Welcome to Wharton!

We invite you to explore Wharton’s Leadership Development Experience so that you can better understand the unique opportunities for integrating leadership learning into all facets of your Wharton education.

Wharton offers the unparalleled potential to engage in leadership development activities. This is embodied in the C E O framework, with the mission of providing experiences for students to develop leadership skills not only in the classroom, but also through experiential learning and opportunities to take action.

Wharton stands out for its spirit of involvement and innovation, which our students and alumni take seriously. By providing an innovative approach to self-reflection and leadership development, we hope to continue the Wharton tradition of producing “pillars in the community”, generations of great leaders in both the public and private sectors.
The Wharton School provides unique potential for students to develop leadership through not only classroom learning, but also experiential learning, and opportunities to take action.

Framework

I. Classroom Learning
II. Experiential Learning
III. Opportunities to Take Action

Distinguished Wharton Alumni Leaders
I. Classroom Learning

With its world-class faculty and curricula, Wharton teaches the fundamental skills and concepts needed to create global leaders of the future.

A. Traditional Courses
(*indicates Core Course)

Leadership Courses at Wharton

MGMT 652, Foundations of Leadership and Teamwork *

*Description:* This course is an opportunity to increase your capacity to lead throughout your career. The objectives of this course are to enhance your performance potential, competence, and skills. Students will develop their ability to lead by inspiring and developing people (self, other individuals, team, organization) as you mobilize them toward goals. Success as a leader throughout your career requires learning continually from your experience through the disciplined integration of action and reflection (i.e., the use of feedback to create change).

At Wharton, we believe that you don’t learn leadership and teamwork by simply reading or attending lectures. Learning more about leadership and teamwork depends on the willingness to act and to learn from experience: You alone provide this. You are expected to apply concepts from readings and lectures to your Learning Teams and in-class exercises, as well as in other teams of which you are a member. To leverage the learning opportunities it is essential that you prepare for each class. We believe that while people are born with different levels of talent, everyone can improve their capacity to lead and to be a team player.

MGMT 671, Seminar in Leadership: Power, Influence, and Transformational Leadership

*Description:* The objective of this course is to provide students with a number of opportunities to gain insights about the nature of outstanding, ordinarily effective, and ineffective, moral and evil leadership. This will be accomplished by (a) reading social science studies, biographies, case historical accounts of leaders, and theoretical and philosophical writings about leadership, (b) watching video tapes about leaders and listening to audio tapes of interviews and speeches of leaders and reports of reactions of followers to leaders, (c) completion of leadership related exercises, and (d) class discussion.

MGMT 761, The Individual in the Organization: Handling Challenges to your Career, Integrity, and Sanity

*Description:* This course will examine the uneasy, love-hate relationship that often exists between organizations and their individual members. Students shall examine the kinds of problems people confront as they enter an organization and with the passage of time (and outstanding performance) move upward to increased authority and responsibility.
MGMT 772, Networking and Politics in the Organization
*Description:* The goal of this course is for students to learn about what it takes to build effective networks of support and political power for achieving valued goals in organizations. We use a variety of methods, including action learning, peer coaching and feedback, books, articles, videos, lectures by executives, class dialogue, original case studies produced by class members, and other written assignments designed to help you learn from your experience.

MGMT 773, Managing Organizational Change
*Description:* During the last decade it has become clear that in the global economy, firms must constantly adapt to changing technological, competitive, demographic, and other environmental conditions in order to survive and prosper. The importance of acquiring the knowledge and tools for changing organizations successfully cannot be overemphasized (particularly for students headed for consulting and management careers, although not limited to them). This course focuses on specific concepts, theories and tools that can assist executives entrusted with the task of leading organizational change. Among other topics, the course will focus on the politics of change, successfully leading change efforts, downsizing, restructuring and reengineering, and organizational adaptation.

MGMT 782, Strategic Implementation
*Description:* This course is directed toward the attainment of three interdependent objectives: 1) to develop an understanding of strategy implementation in complex organizations, 2) to understand how organizational planning, design, control, and human resource decisions are interdependent and critical to successful implementation, and 3) to develop a sensitivity to the ‘realities’ of strategy implementation in ‘real-world’ organizations. Consideration of theories of implementation is not sufficient; it is necessary also to see strategy implementation as a process of change that, to be successful, must take a number of factors into consideration. These include how decisions affect individuals in organizations and their consequent commitment to implementation efforts.

MGMT 899, Independent Study
*Description:* Students work closely with a faculty member on a project or issue that involves leadership or teamwork. Examples include the Producers of Wharton Follies and the President of Christmas in April who utilize leadership and teamwork theory and coaching to make their activity a greater learning experience. In addition, other students have used the independent study in a more topical manner by creating a semester long project that studied a leadership issue in great detail. One example is a student who has been working to compile a list of companies with leadership development career opportunities.
Leadership Courses in the University

GAFL 623, Leadership in the Public Domain
Description: This course challenges students to think in terms of systems which operate within internal and external environments and are subject to both stabilizing and destabilizing influences, to develop a strategic vision, and to reflect on themselves in a relational way. Leadership is presented at first from an historical standpoint and then in exploring the ambiguity of authority and the challenge of managing the competing tendencies toward freedom and equality which characterize democracies and the democratic mindset. An inquiry into organizational dynamics prepares students for the examination of change management which concludes the course. The main areas of inquiry are: developing a personal management orientation; leadership; group, inter-group, and organizational dynamics; and managing organizational change.

GAFL 631, Politics, Policy, and Public Service
Description: This first-semester course is designed to orient students to the constraints that characterize leadership and management in the public service sector. The course traces the origins of these constraints, illustrates their durability, and suggests ways in which public agents may deal with them more effectively. Key historical documents and recent classics are examined for their bearing on contemporary views on topics such as public goods, the role of science in governing, individualism, and the theory of rights, factions, and interest groups. The main areas of inquiry are the environment of public service, policy analysis, politics, and political realism.

FELS 701, Workshop in Leadership Skills
Description: This course includes series of colloquia by distinguished government leaders, as well as practicum on such essential leadership skills as public speaking, fundraising, grant writing, negotiation, coalition building, use of data, and interviewing.

Supplemental Leadership Courses at Wharton

LGST 652, Ethics in Management *
Description: This course considers the ethical responsibilities of managers and corporations. It examines difficult ethical conflicts and dilemmas. It does not attempt to convert sinners to saints, preach absolute truths, or deter the morally vulnerable. A successful module helps students anticipate issues they will confront in their business career, and become clearer about how they think such issues should be resolved. Class sections consist of collaborative case discussions, exercises, and discussions of theoretical frameworks.
MGMT 621, Management of People at Work *
*Description*: Work is a dominant theme in the lives of most people. The way people are managed at work affects the quality of their lives as individuals, the effectiveness of organizations, and the competitiveness of nations. The material in this course develops some of the elementary themes associated with managing people. In many cases, these themes make use of basic concepts that transcend the workplace, such as the psychology of individual behavior or of work groups. The fundamental issues associated with managing employees include issues associated with motivation and job satisfaction, the design of jobs and employee empowerment, group behavior and teamwork (including arrangements such as quality of work life programs), and leadership. The course concludes with a discussion of alternative models or systems of managing employees, for example, the dominant Japanese employment system as contrasted with traditional U.S. practices.

MGMT 653, Field Application Project
*Description*: The course is intended to help students frame unstructured business problems. Student teams must first identify what the central issues are and then determine the most appropriate tools and concepts from the core curriculum to apply in order to provide insight into these issues. This approach helps develop a cross-functional approach to business issues. As part of the course, there is also a module to enhance the students’ communication skills.

MKTG 890, Global Consulting Practicum
*Description*: The Wharton Global Consulting Practicum (WGCP) is a cross-functional, globally-oriented program designed to educate MBA students in the problems of international business and the skills of consulting. It provides an experience in which students apply the concepts, tools, and paradigms they learn in their classes to real business problems.

Wharton students work in teams with students from other internationally-renowned business schools: The Recanati School of Tel Aviv University (Israel); The Schulich School of York University (Canada); Universidad Adolfo Ibañez (Chile and EGADE of Monterrey Institute of Technology (Mexico) and with the senior managers of their client firms to help clients enter or improve their position in North American or foreign markets. The students must research, analyze, develop, and defend detailed operational strategies, plans, and tactics to meet the needs of their international clients. These sections provide Wharton students with a first-hand experience in researching and developing a real marketing plan for Israeli / Chilean / Mexican companies who wish to successfully enter or improve their position in the U.S. market.

WHCP 653, Management Communication *
*Description*: The only seminar-style class of the core curriculum, with an average class size of 10 students, this course teaches communication theory reinforced by 5 practical speaking opportunities for each student. The course tracks the progress of students via videotaping, provides a curriculum developed with the help of MBA students, and arms MBA students with the theory and practice they will need to excel at these communication challenges: persuasive speaking, impromptu and prepared presentations, creating and delivering PowerPoint decks, handling challenging Q&A sessions, displaying data effectively, and dealing with the media.
WHCP899 Advanced Persuasion/Media Training

Description: Communication, persuasion, and the ability to speak to the media are a critical factor in leadership development. This .50 credit course gives students a chance to build greater competence in leadership communication through a focus on persuasive theory. Students are challenged to develop a single key idea into speeches for multiple audiences over the 12-week course. The course includes hands-on experiential learning – part of it in Penn’s cable T.V. studio. Students give a teleprompter speech and are ‘grilled’ by a professional journalist on camera. They’re critiqued by the reporter and Wharton instructors, and then repeat the entire process. Other experiential activities: an advocacy communication case study led by professional lobbyists in Washington D.C., crisis communication scenarios led by professionals who work with CEOs in times of crisis, and scenarios of communication issues for key stakeholders, e.g. the media, employees, shareholders, investors, etc.

Supplemental Leadership Courses in the University

School of Social Work

SW 612, Group, Organizational, and Community Dynamics

Description: The focus of this course is on developing an understanding of how human behavior occurs in the context of group, organizational, and community relations. It fully explores the dynamic nature of groups, organizations, and communities, and how they come into being, are nourished, change over time, and impact upon client systems.

SW 766, Group Processes and Organizational Politics

Description: This is an intensely experiential course and occurs in two modules. The knowledge-in-action acquired in this course is relevant to those directing executive groups, leading project groups, facilitating groups in clinical settings, teaching in classrooms, conducting support groups, managing work teams, serving on special task forces, chairing committees, etc. It is designed for developing leaders in all disciplines and is relevant to those involved in not-for-profit, business, education and public sector organizations.

The purpose of module 1 is to provide an in-depth understanding of group processes while they are in action. It is easy to see what went right or wrong in a group or in a human system when we look back in hindsight, or when we are observing from a distance. To tune into these dynamics when we are caught up in them and to take constructive actions when it could have a meaningful impact is a completely different issue. This is an art form which requires cognitive and emotional processing that is extremely demanding.

Module 2 is an experiential retreat designed to enable participants to explore how they handle the dynamics of ‘power,’ ‘powerlessness’, and ‘getting caught in the middle.’ People in positions of power rarely have the opportunity to experience powerlessness or to see what impact their exercise of power has on others. Those who are classically powerless rarely get to experience
what being in a position of power is like. This retreat is designed to bring into our fields of vision organizational dynamics that are all pervasive but usually fall into our collective ‘blind spots.’
B. Guest Lectures

**Annual Wharton Leadership Conference:**
Focused on a distinct theme each year (‘Leading in an Era of Uncertainty and Change, June 2004), this day-long leadership conference has consistently drawn hundreds of participants from industry, consulting, government, non-profit organizations, and academia, during its eight years of existence. In addition, the first Wharton West Leadership Conference was held in March 2004. This new conference highlights Wharton’s growing presence on the West Coast and complements the East Coast Conference by drawing on the same theme.

[
http://leadership.wharton.upenn.edu/l_change/conferences/conf_060403.shtml
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**Wharton Leadership Lecture Series:**
Wharton Leadership Lectures (formerly the Zweig Executive Series) encourage prominent national and international business, government, and not-for-profit leaders to address MBA students in an informal setting. Speakers are invited to share their diverse perspectives on leadership and the challenges of business transformation. The Wharton Leadership Lectures are a collaborative effort between the Office of Student Affairs, the Leadership Program, and the newly formed Leadership Development Club. The Wharton Leadership Lectures will enable Wharton to broaden the recruitment of high caliber speakers by creating a structure that allows for the coordination of efforts between students, faculty, and administrators.

**Sample List of Past Speakers:**

- Lou Gerstner, Retired Chairman & CEO, IBM Corporation
- Hank Paulson, Chairman & CEO, Goldman Sachs
- Jeffery Immelt, CEO, GE Corp.
- Carly Fiorina, Chairman and CEO, Hewlett-Packard Company
- Abby Cohen, Chair of Goldman Sach’s Investment Policy Committee
- Ken Lewis, CEO, Bank of America
- Larry Weinbach, CEO, Unisys
- Jeffery Swartz, CEO, Timberland
- Keiji Tachikawa, President and CEO, NTT Docomo
- General Sir Peter Pace, Vice Chairman Joint Chiefs of Staff
- General Sir Michael Rose, Head Bosnian Peacekeeping Mission
- Gary Crittenden, CFO, American Express
- Carlos Represas, President of the Americas for Nestle S.A.
- Dick Vermeil, Super Bowl winning coach, St. Louis Rams
- Bill Conner, CEO, Entrust
- David Neeleman, CEO, Jetblue Airways Corp.
- Les Vadasz, EVP of Intel and President of Intel Capital
- Hans Morris, COO, Citigroup Investment Banking Group
• Lalit Mansingh, India’s Ambassador to the United States

**Wharton Leadership Digest:**
The Leadership Digest is a free, monthly, electronic newsletter that presently goes to over 10,000 subscribers. It provides the latest academic and executive thinking on a range of leadership issues. ([http://leadership.wharton.upenn.edu/digest/index.shtml](http://leadership.wharton.upenn.edu/digest/index.shtml))

**University of Pennsylvania Guest Speakers:**
**Sample List of Past Speakers:**
• Jack Welch, Former Chairman and CEO of GE Corp.
• Madeleine Albright, Former Secretary of State
• Dick Fuld, CEO & Chairman of Lehman Brothers
II. Experiential Learning

*Wharton’s leadership experience goes beyond the classroom by providing students the opportunity to witness how lessons taught at Wharton play out in the real world.*

A. Leadership Ventures:

*Mountaineering Adventure Trips – Ecuador, Kenya, Nepal, Chile*

*Description:* Wharton offers students the opportunity to learn from direct experience and follow in the steps of past leaders of mountain expeditions. These weeklong treks to Ecuador, Mt. Everest, Mt. Kilimanjaro and Patagonia heighten the student’s learning experience by challenging them to work as a team in order to complete the venture.

*Antarctica Expedition - A Leadership and Teamwork Experience on King George Island*

*Description:* This week-long exploration of King George Island stresses decision making, teamwork, and leadership in a challenging environment. The venture uses ski-sleds and mountaineering equipment to explore remote stretches of the island's glacial ice cap. It draws upon the experience of Ernest Shackleton, Robert Scott, and other early Antarctica explorers for discussion and analysis of leading in extreme environments or under great duress. The experience emphasizes self-discipline and self-reliance for overcoming a host of obstacles under harsh conditions. It also requires team reliance, loyalty, and leadership. Participants are divided into teams of three, and with rotating leadership they take responsibility for activities ranging from meal preparation to glacial navigation.

*Military Venture – Quantico, United States Marine Corp.*

*Description:* The trip to Quantico enables students to learn leadership and teamwork skills from leaders in the military. Students are removed from their comfort zone and forced into challenging situations which enable them to practice some of the skills they have learned in classes and in working with their learning teams.

*Winter Ice Climbing Program*

*Description:* This three-day program is focused on developing problem solving techniques in the unique environment of ice climbing and under the physical stress inherent in the sport.

*Historic Battlefield trips - Gettysburg*

*Description:* The Gettysburg battlefield trip is an opportunity for students to learn leadership and teamwork in the context of military strategy. Led by an expert on American Civil War History, the Gettysburg battleground is transformed into a leadership learning laboratory. After learning the events of the battle, students discuss how yesterday’s leadership issues relate to today’s business world.
Kilimanjaro Climb and Safari - A Leadership and Teamwork Experience on Africa’s Highest Mountain

Description: The Kilimanjaro Climb and Safari uses the natural environment as a venue for developing leadership and teamwork. The venture enables participants to ascend one of the great summits of the world and further develop their leadership skills while doing so. It provides an extended opportunity to build self-discipline, decision-making, and team leadership.

Self-Awareness Initiative

Description: This event is a forum for learning about the importance of self-awareness in the business world through insights provided by distinguished speakers as well as an opportunity to practice meditation under the guidance of an experienced teacher.

B. Learning Team Retreat:

Description: The Learning Team Retreat is a kick-off for Wharton’s learning team experience. The primary goal of the retreat is to introduce students to their learning teams and provide them with many opportunities to build a firm foundation for success. Working closely with their learning teams, students develop leadership and teamwork skills throughout the first year, while completing assignments in the core classes.
C. Leadership Fellow Program:

*Description:* The Leadership Fellows Program, in a process designed by the current Leadership Fellows, hand-selects about 40 first-year MBA students every January. The Leadership Fellows go through an intense interview process with current fellows and prove their skills under pressure during a teaching audition. Once selected, the fellows participate in a rigorous training program in the spring. Following their training, which includes workshops on self-awareness, facilitation, teamwork, and conflict management, the Leadership Fellows begin to look ahead to shaping the first-year MBA student’s initial Wharton Experience. Their first assignment is to plan and run the annual Learning Team Retreat for all incoming first-years, held at the end of pre-term. During the year, they develop their relationships with students by leading learning labs that focus on leadership and teamwork skills. All of these activities culminate in the Fellows serving as teaching assistants in the Management 652 class, which all first-year MBA students take. In addition to their TA role, the fellows continue to serve as mentors for their first year teams.

D. One on One Leadership Coaching:

*Description:* Students at Wharton have the opportunity to take advantage of individualized customized leadership coaching from experienced faculty members. Through coaching, students recognize their strengths and weaknesses and build leadership skills which they directly apply to roles they have taken within the Wharton Community.

E. Wharton-Omnicom Fellows:

*Description:* Part of Wharton’s Communication Program, fellows are second year students who coach all first years in the core communication course. Fellows meet individually with first-year students to review taped speeches from class, offer critiques, and work with students to determine goals for improvement. Schedule-permitting, fellows also attend all classes to observe speeches first-hand and offer in-class critique. Fellows receive opportunities to attend special communication lectures and training sessions.

F. Leadership Mentoring:

*Description:* Wharton has offered a mentoring program giving students the opportunity to select a mentor, typically at the senior executive level, with proven leadership skills. During the student’s tenure at Wharton they will formulate a personalized leadership development plan while gaining the insights of their mentor and his/her experiences dealing with complex business and life issues. The lessons learned and plans produced in these interactions will then be discussed in workshop forums with Wharton peers in the program.
III. Opportunities to Take Action

*Wharton is unique in its pro-active culture. Its students sharpen their leadership skills by taking on key roles in all forums, including student clubs, the community, and the management of the school itself. This culture is a result of both the type of students admissions select and the environment of change and improvement that the faculty and staff actively encourage.*

A. Leadership Roles in Student-Run Clubs and Activities

- Leadership Development Club
- Professional Clubs – i.e. Entrepreneurship Club, Tech Club, Finance Club, Consulting Club
- Athletic Clubs – i.e. Wharton Wharthogs (rugby) Club, Tennis Club, Soccer Club, Wharton Wildmen (ice hockey), Ultimate Frisbee Club
- Social Clubs – i.e. Wine Club, Cigar Club
- International/Cultural Clubs – i.e. Asia Club, WHALASA, Greater China Club, European Club
- Community Service Activities – i.e. Christmas in April
- Student Productions – i.e. Follies, International Cultural Show
- Student-run Wharton Leadership Conference

B. Activist Opportunities within the Wharton Community

- Wharton Student Government (WGA) – the primary vehicle for coordinating and managing student activities and initiatives, both academic and extracurricular.
- Wharton Journal – Graduate Student Newspaper
- Dean’s Graduate Student Advisory Committee (DGSAC) – The Dean’s Graduate Student Advisory Committee is an independent student group that works directly with the Dean of The Wharton School to plan and implement long-term strategic initiatives that impact the MBA student body, the administration, and the Wharton community at large.
- Graduate and Professional Student Assembly (GAPSA)
- Wharton Publicity Corps
- Wharton Conference Organizers
- Academic Services Board
- Ethics Committee
- Career Trek Committee
- Career Office Advisory Board
- Welcome Weekend
- Pre-Term
C. Community Service Leadership

- Wharton Community Consultants  
  *Description:* Provides pro bono consulting to local organizations
- Wharton Tax Assistance Program  
  *Description:* Assists local families in need with federal tax issues  
  WTAP provides training to Wharton students
- Say Yes To Education  
  *Description:* Provides tutoring to local children in West Philadelphia area
- Wharton International Volunteer Project (WIVP)  
  *Description:* Students apply business training skills to economic development project in developing country
- Rebuilding together with Christmas in April of Philadelphia  
  *Description:* Students help rehabilitate the homes of elderly, disabled, and low-income homeowners

D. Leading by Teaching and Mentoring Others

- Writing About Leadership:  
  Both “Alumni of the Week”, a column in the Wharton Journal, and “Leadership Profiles” provide an opportunity for students to interview and write about Wharton alumni and other famous leaders.
- Mentors to Undergrad Wharton Students
- Mentors to Inner City Young Entrepreneurs in West Philadelphia (Milken Young Entrepreneurs)
- Buddy Program – Pairs up second years with first years
- Omnicom Fellows – second years serve as a TA resource and advisor to assist first years with their communication and presentation skills
- Mentors to a local middle school: Program with Bala Cynwyd Middle School where Wharton students visit the school and teach kids about Daring to be Different and the Four P’s of Marketing
Distinguished Wharton Alumni Leaders

Leadership in the global business environment takes many forms. Alumni of The Wharton School, the world’s first business school, are widely recognized for the leadership they provide across a diverse array of companies, industries, and enterprises throughout the world.

The following list represents a small sampling of the breadth and depth of the more than 75,000 Wharton alumni in 131 countries who are recognized innovators and leaders in their fields.

From corporate management to high-tech entrepreneurship, and from government to the nonprofit sector, the following men and women have helped to shape our world, through these industries. Their accomplishments are testament to both their individual drive and talent, and the diverse opportunities provided by a Wharton degree.

Banking and Financial Services

- Alfred R. Berkeley, Vice Chairman NASDAQ Stock Market Inc.
- Allen D. Wheat, Former Chairman and CEO, Credit Suisse First Boston
- Angel Corcóstegui, CEO, Banco Santander Central Hispano
- Anthony F. Vuoto, President and CEO, First USA Bank
- Arthur F. Weinbach, Chairman and CEO, Automatic Data Processing Inc. (#286 in Fortune 500)
- Benny T. Hu, President, China Development Industrial Bank
- Charles S. Sanford, Jr., Former Chairman and CEO of Bankers Trust Co.
- Chulakorn Singhakowin, Chairman and President, Bank of Asia
- David Pottruck, Co-CEO of Charles Schwab, Board Director of Intel
- David Pullman, Founder, Chairman, and CEO, Pullman Group
- Edward E. Crutchfield, Chairman and CEO, First Union Corporation
- Frank B. Fisher, Chairman and CEO, American National Bank
- Frank V. Cahouet, Former Chairman, President and CEO, Mellon Bank Corporation
- Frederick B. Taylor, Vice Chairman and Chief Investment Officer, US Trust
- Geoffrey T. Boisi, Vice Chairman, JP Morgan Chase and Company
- Henning Schulte-Noelle, Chairman, Allianz AG
- Howard S. Marks, Chairman, Oaktree Capital Management
- Jacinta (Jaci) Coleman, EVP and Chief Information Officer, People’s Bank
- James A. Harmon, President and Chairman, Export-Import Bank of the U.S
- James E. Moltz, Chairman and President, Deutsche Bank
- James T. Larkin, Vice Chairman, American Express
- John A. Ward, Chairman and CEO, American Express Bank
- Julio A. De Quesada, President and Chairman, Citigroup
- Kenneth W. Moelis, Managing Director, Donaldson Lufkin and Jenrette
- Koichi Toyomaru, President and CEO, Nippon Life Insurance (Asia’s largest insurance company)
- Lawrence E. Wesneski, Chairman, President and CEO, Hoak Breedlove Wesneski (the top IB for tech IPOs in the world)
• Lawrence G. Tint, CEO, Barclays Global Investors
• Michael L. Tarnopol, Vice Chairman, Bear, Stearns & Co., Inc.
• Norman M. Wayne, CEO, CIGNA Reinsurance (#102 in Fortune 500)
• Peter Alexander Burt, CEO, Bank of Scotland
• Peter Lynch, Vice Chairman, Fidelity
• Richard Brewster Williams, Chairman and CEO, Dun & Bradstreet Corporation
• Robert F. Henricksen, Chairman and CEO, Northwest Bank
• Robert Hurst, Vice Chairman of The Goldman Sachs Group, Inc.
• Robert J. Newhouse, President and CEO, Marsh & McLennan Companies Inc (holding for Marsh, Putnam Investments and Mercer Consulting Group)
• Samuel J. Foti, President and COO, The MONY Group, MONY Life Insurance
• Suzanne Cutler, EVP, Administrative Services, Federal Reserve Bank of New York
• Thomas F. Loeb, Chairman and CEO, Mellon Capital Management
• Thomas M. Bayer, Executive Chairman, European Bank
• Thomas M. Garrott III, Chairman, President and CEO, National Commerce Bancorporation
• Valeri Telegin, Chairman, Bank of Russia
• Vincent P. Lisanke, President and CEO, American Express Credit Corp
• Winthrop H. Smith, Chairman, Merrill Lynch & Company Inc.
• Yoshio Terasawa, Chairman, The Tokyo Star Bank

Consulting
• Anil Kumar, Director, McKinsey
• Barry W. Huff, Deputy Chairman, Deloitte and Touche
• Edward L. Wax, Chairman, Saatchi and Saatchi
• James W. Down, Vice Chairman, Mercer Management Consulting
• Larry Weinbach, Former head of Andersen Worldwide (Arthur Andersen and Andersen Consulting), now Chairman, President, and CEO of Unisys Corporation
• Melvyn E. Bergstein, Chairman and CEO, Diamond Cluster International
• Michael J. Donahue, Group EVP and COO, KPMG Consulting
• Philip A. Laskawy, Chairman and CEO, Ernst & Young LLP
• Shaun F. O’Malley, Chairman Emeritus, Price Waterhouse Coopers, LLP

Venture Capital/Private Equity
• David R. Murray, President and CEO, Vanguard Venture Partners
• Kenneth P. DeAngelis, Founding Partner, Austin Ventures
• Leonard I. Green, Founder and Partner, Leonard Green & Partners
• Michael J. Moritz, Founder and Partner, Sequoia Capital
• Mitchell J. Blutt, Executive Partner, J.P. Morgan Partners
• Robert I. MacDonnell, Founder and General Partner, Kohlberg Kravis Roberts & Company
• Ruthann Quindlen, General Partner, Institutional Venture Partners and Author of “Confessions of a Venture Capitalist”
High-Tech
• Allan C. Kwan, Chairman and CEO, Asia.com
• Bilal Ojjeh, CEO, MBA-Exchange.com
• Brett O’Brien, Chairman, Xdrive Technologies,
• David M. Buckley, EVP, Technical Operations, Biogen
• Elizabeth A. Nelson, CFO and Secretary, Office of the President, Macromedia
• Farhad Mohit, Chairman and Founder, Bizrate.com
• James L. Vincent, Chairman, Biogen Inc
• Jeffrey Grass, Founder, PayMyBills.com
• Jim Bankoff, President of Netscape, a subsidiary of America Online, Inc.
• John Scully, Former CEO of Apple
• Lou Platt, Former Chairman and CEO, Hewlett Packard
• Olukunle Malomo, President and CEO, HummingBox Communications
• Peter M. Nicholas, Chairman, Boston Scientific
• Peter Yip, Founder, Chairman, and CEO, China.com
• Richard D. Forman, Chairman, President, and CEO, register.com
• Sharon A. Fordham, CEO, WeightWatchers.com
• Steven James Lee, Chairman and CEO, PolyMedica (#30 in Fortune’s Fastest-Growing)
• Sundee Bhan, Chairman, President, and CEO, Medsite.com, Inc.
• Sundi Sundaresh, President and CEO, JetStream Communications

Real Estate
• Donald Trump, Founder, President and CEO, Trump Hotels and Casino
• Laurence E. Hirsch, Chairman and CEO, Centex Corporation
• Mortimer B. Zuckerman, Founder and Chairman, Boston Properties and Owner
• Nelson W. Potter, CEO, Fleetwood Enterprises, the nation’s largest resorts builder in the USA
• Scott A. Wolstein, CEO and a Director, Developers Diversified Realty Corporation
• Tadashi Nomura, President and CEO, Nomura Estate Co. Ltd.
• William Fair, CEO, American Skiing Company, the nation’s largest ski resort company

Publishing & Radio
• Alberto Vitale, Former Chairman, President and CEO, Random House
• Alfred C. Liggins III, President, CEO, Treasurer and Director, Radio One
• David Power III, Chairman and Founder, J.D. Power and Associates
• Fred Wilson, Chairman, thestreet.com
• Harold W. (Terry) McGraw III, Chairman, President, and CEO, The McGraw-Hill Companies
• Hussam Hamadeh, Founder and Vice Chairman, Vault.com, Inc.
• Michael D. Fleisher, CEO, Gartner
• Roberto F. Civita, Chairman and CEO, Abril S.A.

Industry
• Anil D. Ambani, Managing Director, Reliance Industries
• Arnold J. Palmer, Chairman and CEO, Hudson Industries Corporation
• Donald D. Humphreys, VP and Controller, Exxon Mobil Corporation
• Dwayne Lamont Rayner, President and CEO, Renaissance Capital Management
• Edmund T. Pratt, Jr., Chairman Emeritus, Pfizer, Inc.
• Frank Cerminara, SVP and CFO, Hershey Foods
• Howard R. Suslak, President and Co-CEO, Mac Donald and Company
• James S. Tisch, President and CEO, Loews Corporation
• Jean-Pierre C. Rosso, Chairman, CNH Global N.V.
• Jerome Fisher, Founder and Chairman Emeritus, Nine West Group
• Jon Huntsman, Chairman of the Board, Huntsman Corporation, the world’s largest privately held chemical business
• Julian A. Brodsky, Chairman, Comcast Interactive Capital
• Kenneth L. Wolfe, Current Chairman, and Former CEO of Hershey Foods
• Laurence A. Tisch, Co-Chairman, Loews Corporation
• Lee S. Hillman, Chairman, President and CEO, Bally Total Fitness
• Leonard A. Lauder, Chairman and CEO, Estee Lauder Companies, Inc.
• Luiz Augusto Heeren, CEO, British-American Tobacco
• Manuel Pangilinan, Executive Chairman, First Pacific
• Nicholas F. Taubman, Chairman and CEO, Advance Auto Parts
• Paul R. B. Harner, Chairman, Berkmont Industries
• Peter T. Worthen, Chairman and CEO, Schreiber Corporation (#163 in Forbes 500)
• Regonald Jones, Former Chairman and CEO, General Electric
• Richard D. Wood, Chairman, President and CEO, Eli Lilly and Company
• Robert B. Cavanaugh, EVP and CFO, J.C. Penney
• Robert M. Hernandez, Vice Chairman and CFO, USX Corporation (largest steel maker in the US)
• Robert Potamkin, Co-Chairman and Co-CEO, Planet Automotive Group
• Robert S. Morrison, Chairman, President and CEO, The Quaker Oats Company. Former Chairman and CEO of Kraft Inc.
• Ronald O. Perelman, Chairman and CEO, MacAndrews & Forbes Group, Inc.
• Susan M. Stalnecker, Vice President, E.I. du Pont de Nemours and Company
• W. Leo Kiely, III, President and COO, Coors Brewing Company
• Yotaro Kobayashi, Chairman and Co-CEO, Fuji Xerox Co.
Media and Communications
- Adlai W. Wertman, President and CEO, Chrysalis
- Bruce E. Crawford, Chairman, The Omnicom Group
- David P. Glickman, Founder and Chairman, TelePacific Communications
- Leslie E. Bider, Chairman and CEO, Warner/Chappell Music
- Lorenzo di Bonaventura, Co-President, Warner Brothers Studios
- Manuel V. Pangilinan, President and CEO, Philippine Long Distance Telephone Company
- Paul J. Vidich, CEO, Time Warner Inc.
- Peter E. Murphy, EVP and Head of Strategy, The Walt Disney Company
- Sylvia M. Rhone, Chairman and CEO, Elektra Entertainment Group

Airline Industry
- Gary L. Wilson, Chairman, NorthWest Airlines
- Rakesh Gangwal, President and CEO, US Airways Group and US Airways
- Robert W. Baker, Vice Chairman, American Airlines

Education
- Drusilla D. Blackman, Dean, Columbia University
- Howard Paul Forman, Vice Chairman, Yale University School of Medicine
- Jeffrey A. Barks, Associate Dean, Massachusetts Institute of Technology
- Jeffrey C. Miller, Executive Associate Dean, Northwestern University
- John Quelch, Dean, London Business School
- Daniel F. Muzyka, Dean, University of British Columbia
- David R. Decker, Dean, New York Institute of Technology
- Neng Liang, Dean, Peking University
- William K. Laidlaw, Dean, Case Western Reserve University
- A Richard Casavant, Dean, University of Tennessee

Other Fields
- Ann D. McLaughlin, Chairman, The Aspen Institute, named busiest Director of U.S. Corporate Giants by WSJ
- Anthony E. Whyte, Chairman and CEO, American Institute Management Technology
- Boediono, State Minister of Indonesia
- Ernesto P. Balladares, Former President, The Government of Panama
- David T. Ayres, Chief of Staff for Attorney General John Ashcroft
- James DePriest, Music Director and Conductor, Oregon Symphony
- Klaus Zumwinkel, Chairman and CEO, Deutsche Post AG
- L. Thomas Divilio, Chairman, Memorial Hospital
- Susan Ness, named by President Clinton as a member of the Federal Communications Commission