The Executives in Residence Program
2018–2019

Building Relationships With Business Leaders

The Executives in Residence Program is comprised of 25 senior executives from the C-Suite of companies in industry verticals such as technology, retail, health care, manufacturing and consumer goods as well as senior partners from strategy consulting, private equity, financial services and real estate.

Columbia's EIR program is unique among the top tier MBA programs because of the scope of our executives' involvement at the school. The program was established in 1971 with one Executive in Residence, the program founder, Robert W. Lear. It was expanded in 1977, and in the ensuing years it has vastly grown in both the number of executives and the breadth of the program's impact across the school.

The program has two areas of focus:

- We advise and mentor students
  - Career counseling
  - New business ventures
  - Professional and personal challenges
- We contribute "practice" to the School's strategy of bridging theory to practice
  - Teaching
  - Industry and functional expertise
    - To other programs and centers at the School
    - Faculty research

Advise and Mentor Students

A hallmark of the EIR program is mentoring meetings between students and our Executives in Residence. Most frequently these are one-on-one private meetings. Executives also conduct group "brown bag lunches" and lead group meetings with student run clubs when those formats are more effective. One-on-one meetings are typically 30 minutes in length. Group meetings are between 60 and 90 minutes long.

During the 2017-2018 academic year, our Executives held 1176 individual meetings and 18 group meetings with students.

- Student meetings with an Executive are initiated at the student's request by contacting the EIR Program Executive Assistant, Julie Adams at (212) 854-6100 / ja2403@gsb.columbia.edu. Julie will coordinate the schedule between the student and the Executive.

- Students are strongly encouraged to hold their initial EIR meeting early in their first semester, a time when students begin to clarify career plans and assess options for internship opportunities. Often students establish an on-going relationship with an executive with multiple meetings over the course of the student's time at Columbia.
Discussions typically focus on a student's interests, background and experience as he or she considers a career in a particular area. Executives often advise students in areas such as:

- Skills and abilities required to succeed in a particular industry or company
- Job search strategies, internships and full-time positions
- Career path planning beyond the initial position
- Dealing with challenging professional or personal issues
- Commercializing new business and entrepreneurial ventures

**Bridge Theory to Practice**

- Our Executives make extensive classroom contributions. Several Executives are members of the Adjunct faculty, teaching full courses in their area of expertise. Many other Executives guest lecture, co-teach courses and develop course specific lectures and case studies across a broad range of topics.

- The Executives provide practical and specialized expertise to Columbia's programs and centers such as the Entrepreneurship and Competitiveness in Latin American Program, the Lang Entrepreneurship Center, the Milstein Real Estate Center and the W. Edwards Deming Center.

- The Executives make extensive contributions to faculty research in areas such as executive leadership, technical expertise in finance, corporate governance, marketing and retailing.
Booking a One on One Meeting with an Executive

The majority of our volunteer Executives do not have a set/regular schedule. Each Friday an email post is sent by Julie Adams via the Career Management and EMBA email lists to all students which lists the hours for those Executives who have availability over the following ~2-3 weeks.

To book a meeting:

Contact Julie Adams (ja2403@gsb.columbia.edu) up front if you already know which executive(s) you want to meet with, or, reply to the weekly email post with ALL times from the choices given that would work for you (to save on email back and forth for alternate choices). Time order and preference will be considered if you provide this detail. Please be patient. You will receive an emailed response/confirmation from Julie.

Attach your latest résumé with your request. We will replace any version you may have sent to our office previously. We do not have access to your résumés on COIN.

If you can’t make the date/times posted, reply anyhow to let us know who you are wanting to meet with. We keep individual wait lists (email distribution lists) for each executive. We will email new hours to waitlisted students before including the hours in the weekly posts to all students.

Please give at least 24 hour notice if you need to cancel. No shows with no contact will not be booked again.
The Executives in Residence Program
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As participants in the Executives in Residence Program at Columbia Business School, a number of senior executives from a wide range of industries augment the educational experience for students. These leaders are recently retired or semiretired from one career and avidly pursue other activities and boards. Among other projects, the executives counsel students on their academic and career goals, lecture in class and advise clubs. The program, established in 1977, is an extraordinary resource for students, faculty and staff and has contributed significantly over the years to the strategic development of the School.

For further information or to make an appointment with one of the Executives in Residence, please contact Julie Adams by e-mail at ja2403@gsb.columbia.edu or call (212) 854-6100. Web: http://www8.gsb.columbia.edu/about-us/executives-in-residence. Executive hours are posted weekly via email to all MBA and EMBA students.

The Executives

Al Drewes ’82, Director, Executives in Residence Program brings over 35 years of executive experience with both global public and private equity portfolio companies in the consumer products space. Most recently he was the Chief Operating Officer of the Sun Products Corporation. Sun was a portfolio company owned by the private equity sponsor, Vestar Capital Partners. Al joined Sun in 2012 at a time when the company was struggling. Responsible for supply chain, finance, procurement, IT and customer service, he led the turnaround of the company through productivity and topline growth initiatives resulting in a highly successful monetization. In 2016, Sun was sold to Henkel AG for $3.6 Billion, a 12.9x multiple of EBITDA and one of the five largest private equity monetizations that year. Prior to joining Sun Products, Al was the Senior Vice President and Chief Financial Officer of the Pepsi Bottling Group for nine years. PBG was a $13.2 Billion NYSE company with operations across the globe. During his tenure as CFO, Al led initiatives including multibillion dollar acquisitions in Mexico and Russia, successfully navigating the 2008 financial crisis while generating 10% CAGR EPS growth and a nearly 4x improvement in stock price. Prior to Sun he held multiple leadership positions with PepsiCo, including CFO, VP of Manufacturing Operations, General Manager of Sub Sahara Africa and VP of Planning and Business Development with PepsiCo International. He is currently a member of the Board of Directors and Chair of the Audit Committee of Tab Foods Investments, based in Istanbul. He was formerly a Director of the Meredith Corporation. Al took his BS in Electrical Engineering from the University of Massachusetts and his MBA from Columbia, where he was Class Respondent. Areas of interest: private equity, public company CFO, multinational executive leadership, consumer products, emerging markets and M&A.

Robert M. Amen ’73 served as Chairman and Chief Executive Officer of International Flavors and Fragrances Corp. (IFF) from 2006-2009. Prior to his 3 years at IFF, Mr. Amen was President of International Paper Company, retiring from that post in March 2006. During his 26 years with International Paper, Mr. Amen played a major role in developing the company’s international strategy and in transforming the company’s operations and business focus. He was named president of International Paper in 2003, having previously served as executive vice president of the company from 2000-2003 and president of International Paper Europe from 1996-2000. Rob is Chairman of the Deming Center Advisory Board at Columbia University. He also serves on the Board of Directors of the Verso Corporation and Balfour Beatty PLC. Mr. Amen has a bachelor’s degree in economics from Boston College and a master’s degree in business administration from Columbia University. Areas of interest: international business; people development/ leadership and emerging markets.
Gary B. Appel ’77 has spent over 40 years in the financial services industry. Currently he serves on the Advisory Board of the Private Equity Program at Columbia Business School. Mr. Appel is an Advisory Director and member of the Investment Committee of Investcorp International Inc., a global manager of alternative investment products. He retired in 2012 as Vice Chairman of Castle Harlan, Inc., a global middle market private equity funds manager. Prior to joining Castle Harlan, he was Vice Chairman of Glencoe Capital, Ltd., a Chicago-based middle market private equity funds manager, and a member of its Investment Committee. While at Glencoe he co-founded and managed one of the first independent co-investment funds created for a state retirement system. In the late 1990s Mr. Appel was a Senior Managing Director of Bear Stearns, Inc. Prior to that for 17 years, Mr. Appel was with Donaldson, Lufkin & Jenrette, Inc. serving as a Managing Director and a founding partner of DLJ Merchant Banking. He was a member of DLJ Merchant Banking’s Board of Directors and its Investment Committee. Mr. Appel has served on the boards of directors of numerous corporations across a variety of industries, as well as several not-for-profit institutions. His current board of directors activities include totes(Isotoner Corporation and Arrowhead Engineered Products, Inc. He earned his BA with honors from Vassar College and his MBA from Columbia University. Areas of interest: private equity, entrepreneurship and investment banking.

Alessandro Carlucci has spent 25 years in the cosmetics industry. He currently serves on the Advisory Board of CBS’ Deming Center/ECLA Advisory Board. He worked for Natura Cosmetics for 25 years, the last 10 as its CEO. In the early 90s Alessandro assumed executive positions in Relationship Marketing shortly before assuming the role of Product Marketing Manager, becoming the leader for Hair and Perfume categories. In 1996, he became the Commercial Director for Brazil, leading the sales area with 500 employees and 350,000 independent resellers. He transferred to Buenos Aires in 1999 to become Director of the South Division, leading the Natura International operations (Argentina, Chile and Peru) with the challenge to develop and implement a turnaround plan that started with Argentina. Returning to Brazil in mid-2002, he assumed the role of Commercial Vice-President, leading all Natura commercial operations. A year later he became the Business Vice President in charge of most of the company P&L. At the end of 2004, he participated actively in the company’s IPO, and in January of 2005 was invited to become CEO, a role he played until the end of 2014. During his tenure as CEO, Natura’s net income grew fourfold, from R$ 1.7 billion to R$ 7 billion, becoming the biggest CFT and Direct Selling company in Brazil. The International business grew quickly (CAGR 35%), with the opening of Mexico and Colombia operations. EBITDA increased from R$ 431 million to R$ 1.6 billion, and in 2009 he lead a Follow On, increasing the company’s float from 25% to 40%. The company has been “carbon neutral” since 2007 and reached the goal of 33% reduction of CO2 emissions between 2007 and 2013, and has been recognized as one of the most sustainable companies in the world. Alessandro is a Board Member of Lojas Renner (fashion retailer in Brazil), and is Chairman of the Board for Business for Social Responsibility (BSR). He has previously been Chairman of the World Direct Selling Association (WFDSA), a Board Member of Redecard, Itaú-Unibanco and of the Alcoa Advisory Board (Latin America). Alessandro holds a B.S. in Business Administration from Fundação Getulio Vargas (FGV), an Executive MBA from PDG/SDE Escola de Negócios, and also took part in a joint STC Executive program with Fundação Dom Cabral (FDC) and the Kellogg School of Management. Areas of interest: consumer goods, Latin America, sustainability, cosmetics, direct selling, leadership.

Toos N. Daruvala is a Senior Advisor and Director Emeritus from the New York Office of McKinsey & Company. He joined the Firm in 1983; he was elected a Director (Senior Partner) in 1995; and he retired from the Firm in 2015. Toos has counseled CEOs and senior executives at a range of financial institutions and information/transaction services players on strategy and operational matters. Over his years at McKinsey, Toos led the Americas Risk Management Practice, the Americas Banking and Securities Practice, and the build-out of McKinsey’s global Risk Advanced Analytics capability. Toos served on the global Board of McKinsey and the Advisory Board of the McKinsey Global Institute (MGI). He led McKinsey’s Annual Review of the state of the banking industry. He has contributed to publications such as The Economist and Banking Strategies, and was a frequent speaker at financial industry forums. Toos currently serves on the Board of the Royal Bank of Canada (RBC), and the Board of the McKinsey Investments Office (MIO) which oversees the Firm’s pension plan and partner investments. He serves on the Advisory Board of the Ross School of Business at the University of Michigan, Ann Arbor, and is Executive-in-Residence at the Columbia Business School. Toos is a member of the Board of the New York Philharmonic. Toos holds an MBA from the University of Michigan, Ann Arbor, and a Bachelor of Technology in Electrical Engineering from the Indian Institute of
Robert Essner is the retired chairman and CEO of Wyeth, which was one of the world’s leading research-based pharmaceutical companies. He led the transformation of Wyeth into a science-based industry leader with strong positions in drugs, biotechnology, vaccines, nonprescription products and animal health. During his more than 30 years in the industry, Mr. Essner served as chairman of both U.S. and global pharmaceutical organizations. He is a director of MassMutual, NBTY, PPDI, Amicus Therapeutics, and the Children’s Health Fund, and is a Senior Advisor to The Carlyle Group. Mr. Essner is a graduate of Miami University and the University of Chicago. Areas of interest: general management, marketing, healthcare, pharmaceuticals, biotechnology.

John V. Faraci served as Chairman and Chief Executive Officer of International Paper from November 1, 2003 to December 31, 2014. He served previously in the positions of president, as well as executive vice president and chief financial officer. He served also as chief executive officer and managing director of Carter Holt Harvey (a former International Paper majority-owned forest products company in New Zealand). John sits on the boards of United Technologies Corp., PPG Industries, Inc., and ConocoPhillips. He is the Chairman of the Board of Trustees for Denison University and National Fish and Wildlife Foundation. He is a member of the American Enterprise Institute and The Council on Foreign Relations. John is also an operating partner with Advent International Global Private Equity. He is a former member of The Grand Teton National Park Foundation and The National Park Foundation. John earned a Bachelor of Arts degree in history and economics from Denison University in Granville, Ohio, and a Master’s degree in business administration from the University of Michigan. Areas of Interest: conservation, environmental business issues, people development, leadership, joint ventures.

Stephen J. Girsky has more than 30 years of automotive experience working with senior corporate and board executives, labor leaders, OEM leaders, suppliers and dealers, and national and local policy makers. Currently, he is Managing Partner of VectoIQ, an independent advisory firm based in New York focused on smart transportation technologies. He is a director at US Steel Corp, Brookfield Business Partners, Drive.ai, and Valens Semiconductor. Steve has served in a number of capacities at General Motors from 2009-2014, including GM Vice Chairman, with responsibility for global corporate strategy, new business development, global product planning and program management, global R&D, and global purchasing and supply chain. He served on the General Motors Board of Directors following its emergence from bankruptcy in June 2009 until June 2016. Steve has also served as president of Centerbridge Industrial Partners, an affiliate of Centerbridge Partners, LP. Prior to Centerbridge, he was a special advisor to the CEO and CFO of General Motors Corporation from August 2005 to June 2006. At UJA-Federation, Steve most recently chaired the Day Camp/Henry Kaufmann Campgrounds Committee. He is also a past member of the Finance Committee. Other non-profit organizations that Steve has supported over the years include Sunrise Day Camp for children with cancer, Focus Hope, Multiple Sclerosis, The UCLA Chancellor’s Associates Fund, Harvard Business School, Columbia University, Cornell University, United Way, and The Babies & Children's Hospital of New York. Steve holds a BS in mathematics from the University of California at Los Angeles and an MBA from the Harvard Business School. Areas of Interest: leadership, career development, strategy, organization, entrepreneurship, international business.

Neale S. Godfrey is an acknowledged expert on family and children’s finances who has been in the financial field for more than 30 years. Neale became one of the first female executives at The Chase Manhattan Bank. Later, she became the President of The First Women’s Bank and founder of The First Children’s Bank. In 1989, Neale formed her own company, Children’s Financial Network, Inc., whose mission is to educate children and their parents about money. She is the author of 27 books that deal with money, life skills, and value issues, and has been honored with a #1 New York Times Best Seller, Money Doesn’t Grow on Trees: A Parent’s Guide to Raising Financially Responsible Children. Neale was the first to develop money curricula for children and young adults Pre-K through High School, which are available in CD-ROM and iOS game app formats. Neale was also a former Nationally Syndicated Columnist for the Associated Press and currently is a Contributor for Forbes.com. Neale has served as a National Spokesperson for such companies as: Aetna, Microsoft, Coca-Cola, Fidelity, Quaker Oats, Nuveen and AOL-Time Warner. She is a professional speaker for both domestic and international audiences. Neale has appeared as a financial expert on programs, such as; The Oprah Winfrey Show, Good Morning America, The Today Show, CNBC, and CNN, as well as in the PBS special Your Money.
Your Children, Your Life. Neale has served on White House and Governor’s Task Forces, as well as on the Board of Directors of The NY Board of Trade, UNICEF, University of Charleston, Morris County Chamber of Commerce, UN Women, and YPO. She also serves on NJ’s State Employment and Training Commission Council on Gender Parity in Labor and Education as well as NJ’s Science and Technology Workforce Subcommittee. Neale helped found a YPO global entity called RISE, an international social and ecological movement and incorporated into WorldMerit (WM). WM connects Millennials in 160 countries to address global issues. She is also a faculty member of the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV) and VWis, Veteran Women Igniting the Spirit of Entrepreneurship, operated by The Institute For Veterans and Military Families, The Whitman School of Management, Syracuse University. Both programs provide tools to Vets to become successful entrepreneurs. Neale has been honored with recognition from the White House via her program, LIFE, INC: The Ultimate Career Guide for Young People, sponsored by Deloitte Foundation. Neale has a B.S., cum laude, from The School of International Service, The American University. Areas of interest: entrepreneurship, finance, marketing, writing/publishing.

Jesse J. Greene, Jr. ’75 retired from IBM as VP Financial Management and Chief Financial Risk Officer in 2010. There he was responsible for the identification, assessment and monitoring of financial risks of the corporation, and the company's Enterprise Risk Management program. Mr. Greene began his career at IBM in 1971, and has held a broad range of positions in IBM as an engineer, tax attorney, and financial executive. In 1994, Mr. Greene left IBM to join Eastman Kodak as Treasurer, VP Finance, acting CFO and Senior VP, Strategy and Information Technology. In 2000, he joined Compaq Computer Corporation as CFO and Senior VP of Strategic Planning. In 2002 he returned to IBM as VP and Treasurer and was later named VP, Financial Management and Chief Financial Risk Officer. Mr. Greene graduated from Columbia Law School with a JD and Columbia Business School with an MBA. He also holds an MSME and BSME from NYU School of Engineering and Science. He is a member of the New York State Bar Association, the American Society of Mechanical Engineers and the Economic Club of New York, and has also served on the Board of Directors of the Strong Medical Center in Rochester, NY. He served as Senior Fellow at the Richman Center from 2011 to May of 2018, and recently retired from the Board of Directors of Caterpillar. Areas of interest: U.S. tax and energy policy, corporate governance and strategy, risk management, education and development of leadership skills in young people.

Stephen Harty has 23 years of C-level experience in two very different industries. He's now focused on assisting both private sector and non-profit organizations with strategic and communications issues and his role as an Adjunct professor of management at CBS. Most recently Steve was CEO and Vice Chairman of National Flood Services in Kalispell MT. On his watch, the firm acquired its biggest competitor and dealt with the overwhelming disaster of Superstorm Sandy. Prior to flood insurance, Steve spent 30 years in advertising, most recently as Chairman for North America at BBH, a leading British advertising network, where he worked with clients such as Google, Unilever, British Airways, Cadillac and Miller Lite and participated in the launch of the Ally online bank. He joined BBH from the Plus Consulting Group in New York, where he founded and managed a consultancy designed to integrate the global offerings of the advertising agency Lowe with the direct marketing company Draft. In 1993 he was a co-founder of Merkley Newman Harty, one of the first internally integrated firms on Madison Avenue. During nine years as President, MNH grew from 30 to 300 people serving clients such as Citigroup, IBM, Pfizer, BellSouth and Mercedes-Benz. The agency notably launched the startup airline JetBlue, developing name, positioning, visual identity and all other aspects of marketing. Steve began his advertising career with Ogilvy & Mather where he started as a trainee, was named the agency’s youngest General Manager and later was appointed Worldwide Account Director for American Express, responsible for the brand in 42 countries. Steve took a one-year leave of absence in 1983 when selected as a White House Fellow, where he served as Special Assistant to the Director of the FBI. He graduated from Williams College in 1973 and recently stepped down after twelve years as a Williams trustee. Steve earned an MPPM in 1980 from the Yale School of Management and later served as an Advisor for the Yale Center for Consumer Insight. Areas of interest: changing careers, advertising, brands, media, the federal government, fostering new ideas and the management of creative enterprises.
Katherine Hensel is a retired hedge fund manager, institutional investor, and financial services industry executive. As a Managing Director at Lehman Brothers, she gained international prominence as the youngest ever functional Chief Investment Officer of a major Wall Street firm. After helming Lehman Brothers’ Financial Institutions Group to an industry-best performance through the early 1990s credit crisis and recovery, Ms. Hensel became the storied bank’s top strategist, co-head of the investment policy committee and one of its most recognizable leaders in the press through the 1994 spin-off from American Express and successful IPO. Ms. Hensel was a commercial banks analyst at Lehman from 1987 to 1993 during which time she was ranked number one on Greenwich and Institutional Investor surveys. Later in the decade, Ms. Hensel, as Director of Research, helped lead Chancellor Capital Management ($80 billion AUM) through a pair of disruptive mergers before striking out on her own in 1999. She and her partner built Sage Asset Management from scratch to more than $1 billion in assets under management within five years. Ms. Hensel outperformed the S&P over her tenure, while taking less than half of the market risk. She successfully piloted Sage Asset Management through the 2008 Global Financial Crisis—effectively maneuvering the firm to rally into 2009. She formally retired as Managing Partner in 2010, continuing as a Senior Advisor until 2015, while also managing a private family office and providing strategic thought partnership to alternative asset management CEOs. Ms. Hensel is an active member of the National Association of Corporate Directors, a member of the Investor Advisory Committee of the Financial Accounting Standards Board (FASB), the New York Society of Securities Analysts and the Financial Women’s Association. As an award-winning analyst and institutional investor, Ms. Hensel covered a range of sectors on both the growth and value side, including consumer, industrial, financial, selected sub-sectors of healthcare, and others. She began her career in the Energy practices of Donaldson, Lufkin & Jenrette, PaineWebber and Lehman Brothers. Ms. Hensel earned an AB in Geological Sciences (1981) and an MBA (1985), both from Harvard University. Areas of interest: investment management and capital markets, corporate governance - shareholder engagement and activism, securities analysis, corporate finance, leadership and career development.

Robert H. Herz was Chairman of the Financial Accounting Standards Board (FASB), from 2002-2010. Previously, he was a senior partner with PricewaterhouseCoopers and North America Theater Leader of Professional, Technical, Risk & Quality and a member of the firm’s Global and U.S. Boards, President of the PricewaterhouseCoopers Foundation, and a part-time member of the International Accounting Standards Board. Mr. Herz is a member of the Accounting Hall of Fame and is both a U.S. Certified Public Accountant and a U.K. Chartered Accountant. During his career, Mr. Herz headed Coopers & Lybrand’s Corporate Finance Advisory Services and served as audit partner on numerous major clients including AT&T, Dun & Bradstreet, Goldman Sachs, Shearson Lehman Bros, and Volvo. He has chaired various professional committees and served on numerous task forces, public policy commissions and governmental advisory groups concerning key issues confronting financial reporting and the accounting profession both domestically and internationally. Bob is currently a member of the boards of directors of Fannie Mae, Morgan Stanley, Workiva, Paxos, and the Sustainability Accounting Standards Board Foundation; a member of the Standing Advisory Group of the Public Company Accounting Oversight Board; a member of the Independent Investment Committee of UNOPS; and a member of the advisory boards of AccountAbility and Libra Services, Inc. He was formerly a trustee and vice chair of the Kessler Foundation, a former member of the Accounting Standards Oversight Council of Canada, and the advisory board of the Alliance Manchester Business School in England. Mr. Herz is a graduate of the University of Manchester in England with a B.A. first class honors degree in economics, graduating at the top of his class. Areas of interest: financial reporting, sustainability reporting, financial analysis, corporate finance, financial services regulation.

Ehud Houminer serves on Columbia Business School’s Board of Overseers and has taught courses in corporate strategy, international strategy, general management and business policy in both the MBA and EMBA Programs at Columbia Business School. He received his BA from the Hebrew University in Jerusalem and his MBA from the Wharton School. Prior to joining the Executives in Residence Program in 1991, Professor Houminer held numerous high-level appointments in Asia, Australia, Europe and North America during his long career with Philip Morris Companies, Inc., including senior corporate vice president for corporate planning and president and CEO of Philip Morris USA. He is a director of Avnet, Inc. (a global distributor of electronics components) and numerous Dreyfus mutual funds. Professor Houminer is chairman of the Business School Board and a trustee of Ben Gurion University. Areas of interest: general management, domestic and international business strategy, and consumer products and manufacturing industries with a global scope.
M. Leanne Lachman is president of Lachman Associates, an independent real estate consulting company. Previously, Ms. Lachman spent 13 years as a partner at Schroder Real Estate Associates, a boutique real estate manager that was acquired by Lend Lease, a global institutional investment manager, where she spent four years. Her early career was with Real Estate Research Corporation, where she served as chief executive officer. A highly sought after speaker and widely published author of books and articles on the real estate industry, Ms. Lachman is also a Key Leader of the Urban Land Institute and a Governor of the Urban Land Foundation, and a director of Lincoln National Corporation. She received her BA from the University of Southern California and her MA from Claremont Graduate University. Areas of interest: real estate, demographics (U.S. and global trends), and corporate governance.

Terry J. Lundgren served for 14 years as CEO of Macy’s, Inc., operator of Macy’s, Bloomingdale’s, Bluemercury and one of the largest retail ecommerce businesses in America. He retired from Macy’s, Inc. in January 2018 after serving for 10 months as the company’s Executive Chairman. Prior to becoming CEO of the company in February 2003 and Chairman and CEO in January 2004, Lundgren had been President and Chief Merchandising Officer since May 1997. (The company’s name changed to Macy’s, Inc. from Federated Department Stores, Inc. in 2007.) As CEO, Lundgren led Federated’s acquisition of The May Department Stores Company in August 2005, nearly doubling the size of the company. One year later, he changed the name of more than 400 regional department stores across the country to the Macy’s name, creating a nationwide brand and the largest fashion retail company in America. In fiscal 2016, the final years of Lundgren’s tenure as CEO, Macy’s, Inc. sales approached $26 billion, with approximately 140,000 employees. The company operated approximately 575 department stores under the nameplates Macy’s and Bloomingdale’s, and approximately 150 specialty stores that include Bluemercury, Bloomingdale’s The Outlet and Macy’s Backstage, in 45 states, the District of Columbia, Guam and Puerto Rico, as well as macy's.com, bloomingdales.com and bluemercury.com. Bloomingdale’s has store locations in the Middle East in partnership with the Al Tayer Group and Macy’s has an on-line presence in China on Alibaba’s TMall global e-commerce platform. Prior to joining Federated, Lundgren was Chairman, CEO of Neiman Marcus. Lundgren is a native of Long Beach, CA, a graduate of The University of Arizona, and an active supporter of The Terry J. Lundgren Center for Retailing at The University of Arizona. He has honorary doctorate degrees from The University of Arizona and Suffolk University. Lundgren currently serves on the boards of The Procter & Gamble Company, Carnegie Hall and The Economic Club of New York. He is a former board member of Kraft Foods Inc., the Federal Reserve Bank of New York and has participated in numerous charitable and civic efforts and has received numerous awards and recognitions for his leadership in the Fashion Retail industries as well as for his civic and charitable contributions. He has served as co-chairman of the Partnership for New York City and the American Heart Association CEO Roundtable, and chairman of the National Retail Federation (twice), National Minority Supplier Development Council, and the American Society of Corporate Executives. Areas of interest: economics, leadership, fashion, art.

Douglas L. Maine is a Senior Advisor to Brown Brothers Harriman & Co, a 200 year old, privately held, Wall Street financial services firm. Maine is a Director for public company Albemarle (Specialty Chemicals) and Acreage Holdings (Cannabis). Maine is also a Director of four private companies: Olympusat (Cable Content and Distribution), R4 Technologies (AI and Data Science), Anchor Free (Internet Privacy software) and Noble Systems (Call Center software). He has previously served on the Board of three public and four private companies which were all acquired by strategic or financial investors. Maine joined IBM as chief financial officer and senior vice president in 1998. In that role, he was responsible for all financial, treasury, tax, business development, internal audit, and real estate activities, as well as IBM Global Financing Corporation. He later was general manager of two operating units and retired in 2005. Before joining IBM, Maine was Chief Financial Officer and Executive Vice President of MCI (now part of Verizon) from 1991-1998 and prior to that he held a variety of sales, operating and financial leadership roles during his 20 year career. Maine is a member of the Standing Advisory Group of the Public Company Accounting Oversight Board. He has a BS from Temple University and an MBA from Hofstra University. Areas of interest: entrepreneurship, private equity, international business, corporate governance and strategy and family owned businesses.
**Eduardo Mestre** is a Senior Managing Director and Chairman of Global Advisory at Evercore. Eduardo was responsible for the day to day management of the firm’s U.S. advisory practice from 2004-2012, and prior to joining Evercore in November 2004, he was Vice Chairman of Citigroup Global Markets, Inc. and Chairman of its Investment Banking Division. Eduardo was head of investment banking at Citigroup and its predecessor firms from 1995-2001 and co-head of Salomon Brothers’ mergers and acquisitions department from 1989-1995. Since joining Evercore, Eduardo has represented, among others, Comcast in its acquisition of Sky, Pinnacle Foods in its sale to Conagra, Whole Foods in its sale to Amazon, DuPont in its merger with Dow Chemical, its spin-off of Performance Chemicals and its proxy fight with Trian Fund Management; Estee Lauder in its acquisition of Too Faced; United Airlines in its defense against activist investors; EMC in its sale to Dell; MGM Resorts International in its threatened proxy contest with L&B, the IPO of its REIT subsidiary and its financial restructuring; Ally Financial in the restructuring of its mortgage business and the sale of its international operations to Royal Bank of Canada and GM Financial; Clearwire in its sale to Sprint; and International Paper in its acquisition of Weyerhauser’s pulp business and of Temple Inland and the subsequent sale of certain assets. Eduardo currently serves on the board of directors of the Avis Budget Group, Inc. and is a past member of the board of Comcast Corporation. He also serves as a member of the boards of the International Rescue Committee and the Cuba Study Group. He is past Chairman of the Board of Cold Spring Harbor Laboratory, one of the nation’s leading cancer, genetics and neuroscience research and educational institutions, and past Chairman of WNYC, New York’s public radio stations. He is also a past trustee of The Taft School. Prior to joining Salomon Brothers in 1977, Eduardo was an associate with the law firm of Cleary, Gottlieb, Steen & Hamilton. Eduardo graduated summa cum laude and Phi Beta Kappa from Yale University in 1970 with a BA degree in Economics and Political Science and is a 1973 cum laude graduate of Harvard Law School. Eduardo was born in Havana, Cuba in 1949. **Areas of interest:** mergers & acquisitions, corporate restructurings, shareholder activism and corporate governance, corporate finance, negotiation, strategic alliances.

**Jack Mitchell** is Chairman of Mitchell Stores (Mitchells/Richards/Wilkes/Marios), a three-generation family business that operates men’s and women’s specialty stores in Connecticut, New York, California, Washington and Oregon. After completing a BA at Wesleyan University in 1961 and an MA at the University of California-Berkeley in Chinese History, Jack worked at the New England Institute for Medical Research. He joined the family business, Ed Mitchell, Inc., in 1969, which was founded by his parents and later became Mitchells of Westport. Mitchells went on to acquire Richards of Greenwich, CT, Marshs of Huntington, Long Island, Wilkes Bashford in San Francisco and Palo Alto, CA, and Marios in Portland and Seattle. In 2003, Jack launched a “second career” as an author and speaker, keynoting at events for corporations including Morgan Stanley, Conde Nast, Merrill Lynch, Nike, Starbucks, and Harvard University, addressing audiences with Hug Your Customers/Hug Your People/Selling the Hug Your Customers Way presentations. Jack has appeared on The NBC Today Show, and Kudlow & Cramer TV show as well as numerous radio interviews and online and print articles. Jack has been quoted in national magazines as a customer service and management leadership expert. In April 2005, INC Magazine listed Jack as one of the 26 Entrepreneurs We Love. Jack shares with his family a number of Community leadership Awards from the Anti-Defamation league, The Menswear Division of UJA-Federation of New York, and Sacred Heart University. Jack is on the Yale Cancer Board and Greenwich Hospital Board of Trustees. **Areas of interest:** management of family businesses and luxury retail, and customer service.

**Surya N. Mohapatra, Ph.D.** has held senior leadership positions in the healthcare industry for more than 35 years, most recently as the Chairman, President and Chief Executive Officer of Quest Diagnostics Incorporated, the world’s leading provider of diagnostic testing, information and services where he had been a senior executive since 1999. Dr. Mohapatra is a past Board member of the ITT Corporation and is currently a member of the Board of Directors of Xylem Inc., a leading global water technology and transport company. He is also a Board member of Leidos Inc., a science and technology solutions leader in the defense, intelligence, homeland security, civil, and healthcare sectors. Dr. Mohapatra is a Trustee of The Rockefeller University and an Executive in Residence at the Columbia Business School. He holds a BS in Electrical Engineering from the National Institute of Technology, Rourkela, India; an MS in Medical Electronics from the University of Salford, England; and a Doctorate in Medical Physics from the University of London. **Areas of interest:** strategy and technology, especially in patient monitoring, diagnostic imaging, diagnostic testing and global health.
Stacy Ruchlamér has more than 20 years of experience in the financial industry, focusing on the consumer sector. She was the Specialty Retail Analyst at Shearson Lehman Brothers from 1984 to 1993, and was ranked #1 on Institutional Investor's “All American Research Team” each year from 1988 to 1992, among the youngest analysts to ever achieve this award. She was also listed on Crain's 40 under 40. Known as a stock picker, Stacy was lauded for getting her Institutional Investor clients into winning stocks as well as advising them on getting out. She developed a consumer franchise, working on a multitude of investment banking transactions as well as managing money for the firm. She served on the Board of Directors of Stein Mart, Inc., The Icing and New West Eyeworks. In 1993, Stacy founded and served as General Partner of The Consumer Fund, one of the early sector hedge funds. She successfully managed the fund for 8 years while simultaneously advising two large hedge funds. Over the last decade, Stacy has consulted for private consumer companies on strategy, growth initiatives and capital raising. Throughout her career, she has been active in the non-profit arena, spearheading programs to improve literacy in children and instill a love of reading. Stacy is a graduate of Union College. **Areas of interest:** social responsibility and business strategy, brand development, women and leadership.

**Len Sherman** brings over thirty years of business experience and academic research on growth strategy, innovation and entrepreneurship to Columbia Business School. At CBS, Professor Sherman teaches “Integrated Marketing Strategy” and "Entrepreneurship in Large Enterprises to MBA and EMBA students, earning the Dean’s Award for Teaching Excellence in 2013. Prior to teaching at Columbia, Dr. Sherman was a Senior Partner at Accenture, where he served in a variety of positions including President of two Business Process Outsourcing units: Accenture Procurement Solutions and Accenture Learning. At Accenture, he also served as a founding General Partner of Accenture Technology Ventures (ATV), where he led Accenture's investment activities in Supply Chain Management, Procurement and eLEarning. He sat on the Boards of Directors of five technology-based firms in the procurement, supply chain and eLearning domains. Prior to these positions Dr. Sherman also led Accenture's Global Strategic Services Practice covering client services in the Automotive & Industrial Equipment, Transportation & Travel Services, Food & Consumer Package Goods, Retail and Pharmaceuticals/Medical Products industries. Dr. Sherman joined Accenture in 1995 from J. D. Power and Associates where he had been managing partner of the firm's management consulting practice and responsible for European business operations. Prior to that, he was a partner with Booz, Allen & Hamilton with responsibility for its U.S. automotive practice. Prior to joining Columbia, Professor Sherman taught "Innovation and Enterprise Growth" in Northeastern University's MBA program. He has published and presented widely on automotive marketing and distribution strategy, customer satisfaction measurement and effective approaches to corporate education. Since joining CBS, Sherman has authored case studies in the automotive, retail, consumer packaged goods and hard goods industries. His book on growth strategy – If You’re in a Dogfight, Become a Cat!: Strategies for Long-Term Growth – will be published in January, 2017 by Columbia University Press. Dr. Sherman has a BS in aeronautical engineering, a MS in transportation systems and a Ph.D. in transportation economics, all from M.I.T. **Areas of interest:** entrepreneurship, intrapreneurship, business strategy, product development and customer experience assessments.

**Joe Timko**'s career has been focused on B2B technology, software, and consulting. He most recently served as Chief Strategy Officer of ADP, a leading human capital software and services company. Prior to that, he was Executive Vice President & Chief Technology & Strategy Officer for Pitney Bowes, a global player in shipping and communications. Joe brings an extensive background in consulting and technology. He was previously a Partner at McKinsey & Company in the Technology/Telecom and Industrial Sector Practice. He focused on industries such as communications equipment and services, IT software and services, industrial controls, and chemicals. In 13 years at the firm, he led engagements in the areas of business strategy, B2B marketing and sales, business development and M&A, turnarounds, and large scale operational transformation. Prior to McKinsey, Joe was a product manager and R&D leader for Bell Laboratories for over a decade where he delivered software/hardware products to telecommunications service provider customers. At both Bell and McKinsey, Joe was recognized as a people developer. Joe served on the US Advisory Board of Enactus, a campus-based, entrepreneurial non-profit. He has served as start-up advisor and occasional guest lecturer at MBA schools including Columbia, UVa Darden, Duke Fuqua, UNC Kenan Flagler, and UT Austin. He lectures on topics such as leading innovation, behavioral economics in executive decision making, and execution of strategy. Joe received an MBA from The Wharton School as a Palmer Scholar. He also received a Master of Science degree from Stanford University and a Bachelor of Science from Virginia Tech, both in computer and electrical engineering.
engineering. 

**Areas of interest:** technology and software, operational transformation, people development, decision making and behavioral economics.

**Dave Walsh** has a career that has been, literally, all over the map: from Alaska to Europe to New York with a few stops in between. He brings over 40 years of executive experience with both global public companies, closely held corporations, and in the public sector. Most recently, he was the President and CEO of the Amalgamated Life Insurance Company and its parent, Alico Services Corporation. Amalgamated is a national provider of life insurance, medical stop loss, TPA, cost management, agency, printing and computer services with $1B in premium equivalents and $100M in assets. Dave joined Amalgamated in January 2008 and reorganized, relocated and retooled a 70 year old union-owned company. Under his leadership, the company produced steady 7 to 9% internal growth annually and retained “A” rating for ten straight years. He developed and executed successive, successful five-year strategic plans, including system upgrades in finance, claims and pension administration. Prior to joining Amalgamated, Mr. Walsh served in senior executive positions at SBLI USA, AIG, and Swiss Re. Dave was the Director of Insurance and Director of International Trade for the State of Alaska from 1990 through 1994. He served as President of the National Association of Insurance Commissioners and was the Co-Founder and first Chairman of the International Association of Insurance Supervisors. He served as a member of the United States delegation to the Organization for Economic Cooperation and Development (OECD) where he was vice-Chairman of the Insurance Committee. He was a prosecutor during the construction of the Trans-Alaska Pipeline, and for ten years he served on the Anchorage, Alaska Assembly (City Council). He also taught law for a number of years. Dave earned a Master’s degree in Industrial and Labor Relations from Cornell University, a Juris Doctor degree from the University of Wisconsin, a Master’s degree in Business Administration from Alaska Pacific University, and a Bachelor’s degree in Psychology from Loras College in Dubuque, Iowa. He is currently working toward a Ph.D from the University College Dublin and earned CLU, ChFC, and RICP designations from the American College of Financial Services. 

**Areas of interest:** leadership, financial services, regulation, life-long education, career flexibility, non-linear career paths.

**Mark A. Zurack** teaches Capital Markets and Investments, Equity Derivatives and Equity Markets and Products at Columbia Business School, and also teaches at Cornell University as an Adjunct Professor. Mark is currently on the Board of Directors of the Binghamton University Foundation and also serves on the Boards of the Alzheimer’s Association, Teach For America, Upper West Success Academy, ETC, Southampton Bath and Tennis and the Columbia Business School Social Enterprise Program. Prior to coming to Columbia, Professor Zurack worked at Goldman Sachs for 18 years. He joined GS in 1983 and started the equity derivatives research group. He later assumed a broader leadership role in equity derivatives, co-managing the product in both North America and Asia and leading the effort to cross-market equity derivatives products to high-net-worth individuals. He became a partner in 1994 and a managing director in 1996. Between 1998 and 2001, Professor Zurack served on the board of directors at the Chicago Board Options Exchange. He received his CFA in 1983, his MBA from Cornell in 1980 and his BS from the State University of New York at Binghamton in 1978. 

**Areas of interest:** capital markets, sales and trading issues, portfolio construction, risk management and quantitative research.
1. First and foremost, relax and enjoy the meeting. The session is entirely for your benefit. Our Executives participate because they have fun interacting and coaching students.

2. Do some simple preparation in advance of the meeting.
   a. Read the Executive’s bio
   b. Send an up-to-date resume to Julie Adams at least 2 days before the meeting
   c. Clarify in your mind what your goal is for the session and why you picked the particular exec for the meeting

3. Introduce yourself, briefly, at the beginning of the meeting so the exec knows who you are.
   a. What term are you in
   b. What GSB program are you in
   c. What your major is
   d. What you are hoping to get out of the coaching meeting

4. Think in advance about questions you might ask which are linked to your objectives for the meeting.

5. And lastly, please send a thank you note to the Executive, shortly after your meeting. A quick email is perfect and will be greatly appreciated by our Executives all of whom generously volunteer their time.

Meetings are scheduled with Julie Adams
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ja2403@gsb.columbia.edu
(212) 854-6100