

BOARD OF DIRECTORS



Angela Q. Crispi

Executive Dean for Administration,
Harvard Business School

Angela is the Executive Dean for Administration at Harvard Business School, leading an organization of 1,700+ staff with an operating budget over \$850 million. As the senior administrative officer and in partnership with the Dean, she oversees the execution of the School's strategy ranging from academic programs to research, and the management of areas including external relations, finance, human resources, information technology, library, marketing and communications, operations, and others.

Angela has overseen the implementation of innovations from curriculum changes to faculty initiatives. During her tenure, the School has expanded to include 14 global locations; opened 8 new buildings; and launched HBX, a groundbreaking online education platform. Angela also served as Chief Planning Officer, directing the creation and development of the campus master plan and she has been active in the School's two capital campaigns, the most recent of which surpassed its \$1 billion goal.

Angela has held a succession of roles at HBS including serving on the MBA Admissions Board and directing the offices of Financial Aid, Housing, Registrar, Student Affairs, and Community Relations. She was Secretary of the Academic Performance Committee and a founder of the Community Values Initiative.

Within Harvard University, Angela serves on the University Risk Management Council, the Administrative Council, Electronic Communications Committee, and Allston Planning groups. She was part of the core team that created the Harvard Innovation Labs, a cross-university initiative to foster entrepreneurship. During academic year 2017-18 she served on the Staff Advisory Committee to support Harvard University's Presidential search.

Before joining Harvard, Angela led the introduction of new manufacturing practices at Waters Chromatography, a division of Millipore Corporation. She serves on Boston Medical Center's Trust Board, Ursuline Academy's Trustees, Harvard Business Publishing's Board of Directors, and HBS and Boston College Class Leadership Committees and serves as an evaluator on the Commission on Institutions of Higher Education. She has presented various talks to students at HBS and Harvard Graduate School of Education. She holds a BA from Boston College and an MBA from Harvard Business School.

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Anne Dwane

Co-Founder & Partner,
Village Global

Anne is an early stage venture investor at Village Global, the network-driven VC fund. Prior, Anne was a tech company founder, venture-backed CEO, and public company executive.

Anne served as chief business offer at Chegg (NYSE: CHGG), the student services company, before and after IPO. She joined Chegg through acquisition of Zinch, where she was CEO. Zinch connected students with colleges and scholarships.

Prior, Anne co-founded Military Advantage (www.Military.com) to connect service members and veterans to benefits. Military Advantage was acquired by Monster Worldwide (NYSE: MWW), where she served as GM of Affinity Networks, leading businesses in lifelong learning and career advancement.

She holds a bachelor's degree from Georgetown University and an MBA from Harvard Business School. Anne co-authored *Getting In: The Zinch Guide to College Admissions & Financial Aid in the Digital Age* (Wiley 2011). She is a member of the 2010 Class of the Henry Crown Fellowship at the Aspen Institute.

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Thomas R. Eisenmann

Howard H. Stevenson Professor of Business Administration,
Faculty Co-Chair of the HBS Rock Center for Entrepreneurship,
Faculty Co-Chair of the Harvard MS/MBA Program,
Faculty Chair of the HBS California Research Center,
Harvard Business School

Thomas R. Eisenmann is the Howard H. Stevenson Professor of Business Administration at Harvard Business School, faculty co-chair of the HBS Rock Center for Entrepreneurship, faculty co-chair of the Harvard MS/MBA Program, and faculty chair of the HBS California Research Center. Eisenmann teaches the MBA elective course Making Markets, which focuses on marketplace design, and leads a January Term Startup Bootcamp for first-year MBAs. In recent years, Eisenmann has served as chair of Harvard's MBA Elective Curriculum—the second year of the MBA Program—and as course head of The Entrepreneurial Manager, taught to all 900 first-year MBA students. He was co-creator of the MBA electives Scaling Technology Ventures, Entrepreneurial Sales & Marketing, and Product Management 101, in which students specify and supervise development of a software application. Eisenmann also created the MBA electives Launching Technology Ventures, which examines challenges confronting early stage startups in the information technology sector, and Managing Networked Business (now called The Online Economy), which surveys strategies for platform-based businesses that leverage network effects. He twice co-led a Harvard Innovation Lab course, Cultural Entrepreneurship in New York City, in which students from across Harvard spent a winter break week in New York exploring new ventures in fashion, food, and fine arts, and co-led four similar winter break trips to Silicon Valley.

Professor Eisenmann received his doctorate in business administration ('98), MBA ('83), and BA ('79) from Harvard University. Prior to entering the HBS Doctoral Program, Eisenmann spent eleven years as a management consultant at McKinsey & Company, where he was co-head of the media and entertainment practice. He currently serves as a director on the boards of Harvard Business Publishing and Harvard Student Agencies, the world's largest student-run corporation.

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Mark Elliott

Vice Provost of International Affairs, Harvard University

The Mark Schwartz Professor of Chinese and Inner Asian History, Harvard University

Mark Elliott is vice provost of international affairs at Harvard University and the Mark Schwartz Professor of Chinese and Inner Asian History in the Department of east asian languages and civilizations and in the department of history in the faculty of arts and sciences at Harvard University.

As vice provost, Elliott oversees and works to advance international academic initiatives, extending the global reach of Harvard's research and teaching activities. In this capacity, Elliott serves as the University's representative in negotiating agreements with foreign governments, receiving senior-level international delegations, and representing Harvard to peer institutions and alumni worldwide. In addition, he shares responsibility for supporting the community of international students, scholars, and faculty in Cambridge and Boston, as well as for guiding Harvard's overall global strategy and sustaining its ongoing development as a global university.

Elliott is an authority on the last four centuries of Chinese history, in particular the Qing period (1636-1911). His research encompasses the history of relations between China and its nomadic frontier, with special attention to questions of ethnicity and empire. His first book, *The Manchu Way: The Eight Banners and Ethnic Identity in Late Imperial China*, is a pioneering study in the "New Qing History," an approach emphasizing the imprint of Inner Asian traditions upon China's last imperial state. He is also the author of *Emperor Qianlong: Son of Heaven, Man of the World*, and has published more than twenty-five scholarly articles. He serves on numerous editorial boards, and was for three years the director of the Fairbank Center of Chinese Studies.

A graduate of Yale (BA 1981 summa cum laude, MA 1984), Elliott earned his PhD in History at the University of California, Berkeley. He taught at the University of California, Santa Barbara and at the University of Michigan before coming to Harvard in 2003.

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Benjamin C. Esty

Roy and Elizabeth Simmons Professor of Business Administration

Benjamin Esty is the Roy and Elizabeth Simmons Professor of Business Administration. He currently teaches the introductory strategy course in the first year of the MBA program, but has taught a variety of elective courses including advanced corporate finance and project finance. The project finance course, called Large-Scale Investment (LSI), analyzed how firms structure, value, finance, and negotiate large capital investments. He also teaches in a variety of executive education programs and served as the faculty chairman for the Summer Venture in Management Program for 14 years, a management training program for underrepresented minority students. Professor Esty served as the head of the finance unit (department) from 2009-14. Before that, he was the founding faculty chairman of the General Management Program (GMP), a comprehensive leadership program designed to create outstanding business leaders. He has received the Student Association Award for teaching excellence multiple times, the Charles M. Williams Award for contributions to student learning, the Apgar Award for teaching innovations, and the Greenhill Award for outstanding service to the school (twice). The more recent Greenhill Award recognized his leadership of the Conflicts of Interest Task Force, a committee responsible for writing policies governing the faculty's outside activities, and his service as the School's de facto co-Chief Compliance Officer (CCO) from 2011-14.

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Paul M. Healy

*James R. Williston Professor of Business Administration,
Senior Associate Dean for Faculty Development,
Harvard Business School*

Paul Healy is the James R. Williston Professor and senior associate dean for faculty development at Harvard Business School. His research covers a broad range of topics, including financial analysis, Wall Street research, corruption, governance, mergers and acquisitions, and business ethics. He joined the HBS faculty in 1998, after fourteen years on the faculty at the M.I.T. Sloan School of Management, where he received awards for teaching excellence in 1991, 1992, and 1997. He received accounting and finance degrees from Victoria University in New Zealand (1976 and 1977) and a PhD from the University of Rochester (1981). He has published widely in the leading academic and practitioner journals, has received numerous research rewards, and is the co-author of one of the leading financial analysis textbooks. He has taught MBA and executive courses on accounting, financial analysis, corporate boards, and ethical leadership.

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Linda A. Hill, PhD

Wallace Brett Donham Professor of Business Administration,
Faculty Chair, Leadership Initiative, Harvard Business School

Linda A. Hill is the Wallace Brett Donham Professor of Business Administration at Harvard Business School. She is the faculty chair of the Leadership Initiative and has chaired numerous HBS Executive Education programs, including the Young Presidents' Organization Presidents' Seminar and the High Potentials Leadership Program. She was course-head during the development of the new Leadership and Organizational Behavior MBA required course. She is the co-author, with Kent Lineback, of *Being the Boss: The 3 Imperatives of Becoming a Great Leader* and *Breakthrough Leadership*, a blended cohort-based program that helps organizations transform mid-level managers into more effective leaders. *Breakthrough Leadership* was the winner of the 2013 Brandon Hall Group Award for Best Advance in Unique Learning Technology. The book was included in the *Wall Street Journal* as one of the "Five Business Books to Read for Your Career in 2011." She is also the author of *Becoming a Manager: How New Managers Master the Challenges of Leadership* (2nd Edition). Professor Hill co-authored the book *Collective Genius: The Art and Practice of Leading Innovation* which was named one of "The 20 Best Business Books" in 2014 and also received a Gold Medal for Leadership, Axiom Business Book Award. She is author of the course modules Managing Your Career, Managing Teams, and Power and Influence and of award-winning multimedia management development programs. She is also a subject expert of numerous elearning programs including *Stepping up to Management* (based in large measure on *Becoming a Manager*) and *Harvard ManageMentor*. Hill has authored or co-authored numerous HBR articles, including "Where Will We Find Tomorrow's Leaders" and "Winning the Race for Talent in Emerging Markets." In 2015, Hill, along with her co-authors, received the first Warren Bennis Prize for the *Harvard Business Review* article, "Collective Genius." She is a contributor to the Harvard Business Review Press series on *Managing Up*, *Hiring*, and *Becoming a New Manager*. She was named in 2013 by Thinkers50 as one of the top ten management thinkers in the world. In 2015, she received the Thinkers50 Innovation Award.

Professor Hill's consulting and executive education activities have been in the areas of leadership development, talent management, leading change and innovation, implementing global strategies, and managing cross-organizational relationships. Organizations with which Professor Hill has worked include General Electric, RELX, Accenture, UnitedHealth Group, IBM, MasterCard, Mitsubishi, Morgan Stanley, National Bank of Kuwait, AREVA, *The Economist*, Salesforce.com, and The World Economic Forum.

Professor Hill is a member of the board of directors of State Street Corporation, Eaton Corp., Harvard Business Publishing, and the Global Citizens Initiative, Inc. She is a trustee of the Art Center College of Design and a special representative to the board of trustees of Bryn Mawr College. She is also on the advisory boards of the Aspen Institute Business and Society Program and the California Institute for Telecommunications and Information Technology. She is a member of the HR People + Strategy Advisory Council, a former member of the board of trustees of The Rockefeller Foundation, The Bridgespan Group, and the Nelson Mandela Children's Fund USA board.

Hill did a post-doctoral research fellowship at Harvard Business School and earned a PhD in behavioral sciences at the University of Chicago. She received her MA in educational psychology from the University of Chicago. She has a BA, summa cum laude, in psychology from Bryn Mawr College.

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William T. Kerr

President and Chief Executive Officer,
Arbitron, Inc.

William T. Kerr is president and chief executive officer of Arbitron, Inc. Kerr has been a director of Arbitron since May 2007. From July 2006 to January 2010, he was chairman of the board of directors of Meredith Corporation, a New York Stock Exchange-listed diversified media company that publishes magazines, owns and operates local television stations, and provides digital marketing services. Kerr had been a member of the Meredith Corporation board of directors since 1994.

Kerr was chairman and chief executive officer of Meredith from January 1996 until June 2006. Kerr was president and chief operating officer of Meredith from 1994 to 1996 and was president of the Magazine Group and executive vice president of Meredith from 1991 to 1994. He previously served as a vice president of The New York Times Company and as a consultant at McKinsey & Company, Inc.

Kerr has been a member of the boards of directors of the Interpublic Group of Companies, Inc., a New York Stock Exchange-listed marketing communications and marketing services company, since November 2006 and of Whirlpool Corporation, a New York Stock Exchange-listed appliance manufacturer, since June 2006. He also serves as a member of the board of Penton Media, Inc., a private firm.

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Larry Kramer

Retired President and Publisher, *USA Today*

Board of Directors, Gannett

Larry Kramer retired as president and publisher of *USA Today* in July, 2015, and joined the board of directors of Gannett.

Prior to joining *USA Today* in April 2012, Kramer was an adjunct professor of media management at the Newhouse School at Syracuse University and a media consultant. His textbook on the future of media, *C-Scape: Conquer the Forces Changing Business Today*, was published in November 2010 (HarperCollins).

Previously he was founder, chairman and CEO of MarketWatch Inc., that he created in 1995 and launched as an LLC with Data Broadcasting Corp. and CBS in 1997. He took it public in 1999 (MKTW), making three acquisitions to build the business along the way before selling the company to Dow Jones in 2005 for \$528 million.

He then became the first president of CBS Digital Media, where from 2005-2008 he created a new digital media division encompassing all new media operations for the network, including online, interactive and wireless initiatives. He introduced March Madness on Demand, put CBS TV shows on the Web and signed the first CBS content distribution partnerships with Google, Amazon, Apple iTunes, Yahoo!, and Verizon.

Following CBS, Kramer was a senior advisor at Polaris Venture Partners in 2008 and 2009. He has served on the boards of Discovery Communications (DISC), Answers.com (ANSW), American Media Inc., Harvard Business Publishing, CreditCard.com, Freedom Communications, BlackArrow, Inc., and Appinions Inc., among others.

He has been an advisor to several early stage companies like Rain Media, Jib Jab, CheatSheet, Minyanville, StreetFight, and others. He also serves on the board of trustees for Syracuse University, and is chairman of the board of The Newhouse School at Syracuse. He was a founder and served as chairman of the Online Publishers Association.

Kramer started his career as a journalist, spending 20 years as a reporter and editor, rising to assistant managing editor of *The Washington Post*, and executive editor of the Trenton, NJ, *Times* and the *San Francisco Examiner*. He won several awards for reporting, including the National Press Club Award, The Associated Press Award for news writing and The Gerald Loeb award for business reporting. His staffs won two Pulitzer Prizes. He was a Pulitzer Prize Juror for two terms. He earned a bachelor's degree from the Newhouse School of Public Communications at Syracuse University and an MBA from Harvard University.

He is married to Myla Lerner, a theatrical producer, and has two children, Matthew and Erika.

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Ian Loring

Managing Director, Bain Capital

Ian Loring is a managing director at Bain Capital, a leading global private investment firm with more than \$75 billion in assets under management. Since joining the firm in 1996, Loring has played a leading role in their media, technology, and telecommunications investments such as Warner Music Group, ProSiebensat.1.Media , Advertising Directory Solutions, NXP Technologies, Clear Channel Communications, The Weather Company, BMC Software, Viewpoint Software, Blue Coat Systems, and Vertafore, Inc. He also volunteers for a variety of non-profit organizations, serving as a member of board of trustees of The Fessenden School and Noble & Greenough School and the president's council at Massachusetts General Hospital.

Prior to joining Bain Capital, Loring worked for Berkshire Partners and in the corporate finance department of Drexel Burnham Lambert. He received an MBA from Harvard Business School and a BA from Trinity College.

BOARD OF DIRECTORS



Birger Magnus

Chairman, Storebrand ASA and Hafslund ASA

Birger Magnus holds a M. Sc. from NTNU and a MBA from INSEAD. He was until 2010 EVP and deputy CEO of Schibsted ASA. Before joining Schibsted in 1996, he was a partner with McKinsey & Co Inc, heading the Oslo office and chairing the Nordic TMT Practice. Birger is the chairman of Storebrand ASA and of Hafslund ASA. He serves on the board of SAS, Kristian Gerhard Jebsen Skipsrederi A/S, and the publisher Aschehoug. Birger is also active in two internet startups, bMenu AS as the chair and WeVideo Inc. as board member. He is also chairing the INSEAD Norwegian Council and is a board member of the Grete Waitz foundation, “Active against cancer” and the foundation KG Jebsen. Previously Birger was the chairman of Statoil F&R from 2010-2012.

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Das Narayandas

Edsel Bryant Ford Professor of Business Administration,
Senior Associate Dean for External Relations, Harvard Business School
Senior Associate Dean, Harvard Business Publishing
Chairman of the Board, Harvard Business Publishing

Das Narayandas is the Edsel Bryant Ford Professor of Business Administration at Harvard Business School. He is currently the senior associate dean, external relations and Harvard Business Publishing, and chair of the Harvard Business Publishing Company board. His academic credentials include a bachelor of technology degree in engineering from the Indian Institute of Technology, Bombay, a post-graduate diploma in management from the Indian Institute of Management, Bangalore, and a PhD in management from Purdue University.

Narayandas previously has been senior associate dean, executive education, chair of the Executive Education Advanced Management Program and the Program for Leadership Development, as well as course head of the required first-year marketing course in the MBA program. Prior to that, he taught the Business Marketing elective in the MBA program. Narayandas has twice been selected as the Class Day faculty speaker (2001 and 2004), and has received the award for teaching excellence from the graduating HBS MBA Class on several occasions. Other awards include The Robert F. Greenhill Award for Outstanding Service to the HBS Community (two-time recipient), the Charles M. Williams Award for Excellence in Teaching, and the Apgar Award for Innovation in Teaching.

Das's background includes management experience in sales and marketing that involved field strategic planning, field salesforce management, new product development, channel management, and marketing communications. Narayandas has co-authored two books and his articles have appeared in publications that include *Harvard Business Review*, *Journal of Marketing*, *Journal of Service Research*, *Journal of the Academy of Marketing Science*, *Journal of Marketing Research*, and *Sloan Management Review*. Narayandas has been quoted in publications such as *The Economist* and *U.S. News and World Report* among others.

Narayandas has consulted and/or developed and executed in-house training programs for such companies as Areva, Arrow Electronics, Alghanim Group, GE, Honeywell, IBM, ING, J&J, Northrop Grumman, Mitsubishi Corporation, Linfox, Fonterra, Interbank, Stryker, Merrill Lynch, Tata Group, ThyssenKrupp, Zeiss, Fidelity, Liberty Mutual, 3M, and Microsoft among other companies in the areas of B2B marketing, customer satisfaction, and loyalty management, strategic marketing, pricing, personal selling and sales management. Das's current research interests focus on business-to-business marketing and management of client relationships in professional service firms.

BOARD OF DIRECTORS



Howard H. Stevenson

Sarofim-Rock Professor of Business Administration, Emeritus,
Harvard Business School

Howard H. Stevenson is the Sarofim-Rock Professor of Business Administration, Emeritus. The Sarofim-Rock Chair was established in 1982 to provide a continuing base for research and teaching in the field of entrepreneurship. Professor Stevenson is its first incumbent. The program for entrepreneurial studies uses a multidisciplinary approach in the creation and maintenance of entrepreneurial focus in business organizations. He served as the vice provost for Harvard University Resources and Planning and as senior associate provost from 2005 to 2007. As senior associate dean and director of external relations at Harvard Business School from 2001 to 2005, he led the successful capital campaign. From 1999 to 2001 he served as chair of the Latin American Faculty Advisory Group. He also served as senior associate dean and director of financial and information systems for Harvard Business School from 1991 to 1994. He has been chairperson of the Owner/President Management Program in Executive Education and of the Publications Review Board for the Harvard Business Review Press of Harvard Business Publishing Company.

Professor Stevenson has held various academic appointments at Harvard University. He received his BS in mathematics, with distinction, from Stanford and his MBA, with high distinction, and DBA degrees from Harvard University. He was a recipient of the ALCOA and Ford Foundation fellowships for graduate study and was awarded an honorary doctoral degree by the Université de Montreal.

He has authored, edited, or coauthored eleven books and forty-two articles, and his scholarly papers have appeared in various major business journals. He has also authored, coauthored, or supervised over 150 cases at Harvard Business School.

He is currently a director of Camp Dresser & McKee, Inc. He is a life trustee of the Boston Ballet. He is on the board of National Public Radio and served as chairman of the National Public Radio board of directors from 2008 to 2010. He is a trustee of Mount Auburn Hospital and a trustee emeritus of the Nature Conservancy. He is a member of the governing board of INSPER School of Business in São Paulo, Brazil, and the advisory board of J. J. Strossmayer University in Osijek, Croatia.

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David A. Wan

President and Chief Executive Officer,
Harvard Business Publishing

David A. Wan is the president and chief executive officer of Harvard Business Publishing. He joined the company in July 2002. Wan is a distinguished operating executive with thirty years of diversified experience in publishing, consulting, and consumer products. He has operated on a global scale in both consumer and educational publishing.

Formerly, Wan was president of the Penguin Group, the global trade consumer book publishing division of Pearson plc, where he was responsible for approximately \$1.2 billion in revenue from three primary operating divisions in thirteen countries. Prior to joining Pearson plc, Wan held three executive positions at Simon & Schuster. He also held positions at Arthur Andersen, PepsiCo, Paine Webber, and Salomon Brothers prior to entering the publishing arena. Wan received his bachelor's degree from Yale University and an MBA from Harvard Business School.