



PROFESSIONAL RANKING OF WORLD UNIVERSITIES

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- [Aim of the survey and classification methodology](#)
- [Statistics for each country and main results of the survey](#)
- [Comparison with the Shanghai classification](#)
- [Educational background of the CEOs of the 500 leading worldwide companies](#)
- [The 338 leading higher education institutions](#)
- [Person to contact](#)

September 2007

The École des Mines de Paris is proposing a new international classification of higher education institutions with regard to the performance of their training programmes, based on the professional future of their alumni. The criterion chosen for this new classification is the number of alumni among the Chief Executive Officers of the 500 leading worldwide companies. The governing principle of this classification is very different from that of the Shanghai ranking, which is based essentially on the performance of higher education institutions in research.

1/ Aim of the survey and classification methodology

The Shanghai ranking takes account of the quality of the academic faculty (Nobel and Fields Medal Laureates, widely recognized researchers), the results of research (articles published in Nature and Science, articles in Science citation index-expanded, and Social Science citation index) and evidence of the productivity of researchers.

The École des Mines de Paris ranking is based on a quite different criterion: **the number of alumni holding a Chief Executive Officer position (CEO) in one of the 500 leading worldwide companies** as of the date of the Shanghai ranking 2006. This criterion is aimed at being the equivalent among companies of the criterion for alumni who have been awarded the Nobel Prize or the Fields Medal, as the numbers involved are similar.

We have chosen to identify the 500 leading enterprises on the basis of the “**Global Fortune 500**”, based on the criterion of the published annual turnover and conducted by *Fortune* magazine.

Two possible criteria have been left aside:

- the starting salary for graduates: as the cost of living varies considerably from one country to another, the starting salary does not allow easy comparisons to be made and such data is rarely available;
- the number of alumni holding senior managerial positions: we felt it was difficult to compare the general management of a small company with a deputy director of a branch of a major company.

Attention therefore focused on the whole range of higher education institutions attended by the CEOs of companies listed in Global Fortune 500 and we assessed how many CEOs had been trained by each of these institutions among the 500. Where a CEO attended several higher education institutions, the points scored were shared between the various institutions. The performance of the best institution was rated 100, while that of other institutions was defined as a percentage of that best performance, as in the Shanghai ranking.

Careful examination of the academic career of CEOs in the 500 largest companies, according to **Global Fortune 500**, enabled some **338 universities** to be identified. In fact, many higher education institutions trained several CEOs in the 500 leading companies and, for 13% of the 500 CEOs, it has not been possible to define their specific academic career (see below).

The list of 338 premium higher education institutions features *in extenso* in the tables below; nevertheless, it must be noted that as from the 58th institution cited, the university concerned “produced” less than two leaders. The ranking of the institution is therefore closely related to the existence of an exceptional career among its alumni.

This assessment has required substantial research work for collating information on the academic career of the 500 CEOs. Although much of that information is available on the Internet (in the bibliographical articles of online encyclopaedias, and on the relevant company websites, etc.), it was not possible to obtain a clearer picture of the higher education of certain CEOs.

Accordingly, it was only possible to identify the academic career of 87% of the 500 CEOs of Global Fortune 500 (see figure 1). While information could be found to a degree of 97% for companies in North and South America, it proved more difficult to find such information for European and, more especially, Asian companies. This may have been to the disadvantage of European and Asian universities (see figure 2).

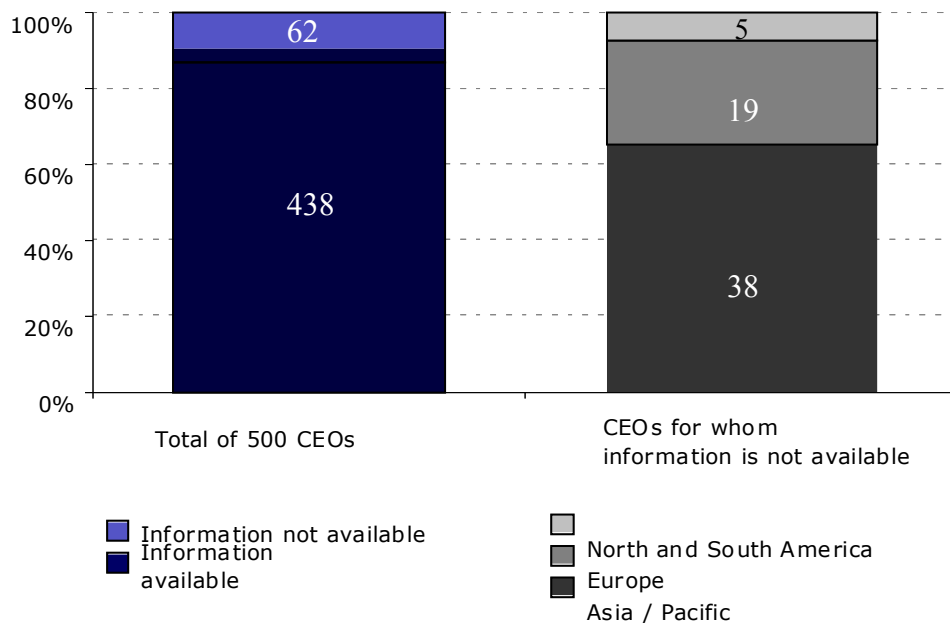


Figure 1: Graph showing the results of research for information on the academic career of the 500 CEOs included in the study.

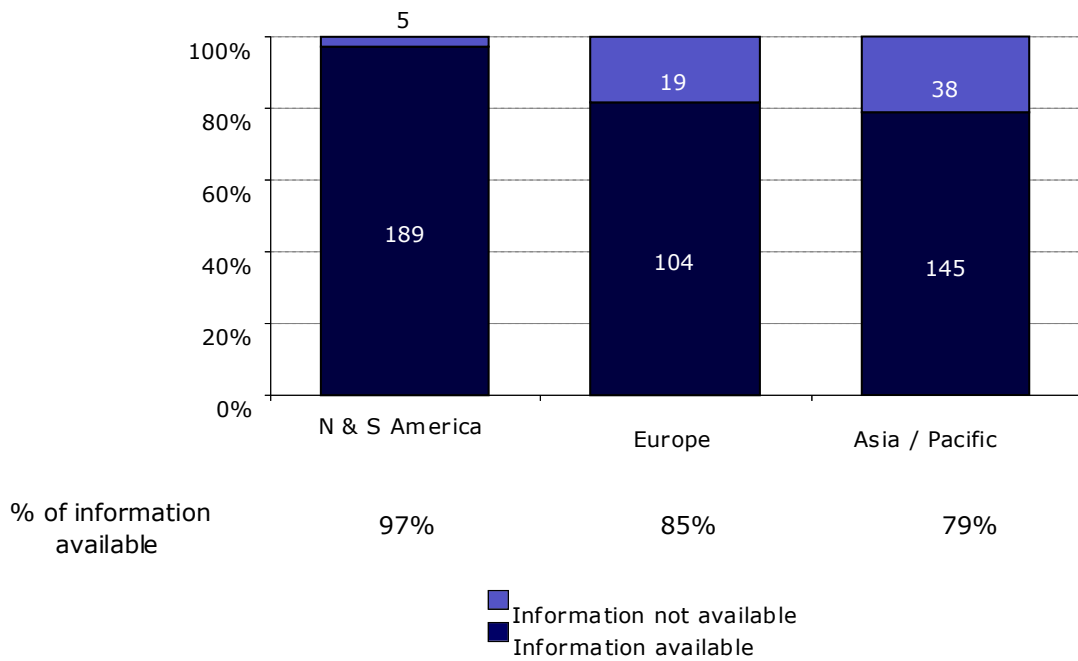


Figure 2: Graph showing the results of research for information on the academic careers according to the region of origin of the companies included in the study.

As shown in the graph in figure 3, information is often more readily available for CEOs in the largest companies and becomes more limited in the lower rankings of Global Fortune 500.

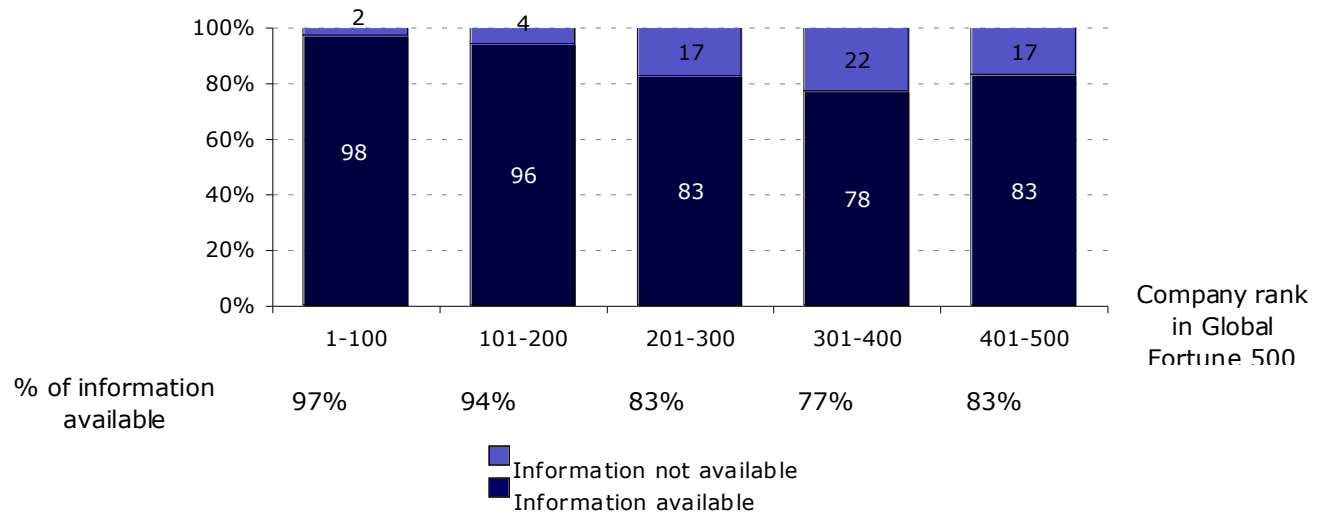


Figure 3: Graph showing the results of research for information on academic careers according to the ranking of companies in Global Fortune 500.

2/ Statistics for each country and main results of the survey

The tables below indicate the number of higher education institutions of the corresponding country among the 22 (three CEOs or more), 59 (two CEOs or more) or 88 (strictly more than one CEO) leading higher education institutions worldwide.

	Country	Top 22
1	USA	10
2	France	5
2	Japan	5
4	Sweden	1
5	UK	1

	Country	Top 59
1	USA	24
2	Japan	8
3	France	6
4	UK	4
4	Germany	4
6	Spain	2
6	Canada	2
6	Brazil	2
9	Belgium	1
9	Sweden	1
9	Switzerland	1
9	South Korea	1
9	Italy	1
9	China	1
9	India	1

	Country	Top 88
1	USA	34
2	Japan	8
2	Germany	8
4	France	7
5	UK	6
6	Canada	4
7	India	3
8	Spain	2
8	Sweden	2
8	Switzerland	2
8	Netherlands	2
8	South Korea	2

8	Brazil	2
14	Belgium	1
14	Denmark	1
14	South Africa	1
14	Ireland	1
14	Italy	1
14	China	1

3/ Comparison with the Shanghai ranking

Does an approach to observing criteria focusing on the future careers of students in companies rather than on research performance modify in any way the Shanghai ranking? Are the same universities to be found in both instances?

The number of CEOs who have obtained a qualification at one of the 500 universities listed in the Shanghai ranking strongly suggests that the two assessments are closely linked. In fact, between 63% and 76% of the 500 CEOs of companies under consideration spent part of their higher education in one of the 500 leading universities ranked by Shanghai Jiao Tong University

This range takes account of the 13% of CEOs for whom no information on their academic background was found (see figure 4).

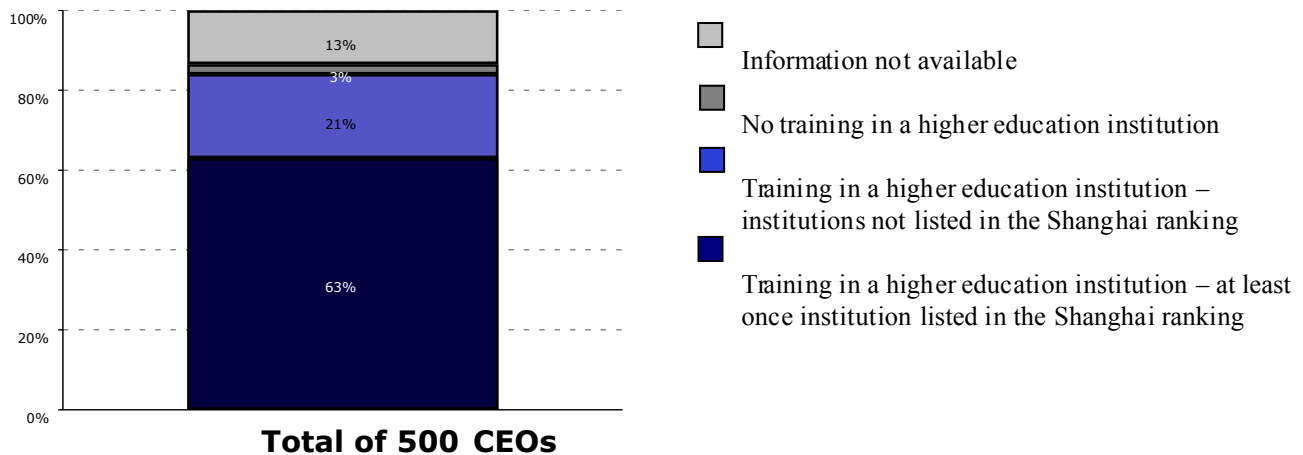


Figure 4: Graph showing the distribution of the 500 CEOs under consideration according to their academic career.

It should be noted, however, that only 56% of the institutions listed in our ranking are also to be found in the Shanghai ranking.

4/ Educational background of the CEOs of the 500 leading worldwide companies

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
1	Exxon Mobil	USA	Tillerson, Rex W	Univ Texas - Austin			
2	Wal-Mart Stores	USA	Scott, H. Lee Jr.	Pittsburg State Univ			
3	Royal Dutch Shell	Netherlands	van der Veer, Jeroen	Delft Univ Tech	Erasmus Univ		
4	BP	GB	Browne, John P.	Univ Cambridge	Stanford Univ		
5	General Motors	USA	Wagoner, G. Richard Jr.	Duke Univ	Harvard Univ		
6	Chevron	USA	O'Reilly, David J.	Univ Coll Dublin			
7	DaimlerChrysler	Germany	Zetsche, Dieter	Univ Karlsruhe	Paderborn Univ		
8	Toyota Motor	Japan	Watanabe, Katsuaki	Keio Univ			
9	Ford Motor	USA	Ford, William Clay Jr.	Princeton Univ	Massachusetts Inst Tech (MIT)		
10	ConocoPhillips	USA	Mulva, James J.	Univ Texas - Dallas	Univ Texas - Dallas		
11	General Electric	USA	Immelt, Jeffrey R.	Dartmouth Coll	Harvard Univ		
12	Total	France	Desmarest, Thierry	Ecole Polytechnique	Ecole des mines de Paris		
13	ING Group	Netherlands	Tilmant, Michel	Univ Louvain	Univ Louvain		
14	Citigroup	USA	Prince, Charles O. III	Univ Southern California	Univ Southern California	Georgetown Univ	
15	AXA	France	de Castries, Henri	HEC	Inst for Study of Politics - Paris	ENA	
16	Allianz	Germany	Diekmann, Michael	Univ Goettingen			
17	Volkswagen	Germany	Pischetsrieder, Bernd	Tech Univ Munich			
18	Fortis	Belgium/Netherlands	Votron, Jean-Paul	ICHEC	ICHEC		
19	Crédit Agricole	France	Pauget, Georges	No info on university			
20	American Intl. Group	USA	Sullivan, Martin J.	No higher education			
21	Assicurazioni Generali	Italy	Balbinot, Sergio / Perissinotto, Giovanni	Univ Trieste			
22	Siemens	Germany	Kleinfeld, Klaus	Univ Goettingen	Univ Wuerzburg		
23	Sinopec	China	Tonghai, Chen	Northeast Petroleum Institute			
24	Nippon Telegraph & Telephone	Japan	Wada, Norio	Kyoto Univ			
25	Carrefour	France	Vandeveld, Luc / Duran, Jose Luis	No info on university			
26	HSBC Holdings	GB	Green, Stephen K.	Univ Oxford	Massachusetts Inst Tech (MIT)		
27	ENI	Italy	Scaroni, Paolo	Univ Bocconi - Milan	Columbia Univ		
28	Aviva	GB	Harvey, Richard	Univ Manchester			
29	Intl. Business Machines	USA	Palmisano, Samuel J.	Johns Hopkins Univ			
30	McKesson	USA	Hammergren, John H.	Univ Minnesota -	Xavier Univ		

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
				Twin Cities			
31	Honda Motor	Japan	Fukui, Takeo	Waseda Univ			
32	State Grid	China	Zhenya, Liu	Shandong Univ			
33	Hewlett-Packard	USA	Hurd, Mark V.	Baylor Univ			
34	BNP Paribas	France	Prot, Baudouin	HEC	ENA		
35	PDVSA	Venezuela	Carreño, Rafael Ramírez	Los Andes Univ	Central Univ of Venezuela		
36	UBS	Switzerland	Wuffli, Peter A.	Univ St Gallen (HSG)	Univ St Gallen (HSG)		
37	Bank of America Corp.	USA	Lewis, Kenneth D.	Georgia State Univ	Stanford Univ		
38	Hitachi	Japan	Shoyama, Etsuhiko	Tokyo Inst Tech			
39	China National Petroleum	China	Geng, Chen	Capital Univ of Economics and Business			
40	Pemex	Mexico	Ramirez, Luis	Univ Nacl Autonoma Mexico	Univ Louisiana	Inst Tech Autónomo de México (ITAM)	
41	Nissan Motor	Japan	Ghosn, Carlos	Ecole Polytechnique	Ecole des mines de Paris		
42	Berkshire Hathaway	USA	Buffett, Warren E.	No info on university	Columbia Univ		
43	Home Depot	USA	Nardelli, Robert L.	Western Illinois Univ	Univ Louisville		
44	Valero Energy	USA	Klesse, William R.	Univ Dayton	Texas A&M Univ - Coll Station		
45	J.P. Morgan Chase & Co.	USA	Dimon, James	Tufts Univ	Harvard Univ		
46	Samsung Electronics	South Korea	Lee, Kun-hee	Waseda Univ	George Washington Univ		
47	Matsushita Electric Industrial	Japan	Nakamura, Kunio	Osaka Univ			
48	Deutsche Bank	Germany	Ackermann, Josef	Univ St Gallen (HSG)			
49	HBOS	GB	Crosby, James R.	Univ Oxford			
50	Verizon Communications	USA	Seidenberg, Ivan G.	City Univ New York - City Coll	Pace Univ		
51	Cardinal Health	USA	Clark, R. Kerry	Queen's Univ			
52	Prudential	GB	Tucker, Mark	Pennsylvania State Univ - Univ Park			
53	Nestlé	Switzerland	Brabeck-Letmathe, Peter	Univ Vienna			
54	Deutsche Telekom	Germany	Ricke, Kai-Uwe	European Business School			
55	Dexia Group	Belgium	Körber, Hans-Joachim	Tech Univ Berlin			
56	Metro	Germany	Miller, Axel	Univ Libre Bruxelles			
57	Credit Suisse	Switzerland	Grübel, Oswald J.	No info on university	International Inst for Management Development		
58	Royal Bank of Scotland	GB	Goodwin, Frederick A.	Univ Glasgow			

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
59	Tesco	GB	Leahy, Terry P.	Univ Manchester			
60	Peugeot	France	Folz, Jean-Martin	Ecole Polytechnique	Ecole des mines de Paris		
61	U.S. Postal Service	USA	Potter, John E.	Fordham Univ	Massachusetts Inst Tech (MIT)		
62	Altria Group	USA	Camilleri, Louis C.	Univ Lausanne			
63	Zurich Financial Services	Switzerland	Schiro, James J.	St John's Univ	Dartmouth Coll		
64	E.ON	Germany	Bernotat, Wulf H.	Univ Goettingen			
65	Sony	Japan	Stringer, Howard	Univ Oxford	Univ Oxford		
66	Vodafone	GB	Sarin, Arun	Indian Inst Tech - Kharagpur	Univ California - Berkeley	Univ California - Berkeley	
67	Société Générale	France	Bouton, Daniel	Inst for Study of Politics - Paris	ENA		
68	Électricité De France	France	Gadonneix, Pierre	Ecole Polytechnique	Ecole Natl Super Pétrole et Moteurs	Harvard Univ	
69	Nippon Life Insurance	Japan	Okamoto, Kunie	Tokyo Univ			
70	Statoil	Norway	Lund, Helge	Norwegian Sch Economics and Business Administration	INSEAD		
71	France Télécom	France	Lombard, Didier	Ecole Polytechnique	Ecole Natl Super Télécom		
72	LG	South Korea	Nam, Yong	Seoul Natl Univ			
73	Kroger	USA	Dillon, David B.	Univ Kansas - Lawrence	Southern Methodist Univ		
74	Munich Re Group	Germany	von Bomhard, Nikolaus	Univ Munich	Univ Regensburg		
75	Deutsche Post	Germany	Zumwinkel, Klaus	Univ Muenster	Univ Pennsylvania	Univ Muenster	
76	State Farm Insurance Cos	USA	Rust, Edward B. Jr.	Illinois Wesleyan Univ	Southern Methodist Univ		
77	Marathon Oil	USA	Cazalot, Clarence P. Jr.	Louisiana State Univ - Baton Rouge			
78	BMW	Germany	Panke, Helmut	Univ Munich	Univ Munich	Univ Munich	
79	Fiat	Italy	Marchionne, Sergio	Univ Toronto	Univ Windsor	York Univ	
80	Hyundai Motor	South Korea	Chung, Mong-Koo	Hanyang Univ			
81	Procter & Gamble	USA	Lafley, Alan G.	Hamilton Coll	Harvard Univ		
82	ABN AMRO Holding	Netherlands	Groenink, Rijkman W.J.	Univ Utrecht	Univ Manchester		
83	Royal Ahold	Netherlands	Moberg, Anders C.	No higher education			
84	Repsol YPF	Spain	Niubó, Antonio Brufau	Univ Barcelona			
85	Legal & General Group	GB	Breedon, Tim	Univ Oxford	London Business School		
86	Petrobrás	Brazil	de Azevedo, José Gabrielli	Univ Bahia	Boston Univ		
87	Toshiba	Japan	Nishida, Atsutoshi	Waseda Univ	Tokyo Univ		
88	Dell	USA	Rollins, Kevin B.	Brigham Young Univ - Provo	Brigham Young Univ - Provo		
89	Lloyds TSB	GB	Daniels, J. Eric	Cornell Univ	Massachusetts Inst		

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
	Group				Tech (MIT)		
90	ThyssenKrupp	Germany	Schulz, Ekkehard D.	Tech Univ Clausthal	Tech Univ Clausthal	Tech Univ Clausthal	
91	Boeing	USA	McNerney, W. James Jr.	Yale Univ	Harvard Univ		
92	AmerisourceBergen	USA	Yost, R. David	US Air Force Academy	Univ California - Los Angeles		
93	Santander Central Hispano Group	Spain	Sáenz, Alfredo	Univ Valladolid	Univ Deusto		
94	BASF	Germany	Hambrecht, Jürgen	Univ Tuebingen			
95	Costco Wholesale	USA	Sinegal, James D.	San Diego City Coll			
96	Suez	France	Mestrallet, Gérard	Ecole Polytechnique	Ecole Aviation Civile	Inst for Study of Politics - Paris	ENA
97	Target	USA	Ulrich, Robert J.	Univ Minnesota - Twin Cities			
98	Morgan Stanley	USA	Mack, John J.	Duke Univ			
99	Robert Bosch	Germany	Fehrenbach, Franz	Univ Karlsruhe			
100	Renault	France	Ghosn, Carlos	Ecole Polytechnique	Ecole des mines de Paris		
101	Pfizer	USA	McKinnell, Henry A. Jr.	Univ British Columbia	Stanford Univ		
102	Gazprom	Russia	Miller, Alexei B.	Leningrad Finance and Economics Inst	Leningrad Finance and Economics Inst		
103	Barclays	GB	Varley, John S.	No info on university	London College of Law		
104	Johnson & Johnson	USA	Weldon, William C.	Quinnipiac Univ			
105	RWE	Germany	Roels, Harry J.M.	Univ Leiden			
106	Unilever	GB/Netherlands	Cescau, Patrick J.	ESSEC	INSEAD		
107	Sears Holdings	USA	Lewis, Aylwin B.	Univ Houston	Univ Houston		
108	Telefónica	Spain	Izuel, César Alierta	Univ Zaragoza	Columbia Univ		
109	CNP Assurances	France	Benoist, Gilles	Inst for Study of Politics - Paris	ENA		
110	Merrill Lynch	USA	O'Neal, E. Stanley	Kettering Univ	Harvard Univ		
111	SK	South Korea	Chey, Tae-Won	Korea Univ	Univ Chicago		
112	MetLife	USA	Henrikson, C. Robert	Univ Pennsylvania	Emory Univ	Univ Pennsylvania	
113	Tokyo Electric Power	Japan	Katsumata, Tsunehisa	No info on university			
114	Dow Chemical	USA	Liveris, Andrew N.	Univ Queensland			
115	Lukoil	Russia	Alekperov, Vagit Y.	No info on university	Azerbaijan Oil and Gas Inst		
116	UnitedHealth Group	USA	McGuire, William W.	Univ Texas - Austin	Univ Texas Med Branch - Galveston		
117	Wellpoint	USA	Glasscock, Larry C.	Cleveland State Univ	Columbia Univ		
118	Nippon Oil	Japan	Watari, Fumiaki	Keio Univ			
119	Dai-ichi Mutual Life Insurance	Japan	Saito, Katsutoshi	No info on university			

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120	Petronas	Malaysia	Hassan Marican, Mohd	Malay College Kuala Kangsar			
121	AT&T	USA	Whitacre, Edward E. Jr.	Texas Tech Univ			
122	Time Warner	USA	Parsons, Richard D.	Univ Hawaii - Manoa	Albany Law School		
123	Saint-Gobain	France	Beffa, Jean-Louis	Ecole Polytechnique	Ecole des mines de Paris	Inst for Study of Politics - Paris	
124	Goldman Sachs Group	USA	Blankfein, Lloyd C.	Harvard Univ	Harvard Univ		
125	Lowe's	USA	Niblock, Robert A.	Univ North Carolina - Charlotte			
126	United Technologies	USA	David, George	Harvard Univ	Univ Virginia		
127	Mitsubishi	Japan	Kojima, Yorihiro	Tokyo Univ			
128	NEC	Japan	Yano, Kaoru	Stanford Univ			
129	United Parcel Service	USA	Eskew, Michael L.	Purdue Univ - West Lafayette	Univ Pennsylvania		
130	EADS	Netherlands	Enders, Thomas / Gallois, Louis	Univ Bonn	Univ California - Los Angeles	HEC	ENA
131	Nokia	Finland	Kallasvuo, Olli-Pekka	Univ Helsinki			
132	Enel	Italy	Conti, Fulvio	Univ Roma - La Sapienza			
133	Fujitsu	Japan	Kurokawa, Hiroaki	Tokyo Univ			
134	Walgreen	USA	Rein, Jeffrey A.	Univ Arizona			
135	Groupe Auchan	France	Dubrulle, Christophe	No higher education			
136	Tyco International	USA	Breen, Edward D. Jr.	Grove City Coll			
137	Arcelor	Luxembourg	Dollé, Guy	Ecole Polytechnique			
138	Wells Fargo	USA	Kovacevich, Richard M.	Stanford Univ	Stanford Univ	Stanford Univ	
139	Albertson's	USA	Johnston, Lawrence R.	Stetson Univ			
140	Microsoft	USA	Ballmer, Steven A.	Harvard Univ			
141	Telecom Italia	Italy	Buora, Carlo Orazio	No info on university			
142	AEON	Japan	Okada, Motoya	Waseda Univ	Babson Coll		
143	GlaxoSmithKline	GB	Garnier, Jean-Pierre	Univ Strasbourg 1	Stanford Univ		
144	Intel	USA	Otellini, Paul S.	Univ San Francisco	Univ California - Berkeley		
145	Royal Philips Electronics	Netherlands	Kleisterlee, Gerard J.	Eindhoven Univ Tech			
146	Safeway	USA	Burd, Steven A.	Carroll Coll	Univ Wisconsin - Madison		
147	Mitsubishi UFJ Financial Group	Japan	Kuroyanagi, Nobuo	Tokyo Univ	Massachusetts Inst Tech (MIT)		
148	Medco Health Solutions	USA	Snow, David B. Jr.	Bates Coll	Duke Univ		
149	Aegon	Netherlands	Shepard, Donald J.	No info on university	Univ Chicago		
150	Lockheed Martin	USA	Stevens, Robert J.	Slippery Rock Univ Pennsylvania	Polytechnic Univ New York	Columbia Univ	

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
151	CVS	USA	Ryan, Thomas M.	Univ Rhode Island			
152	Motorola	USA	Zander, Edward J.	Rensselaer Polytechnic Inst	Boston Univ		
153	Indian Oil	India	Behuria, Sarthak	St Stephen's College	Indian Inst Management		
154	Freddie Mac	USA	Syron, Richard F.	Boston Coll	Tufts Univ	Tufts Univ	
155	Mitsui	Japan	Utsuda, Shoei	Tokyo Univ			
156	Caterpillar	USA	Owens, James W.	North Carolina State Univ - Raleigh	North Carolina State Univ - Raleigh	North Carolina State Univ - Raleigh	
157	Archer Daniels Midland	USA	Woertz, Patricia A.	Pennsylvania State Univ - Univ Park	Columbia Univ		
158	Wachovia Corp.	USA	Thompson, G. Kennedy	Univ North Carolina - Chapel Hill	Wake Forest Univ		
159	Sanofi-Aventis	France	Dehecq, Jean-François	Ecole Natl Super Arts et Métiers			
160	Allstate	USA	Liddy, Edward M.	Catholic Univ America	George Washington Univ		
161	Møller (A.P.)-Mærsk	Denmark	Søderberg, Jess	No info on university	Copenhagen Univ		
162	BT	GB	Verwaayen, Bernardus J.	Univ Utrecht			
163	Bayer	Germany	Wenning, Werner	No higher education			
164	Seven & I Holdings	Japan	Suzuki, Toshifumi	Chuo Univ			
165	Sprint Nextel	USA	Forsee, Gary D.	Univ Missouri - Rola			
166	Sumitomo Life Insurance	Japan	Yokoyama, Shinichi	No higher education			
167	DZ Bank	Germany	Brixner, Ulrich	Univ Tuebingen	Univ Saarlandes	Univ Mannheim	
168	Nippon Steel	Japan	Mimura, Akio	Tokyo Univ			
169	Groupe Caisse d'Épargne	France	Milhaud, Charles	Univ Montpellier 2			
170	Canon	Japan	Mitarai, Fujio	Chuo Univ			
171	Meiji Yasuda Life Insurance	Japan	Matsuo, Kenji	Kobe Univ			
172	Standard Life Assurance	GB	Crombie, Sandy	No higher education			
173	Caremark Rx	USA	Crawford, Edwin M.	Auburn Univ			
174	Sumitomo Mitsui Financial Group	Japan	Kitayama, Teisuke	Tokyo Univ			
175	PepsiCo	USA	Reinemund, Steven S.	US Naval Academy	Univ Virginia		
176	Lehman Brothers Holdings	USA	Fuld, Richard S. Jr.	Univ Colorado - Boulder	New York Univ		
177	Novartis	Switzerland	Vasella, Daniel L.	Univ Fribourg	Univ Bern	Harvard Univ	
178	Volvo	Sweden	Johansson, Leif	Chalmers Univ Tech			
179	Franz Haniel	Germany	Cordes, Eckhard	Univ Hamburg	Univ Hamburg		
180	Walt Disney	USA	Iger, Robert A.	Ithaca Coll			
181	Mitsubishi Electric	Japan	Shimomura, Setsuhiro	No info on university			

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
182	Prudential Financial	USA	Ryan, Arthur F.	Providence Coll			
183	Rabobank	Netherlands	Heemskerk, Hubertus	Catholic Univ Paris	Erasmus Univ		
184	Mizuho Financial Group	Japan	Maeda, Terunobu	Tokyo Univ			
185	Veolia Environnement	France	Proglio, Henri	HEC			
186	Plains All Amer. Pipeline	USA	Armstrong, Greg L.	Southeastern Oklahoma State Univ			
187	Sunoco	USA	Drosdick, John G.	Villanova Univ	Univ Massachusetts - Amherst		
188	Deutsche Bahn	Germany	Mehdorn, Hartmut	Tech Univ Berlin			
189	Best Buy	USA	Anderson, Bradbury H.	Waldorf Coll	Univ Denver		
190	Northrop Grumman	USA	Sugar, Ronald D.	Univ California - Los Angeles	Univ California - Los Angeles	Univ California - Los Angeles	
191	Bouygues	France	Bouygues, Martin	No higher education			
192	Sysco	USA	Schnieders, Richard J.	Univ Iowa			
193	American Express	USA	Chenault, Kenneth I.	Bowdoin Coll	Harvard Univ		
194	Millea Holdings	Japan	Ishihara, Kunio	Tokyo Univ			
195	BHP Billiton	Australia	Goodyear, Charles W.	Yale Univ	Univ Pennsylvania		
196	Anglo American	GB	Trahar, Anthony John	Univ Witwatersrand			
197	FedEx	USA	Smith, Frederick W.	Yale Univ			
198	Foncière Euris	France	Feraud, Pierre	HEC	Inst for Study of Politics - Paris		
199	Industrial & Commercial Bank of China	China	Kaisheng, Yang	Wuhan Univ			
200	Honeywell Intl.	USA	Cote, David M.	Univ New Hampshire - Durham			
201	Ingram Micro	USA	Spierkel, Gregory M.E.	Carleton Univ	Georgetown Univ	INSEAD	
202	China Mobile Communications	China	Jianzhou, Wang	Zhejiang Univ			
203	J. Sainsbury	GB	King, Justin	Univ Bath			
204	Roche Group	Switzerland	Humer, Franz B.	Innsbruck Univ	INSEAD		
205	DuPont	USA	Holliday, Charles O. Jr.	Univ Tennessee - Knoxville			
206	Hon Hai Precision Industry	Taiwan	Guo, Tai Ming	No info on university			
207	Denso	Japan	Fukaya, Koichi	Tokyo Inst Tech			
208	Mittal Steel	Netherlands	Mittal, Lakshmi N.	Univ Calcutta			
209	Swiss Reinsurance	Switzerland	Aigrain, Jacques	Univ Paris 9	Univ Paris 4		
210	New York Life Insurance	USA	Sternberg, Seymour G.	City Univ New York - City Coll	Northeastern Univ		
211	Johnson Controls	USA	Barth, John M.	Gannon Univ			

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
212	Gaz de France	France	Cirelli, Jean-François	Inst for Study of Politics - Paris	ENA		
213	UES of Russia	Russia	Chubais, Anatoly B.	Leningrad Inst Engineering Economics			
214	RAG	Germany	Müller, Werner	Univ Mannheim	Univ Bremen	Univ Duisburg Essen	
215	Marubeni	Japan	Katsumata, Nobuo	No info on university			
216	Coles Myer	Australia	Fletcher, John E.	Univ Durham			
217	China Life Insurance	China	Chao, Yang	No info on university			
218	JFE Holdings	Japan	Sudo, Fumio	No info on university			
219	Delphi	USA	Miller, Robert S.	Stanford Univ	Harvard Univ	Stanford Univ	
220	Hartford Financial Services	USA	Ayer, Ramani	Indian Inst Tech - Kharagpur	Drexel Univ		
221	KDDI	Japan	Onodera, Tadashi	Tohoku Univ			
222	Norsk Hydro	Norway	Reiten, Eivind	Univ Oslo			
223	Vinci	France	Zacharias, Antoine	ENSEEIH			
224	Samsung Life Insurance	South Korea	Lee, Soo Chang	No info on university			
225	Alcoa	USA	Belda, Alain J.P.	Mackenzie University - Sao Paulo			
226	National Australia Bank	Australia	Stewart, John M.	No info on university			
227	Manulife Financial	Canada	D'Alessandro, Dominic	Concordia Univ			
228	Air France-KLM Group	France	Spinetta, Jean-Cyril	Inst for Study of Politics - Paris	ENA		
229	SNCF	France	Idrac, Anne-Marie	Inst for Study of Politics - Paris	ENA		
230	Old Mutual	GB	Sutcliffe, James H.	Univ Cape Town			
231	Tyson Foods	USA	Bond, Richard L.	No info on university			
232	George Weston	Canada	Weston, W. Galen	Univ Western Ontario			
233	TIAA-CREF	USA	Allison, Herbert M.	Yale Univ	Stanford Univ		
234	International Paper	USA	Faraci, John V. Jr.	Denison Univ	Univ Michigan - Ann Arbor		
235	Mazda Motor	Japan	Imaki, Hisakazu	Himeji Inst Tech			
236	POSCO	South Korea	Lee, Ku-Taek	Seoul Natl Univ			
237	Idemitsu Kosan	Japan	Tembo, Akihiko	No info on university			
238	Centrica	GB	Gardner, Roy A.	Strode's Coll			
239	Vivendi	France	Lévy, Jean-Bernard	Ecole Polytechnique	Ecole des mines de Paris	Ecole Natl Super Télécom	
240	Korea Electric Power	South Korea	Won-Gul Lee	Sungkyunkwan Univ			

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
241	Cisco Systems	USA	Chambers, John T.	West Virginia Univ	Indiana Univ - Bloomington		
242	Sharp	Japan	Machida, Katsuhiko	Kyoto Univ			
243	Mitsubishi Heavy Industries	Japan	Tsukuda, Kazuo	Tokyo Univ	Tokyo Univ		
244	HCA	USA	Bovender, Jack O. Jr.	Duke Univ	Duke Univ		
245	Bridgestone	Japan	Arakawa, Shoshi	No info on university			
246	St. Paul Travelers	USA	Fishman, Jay S.	Univ Pennsylvania	Univ Pennsylvania		
247	Bunge	USA	Weisser, Alberto	Univ Sao Paulo			
248	Ladbroke's	GB	Bell, Christopher	No info on university			
249	Suzuki Motor	Japan	Suzuki, Osamu	Chuo Univ			
250	Royal Bank of Canada	Canada	Nixon, Gordon M.	Queen's Univ			
251	Woolworths	Australia	Corbett, Roger Campbell	Univ New South Wales	Stanford Univ		
252	La Poste	France	Bailly, Jean-Paul	Ecole Polytechnique	Massachusetts Inst Tech (MIT)		
253	AstraZeneca	GB	Brennan, David R.	Gettysburg Coll			
254	Landesbank Baden-Württemberg	Germany	Jaschinski, Siegfried	Univ Koeln			
255	Bank Of China	China	Lihui, Li	Xiamen Univ	Peking Univ		
256	News Corp.	USA	Murdoch, Keith Rupert	Univ Oxford			
257	Nippon Mining Holdings	Japan	Takahagi, Mitsunori	No info on university			
258	Fuji Photo Film	Japan	Komori, Shigetaka	No info on university			
259	Hutchison Whampoa	China	Fok, Canning K.N.	Univ New England			
260	Compass Group	GB	Cousins, Richard	Univ Sheffield	Univ Lancaster		
261	TUI	Germany	Frenzel, Michael	Univ Bochum			
262	Federated Dept. Stores	USA	Lundgren, Terry J.	Univ Arizona			
263	Hess	USA	Hess, John B.	Harvard Univ	Harvard Univ		
264	Delhaize Group	Belgium	Beckers, Pierre-Olivier	Univ Louvain	Harvard Univ		
265	PTT	Thailand	Mrigadat, Maroot	Chulalongkorn Univ	Utah State Univ		
266	China Southern Power Grid	China	Maozhen, Yuan	No info on university			
267	Coca-Cola	USA	Isdell, E. Neville	Univ Cape Town	Harvard Univ		
268	Weyerhaeuser	USA	Rogel, Steven R.	Univ Washington - Seattle			
269	Banco Bradesco	Brazil	Cypriano, Márcio Artur Laurelli	Mackenzie University - Sao Paulo			
270	East Japan Railway	Japan	Seino, Satoshi	Tohoku Univ			
271	Aetna	USA	Williams, Ronald A	Roosevelt Univ	Massachusetts Inst Tech (MIT)		
272	KBC Group	Belgium	Duron, Willy	Univ Louvain			

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
273	Magna International	Canada	Walker, Donald J. / Wolf, Siegfried	No info on university			
274	Sumitomo	Japan	Oka, Motoyuki	No info on university			
275	Massachusetts Mutual Life Insurance	USA	Reese, Stuart H.	Gettysburg Coll	Dartmouth Coll		
276	Kansai Electric Power	Japan	Mori, Shosuke	No info on university			
277	China Construction Bank	China	Zhenming, Chang	No info on university		Coll Insurance - New York	
278	Adecco	Switzerland	Jacobs, Klaus J.	Univ Hamburg	Stanford Univ		
279	China Telecom munications	China	Xiaochu, Wang	Beijing Univ Posts Telecom munications			
280	Endesa	Spain	Robredo, Rafael Miranda	Comillas Univ			
281	ABB	Switzerland	Kindle, Fred	Swiss Fed Inst Tech - Zurich	Northwestern Univ		
282	Lufthansa Group	Germany	Mayrhuber, Wolfgang	Tech Coll - Steyr	Massachusetts Inst Tech (MIT)		
283	Abbott Laboratories	USA	White, Miles D.	Stanford Univ	Stanford Univ		
284	Danske Bank Group	Denmark	Straarup, Peter	Copenhagen Univ			
285	Comcast	USA	Roberts, Brian L.	Univ Pennsylvania			
286	UniCredito Italiano	Italy	Profumo, Alessandro	Univ Bocconi - Milan			
287	Bertelsmann	Germany	Thielen, Gunter	Tech Univ Aachen	Tech Univ Aachen	Tech Univ Aachen	
288	PPR	France	Pinault, François-Henri	HEC			
289	Merck	USA	Clark, Richard T.	Washington & Jefferson Coll	American Univ		
290	Power Corp. of Canada	Canada	Desmarais, Andre / Desmarais Jr., Paul	Univ Ottawa	McGill Univ	INSEAD	
291	William Morrison Supermarkets	GB	Stott, Robert W.	No info on university			
292	Deere	USA	Lane, Robert W.	Wheaton Coll	Univ Chicago		
293	Raytheon	USA	Swanson, William H.	California Polytech State Univ			
294	Nationwide	USA	Jurgensen, William G.	Creighton Univ	Creighton Univ		
295	T&D Holdings	Japan	Miyato, Naoteru	Keio Univ			
296	Baosteel Group	China	Lejiang, Xu	Univ Hong Kong			
297	Washington Mutual	USA	Killinger, Kerry K.	Univ Iowa	Univ Iowa		
298	General Dynamics	USA	Chabreja, Nicholas D.	Northwestern Univ	Northwestern Univ		
299	Mitsubishi Chemical Holdings	Japan	Tomizawa, Ryuichi	Tokyo Univ			
300	Sanyo Electric	Japan	Iue, Toshimasa	Boston Univ			
301	3M	USA	Buckley, George W.	Univ Huddersfield	Univ Huddersfield		

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
302	Liberty Mutual Ins. Group	USA	Kelly, Edmund F.	Queen's Univ Belfast	Massachusetts Inst Tech (MIT)		
303	Groupama	France	Azéma, Jean	Ecole Super Agriculture - Purpan	Centre National Etudes Super Sécurité Sociale		
304	Sinochem	China	Deshu, Liu	Tsing Hua Univ	China Europe Intl Business School		
305	Karstadt Quelle	Germany	Middlehoff, Thomas	Univ Muenster			
306	Halliburton	USA	Lesar, David J.	Univ Wisconsin - Madison	Univ Wisconsin - Madison		
307	SABIC	Saudi Arabia	Al-Mady, Mohamed H.	Univ Colorado - Boulder	Univ Wyoming		
308	Wolseley	GB	Banks, Charles A.	Brown Univ			
309	Publix Super Markets	USA	Jenkins, Charles H. Jr.	Emory Univ	Emory Univ	Harvard Univ	
310	Rio Tinto Group	GB	Clifford, Leigh	Univ Melbourne			
311	Commerzbank	Germany	Müller, Klaus-Peter	No higher education			
312	AMR	USA	Arpey, Gerard J.	Univ Texas - Austin	Univ Texas - Austin		
313	Alcan	Canada	Evans, Richard B.	Oregon State Univ	Stanford Univ		
314	BellSouth	USA	Ackerman, F. Duane	Rollins Coll	Massachusetts Inst Tech (MIT)		
315	Tech Data	USA	Raymund, Steven A.	Univ Oregon	Georgetown Univ		
316	Electronic Data Systems	USA	Jordan, Michael H.	Yale Univ	Princeton Univ		
317	Poste Italiane	Italy	Sarmi, Massimo	No info on university			
318	McDonald's	USA	Skinner, James A.	Univ Miami			
319	L.M. Ericsson	Sweden	Svanberg, Carl-Henric	Linkoping Univ	Uppsala Univ		
320	BAE Systems	GB	Turner, Michael	US Naval Academy	US Naval Academy		
321	Bristol-Myers Squibb	USA	Dolan, Peter R.	Tufts Univ	Dartmouth Coll		
322	Cepsa	Spain	de Bricio Olariaga, Carlos Pérez	No info on university			
323	Banco Do Brasil	Brazil	Pinto, Rossano Maranhão	No info on university			
324	Supervalu	USA	Noddle, Jeffrey	Univ Iowa			
325	Lafarge	France	Lafont, Bruno	HEC	ENA		
326	Sara Lee	USA	Barnes, Brenda C.	Augustana Coll	Loyola Univ - Chicago		
327	Goodyear Tire & Rubber	USA	Keegan, Robert J.	Le Moyne Coll	Univ Rochester		
328	Itochu	Japan	Kobayashi, Eizo	Osaka Univ			
329	William Hill	GB	Harding, David	No info on university	Univ Warwick		
330	Cendant	USA	Silverman, Henry R.	Williams Coll	Univ Pennsylvania	New York Univ	
331	Cathay Financial Holdings	Taiwan	Huang, Tiao-kuei	Natl Tsing Hua Univ			
332	AutoNation	USA	Jackson, Michael J.	St Joseph's Coll			
333	Japan Airlines	Japan	Nishimatsu, Haruka	No info on university			
334	OMV Group	Austria	Ruttenstorfer, Wolfgang	Vienna Univ Economics Business			

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
				Administration			
335	Michelin	France	Rollier, Michel	Inst for Study of Politics - Paris			
336	Northwestern Mutual	USA	Zore, Edward J.	Univ Wisconsin - Milwaukee	Univ Wisconsin - Milwaukee		
337	Cosmo Oil	Japan	Kimura, Yaichi	No info on university			
338	Chubu Electric Power	Japan	Kawaguchi, Fumio	No info on university			
339	J.C. Penney	USA	Ullman, Myron E. III	Univ Cincinnati - Cincinnati			
340	Duke Energy	USA	Anderson, Paul M.	Univ Washington - Seattle	Stanford Univ		
341	SHV Holdings	Netherlands	Kennedy, P.J.	No info on university			
342	Reliance Industries	India	Ambani, Mukesh D.	Mumbai Univ	Stanford Univ		
343	Wyeth	USA	Essner, Robert A.	Univ Miami	Univ Chicago		
344	Aisin Seiki	Japan	Yamauchi, Yasuhiro	No info on university			
345	Mitsubishi Motors	Japan	Nishioka, Takashi	No info on university			
346	Coca-Cola Enterprises	USA	Kline, Lowry F.	Univ Tennessee - Chattanooga	Univ Tennessee - Chattanooga		
347	Banca Intesa	Italy	Passera, Corrado	Univ Bocconi - Milan	Univ Pennsylvania		
348	Mitsui Sumitomo Insurance	Japan	Egashira, Toshiaki / Shin, Yoshiaki	No info on university			
349	Lyondell Chemical	USA	Smith, Dan F.	Lamar Univ			
350	Commonwealth Bank of Australia	Australia	Norris, Ralph J.	Lynfield Coll			
351	Countrywide Financial	USA	Mozilo, Angelo R.	Fordham Univ			
352	Corus Group	GB	Varin, Philippe	Ecole Polytechnique	Ecole des mines de Paris		
353	Gasunie Trade & Supply	Netherlands	Dijkgraaf, Hendrik G.	No info on university			
354	MAN Group	Germany	Samuelsson, Hakan	Royal Inst Tech			
355	Scottish & Southern Energy	GB	Marchant, Ian	No info on university			
356	Sun Life Financial Services	Canada	Stewart, Donald A.	Univ Glasgow			
357	Christian Dior	France	Toledano, Sidney	Ecole Centrale - Paris			
358	Koc Holding	Turkey	Özaydinli, Bülend	American Univ Beirut	İzmir Maarif Coll		
359	L'Oréal	France	Agon, Jean-Paul	HEC			
360	Dominion Resources	USA	Farrell, Thomas F. II	Univ Virginia			
361	CRH	Ireland	O'Mahony, W. Liam	No higher education			
362	Bayerische Landesbank	Germany	Schmidt, Werner	No higher education			

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363	Otto Group	Germany	Otto, Michael	No info on university			
364	Kookmin Bank	South Korea	Chung, Won Kang	Tufts Univ	Dartmouth Coll		
365	Japan Tobacco	Japan	Honda, Katsuhiko	Tokyo Univ			
366	Sumitomo Electric Industries	Japan	Matsumoto, Masayoshi	No info on university			
367	Rosneft Oil	Russia	Bogdanchikov, Sergei M.	Buguruslan Oil Technical School	Ufa Petroleum Inst		
368	Bharat Petroleum	India	Sinha, Ashok	Indian Inst Tech - Kharagpur	Indian Inst Management		
369	UAL	USA	Tilton, Glenn F.	Univ South Carolina - Columbia			
370	Constellation Energy	USA	Shattuck, Mayo A. III	Williams Coll	Stanford Univ		
371	Electrolux	Sweden	Stråberg, Hans	Chalmers Univ Tech			
372	Emerson Electric	USA	Farr, David N.	Wake Forest Univ	Vanderbilt Univ		
373	Swiss Life	Switzerland	Dörig, Rolf	Univ Zurich			
374	Vattenfall	Sweden	Josefsson, Lars G.	Chalmers Univ Tech			
375	Rite Aid	USA	Sammons, Mary F.	Marylhurst Univ			
376	Continental	Germany	Wennemer, Manfred	Univ Muenster			
377	Agricultural Bank of China	China	Mingsheng, Yang	No info on university	INSEAD		
378	Hindustan Petroleum	India	Lal, Mahesh B.	Indian Inst Tech - Kharagpur	Indian Inst Management		
379	Accenture	USA	Green, William D.	Dean Coll	Babson Coll		
380	Lear	USA	Rossiter, Robert E.	Northwood Univ			
381	Hanwha	South Korea	Kim, Seung Yuon	No info on university			
382	Sompo Japan Insurance	Japan	Sato, Masatoshi	No info on university			
383	Telstra	Australia	Trujillo, Solomon D.	Univ Wyoming	Univ Wyoming		
384	Nippon Yusen	Japan	Miyahara, Koji	No info on university			
385	Japan Post	Japan	Ikuta, Masaharu	Keio Univ			
386	Visteon	USA	Johnston, Michael F.	Univ Massachusetts - Lowell	Michigan State Univ		
387	TNT	Netherlands	Bakker, M. Peter	Northfield Mount Hermon School	Hope Coll		
388	Mediceo Paltac Holdings	Japan	Kumakura, Sadatake	No info on university			
389	Hochtief	Germany	Keitel, Hans-Peter	Tech Univ Munich			
390	British American Tobacco	GB	Adams, Paul	No info on university			
391	Ricoh	Japan	Sakurai, Masamitsu	Waseda Univ			
392	San Paolo IMI	Italy	Iozzo, Alfonso	Univ Turin			
393	Alstom	France	Kron, Patrick	Ecole Polytechnique	Ecole des mines de Paris		
394	National Grid	GB	Urwin, Roger	No info on university			
395	CFE	Mexico	Ayub, Alfredo Elías	Univ Pennsylvania	Univ Pennsylvania		

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
396	EnCana	Canada	Eresman, Randall K.	Univ Wyoming			
397	KT	South Korea	Nam, Joong-Soo	Univ Wyoming			
398	América Telecom	Mexico	Aboumrada, Daniel H.	No info on university			
399	Cigna	USA	Hanway, H. Edward	Loyola Coll - Baltimore	Widener Univ		
400	Skanska	Sweden	Graham, Stuart E.	No info on university			
401	Alliance Unichem	GB	Meakins, Ian K.	No info on university			
402	Oil & Natural Gas	India	Sharma, R.S.	No info on university			
403	U.S. Bancorp	USA	Grundhofer, Jerry A.	Loyola Marymount Univ			
404	WestLB	Germany	Fischer, Thomas R.	Univ Freiburg			
405	BCE	Canada	Sabia, Michael J.	Univ Toronto	Yale Univ		
406	Tesoro	USA	Smith, Bruce A.	Westminster Coll	Univ Kansas - Lawrence		
407	Groupe Danone	France	Riboud, Franck	Swiss Fed Inst Tech - Lausanne			
408	Stora Enso	Finland	Härmälä, Jukka	Helsinki Sch Economics			
409	Migros	Switzerland	Scherrer, Anton	Swiss Fed Inst Tech - Zurich	Swiss Fed Inst Tech - Zurich		
410	Banco Bilbao Vizcaya Argentaria	Spain	Rodríguez, Francisco González	Univ Complutense - Madrid			
411	Alcatel	France	Tchuruk, Serge	Ecole Polytechnique			
412	Occidental Petroleum	USA	Irani, Ray R.	American Univ Beirut	Univ Southern California		
413	Express Scripts	USA	Paz, George	Univ Missouri - Columbia	Univ Missouri - Columbia		
414	Delta Air Lines	USA	Grinstein, Gerald	Yale Univ	Harvard Univ		
415	Itaúsa- Investimentos Itaú	Brazil	Setubal, Olavo Egydio	Univ Sao Paulo			
416	Lagardère Groupe	France	Lagardère, Arnaud	Univ Paris 9			
417	Royal Mail Holdings	GB	Crozier, Adam	Heriot-Watt Univ			
418	Akzo Nobel	Netherlands	Wijers, Hans	Univ Groningen	Erasmus Univ		
419	Manpower	USA	Joerres, Jeffrey A.	Marquette Univ			
420	Staples	USA	Sargent, Ronald L.	Harvard Univ	Harvard Univ		
421	TJX	USA	Cammarata, Bernard	No higher education			
422	Gap	USA	Pressler, Paul S.	No info on university			
423	Australia & New Zealand Banking	Australia	McFarlane, John	Univ Edinburgh	Cranfield Univ	London Business School	
424	Edeka Zentrale	Germany	Frenk, Alfons	No info on university			
425	Kimberly-Clark	USA	Falk, Thomas J.	Univ Wisconsin - Madison	Stanford Univ		

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
426	Nippon Express	Japan	Kawai, Masanori	No info on university			
427	Nomura Holdings	Japan	Koga, Nobuyuki	No info on university			
428	KFW Bankengruppe	Germany	Reich, Hans W.	No higher education			
429	Altadis	Spain	Romero, Antonio Viquez	No info on university			
430	Westpac Banking	Australia	Morgan, David R.	La Trobe Univ	Harvard Univ	London Sch Economics	
431	Xerox	USA	Mulcahy, Anne M.	Fordham Univ			
432	Kajima	Japan	Nakamura, Mitsuyoshi	No info on university			
433	Flextronics International	Singapore	McNamara, Michael M.	Univ Cincinnati - Cincinnati	Santa Clara Univ		
434	ConAgra Foods	USA	Rodkin, Gary M.	Rutgers State Univ - New Brunswick	Harvard Univ		
435	Centex	USA	Eller, Timothy R.	Univ Nebraska - Lincoln			
436	Canadian Imperial Bank of Commerce	Canada	McCaughey, Gerald T.	Concordia Univ			
437	Exelon	USA	Rowe, John W.	Canisius Coll	Univ Rochester		
438	Taisei	Japan	Hayama, Kanji	No info on university			
439	Loews	USA	Tisch, James S.	Cornell Univ	Univ Pennsylvania		
440	Toronto-Dominion Bank	Canada	Clark, W. Edmund	Univ Toronto	Harvard Univ	Harvard Univ	
441	China Railway Engineering	China	Jiaming, Qin	Central South Univ			
442	British Airways	GB	Walsh, William M.	Trinity Coll Dublin			
443	Surgutneftegas	Russia	Bogdanov, Vladimir Leonidovich	Tyumen State Oil & Gas Univ			
444	Finmeccanica	Italy	Guarguaglini, Pier Francesco	Univ Pisa			
445	Samsung	South Korea	Chung, Woo Taik / Lee, Sang Dae	Sungkyunkwan Univ	Seoul Natl Univ	Univ Hawaii - Manoa	
446	Bank of Nova Scotia	Canada	Waugh, Richard E.	Univ Manitoba	York Univ		
447	ACS	Spain	Rodríguez, Florentino Pérez	Univ Polytechnic Madrid			
448	Anheuser-Busch	USA	Stokes, Patrick T.	Boston Coll	Columbia Univ		
449	Komatsu	Japan	Sakane, Masahiro	Osaka City Univ			
450	Carso Global Telecom	Mexico	Chico Pardo, Jaime	Ibero-American Univ			
451	Cemex	Mexico	Zambrano, Lorenzo H.	Monterrey Inst Tech	Stanford Univ		
452	Daiei	Japan	Hayashi, Fumiko	No higher education			
453	Bombardier	Canada	Beaudoin, Laurent	Univ Sherbrooke			
454	Quanta Computer	Taiwan	Lam, Barry	Natl taiwan Univ			
455	Pulte Homes	USA	Dugas Jr., Richard J.	Louisiana State Univ - Baton Rouge			
456	Henkel	Germany	Lehner, Ulrich	Tech Univ Darmstadt			

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
457	Royal KPN	Netherlands	Scheepbouwer, A.J.	No info on university			
458	Holcim	Switzerland	Akermann, Markus	Univ St Gallen (HSG)	Univ Sheffield		
459	Sodexho Alliance	France	Landel, Michel	European Business School			
460	Nordea Bank	Sweden	Nordström, Lars G.	Uppsala Univ			
461	Kobe Steel	Japan	Inubushi, Yasuo	Osaka Univ			
462	Tohoku Electric Power	Japan	Takahasi, Hiroaki	No info on university			
463	COFCO	China	Fuchun, Liu	Univ Intl Business Economics - Beijing			
464	Eli Lilly	USA	Taurel, Sidney	HEC	Columbia Univ		
465	Computer Sciences	USA	Honeycutt, Van B.	Franklin Univ			
466	Iberdrola	Spain	Galán, José Ignacio Sanchez	Comillas Univ			
467	SK Networks	South Korea	Jung, Man-Won	Yonsei Univ			
468	CBS	USA	Moonves, Leslie	Bucknell Univ			
469	Schneider Electric	France	Lachmann, Henri	HEC			
470	China First Automotive Works	China	Yanfeng, Zhu	Zhejiang Univ			
471	Kingfisher	GB	Murphy, Gerry	Univ Coll Cork	Univ Coll Dublin		
472	Inbev	Belgium	Brito, Carlos	Univ Fed Rio de Janeiro	Stanford Univ		
473	Humana	USA	McCallister, Michael B.	Louisiana Tech Univ	Pepperdine Univ		
474	Onex	Canada	Schwartz, Gerald W.	Univ Manitoba	Univ Manitoba	Harvard Univ	
475	Shanghai Automotive	China	Maoyuan, Hu	Shanghai Jiao Tong Univ			
476	AFLAC	USA	Amos, Daniel P.	Univ Georgia			
477	Schlumberger	USA	Gould, Andrew	Univ Wales - Swansea			
478	Whirlpool	USA	Fettig, Jeff M.	Indiana Univ - Bloomington			
479	Progressive	USA	Renwick, Glenn M.	Univ Canterbury	Univ Florida		
480	Office Depot	USA	Odland, Steve	Univ Notre Dame	Northwestern Univ		
481	Friends Provident	GB	Satchell, Keith	No info on university			
482	Eastman Kodak	USA	Perez, Antonio M.	Univ Complutense - Madrid			
483	AREVA	France	Lauvergeon, Anne	Ecole Normale Super Paris	Ecole des mines de Paris		
484	Scottish Power	GB	Bowman, Philip	Univ Cambridge			
485	China Railway Construction	China	Puqing, Jin	No info on university			
486	China State Construction	China	Zhou, Yong	Natl Univ Defense Tech - Changsha	Univ South Australia		
487	GUS	GB	Peace, John W.	Oregon State Univ			
488	Chubb	USA	Finnegan, John D.	Princeton Univ	Fordham Univ	Rutgers State Univ - New Brunswick	

Rank	Name	Country	President	1 st diploma (for instance Bachelor)	2 nd diploma (for instance Master)	3 rd diploma (for instance Doctorate)	4 th diploma
489	Paccar	USA	Pigott, Mark C.	Stanford Univ	Stanford Univ	Stanford Univ	
490	United States Steel	USA	Surma, John P. Jr.	Pennsylvania State Univ - Univ Park			
491	Isuzu Motors	Japan	Ida, Yoshinori	No info on university			
492	Apple Computer	USA	Jobs, Steven P.	Reed Coll			
493	Marks & Spencer	GB	Rose, Stuart	No higher education			
494	Qwest Communications	USA	Notebaert, Richard C.	Univ Wisconsin - Milwaukee	Univ Wisconsin - Milwaukee		
495	Lennar	USA	Miller, Stuart A.	Harvard Univ	Univ Miami		
496	D.R. Horton	USA	Tomnitz, Donald J.	Westminster Coll			
497	Asahi Glass	Japan	Kadomatsu, Masahiro	No info on university			
498	State Bank of India	India	Bhattacharya, Tara Shankar	No info on university			
499	Sumitomo Chemical	Japan	Yonekura, Hiromasa	No info on university			
500	Nike	USA	Parker, Mark	Pennsylvania State Univ - Univ Park			

5/ The 338 leading higher education institutions

Rank	Institution	Score	Shanghai
1	Harvard Univ	100,0	yes
2	Tokyo Univ	91,1	yes
3	Stanford Univ	88,6	yes
4	Ecole Polytechnique	55,1	yes
5	HEC	50,0	no
6	Univ Pennsylvania	48,1	yes
7	Massachusetts Inst Tech (MIT)	38,0	yes
8	Sciences Po - Paris	37,3	no
9	ENA	32,9	no
10	Ecole des mines de Paris	31,6	yes
11	Keio Univ	30,4	yes
11	Univ Oxford	30,4	yes
11	Yale Univ	30,4	yes
14	Columbia Univ	29,1	yes
15	Pennsylvania State Univ - Univ Park	26,6	yes
15	Univ Wyoming	26,6	yes
15	Waseda Univ	26,6	yes
18	Chalmers Univ Tech	22,8	yes
18	Chuo Univ	22,8	no
18	Duke Univ	22,8	yes
18	Osaka Univ	22,8	yes
18	Univ Iowa	22,8	yes
23	Fordham Univ	21,5	no
24	INSEAD	20,3	no
24	Univ Muenster	20,3	yes
26	Dartmouth Coll	19,0	yes
26	Univ Goettingen	19,0	yes
26	Univ Louvain	19,0	yes
26	Univ Manchester	19,0	yes
26	Univ St Gallen (HSG)	19,0	no
26	Univ Texas - Austin	19,0	yes
32	Seoul Natl Univ	17,7	yes
33	Tufts Univ	16,5	yes
34	Boston Univ	15,2	yes
34	Comillas Univ	15,2	no
34	Concordia Univ	15,2	no
34	European Business School	15,2	no
34	Kyoto Univ	15,2	yes
34	Louisiana State Univ - Baton Rouge	15,2	yes

Rank	Institution	Score	Shanghai
34	Mackenzie University - Sao Paulo	15,2	no
34	Northwestern Univ	15,2	yes
34	Queen's Univ	15,2	yes
34	Tech Univ Berlin	15,2	yes
34	Tech Univ Munich	15,2	yes
34	Tohoku Univ	15,2	yes
34	Tokyo Inst Tech	15,2	yes
34	Univ Arizona	15,2	yes
34	Univ Bocconi - Milan	15,2	no
34	Univ Chicago	15,2	yes
34	Univ Complutense - Madrid	15,2	yes
34	Univ Glasgow	15,2	yes
34	Univ Miami	15,2	yes
34	Univ Sao Paulo	15,2	yes
34	Univ Virginia	15,2	yes
34	Univ Wisconsin - Madison	15,2	yes
34	Univ Wisconsin - Milwaukee	15,2	no
34	Zhejiang Univ	15,2	yes
58	Indian Inst Tech - Kharagpur	13,9	yes
59	Univ California - Los Angeles	13,3	yes
60	Copenhagen Univ	11,4	no
60	Erasmus Univ	11,4	yes
60	Gettysburg Coll	11,4	no
60	Indian Inst Management	11,4	no
60	Indiana Univ - Bloomington	11,4	yes
60	Oregon State Univ	11,4	yes
60	Swiss Fed Inst Tech - Zurich	11,4	yes
60	Univ Cambridge	11,4	yes
60	Univ Cape Town	11,4	yes
60	Univ Cincinnati - Cincinnati	11,4	yes
60	Univ Coll Dublin	11,4	yes
60	Univ Hamburg	11,4	yes
60	Univ Karlsruhe	11,4	yes
60	Univ Minnesota - Twin Cities	11,4	yes
60	Univ Munich	11,4	yes
60	Univ Paris Dauphine	11,4	no
60	Univ Utrecht	11,4	yes
60	Univ Washington - Seattle	11,4	yes
60	Uppsala Univ	11,4	yes
60	US Naval Academy	11,4	no
60	Westminster Coll	11,4	no
81	Princeton Univ	10,1	yes

Rank	Institution	Score	Shanghai
81	Sungkyunkwan Univ	10,1	yes
81	Univ Tuebingen	10,1	yes
84	Georgetown Univ	8,9	yes
84	Univ California - Berkeley	8,9	yes
84	Univ Manitoba	8,9	yes
84	Univ Southern California	8,9	yes
84	Univ Toronto	8,9	yes
89	American Univ Beirut	7,6	no
89	Auburn Univ	7,6	yes
89	Babson Coll	7,6	no
89	Baylor Univ	7,6	no
89	Beijing Univ Posts Telecommunications	7,6	no
89	Brigham Young Univ - Provo	7,6	yes
89	Brown Univ	7,6	yes
89	Bucknell Univ	7,6	no
89	California Polytech State Univ	7,6	no
89	Capital Univ of Economics and Business	7,6	no
89	Central South Univ	7,6	no
89	City Univ New York - City Coll	7,6	yes
89	Cornell Univ	7,6	yes
89	Creighton Univ	7,6	no
89	Ecole Centrale - Paris	7,6	no
89	Ecole Nationale Supérieure d'Arts et Métiers	7,6	no
89	Eindhoven Univ Tech	7,6	yes
89	Emory Univ	7,6	yes
89	ENSEEIH	7,6	no
89	Franklin Univ	7,6	no
89	Gannon Univ	7,6	no
89	George Washington Univ	7,6	yes
89	Grove City Coll	7,6	no
89	Hanyang Univ	7,6	yes
89	Helsinki Sch Economics	7,6	no
89	Heriot-Watt Univ	7,6	no
89	Himeji Inst Tech	7,6	no
89	Ibero-American Univ	7,6	no
89	ICHEC	7,6	no
89	Ithaca Coll	7,6	no
89	Johns Hopkins Univ	7,6	yes
89	Kobe Univ	7,6	yes
89	Lamar Univ	7,6	no
89	Leningrad Finance and Economics Inst	7,6	no
89	Leningrad Inst Engineering Economics	7,6	no

Rank	Institution	Score	Shanghai
89	Loyola Marymount Univ	7,6	no
89	Lynfield Coll	7,6	no
89	Malay College Kuala Kangsar	7,6	no
89	Marquette Univ	7,6	no
89	Marylhurst Univ	7,6	no
89	Natl taiwan Univ	7,6	yes
89	Natl Tsing Hua Univ	7,6	yes
89	North Carolina State Univ - Raleigh	7,6	yes
89	Northeast Petroleum Institute	7,6	no
89	Northwood Univ	7,6	no
89	Osaka City Univ	7,6	no
89	Pittsburg State Univ	7,6	no
89	Providence Coll	7,6	no
89	Quinnipiac Univ	7,6	no
89	Reed Coll	7,6	no
89	Royal Inst Tech	7,6	yes
89	San Diego City Coll	7,6	no
89	Shandong Univ	7,6	yes
89	Shanghai Jiao Tong Univ	7,6	yes
89	Southeastern Oklahoma State Univ	7,6	no
89	Southern Methodist Univ	7,6	yes
89	St Joseph's Coll	7,6	no
89	Stetson Univ	7,6	no
89	Strode's Coll	7,6	no
89	Swiss Fed Inst Tech - Lausanne	7,6	yes
89	Tech Univ Aachen	7,6	yes
89	Tech Univ Clausthal	7,6	no
89	Tech Univ Darmstadt	7,6	yes
89	Texas Tech Univ	7,6	yes
89	Trinity Coll Dublin	7,6	yes
89	Tyumen State Oil & Gas Univ	7,6	no
89	Univ Barcelona	7,6	yes
89	Univ Bath	7,6	yes
89	Univ Bochum	7,6	yes
89	Univ Calcutta	7,6	no
89	Univ Colorado - Boulder	7,6	yes
89	Univ Durham	7,6	yes
89	Univ Freiburg	7,6	yes
89	Univ Georgia	7,6	yes
89	Univ Helsinki	7,6	yes
89	Univ Hong Kong	7,6	yes
89	Univ Houston	7,6	yes

Rank	Institution	Score	Shanghai
89	Univ Huddersfield	7,6	no
89	Univ Intl Business Economics - Beijing	7,6	no
89	Univ Kansas - Lawrence	7,6	yes
89	Univ Koeln	7,6	yes
89	Univ Lausanne	7,6	yes
89	Univ Leiden	7,6	yes
89	Univ Libre Bruxelles	7,6	yes
89	Univ Melbourne	7,6	yes
89	Univ Missouri - Columbia	7,6	yes
89	Univ Missouri - Rola	7,6	no
89	Univ Montpellier 2	7,6	yes
89	Univ Nebraska - Lincoln	7,6	yes
89	Univ New England	7,6	yes
89	Univ New Hampshire - Durham	7,6	yes
89	Univ North Carolina - Charlotte	7,6	no
89	Univ Oslo	7,6	yes
89	Univ Pisa	7,6	yes
89	Univ Polytechnic Madrid	7,6	no
89	Univ Queensland	7,6	yes
89	Univ Rhode Island	7,6	yes
89	Univ Rochester	7,6	yes
89	Univ Roma - La Sapienza	7,6	yes
89	Univ Sheffield	7,6	yes
89	Univ Sherbrooke	7,6	yes
89	Univ South Carolina - Columbia	7,6	yes
89	Univ Tennessee - Chattanooga	7,6	no
89	Univ Tennessee - Knoxville	7,6	yes
89	Univ Texas - Dallas	7,6	yes
89	Univ Trieste	7,6	yes
89	Univ Turin	7,6	yes
89	Univ Vienna	7,6	yes
89	Univ Wales - Swansea	7,6	yes
89	Univ Western Ontario	7,6	yes
89	Univ Witwatersrand	7,6	yes
89	Univ Zurich	7,6	yes
89	Vienna Univ Economics Business Administration	7,6	no
89	Wake Forest Univ	7,6	yes
89	Wuhan Univ	7,6	no
89	Yonsei Univ	7,6	yes
205	Boston Coll	6,3	yes
205	T�el�ecom Paris	6,3	no
205	London Business School	6,3	no

Rank	Institution	Score	Shanghai
205	New York Univ	6,3	yes
205	Rutgers State Univ - New Brunswick	6,3	yes
205	Univ Hawaii - Manoa	6,3	yes
205	Williams Coll	6,3	no
205	York Univ	6,3	yes
213	Univ Mannheim	5,1	no
214	Albany Law School	3,8	no
214	American Univ	3,8	no
214	Augustana Coll	3,8	no
214	Azerbaijan Oil and Gas Inst	3,8	no
214	Bates Coll	3,8	no
214	Bowdoin Coll	3,8	no
214	Buguruslan Oil Technical School	3,8	no
214	Canisius Coll	3,8	no
214	Carroll Coll	3,8	no
214	Catholic Univ America	3,8	no
214	Institut catholique de Paris	3,8	no
214	Central Univ of Venezuela	3,8	no
214	Ecole nationale supérieure de sécurité sociale	3,8	no
214	China Europe Intl Business School	3,8	no
214	Chulalongkorn Univ	3,8	no
214	Cleveland State Univ	3,8	no
214	Coll Insurance - New York	3,8	no
214	Dean Coll	3,8	no
214	Delft Univ Tech	3,8	yes
214	Denison Univ	3,8	no
214	Drexel Univ	3,8	yes
214	Ecole Normale Supérieure de Paris	3,8	yes
214	Ecole Supérieure d'Agriculture - Purpan	3,8	no
214	ESSEC	3,8	no
214	Georgia State Univ	3,8	no
214	Hamilton Coll	3,8	no
214	Hope Coll	3,8	no
214	Illinois Wesleyan Univ	3,8	no
214	Innsbruck Univ	3,8	yes
214	International Inst for Management Development	3,8	no
214	İzmir Maarif Coll	3,8	no
214	Kettering Univ	3,8	no
214	Korea Univ	3,8	yes
214	Le Moyne Coll	3,8	no
214	Linköping Univ	3,8	yes
214	London College of Law	3,8	no

Rank	Institution	Score	Shanghai
214	Los Andes Univ	3,8	no
214	Louisiana Tech Univ	3,8	no
214	Loyola Coll - Baltimore	3,8	no
214	Loyola Univ - Chicago	3,8	no
214	Michigan State Univ	3,8	yes
214	Monterrey Inst Tech	3,8	no
214	Mumbai Univ	3,8	no
214	Natl Univ Defense Tech - Changsha	3,8	no
214	Northeastern Univ	3,8	yes
214	Northfield Mount Hermon School	3,8	no
214	Norwegian Sch Economics and Business Administration	3,8	no
214	Pace Univ	3,8	no
214	Paderborn Univ	3,8	no
214	Peking Univ	3,8	yes
214	Pepperdine Univ	3,8	no
214	Purdue Univ - West Lafayette	3,8	yes
214	Queen's Univ Belfast	3,8	yes
214	Rensselaer Polytechnic Inst	3,8	yes
214	Rollins Coll	3,8	no
214	Roosevelt Univ	3,8	no
214	Santa Clara Univ	3,8	no
214	St John's Univ	3,8	no
214	St Stephen's College	3,8	no
214	Tech Coll - Steyr	3,8	no
214	Texas A&M Univ - Coll Station	3,8	yes
214	Tsing Hua Univ	3,8	yes
214	Ufa Petroleum Inst	3,8	no
214	Univ Bahia	3,8	no
214	Univ British Columbia	3,8	yes
214	Univ Canterbury	3,8	yes
214	Univ Coll Cork	3,8	yes
214	Univ Dayton	3,8	no
214	Univ Denver	3,8	no
214	Univ Deusto	3,8	no
214	Univ Fed Rio de Janeiro	3,8	yes
214	Univ Florida	3,8	yes
214	Univ Groningen	3,8	yes
214	Univ Lancaster	3,8	yes
214	Univ Louisville	3,8	yes
214	Univ Massachusetts - Amherst	3,8	yes
214	Univ Massachusetts - Lowell	3,8	no
214	Univ Michigan - Ann Arbor	3,8	yes

Rank	Institution	Score	Shanghai
214	Univ New South Wales	3,8	yes
214	Univ North Carolina - Chapel Hill	3,8	yes
214	Univ Notre Dame	3,8	yes
214	Univ Oregon	3,8	yes
214	Univ Paris Sorbonne	3,8	no
214	Univ Regensburg	3,8	yes
214	Univ San Francisco	3,8	no
214	Univ South Australia	3,8	no
214	Univ Strasbourg 1	3,8	yes
214	Univ Texas Med Branch - Galveston	3,8	yes
214	Univ Valladolid	3,8	no
214	Univ Warwick	3,8	yes
214	Univ Wuerzburg	3,8	yes
214	Univ Zaragoza	3,8	yes
214	US Air Force Academy	3,8	no
214	Utah State Univ	3,8	yes
214	Vanderbilt Univ	3,8	yes
214	Villanova Univ	3,8	no
214	Waldorf Coll	3,8	no
214	Washington & Jefferson Coll	3,8	no
214	West Virginia Univ	3,8	yes
214	Western Illinois Univ	3,8	no
214	Wheaton Coll	3,8	no
214	Widener Univ	3,8	no
214	Xavier Univ	3,8	no
214	Xiamen Univ	3,8	no
318	Carleton Univ	2,5	yes
318	Cranfield Univ	2,5	no
318	Ecole du Pétrole et des Moteurs	2,5	no
318	Inst Tech Autónomo de México (ITAM)	2,5	no
318	La Trobe Univ	2,5	yes
318	London Sch Economics	2,5	yes
318	McGill Univ	2,5	yes
318	Polytechnic Univ New York	2,5	no
318	Slippery Rock Univ Pennsylvania	2,5	no
318	Univ Bern	2,5	yes
318	Univ Bremen	2,5	yes
318	Univ Duisburg Essen	2,5	yes
318	Univ Edinburgh	2,5	yes
318	Univ Fribourg	2,5	yes
318	Univ Louisiana	2,5	no
318	Univ Nacl Autonoma Mexico	2,5	yes

Rank	Institution	Score	Shanghai
318	Univ Ottawa	2,5	yes
318	Univ Saarlandes	2,5	yes
318	Univ Windsor	2,5	no
337	Ecole Nationale de l'Aviation Civile	1,9	no
337	Univ Bonn	1,9	yes

6/ Person to contact

We would be very grateful if you could send us your comments and indicate any unavoidable errors you may have noted in this survey.

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