Mayor of New York City
- 2012 Launches Bloomberg Philanthropies
- 2014 Returns to Bloomberg LP as CEO
- 2017 Coauthors *Climate of Hope*

### *From top:*

Bloomberg visits Governors Island; rides the subway; greets children at the Boston Museum of Science.

Bloomberg's remarkable cross-sector leadership has deeply influenced New York City, the country, and the international arena. His efforts and innovations—in business, government, and philanthropy—have made him a global leader on some of the most pressing issues facing America and the world, from climate change and gun violence to education and public health.

After graduating from HBS, Bloomberg spent 15 years at Salomon Brothers, where he rose through the ranks from an entry-level job counting securities by hand to general partner. When he was 39, Salomon merged with another firm and Bloomberg was fired. The energetic entrepreneur quickly launched his own company with a vision to computerize financial data and provide investment professionals with real-time market information and analysis. The computer terminal he and his partners created, which became known as the Bloomberg Terminal, transformed the buying and selling of securities at Merrill Lynch, the startup's first customer, and eventually revolutionized the financial world.

As Bloomberg built his eponymous firm into an information and technology powerhouse, his knack for understanding all aspects of the business served him well. "More than anyone I've ever met, Mike has a vision that goes beyond what others can see," says Dan Napoli, a retired Merrill partner. Bloomberg LP has grown into a global company with nearly 20,000 employees in 120 countries and is the primary source of information for the global financial system.

By all accounts, including his own, Bloomberg is frequently motivated by others' belief that something can't be done. In 2001, then with two daughters in college, Bloomberg decided—against very long odds—to take his no-nonsense, data-centric approach and his lifelong dedication to public service and apply himself to politics. Elected mayor just weeks after the attacks of September 11, 2001, he led the mourning city to a resounding recovery. His administration rebuilt and revived Lower Manhattan and improved the lives of millions of New Yorkers across the five boroughs, creating a record number of new jobs, cutting crime by a third, and increasing life expectancy by three years. "The mayor of New York City is probably the best political job in the world," he

**"I'VE ALWAYS BELIEVED A GOOD DEAL IS WHERE BOTH PARTIES WALK AWAY THINKING THAT THEY DIDN'T GET EVERYTHING THEY WANT, BUT THEY GOT A LOT. AND THAT MEANS YOU CAN GO BACK TO THE SAME PERSON LATER ON."**

says. "It's got every kind of problem, and every chance of a solution."

After his third term as mayor, Bloomberg focused his efforts on giving back through Bloomberg Philanthropies, the foundation he created to lead initiatives in the arts, education, the environment, government innovation, and public health. He has given away more than \$6.4 billion. In 2018, he also committed an additional \$1.8 billion to his alma mater, Johns Hopkins University, that will go entirely to student financial aid. "I was lucky enough to be able to make a gift for their endowment, so they can accept qualified students without regard to the size of their pocketbooks."

Five years ago he returned to the helm of Bloomberg LP. He donates all profits from his share of the firm to Bloomberg Philanthropies, seeking to ensure better, longer lives for the greatest number of people. With everything he does designed to improve the world, Bloomberg is an optimist who attributes much of his success to luck. He has not forgotten his modest beginnings—or the \$150 studio he rented and simple budget meals he prepared for himself during his early days on Wall Street. Mike Bloomberg's story embodies the American dream, and his life's work has been to extend that dream to an even broader slice of society.





# MICHAEL G. MULLEN

AMP 109, 1991

17th Chairman  
Joint Chiefs of Staff

Mike Mullen believes in the power of leadership. He thinks that the best way—the only way, perhaps—to solve complex problems is with strong, decisive leadership. Although he is far too humble to admit it, his own experience as a naval commander as well as serving in the United States’ highest military position, chairman of the Joint Chiefs of Staff, is a case in point.





*From top:*

Mullen in a meeting at the Naval Academy; with his wife, Deborah; in his Annapolis office.



## TIMELINE

- 1946 Born, Los Angeles, California
- 1968 Earns BS, Systems Engineering, US Naval Academy
- 1985 Earns MS, Operations Research, US Naval Postgraduate School
- 1987 Receives Stockdale Award for Inspirational Leadership
- 1991 Completes Advanced Management Program
- 2003 Appointed Vice Chief of Naval Operations
- 2004 Assumes command, US Naval Forces Europe & Allied Joint Force Command Naples
- 2005 Appointed Chief of Naval Operations
- 2007 Appointed Chairman, Joint Chiefs of Staff
- 2011 Oversees raid resulting in killing of Osama bin Laden
- 2011 Retires as Chairman, Joint Chiefs of Staff
- 2011 Launches MGM Consulting
- 2012 Appointed Visiting Professor, Woodrow Wilson School, Princeton

Mullen, who had already completed three four-star assignments, served as chairman of the Joint Chiefs under President George W. Bush. He continued in the role under President Barack Obama and oversaw the counterterrorism operation that resulted in the killing of Osama bin Laden. Recalling that historic event, Mullen praises President Obama and gives the Navy SEALs credit for the success of the operation. “It was a privilege to lead them,” he says, quickly turning the conversation to focus on one of the themes of his career: recognizing the devastating toll of war. “Ten weeks later we were at Arlington National Cemetery honoring the lives of 21 Americans who died when their helicopter got shot down.”

That toll has been a guiding force for Mullen and his most important confidant, his wife Deborah. Their partnership, which began on a blind date at the Army–Navy game in 1967, endured the long deployments of his early career and yielded two sons, both of whom chose to follow in their father’s footsteps and attend the United States Naval Academy. “Deborah and I have worked hard to acknowledge the sacrifice of our service members and their families,” says the admiral. Although now retired, he and Deborah still support many veteran organizations, including Tragedy Assistance Program for Survivors. “It is very important to take care of our families of the fallen,” he says.

Among Mullen’s accomplishments is the achievement that many Americans associate with him—his successful overturning of the “don’t ask, don’t tell” policy, which required gay and lesbian service members to conceal their sexual orientation. “I was leading an institution whose main value was integrity, and I was asking some members of our armed forces to lie about who they were,” he says. “I could not reconcile that difference.” By allowing gay people to serve openly, he invited a more diverse group of Americans to serve their country. The ripple effect can be seen in a greater acceptance of homosexuality through-

## “MORE THAN ANYTHING ELSE, LEADERSHIP IS ABOUT ACCOUNTABILITY.”

out the United States, as well as in the reinstatement of Reserve Officers’ Training Corps (ROTC) on college campuses that had banned it, including Harvard.

Mike Mullen grew up in California, one of five children. His parents, who met in Hollywood working in public relations, instilled in him the value of honesty as well as an understanding that words matter. It was a friend’s father who suggested he apply to the Naval Academy, and he arrived in Annapolis as a plebe with little understanding of the rigors of military training. “I was miserable my first year,” he says.

By the time he graduated, Mullen had come to appreciate the power of his training and decided to pursue a career of service. After an initial setback—scraping a buoy when he commanded a ship—Mullen’s natural talents prevailed. “I loved the challenge of being held accountable for 350 sailors,” he says of his time commanding ships, which led to his progression through the ranks. In 2005, he was named chief of Naval Operations, and two years later, Defense Secretary Robert Gates asked him to serve as the country’s highest-ranking military commander.

Having spent most of his career in the military, the down-to-earth admiral has adjusted well to civilian life. He now runs a consulting firm and until recently taught a seminar on military and diplomatic power at Princeton’s Woodrow Wilson School, commuting by train once a week from Annapolis to Princeton. “I have always been an intellectually curious person,” says Mullen. “I never want to be in a job where I’m not growing.”



# TRACY P. PALANDJIAN

MBA 1997

CEO and Co-founder  
Social Finance

Tracy Palandjian attributes her instincts as a social entrepreneur to her Chinese upbringing. “Master the basics, then innovate,” “Waste nothing,” and “Distance tests the strength of horses; time tests the hearts of humans” were among the many lessons instilled at an early age. These guiding principles have served her—and society—exceptionally well.







## TIMELINE

- 1971 Born, Hong Kong
- 1986 Enrolls in Milton Academy as boarding student
- 1993 Earns AB, Economics, Harvard College
- 1993 Joins McKinsey & Co., Business Analyst
- 1997 Earns MBA, Baker Scholar
- 1997 Joins Wellington Management Co., Analyst
- 1999 Joins Parthenon Group
- 2008 Named Managing Director, Parthenon Group
- 2011 Cofounds Social Finance
- 2011 Named Board Chair, Facing History and Ourselves
- 2013 Social Finance launches first Social Impact Bond
- 2017 Named Vice Chair, Harvard Board of Overseers
- 2019 Social Finance launches first Career Impact Bond

### *From top:*

Palandjian in her Boston office; chatting with a Social Finance staff member; at home with one of her three daughters.

**“I HAVE ALWAYS ENJOYED BRIDGING WORLDS—ACROSS CULTURES, SECTORS, AND DISCIPLINES. THROUGH SOCIAL FINANCE, I BRING THIS SENSIBILITY TO BUILDING NEW MODELS FOR SOCIAL CHANGE.”**

Palandjian, who grew up in Hong Kong and came to the United States at 15 to attend Milton Academy, found a role model in her paternal grandmother. “She served others. That was her north star,” says the Harvard College graduate and former McKinsey consultant. Palandjian’s embodiment of her forebearers’ values is a theme in all aspects of her life, including her leadership of Social Finance, a thriving nonprofit that develops innovative financial tools to facilitate investment—and efficacy—in solving some of society’s greatest challenges.

Now a mother of three daughters, Palandjian’s caretaking instincts were called upon during her first year of college when her father died of a heart attack. She took responsibility for her two younger brothers, shepherding them into boarding school and monitoring their development through daily calls and weekend visits. “That was a tough time, but my Harvard ‘family’ made it bearable,” she says. That family included her roommates, her Ec 10 tutor Doug Elmendorf—now dean of the Kennedy School—and her future spouse, Leon Palandjian, whom she met her sophomore year. It is apt that upon graduation she received the John B. Imrie Memorial Award for her “joyous affirmation of life” and “ability to respond creatively to difficult situations.”

Palandjian enthusiastically acknowledges that her education was transformative—both personally and intellectually—and recognizes the power of her time at HBS, the

case method, and the extensive network of friends who remain so important to her. Her service on various University boards—including the 2017 presidential search committee as vice chair of the Board of Overseers—is one of the many ways Harvard continues to play a central role in her life.

Palandjian has always been interested in bringing business skills to social challenges. Initially she channeled her desire to have an impact by serving on nonprofit boards, but ultimately her passion became her vocation. She launched the nonprofit consulting practice at the Parthenon Group. Then in 2010, her friend Sir Ronald Cohen (MBA 1969), who had built Social Finance UK with David Blood (MBA 1985), was looking to expand the organization. “Tracy had the combination of mind and will to put impact investing on the map in the United States,” says Cohen. “The three of us created a business plan. Tracy executed it absolutely brilliantly.”

“I tilt toward doing, rather than planning,” says Palandjian of building Social Finance from an idea into a national nonprofit. The impact investing firm has pioneered a range of “pay-for-success” strategies to generate both financial return and measurable, tangible social impact. Chief among them is the social impact bond that brings together government, nonprofits, and for-profit investors to tackle complex problems, from improving economic mobility, to reducing homelessness, to promoting health. “We work to unite uncommon partners around the common goal of serving society,” she explains. Under Palandjian’s leadership, Social Finance has advanced historic federal legislation and mobilized over \$100 million in capital, working in thirty states across the country.

Palandjian remembers her initial trepidation when launching Social Finance. “I had always followed a conventional path and didn’t think I would make a good entrepreneur,” she recalls. By all accounts it is a good thing she ignored those doubts. Cohen, still a close friend and mentor, describes her as “an ambassador for the field of impact investing who is capable of walking with kings and talking with crowds.” For her part, Palandjian is grateful that she took the plunge. “This has been the most rewarding professional experience of my life,” she says.



# ÁLVARO RODRÍGUEZ ARREGUI

**MBA 1995**

Cofounder and Managing Partner  
IGNIA

As a husband, father, friend, and business partner, Álvaro Rodríguez frequently offers a refreshing blend of brutal honesty and sincere devotion. He's not inclined to—or even capable of—sugarcoating the truth. At the same time, everyone close to him completely relies on his unwavering support. It is no surprise that this combination of traits has enabled him to become one of Mexico's most successful social entrepreneurs.







*From top:*

Rodríguez meets with microentrepreneurs in Mexico City; rowing on the Charles River; talking with a staff member in IGNIA's office.



## TIMELINE

- 1967 Born, Mexico City
- 1990 Receives Gold and Silver Medals, Rowing, Central American Games
- 1991 Earns BS, Economics, Instituto Tecnológico Autónomo de México (ITAM)
- 1995 Earns MBA
- 1995 Joins Accion International, Consultant
- 1997 Serves as CFO: Unefon, Grupo Salinas, and Grupo Elektra
- 2002 Named CEO, Farmacias Benavides
- 2003 Named CFO, Vitro
- 2005 Named Young Global Leader by World Economic Forum
- 2007 Cofounds IGNIA
- 2007 Named Chairman of the Board, Accion International
- 2009 Named Chairman of the Board, Gentera and Banco Compartamos
- 2012 Receives YPO's Sustainability Award on Economic Justice/Community Impact
- 2014 Receives National Entrepreneurship Award from President of Mexico

## “IN LIFE YOU LEARN FROM THE GOOD EXPERIENCES. AND ALSO FROM THE BAD.”

“He’s very encouraging, but he also challenges you,” says Marcela Cortina when describing her husband of 25 years. The result is that he inspires others to be the best version of themselves. Indeed, Rodríguez’s colleagues at Gentera—a financial services firm focused on underserved communities—can’t imagine running the firm without his involvement. Working in various capacities over the years, including chairing the board, Rodríguez helped shape Gentera into the largest microfinance firm in the Americas.

Rodríguez’s interest in using microloans to invest in developing economies was first sparked at HBS in 1994 when he helped organize the Latin American Conference. Through a friend, he met Michael Chu (MBA 1976), then CEO of Accion International, a pioneer in microfinance investing. “I was completely taken with everything he said,” says Rodríguez of the origins of their friendship, which has evolved from mentor, to collaborator, to business partner.

In 2007, the pair launched IGNIA, a venture capital firm that invests in companies that serve the emerging middle class in Mexico. IGNIA represents Rodríguez’s commitment to his homeland as well as his belief in tackling social problems with market solutions. “We support entrepreneurs because we want to have a positive impact on Mexico’s economy, *and* there is huge business opportunity,” says Rodríguez of IGNIA, which is Mexico’s biggest VC firm.

Growing up in Mexico, Rodríguez and his brother were raised by their mother after their father left the country in

1972. He attended high school in the United States and discovered two pursuits that remain front and center in his life: a passion for rowing and a desire to make a difference in Mexico. “Rowing is my meditation,” says the Pan American Games medalist who continues to participate in international rowing competitions. He returned to Mexico for college and has lived there since, excluding five years spent in Boston and New York.

Prior to cofounding IGNIA, Rodríguez held executive positions in several large corporations, combining his analytical skills with a no-nonsense approach to problem-solving. All the while, he spent his free time working to expand socioeconomic inclusion. At some point he asked himself, “Who will build the Mexico of tomorrow? Big corporations or emerging entrepreneurs?” The answer was so clear that he switched careers in order to invest in entrepreneurs bringing goods and services to the 70 percent of Mexico’s population who represent the emerging middle class. With holdings in fintech, financial services, online marketplaces, and the gig economy, and with \$200 million under management, IGNIA is shaping the future of Mexico. “Business in Mexico has become much more democratic, so that smaller players can compete,” says Rodríguez. “These enterprises are very important to our country’s future.”

Proud of his contributions to Mexico, Rodríguez does not skip a beat when asked what his biggest accomplishment is: his family. They include Marcela, an architect who earned her master’s degree at Harvard’s Graduate School of Design when the couple lived in Boston, and their twin sons, Lucas and Mateo. While his father desperately wanted Rodríguez and his brother to attend Harvard (his brother earned a master’s degree at the Kennedy School), he says his own approach to parenting is more flexible: “As long as they are passionate and try hard, I will be happy for them.” In reflecting on the important role that his mother continues to play in his life, the son describes the family matriarch with the same words that others might use for him: “extremely hardworking, devoted to family, a very strong person, and a lot of fun.”

# 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, 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  
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

Cynthia Carroll, MBA 1989  
Franklin P. Johnson Jr., MBA 1952  
Hiroshi Mikitani, MBA 1993  
E. Roe Stamps IV, MBA 1974  
Andrew H. Tisch, MBA 1977

2013

Joanna M. Jacobson, MBA 1987  
André R. Jakurski, MBA 1973  
Thomas A. James, MBA 1966  
Thai Lee, MBA 1985  
Roger W. Sant, MBA 1960

2014

Gerald Chertavian, MBA 1992  
Ashraf M. Dahod, MBA 1981  
Sheila Lirio Marcelo, MBA 1998/JD 1999  
Jonathan M. Nelson, MBA 1983  
Wendell P. Weeks, MBA 1987

2016

Mary Callahan Erdoes, MBA 1993  
Alan F. Horn, MBA 1971  
W. James McNerney Jr., MBA 1975  
Sunil B. Mittal, OPM 27, 1999  
Thomas J. Tierney, MBA 1980

2017

David G. Bradley, MBA 1977  
John J. Brennan, MBA 1980  
Angie Hicks, MBA 2000  
Ilene H. Lang, MBA 1973  
John H. McArthur, MBA 1959, DBA 1963  
Adebayo O. Ogunlesi, JD/MBA 1979

2018

Claudio L. Haddad, OPM 12, 1987  
Carla A. Harris, MBA 1987  
Christopher B. Howard, MBA 2003  
Abigail P. Johnson, MBA 1988  
John A. Paulson, MBA 1980

