

THE BUSINESS 100: A CELEBRATION OF CORPORATE SUCCESS

IRISH AMERICA

December 2008 / January 2009

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Dave O'Reilly

Chevron's chief talks about oil, getting results the right way, and what his Irish upbringing taught him.





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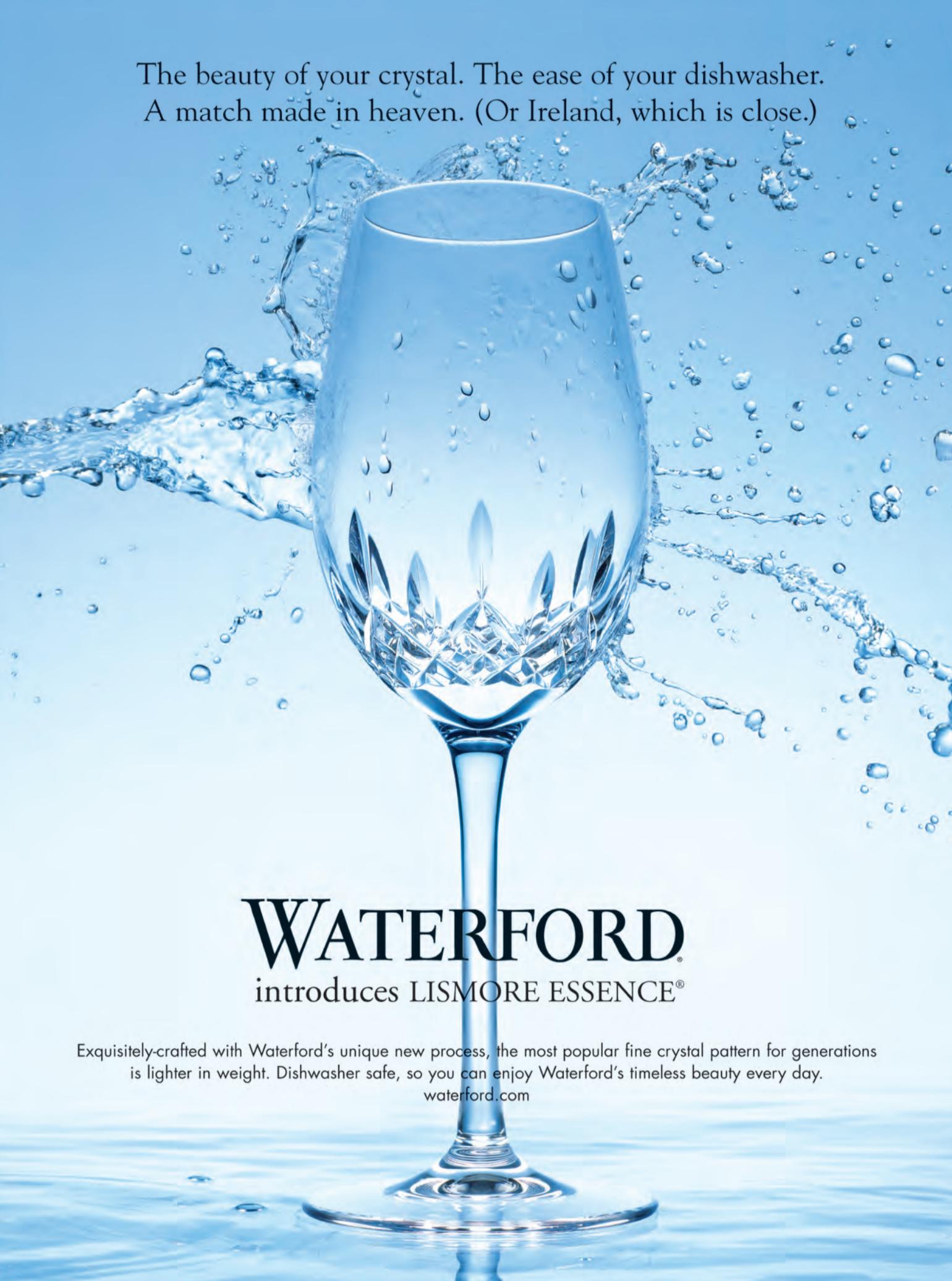
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The Irish Oil



Dave O'Reilly loves oil. It is why he became a chemical engineer. He doesn't know how exactly this love came about — he wasn't influenced by any American westerns featuring Texas wild-catters that populated the fledgling Irish television network RTE in the 60s. And he didn't get it from his father who worked as a buyer in the men's department at Arnotts store in Dublin, or his mother who migrated from Co. Kerry to Dublin in the late 1930s to join the civil service

— one of the few job options for Irish women of that era. The closest he came to any kind of engineering was when as a youngster he used to visit his uncle who worked for the aluminum factory in Nenagh, Co. Tipperary, on his way southwest to his mother's family in Kerry on summer holidays.

But from an early age O'Reilly wanted to be an oilman, and he has lived his dream.

It was serendipitous that the first time Chevron recruited in Ireland, O'Reilly was graduating from University College

Dublin. He left for the Chevron plant in California soon after. Forty years later, he is still with the company. He started with Chevron Research as a process engineer and, after stepping in as a manager during a strike in 1973, a series of positions with increasing responsibility followed. He was named general manager of Chevron's refinery at El Segundo, California, in 1986. In 1991 he was elected a vice president of Chevron Corp., and by 1994, he was president of Chevron Products Co., responsible for the company's U.S. refining and market-

Man

THE HIGHEST-RANKED IRISH-BORN CEO IN THE U.S., AND THE LONGEST-REIGNING CEO OF AN OIL COMPANY, CHEVRON'S DAVE O'REILLY TALKS TO PATRICIA HARTY

COURTESY CHEVRON

ing operations. In 1998 O'Reilly was named a vice chairman of the board of Chevron Corp., and in 2002, as CEO he oversaw the Chevron/Texaco merger. In fact, he received the Petroleum Executive of the Year Award for 2004 – chosen by his peers in the industry “for his strong leadership of Chevron during and after its merger with Texaco and the company’s robust financial and operational performance.”

O'Reilly is the longest-reigning CEO of an oil company, and, to the best of my knowledge, the highest-ranking Irish-

born CEO in the United States.

He is one of the few, if not the only oil executive that you will see on television – or interviewed in *Fortune* magazine. The oil companies tend to be maligned in the press, and O'Reilly is committed to informing the public of the situation from his perspective.

Our interview took place in Chevron's headquarters near San Ramon, an area that's pretty much all industrial park. Chevron Way leads to the low-lying office buildings fronted by a huge fountain. Once inside, the atmosphere is strictly corporate. I'm handed a Visitor Safety Information leaflet and Map for Chevron Park, and I'm vetted by media relations man Lloyd Avram who sits in on the interview and gives me a three-minute warning when my time is drawing to a close.

I find O'Reilly to be by turns affable and intimidating. One gets the impression that he doesn't suffer fools gladly, and I'm no expert on the oil business. He is most animated and relaxed when talking about Ireland – he has a brother, two sisters and extended family there and he gets back often. He also brightens when he's talking about Chevron's community-building schemes.

I was working my nerve up to ask him about a lawsuit, currently in the courts in San Francisco, over Chevron's response to a 1998 protest at its Nigerian subsidiary's off-shore platform, when I got that three-minute warning. Instead we talked about the award that O'Reilly would receive on the morrow – the Woodrow Wilson Award for Corporate Citizenship, which is given to those executives who “by their examples and their business practices, have shown a deep concern for the common good beyond the bottom line.”

Do you go back to Ireland often?

A couple times a year. I have a brother and two sisters, nephews, cousins, uncles, aunts – still a lot of relatives there. So we're usually there a couple times a year. Mostly it's to visit the Dublin area. My parents' generation grew up in different parts of Ireland, but they were part of the labor migration from the rural parts of Ireland to Dublin.

My mother grew up in Rathmore, County Kerry, and ended up in Dublin because she went into the civil service in the late 30's and stayed there until she married my father in 1945 at the end of the war. He was from County Meath and worked in Arnotts [department store] for his whole career – 40 something years. He was the manager and buyer for the menswear section.

Was education something that your parents emphasized?

Yes. They both knew the value of education. And the education I received was top notch. I went to Blackrock in Dublin, and then from there to UCD [University College Dublin]. The chemical engineering department was really small. Between all three years – second, third, and fourth year – there were 40 students. So you get a lot of close attention in an environment like that.

Was it a normal thing for Chevron to recruit in Ireland?

I don't think they had ever done that before. They were interviewing in the U.K., so they decided they would include Dublin on the interview schedule. So it was not a routine thing at all. But it was a happy coincidence. [Chuckles]. I wouldn't be here, I would be somewhere else.

Chemical engineering at that time was also a bit outside the norm for an Irish student.

There were very few of us. Most engineering students were in civil, mechanical, and electrical. But I wanted to be in the oil industry.

Again, unusual. Had you been watching American westerns of Texas oilmen on Irish TV?

[Laughs] No, no, no. I just got interested and chemical engineering was a path to that. I also had an offer from G.E. [General Electric] but I was much more interested in oil, and the oil business from a business, technical and geopolitical standpoint – all three of them. The oil industry is right at the intersection of those three things.

There were no jobs, or very few, for chemical engineers in Ireland in 1968. So



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I came to work for Chevron – in the research part of the company in Richmond, California.

What was that like?

It was a really disruptive time. Martin Luther King and Robert F. Kennedy were assassinated. You had riots at the Democratic Convention in Chicago. There were a lot of protests and disruptions. In Berkeley there was tear gas, up and down University Avenue. It was a very tumultuous time, but there was plenty of work to do.

I was in Richmond at a research plant, which is still there right next to a refinery. There were three of us that came from UCD at the time. We kind of hung around together, but eventually we went our own way. They went back to Ireland.

And you met a nice American girl?

Yes. I married her in 1970 and we're still married. We have two daughters, two sons-in-law and two granddaughters.

How does the recent oil crisis compare to the crisis in 1973 and the oil embargo?

That was a lot worse. When you don't have oil, and you have lines at gas stations as you had in '73 to '75 – when there's actually a cutoff in supply for geopolitical reasons, and people have to line up on alternate days, that's a very, very distressing thing. But since '79, we haven't had an incident like that. And the reason we haven't had it is we have had an auto-regulated market. It's an open market so that the market can respond through the price making. And sometimes that means we pay more, but it regulates the demand, and sometimes it means we pay less. When that supply comes to compensate for the high price, it attracts supply, and you get the benefits of the marketplace working.

So the marketplace has been a much better arbitrator of supply than a regulatory system that was very disruptive — that caused lines to be created in '73 and again in '79.

Do you think the oil companies get a bad rap?

I think that our leaders, our political leaders, tend to resort to rhetoric when gasoline prices get high like they did a few months ago because of certain events that are outside the control of the industry. You know, we had a global run-up in



Dave O'Reilly gets his point across to an associate at the Chevron plant in Kazakhstan.

crude oil prices, and all sorts of commodities, not just oil. Steel, iron ore, corn, you name it. All those things went up. That's a global inflation push.

And to blame us for something like that, to vilify us for high prices that we had no control over, doesn't seem fair. And particularly when we all know that commodities go through a cycle and you don't hear anybody sympathizing when we're at the low end of the cycle, and we have been in the past and we will be in the future.

There will be times when the price of a commodity goes low, so you have a cyclical business, and ups and downs. Gasoline prices fluctuate. But when you go to buy, say, a bar of soap, or a candy bar in a store, it doesn't fluctuate. But it very slowly goes steadily up every year.

I think you're the only chief of an oil company that's been on *Charlie Rose*.

Charlie Rose and *Larry King*. The reason I go on shows like that is to help with energy literacy, because a lot of people don't understand where it [energy] comes from, how much has been used, where the vulnerabilities are, what the opportunities are, and so you've got to talk to the public. Otherwise, nobody knows. And I think it's very important that you communicate.

So do you see the incoming administration helping?

I think both candidates were short on energy policy, for different reasons. I think the McCain campaign, and I say campaign because it's hard to know what the candidates themselves actually

COURTESY CHEVRON

thought. But the McCain campaign, I think, underestimated the power of energy efficiency and conservation and was very supply oriented.

The Obama campaign on the other hand was very energy efficiency oriented. They were very short on the supply side. In my view, they're both wrong. You need both. You need to work on energy efficiency, and conservation, and use energy wisely.

You know, at a low, we're using 120,000 gallons of oil a second. But we also have to find it and supply it. We still need it. We still need lights, we still need electricity, you still need to drive your car, there are a lot of things we need to do. So I think both [candidates] were short in my view.

What will we get out of a new administration? I don't know.

Have you ever been invited to talk to the people who set the policies?

Well, no, . . . but what we do with incoming administrations is, we send a letter. We send it to all the committees, both sides of the aisle, Democrats, Republicans, the whole lot. And we'll do that again. And then, if they want to talk about it, we're there to talk about it.

And your message is?

One – work on energy efficiency. It takes leadership and let's make sure we don't lose sight of the fact that we have to be a more energy efficient nation. Congress took some steps last year to improve the energy efficiency of cars, vehicles, and appliances over the next decade. And it's very important that that continues. So, energy efficiency is the first message.

The second message is energy supply. And our message isn't just about oil and gas. Obviously, oil and gas are included, but it's about oil, gas, nuclear, coal, wind, you know, solar and other renewables – all of them. And the importance of having a balanced approach to energy supply. So it's working on both. Those will be the key messages to the incoming administration.

What is Chevron doing in terms of investing in alternative energy?

We're the biggest renewable energy producer of any major oil company – geothermal in the Philippines and Indonesia. We're the biggest geothermal producer in the world. It's using hot steam from volcanic deposits. Either you inject water down and make steam out of it, or you actually find pockets of steam. Produce it through a well, like you would oil, and use the steam to drive and generate electricity. You need to have a kind of volcanic rock.

Is it more difficult as more and more countries are nationalizing their oil resources?

No, no. I think there's that perception, but the reality is, there's more opportunity today than there has been for most of my career in the oil industry, because for my first 15 years – from the late sixties to the middle part of the eighties – most of everything we were involved in was nationalized. We lost it. It was taken away. And we had to go find oil and gas in places that were not nationalized. What happened in the last 15 or 20 years is, most of the areas that were nationalized, many of them have opened up. So there's

a lot more opportunity today than there has been for a long time. You know, I hear a lot about this.

I guess the public is confused. There's the perception that the war in Iraq is about oil.

Yeah, and in those countries that you're talking about, it is primarily the governments that run the oil industry. Where we're operating, it's not. The places we operate have been growing and are places that truly are open. And some of them weren't even available to us before. Central Asia was all part of the former Soviet Union. That's open now. We're operating in Venezuela.

I thought Venezuela had now nationalized its oil.

No. They did not nationalize it. A lot of people think that, but that's not the case. There are still private investors in Venezuela. We've found enormous vast resources in Australia. We're big in Thailand, and all of the southern part of Asia. We're expanding in China. I was just there last week. We're developing a big gas field in Central China – that wasn't available even five years ago.

So this idea that somehow the opportunities are less than they were is not right. It's looking through the wrong end of the telescope.

What about the fact that our domestic oil production is down?

Now that's a problem. U.S. oil production, over the last 20 years, has dropped by about four million barrels a day. So we've gone from about nine million barrels a day of production to five. In the meantime, our consumption has gone up by four million barrels a day. So we're consuming about 18 or 19, close to 20 million barrels a day. We're only producing five. We're importing the rest.

And one of the reasons for it is a lot of the areas that we would like to look for it are off limits. So, yes, that is a valid point that you're making. That's reality. And, we're becoming more dependent on oil imports and it's not a good policy.

Part of the election debate was about opening Alaska to exploration.

Alaska, the off-shore, and other on-shore areas where access is limited – 85 percent



COURTESY: DAVE O'REILLY

O'Reilly received an honorary science degree from University College Dublin in 2002. He is pictured here with Art Cosgrove, then President of UCD (left), and Prof. John Kelly (right).

Continued on page 110

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BUSINESS *Irish America's Annual* **100**

The Business 100

is a celebration of Irish-American corporate success, and this year is no exception.

The executives profiled in the following pages represent some of the most powerful corporations in the world.

All of our Business 100 share one thing in common, pride in their Irish heritage. The accomplishments of the men and women on our list are immense, and it is an honor for this magazine to highlight their achievement and success. We thank all of those who took the time to fill out their personal biographical forms and share glimpses of what being Irish means to them. Congratulations to all our honorees.

Michael Beckerich York Analytical Laboratories, Inc.

Michael P. Beckerich owns and manages a diverse operation of investments that include an environmental laboratory (York Analytical Laboratories, Inc.), which services greater NY; The Classics of Golf, for which he publishes golf books of historical and literary significance; and real estate. He began his career with Coopers & Lybrand and later worked as a financial officer with significant expertise in SEC and alternate energy matters. Beckerich is a member of Ireland's own Royal Dublin, and served as president of historic Saint Andrew's Golf Club in New York. He serves



on the Legal Board of Trustees of Iona College (a 1972 graduate), the N.A. Board for University College

Dublin's Smurfit School of Business, and the PNC Bank Operations Board in Greenwich, CT. His mother Jean, an O'Conner from County Sligo, first set foot in America as an 18-year-old in 1948. Beckerich and his wife, Maryann, have raised three children to adulthood.

Cathleen Black Hearst Magazines

As President of Hearst Magazines, one of the world's largest publishers of magazines, Cathleen Black has four decades of experience in the media business. *Cosmopolitan*, *Esquire*,



Good Housekeeping, *Harper's Bazaar*, *Marie Claire*, and *Oprah's O* are among the 19 titles she manages,

and she is in charge of almost 200 international editions of those magazines in more than 100 countries. Black began her career selling small ads for *Holiday* magazine and in 1979 she became the first woman publisher of a weekly consumer magazine: *New York*.

For eight years she made a name for herself as President and then publisher of *USA Today*. In 1991 she became President and CEO of the Newspaper Association of America, before joining Hearst.

She serves as a member of the boards of IBM and the Coca-Cola Company, and is a member of the Council on Foreign Relations. A third-generation Irish-American, Black is married and has two children.

Her book *Basic Black*, on how she has achieved both personal and professional fulfillment, is a *New York Times* best-seller.

Tim Brosnan MLB

As Executive Vice President, Business and CEO of Major League Baseball Enterprises, Inc., Tim Brosnan oversees all domestic and business functions of Major League Baseball's Office of the Commissioner, including licensing, sponsorship, domestic and international broadcasting, special events and MLB Productions. Brosnan joined the Office of the Commissioner in 1991 and was quickly promoted to Chief Operating Officer of Major League Baseball International.

In his current position he oversees the multi-billion-dollar enterprise that baseball advertising and promotion has become. Brosnan foresees the day when countries including Ireland will play in the World Baseball Classic, an equivalent to soccer's World Cup.

A second-generation Irish-



American whose grandparents came from counties Kerry and Sligo, Brosnan has visited Ireland many times and even taken in a game in Dublin where Peter O'Malley, former chairman of the Dodgers, gifted a baseball field. Tim resides in Westchester County with his wife, Claire O'Brien, and their three children, Helen, Kevin and Charlotte.

Patrick Burns Anheuser-Busch

As the director of Anheuser-Busch's Bud.TV/Sports Entertainment Marketing, Patrick Burns works on identifying opportunities for product placement on cable and network



TV for the Anheuser-Busch brands.

Patrick, a native of St. Louis, Missouri, earned a BS in Business

Administration from the University of Evansville. He began his career with Merchants Bank in Deposit Products Administration, and moved to Anheuser-Busch Inc in 1988.

His first job with Anheuser was as a Wholesaler Inventory Coordinator, but he soon rose through the ranks occupying a number of positions over the years, including Sports Marketing Manager, International Sports Marketing Manager, Geographic Marketing Manager, Senior Sports Marketing Manager and Director.

A third-generation Irish-American with roots in County Carlow, Patrick says of his Irish heritage: "The Dooleys and Burnses have handed down values that have allowed me to look at each day with a little curiosity that behind every situation you can find some humor."



Patrick Byrne Overstock.com

Patrick Michael Byrne is chairman and CEO of Overstock.com, Inc., a Utah-based Internet retailer that has been publicly traded since 2002. Under Byrne's leadership the company's annual revenue has gone from \$1.8 million in 1999 to \$760.2 million in 2007. In 2001, Byrne began Worldstock.com, Overstock.com's socially responsible store for products handcrafted by artisans from developing nations and rural areas of the USA. To date, more than \$30 million has been returned to Worldstock's artisan suppliers.

Byrne received a bachelor's degree in philosophy and Asian studies from Dartmouth College, a master's in philosophy from Cambridge University as a Marshall Scholar, and a doctorate in philosophy from Stanford University. Byrne serves as co-chair of the Milton & Rose Friedman Foundation for Educational Choice. He has also founded 19 schools internationally that currently educate more than 6,000 students.

After surviving cancer, Byrne cycled across the country four times. His last ride, in 2000, helped increase awareness and raise record-breaking funds for cancer research at the Dana Farber Cancer Institute. Byrne is a fifth-generation Irish-American with roots in Cork and Wexford.



Albert Carey Frito-Lay Inc.

Albert (Al) P. Carey has been President and Chief Executive Officer of Frito-Lay North America, Inc. since 2006. Carey is a highly experienced, 25-year veteran of PepsiCo with nearly 20 years at Frito Lay North America. He most recently served as the President of PepsiCo Sales since February 2003 and Chief Customer Officer. PepsiCo has a subsidiary in Cork.

Carey is a member of the Board of Trustees at the University of Maryland, where he earned both a bachelor's degree and an honorary M.B.A. Carey is also on the Board of Directors of Home Depot, Inc. and serves on the Advisory Council of Portland State University's Food Industry Leadership Program. He has been honored with a Leadership Award from Lehman College in the Bronx, New York.

A first-generation Irish-American whose mother's roots are in Armagh, Carey is married with four children. He says that his "Bronx Irish Catholic heritage has prepared [him] to work hard, serve others and be grateful."

some succeed at
business. some
succeed at life.
some do both.*

The Irish America Magazine's Business 100 celebrates those Irish-Americans who have achieved success in the business world and have positively served their community. We are honored to extend congratulations to Donald R. Keough, our partners Gene Donnelly, Kieran Claffey and Tom Codd, and all of the Business 100 honorees.

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Charles Carey

CME Group, Inc.

Charles P. Carey is Vice Chairman of CME Group, the company that was created when the Chicago Board of Trade and the Chicago Mercantile Exchange merged in July 2007.

In his capacity as Chairman of the Chicago Board of Trade, a position he was appointed to in 2003, Carey and his friend Terry Duffy, Chairman of the Chicago Mercantile Exchange, were the key players behind the historic merger.

After graduating from Western Illinois, he took a union job installing electrical conduit in the downtown tunnels that would become the site of the Great Chicago Flood of 1992 – not the typical route for someone aspiring to become chairman of the Chicago Board of Trade.

Carey is a third-generation Irish-American, whose great-grandfather Simon Carey, a blacksmith, came to Chicago from County Clare. It was there he met and married Mary O'Brien from Roscommon. On his mother's side, Carey traces his roots to County Monaghan.



Michael Carpenter

KPMG LLP

Mike Carpenter serves as an area-managing partner for KPMG LLP, the audit, tax and advisory firm that is the U.S. member firm of KPMG International. Based in Atlanta, he is responsible for managing the firm's advisory business in the Southeast region. Carpenter joined KPMG in 1979, and has since served several of the firm's global clients and financial audit teams.

Carpenter is a fourth-generation Irish-American. His mother's side of the family bears the surname Hogan and emigrated from Tipperary to New York City, eventually settling in Ticonderoga, N.Y. Carpenter's great-grandfather Francis McCormick fought in the Irish New York regiment in the Civil War. Carpenter received a Bachelor of Science degree in accounting from Louisiana State University and is a Certified Public Accountant in the states of Louisiana and Georgia. He has served on the board of directors for the Louisiana American Red Cross and Baton Rouge Youth, Inc., which provides housing to at-risk youth.

Carpenter lives in Atlanta with his wife Julie and their four children, Paige, Jack, Kevin and Scott.

Kieran Claffey

PricewaterhouseCoopers LLP

Kieran Claffey is a partner at PricewaterhouseCoopers LLP (PwC), a member firm of PricewaterhouseCoopers International Limited. After joining PwC in 1985, Claffey spent over ten years in the assurance practice primarily servicing multinational clients. He then transferred to the firm's national office to focus on major litigation and regulatory related issues. He is PwC's representative on two professional committees of the American Institute of Certified Public Accountants: the Professional Issues Task Force and the Technical Standards Committee.

Claffey was a founding member and director of the Ireland Chamber of Commerce in the United States and a director of the European-American Chamber of



Commerce. He is currently the national treasurer and board member of the Ireland-U.S. Council of Commerce & Industry. Born in Dublin, Claffey received his BA from University College Dublin. He is also a chartered accountant and a CPA. He lives in Manhattan with his wife Michelle and three sons, Ryan, CJ and Steven.

Jim Clerkin

Moët Hennessy USA

Jim Clerkin has over 30 years of experience in the beer, wine and spirits industry. He began his career in Ireland where he rose through the ranks at Guinness in a variety of roles to Executive

Sales Director and became a member of the board of directors.

Earlier this year Clerkin was recruited by



Moët Hennessy, the wine, champagne and spirits division of LVMH, to take on a new role as Chief Operating Officer of Moët Hennessy USA with responsibility for global brands such as Hennessy cognac, Moët & Chandon Champagne, Dom Perignon, Veuve Clicquot Champagne, Grand Marnier and Belvedere vodka.

Clerkin, who was born in Rostrevor in County Down, has been involved with a number of charities including Co-Operation Ireland where he served as chairman of Co-Op Ireland USA for five years and is still an active board member. He is the proud father of four children and resides in Westport, Connecticut with his wife Jenny and their youngest son Luke.

Clodagh

Clodagh Design

Since leaving Ireland as a young woman and dropping her last name, Clodagh has established herself as a designer of luxury products and experiential environments. She oversees three distinct companies: Clodagh Signature, her own product design and licensing company; Clodagh Collection, an on-premises showroom highlighting Clodagh-designed products and a curated collection of home furnishings and accessories from all over the world; and Clodagh Design, her architectural and interior design practice which works on both commercial and residential design.

In 2008, Clodagh celebrates her 25th anniversary as a designer in New York. Her work has been recognized with numerous awards including *Architectural Digest's* Top 100 Interior Designers, the Interior Design



Hall of Fame, and induction into the prestigious Hospitality Design Platinum Circle. An in-demand inspirational speaker, Clodagh just completed her second book, *Your Home Your Sanctuary*, released by Rizzoli in October. Her first book, *Total Design*, is now in its third printing. She lives in New York City and is married to international photographer Daniel Aubry.

Tom Codd

PricewaterhouseCoopers LLP

Tom Codd is North Texas Market Managing Partner for PricewaterhouseCoopers. He has spent his entire career in serving manufacturing and distribution companies, including public and private equity-owned companies ranging in size from multi-location companies to multinational corporations.



Codd is a Director of the American Ireland Fund, a member of the North American Advisory Board of the UCD Michael Smurfit Graduate Business School and a member of the Friendly Sons of Saint Patrick. He earned a B. Sc. in Management from Purdue University.

Codd is a second-generation Irish-American whose paternal grandparents were born in counties Carlow and Sligo. On his Irish heritage he remarks, "I attribute my fundamental values of work ethic, loyalty, fortitude, humor and grace in large part to my ancestry. Also, Irish heritage enables a connection to an Irish community that stretches around and across the globe." He is married and has four children.

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Keeping an Eye Out for Fellow Citizens

By Declan O'Kelly

It's possible to see the church in Southie that Jim Connolly attended as a kid from his office. "It's not that far really," says the President of Citizens Financial Group modestly from the 38th-floor office on State Street.

But the scene from the height and heart of the financial district in downtown Boston, with its panoramic view of the city in its splendor on a beautifully sunny fall afternoon, is a world away from where he and his family grew up.

It may also be beyond the wildest dreams of where Connolly's grandfather Michael thought his grandson would end up. Orphaned at 12 and on a boat at 17, the teenager left Galway in 1918 to make a better life in America.

But nothing comes easy, and the Galweigan would work on the railroads as a laborer for over forty years. He married, started a family, and one of his sons was James Connolly, Jim's father. A sheet metal worker by trade, work was sometimes hard to come by. Eventually, he found a job with the Massachusetts Bay Transportation Authority and worked there for close to 25 years.

Something that gives Jim Connolly pause for thought, in these of all times, are the words of his grandfather on his deathbed. "As my grandfather was dying, he said he could die in peace safe in the knowledge that his son had a full-time job with a pension and could take care of his family.

"When you keep that perspective,

there are a lot of other things that you can do. I have achieved a lot, and a lot of good things have happened to me, and I have worked very hard to appreciate them."

Connolly, whose mother and sister still live in South Boston, is proud of where he came from. He went to Boston Latin School and today acts as a director on the Boston Latin School Association. Knowing well the value of a good role model during one's formative years – he cites the positive influence of his high school football coach Paul Costello, a clean-living guy who helped players

of need for good mentors," says Connolly. "I'm pretty passionate about that. I really feel that for a kid from South Boston like I was, whose parents couldn't afford a private education, to have access to a good public education is very important. While I was blessed to have terrific parents who were great role models, I also recognize that there are people who do not have that, and having someone to guide them early in their life is very important to me."

Connolly was a football player both in high school and in college. A defensive end, Connolly was recruited by Harvard, and though he didn't break into the team, was on the roster during the duration of his studies at the Ivy League school. A few years after graduating he met a girl from Long Island studying at Northeastern University in Boston. Jim and Maureen have been married 21 years and have two sons, James Michael (15) and Colin Patrick (12).

Not only a football man, Connolly is also a Red Sox fan, and the disappointment of his team not winning the AL pennant this fall was tempered by the fact that he got to attend the World Series in a semi-official capacity, since in 2003 Citizens agreed to a 25-year naming rights deal for the Phillies field: Citizens Park, which opened in April 2004. Still, he maintains that a Red Sox/Phillies World Series would have been great for business as Red Sox Nation makes up a big part of the bank's customer base!

After college, Connolly first worked at a computer distribution firm and then



Former Maine Senator and Boston AIF honoree George Mitchell and Jim Connolly, President of Citizens Financial Group, at Citizens headquarters in Boston.

both on and off the field – he is also the chair of a not-for-profit organization called MA Mentoring Partnership.

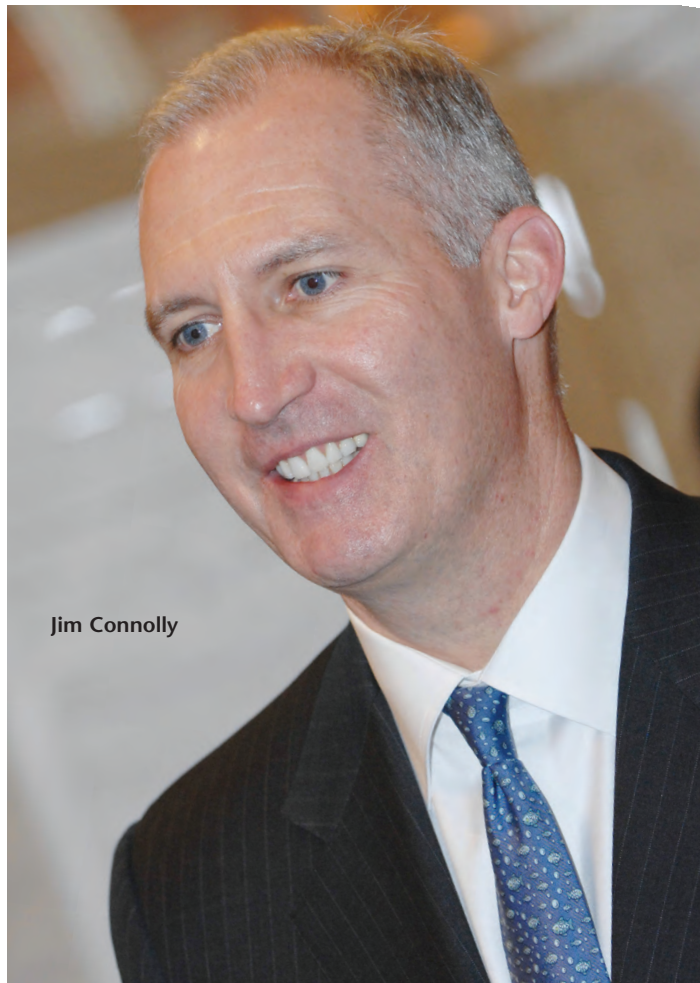
"It is a group that focuses and promotes mentorship here in Massachusetts. It tries to create an environment for mentees to find mentors as there is a lot

combed the country for three years with a small management consulting company before getting into banking. A series of high-level executive positions with Fleet and Bank of America led to him joining Citizens as Vice Chairman of the Commercial Markets Group in 2005. In March of this year, he was named President of Citizens Financial Group.

The group is the ninth-largest bank in the country, employs 23,500 people and has revenue of over 6.4 billion dollars. Though the dire situation facing the banking industry has been well documented, Citizens has shown its resilience. As their spokesman Mike Jones told the *Boston Globe* on October 8, "We are in a position of strength. We've hired personnel and we are lending."

Connolly gives the air of a man who keeps his eye on the bigger picture. "There are many hardships I have endured growing up that give me perspective on any economic hardship or a market downturn," says the 48-year-old, who feels that his customers will really get to see the benefits of being members of Citizens now. "We are a very healthy bank, so I think they feel good about us. I think that we are the type of bank that has been focused on service and on the customer experience. I think that in this type of environment we shine."

This November, Connolly chaired the Boston American Ireland Fund dinner, where former Maine Senator George



PHOTOS COURTESY CITIZENS BANK

Mitchell was honored for his contribution to peace in Northern Ireland. Delighted to accept the Chair, Connolly did so on condition that some of the money earned would stay in Boston. "We are helping three charities here, the Irish Emigration Center, the UMass Boston peace and reconciliation program run by Pádraig O'Malley – who took the peace and reconciliation program that was in Northern Ireland and used it in Iraq – and a campaign for Catholic Schools in Dorchester." The desire in

Connolly to give back to the community, both in a professional and personal capacity, is something that burns strong in him.

"Most banks, not just Citizens, are involved in community activities. Part of it is good business for us because we are a reflection of the community. We are a bank, so we want to make sure that the community we operate in is doing well. It's not just a nice thing to do – it is a business thing," he says.

In a first-of-its kind initiative, Citizens has just introduced GreenSense, where they actually pay their customers to use less paper, giving them ten cents every time a paperless payment is made. Customers can even get a GreenSense debit card made of recycled plastic. One year's participation in the program can save up to 171 pounds of greenhouse gases and 6.6 pounds of paper.

Being prominent and active in the community means that Citizens Bank

must have its own house in order first, and that is something Connolly is acutely aware of.

"If you were to read the headlines about any bank or any company that actually got into trouble, they are not going to be financially strong enough in the community and other places. One of the personal responsibilities I feel as President of the company is that we continue to do well, so that we can in turn do good, and that is something we focus a lot here at Citizens."

IA

"As my grandfather was dying, he said he could die in peace safe in the knowledge that his son had a full-time job with a pension and could take care of his family."



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Deirdre Connelly Lilly USA

Deirdre Connelly has been President of Lilly USA since June 2005. In the fall of 2006, and again this year, she was recognized by *Fortune* magazine as one of the 50 most powerful women in business. She was also included on *Fortune*'s "Young and Powerful" list. Connelly joined Lilly in 1984 as a sales representative and worked her way up the ranks. Before assuming the role of president, Connelly was senior vice president of Human Resources. In 2008, she was appointed to the President's Commission on White House Fellowships. A native of San Juan, Puerto Rico, Connelly earned a bachelor's degree in



economics and marketing from Lycoming College in Pennsylvania in 1983. She graduated from Harvard University's

Advanced Management Program in 2000. Born to an Irish father and Puerto Rican mother, Connelly is one of nine children, and upon hearing that she would be in the Business 100 said her "father would be smiling from heaven."

Kevin Connelly Spencer Stuart

As chairman of Spencer Stuart, one of the world's leading executive search consulting firms, Kevin Connelly has both client-facing responsibilities and a firm leadership role. He is the



elected representative of the partners, chairs the board and partners' meetings and is responsible for providing strate-

gic perspective to the firm's business and finances.

Prior to becoming chairman, Connelly managed the firm's business in the United States, Japan, Canada, and Mexico and had global oversight for the Industrial and Financial Services Practices. Connelly serves on the board of the Children's Memorial Medical Center of Chicago and is a member of the Economic Club of Chicago and the Executives Club of Chicago.

Connelly earned an M.B.A. in 1979 from the Graduate School of Business at the University of Chicago and received a B.A. degree from Marquette University in 1975.

A second-generation Irish American on his mother's side and fourth-generation on his father's, he traces his maternal Irish roots to Cork and Kerry. His father's ancestry lies in Galway and Mayo. Connelly is married with two daughters.

Christopher Connor Sherwin-Williams

Christopher M. Connor has spent most of his professional career with The Sherwin-Williams Company, of which he is now Chairman, President and CEO.

Starting in 1983 as Director of Advertising for the Paint Stores Group, Connor was promoted the next year to Vice President – Merchandising. A string of promotions followed until, in 1997, Connor was named President of the Paint Stores Group.

He served in that capacity until he was promoted to Chief Executive Officer. Connor serves on several boards, including the Board of Directors of National City Corporation and Eaton Corporation, the Board of the National Association of Manufacturers and the Rock and Roll Hall of Fame and Museum.

He is a trustee of University Hospitals of Cleveland and a member of several other civic and economic boards in Cleveland, where he



resides. Connor, who is married with three children, received a Bachelor's degree in Sociology from Ohio State University. He is a fourth-generation Irish-American with roots in County Roscommon.

William Coughran Jr. Google

William Coughran joined Google, Inc. in 2003 serving as Senior Vice President of Engineering. At Google, he leads the broad systems infrastructure group underlying Google's products and services.



Before joining Google, Coughran co-founded and served as CEO and in other executive roles at Entrisphere in

Silicon Valley.

Coughran holds a B.S. and an M.S. in Mathematics from Caltech University, and a Ph.D. in Computer Science from Stanford. In the past he has served as an adjunct professor at Stanford, The ETH Zurich, and Duke University. He serves on the Board of Directors for nSolutions Inc and Clearwell Systems Inc. He is also the author of more than 50 publications and has served on several conference boards, and technical advisory committees.

Coughran resides in California with his wife. A fourth-generation Irish-American, he connects to his heritage through his travels. "I have always been drawn to the liveliness of the Irish people and their arts when visiting the Emerald Isle," he told *Irish America*. Google's European headquarters is based in Dublin.



Patricia Cunningham Continental Airlines

Patricia A. Cunningham is the Manager of Transatlantic Leisure Sales for Continental Airlines, the fourth largest airline in the United States.

Cunningham oversees leisure sales for 30 destinations in Europe, Israel and Greece, including sales to Belfast, Dublin and Shannon. Cunningham serves on the Board of the Ireland - U. S. Council. She was named to *Irish America*'s Business 100 list in 2007, and won a 2007 Chairman's Award at Continental for her outstanding sales achievements. She started her airline career at Varig Brazilian Airline. She then became the Director of Airline Sales for Virgin Atlantic Airways, before going to Continental Airlines in 1997.

Cunningham is past President of the Airline Sales Manager Association in New York City. She was the first female President of SKAL in New Jersey. Cunningham is second-generation Irish-American with roots in Roscommon on her father's side. Of her Irish heritage she says, "My Irish heritage has been a source of immense pride, and has provided me with strong work ethics and a commitment to hard work in both my professional and personal career." She resides in Hillsborough, New Jersey.



John Donahoe eBay Inc.

John Donahoe is the President and CEO of eBay Inc., and has global responsibility for growing each of the company's business units, which include eBay Marketplace, PayPal and Skype. Prior to his position as President and CEO of eBay Inc., Donahoe was President of eBay Marketplace and during his three years there, doubled its revenues and profits.

Donahoe was Worldwide Managing Director of Bain & Company, a global consulting firm, for 23 years prior to joining eBay.

Donahoe received a B.A. in Economics from Dartmouth College and an M.B.A from Stanford Business School.

He is an active alumnus of both schools, serving on the Board of Trustees of Dartmouth and the Advisory Board at Stanford Business School, as well as serving on eBay Inc.'s Board of Directors.

A fifth-generation Irish-American, Donahoe is very interested in his Irish ancestry. His family hails from Tipperary. Timothy Donahoe, his great-great-grandfather on his father's side, came to the U.S in the mid-1800s. He is married to Eileen Chamberlain and they have four children.



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Gene Donnelly PricewaterhouseCoopers LLP

Gene Donnelly is the Business Development Leader for the US Firm. In this role, he is responsible for embedding a sustainable growth culture to make PwC more successful in gaining strategic market share. Before that, he spent three years as Global Managing Partner, Advisory and Tax and a member of PwC's five-person Global Management Team.

From 2001 to 2005, Donnelly served as Vice Chairman-Operations for the US Firm and was a member of the US Leadership Team. In addition to his management responsibilities, Donnelly was Leader of the Transaction Services Practice for the US Firm. Under his leadership,



Transaction Services greatly expanded its client base and substantially increased its profitability.

Donnelly is married 29 years with three sons and one granddaughter. He is a summa cum laude graduate of St. Francis College in Brooklyn, New York. A fourth-generation Irish-American with ancestors from Donegal, Donnelly says that as an Irishman, "I am a beneficiary of a tradition of self-reliance, perseverance and the kindness of many."

Craig Donohue CME Group Inc.

Craig S. Donohue has served as Chief Executive Officer and a Director of the Board of CME Group since July 2007.

Prior to his current position, Donohue served as CEO of



CME Holdings and CME since January 2004.

Since his appointment as CEO in 2004, Donohue has set CME's vision

and developed growth strategies to expand the company's core business lines and global distribution. He was a key player in the merger, this past July, of the Chicago Board of Trade and the Chicago Mercantile Exchange.

After receiving a BA from Drake University in 1983, Donohue earned a Juris Doctor from John Marshall Law School in 1987, a Master of Laws degree in Financial Services Regulation from IIT Chicago-Kent College in 1989, and a Master of Management degree from Northwestern University in 1995.

Donohue, who is Chairman of the Board of the National Council on Economic Education (NCEE), a nonprofit organization, is a third-generation Irish-American with roots in County Cork. He lives in Northbrook, Illinois with his wife and their three children.

John Dooner Jr. McCann Worldgroup

As Chairman and Chief Executive Officer of McCann Worldgroup, a company he formed in 1997, John Dooner heads one of the world's largest and fastest-growing marketing communications organizations, with operations in over 30 countries. Built on the foundation of McCann Erickson, the leading global advertising agency network, today six of the seven marketing communications companies comprising Worldgroup are global leaders in their categories, a remarkable achievement given that five of the companies did not exist before 1997. Moreover Worldgroup's offering of seamlessly effective communications programs ideally positions it for the future. Vision, energy, consistent delivery of strategic solutions and a persistent dedication to growing Worldgroup's business by building its clients' businesses have characterized



Dooner's 35-year career with McCann and its parent company, The Interpublic Group. Dooner, who was born in New York, earned his B.A. from St. Thomas Villanova University, and traces his Irish roots to his grandparents from County Clare. He and his wife reside in Westchester, New York.

Michael Dowling North Shore-LIJ Health Systems

Michael Dowling is president and CEO of North Shore-LIJ Health Systems. He joined the organization in 1995 as senior vice president of hospital services. In 1997 he became executive vice president and chief operating officer, and oversaw development, operations, and planning while North Shore and LIJ merged.



Before joining North Shore, Dowling served in New York government for 12 years, including seven as chief advisor to Governor Mario Cuomo. He was commissioner of New York State Department of Social Services from 1993-1994. He also was a professor of social policy and an assistant dean of the Fordham University Graduate School of Social Services.

Dowling came to New York City from Limerick looking for a job at age 17 and maintains close ties to Ireland. He serves on the board of the Smurfit School of Business at University College Dublin, and on numerous medical and charitable boards. He is married with two children.



Patrick Dowling Tygris Commercial Finance Group

Patrick Henry Dowling is the Senior Managing Director and leader of Tygris Commercial Finance Group's Aerospace & Defense Finance business. Prior to joining Tygris, he was Managing Director and

General Manager of CIT Leveraged Finance - Transportation where he was responsible for the global reach of the group by providing solutions for manufacturers, suppliers and service providers seeking debt, leasing and structured financings. Dowling was previously Managing Director and Industry Leader, Aerospace and Defense, for GE Commercial Finance and had over a 22 year career at GE serving in various management and leadership positions. He is active in various industry organizations, including The National Chamber Foundation of the U.S. Chamber of Commerce and The Institute for Defense and Business Foundation. Dowling is a certified public accountant and has served as a director on several company boards during his career including Penske Truck Leasing. He holds a BS in accounting from Fordham University and a JD from Pace University School of Law. Dowling is a second-generation Irish-American, whose mother's family hails from County Cork. He is married to Kate and has three sons.



Terrence Duffy CME Group Inc.

The honorable Terrence A. Duffy has served as Executive Chairman of the Board of CME Group since July 2007. Before that, he served as Chairman of the Board of CME and CME Holdings since April 2002 and Executive

Chairman since October of 2006. A member of the Exchange since 1981 and a board member since 1995, Duffy was a key player in the merger of The Chicago Board of Trade and The Chicago Mercantile Exchange. In 2002, he was appointed by President Bush to serve on a national summit on retirement savings, and in 2003, he was confirmed by the U.S. Senate as a member of the federal retirement thrift investment board. He serves on the Board of World Business Chicago, the Board of Regents for Mercy Home for Boys and Girls, the Board of Trustees of Saint Xavier University and the Illinois Agricultural Leadership Foundation. He is also a Trustee of the CME Trust, whose mission is to enhance economic opportunity, health and education, especially for disadvantaged youth. A third-generation Irish-American, Duffy says his Irish heritage is a source of "great pride" and traces his father's family to Westport, County Mayo. He attended the University of Wisconsin-Whitewater, and, in 2007, received a Doctor of Humane Letters from DePaul University.



Jeffrey Dunne

C.B. Richard Ellis

Jeffrey Dunne is the current Vice Chairman of C.B. Richard Ellis. Dunne's team was CBRE's highest producing team worldwide in 2004 and then again in 2007. Personally, Dunne was the company's highest producer worldwide from 2002 until 2004 and then again in 2007.

Along with these prestigious distinctions he was awarded the Real Estate Finance Association's Award of Excellence in 2000 and in 2004 and 2005 received the NAIOP Award for the most significant deal in Fairfield/Westchester County. He is Program Chair and former President of the Real Estate Finance Association and for the past eight years has served on the Board of Trustees for the Wakefield Boys and Girls Club in Southport, CT.

A second-generation Irish-American, Dunne traces his roots to County Longford, from where his grandfather left for America in 1912, eventually settling in Pittsburgh where Dunne was born. He went on to receive his B.S. in Business, magna cum laude, from Penn State and earned an M.B.A in Finance from N.Y.U.



Anthony Earley

DTE Energy

Anthony F. Earley has been Chairman and Chief Executive Officer of DTE Energy for the past ten years. He was also DTE Energy's president and chief operating officer from 1994 – 2004. He joined DTE Energy after working at its subsidiary company, Detroit Edison. While there, he focused on developing workforce skills and culture needed for Detroit Edison to be successful in a changing utility environment.

Earley earned a Bachelor of Science degree in physics, a master's of science in engineering, a law degree, and in 2006, an honorary Ph.D. from the University of Notre Dame. After college, he served as an officer in the U.S. Navy.

On the board of directors of numerous educational and civic organizations, including the Nuclear Energy Institute, Edison Electric Institute, The Detroit Zoological Society, United Way for Southeastern Michigan and Cornerstone Schools, Earley is fourth-generation Irish-American, and a member of the Society of the Friendly Sons of St. Patrick. He is married and has four children.

James Farley

Ford Motor Company

James Farley is Group Vice President of Marketing and Communications for the Ford Motor Company and is the company's most senior marketing leader. Before joining Ford, James was Group Vice President and General Manager of Lexus, responsible for all sales, marketing and customer satisfaction activities for Toyota's luxury brand.

Farley joined Toyota in 1990 and had a distinguished career there, a highlight being his responsibility for the successful launch and rollout of Toyota's new Scion brand. James was later promoted to vice president of Scion and was responsible for all Scion activities.

A cousin of comedian Chris Farley, James Farley earned a bachelor's degree in economics and computer science from Georgetown University and has an M.B.A. from UCLA.

His grandfather was a long-time Ford worker who eventually ran a Lincoln-Mercury dealership near Detroit. Farley has many relatives who still live in the Detroit area where he plans to move with his wife Lia and their two children.



John Farrell

KPMG LLP

John Michael Farrell is a National Lead Partner for KPMG in Enterprise Risk Management (ERM) services. With more than 20 years of risk management and risk/control experience with Fortune 500 multinational clients, Farrell specializes in Internal Audit, Regulatory & Compliance



Services. In this position he is responsible for service delivery on priority accounts in the manufacturing and information/communication sectors.

A graduate of the State University of New York at Albany, Farrell received his Master of Science, Accounting and MBA, Finance, from Long Island University. He is also a Certified Public Accountant in New York State and belongs to the New York State Society of Certified Public Accountants. Before joining KPMG, Farrell served as the Director of Internal Audit for Minerals Technologies, Inc.

Farrell is a third-generation Irish-American with roots in Monahan on his father's side. His grandmother was one of eleven children born at the turn of the century in New York, whose parents came to America from Ireland in the 1880s.

Irial Finan

The Coca-Cola Company

Irial Finan is Executive Vice President, The Coca-Cola Company, and President of Bottling Investments and Supply Chain. Based in Atlanta, he is responsible for managing the five-billion-dollar internal bottling business.

Finan joined Coca-Cola in 1981 and has a myriad of national and international experience. From 2001 to 2003, he served as CEO of Coca-Cola HBC, during which time he managed the merger of Coca-Cola Beverages and Hellenic Bottling, and led the combined company's operations in 26 countries. He serves on the board of directors of Coca-Cola and other companies and is a non-executive director of Alltracel Pharmaceuticals and chairman of their Audit Committee.

Finan is also a member of the Galway University Foundation Board, and is a non-executive director for Co-operation Ireland. He



holds a Bachelor of Commerce degree from National University of Ireland in Galway and is an Associate (later Fellow) of the Institute of Chartered Management Accountants. He is a native of County Roscommon.

Dave Fitzgerald

Fitzgerald & Co

In 1983, Dave Fitzgerald founded the successful advertising agency Fitzgerald & Co. He remains president and CEO, and his company was named the Best Agency in the Southeast by



Adweek. Along with his success, his relationship with employees led Fitzgerald & Co to be named one of the 10 best companies

in Atlanta to work for by the Atlanta Business Chronicle. He was formerly the president of the Atlanta Advertising Club and past chairman of the board of directors for the Saint Joseph's Hospital Foundation.

A second-generation Irish-American, Fitzgerald ran the Order of the Green Jacket of Ireland, which helped raise funds for Irish athletes in the 1996 Olympics. A member of the Ancient Order of Hibernians, the Metropolitan Atlanta Police Emerald Society, and the Hibernian Benevolent Society, he has twice been Grand Marshal of the Atlanta St. Patrick's Day Parade.

Fitzgerald, who traces his family to the western counties of Kerry and Sligo, visits Ireland often, and recently became an Irish citizen.



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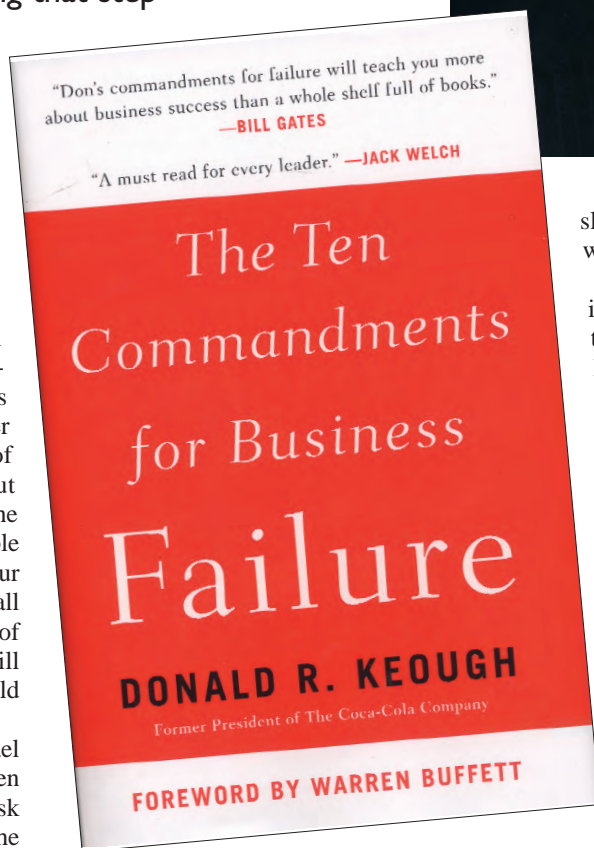
Business Management Keough Style

Donald Keough's book *The Ten Commandments for Business Failure* is an insightfully witty exploration of how to be unsuccessful in business. Gleaned from a business career of more than 60 years and a life lived to the fullest, the book is Keough's gift to anyone looking for a roadmap on how to become successful in business.

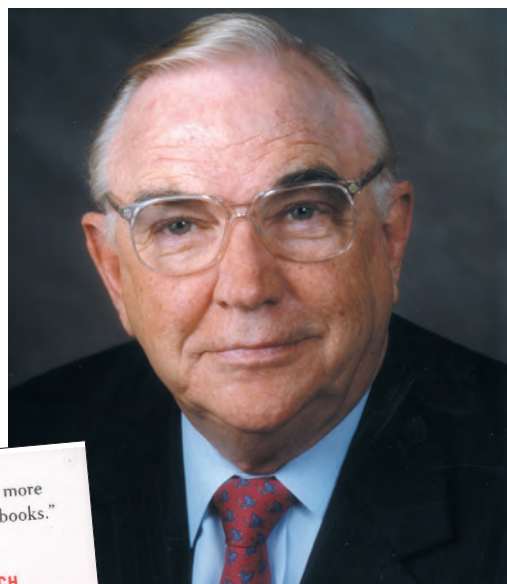
The following excerpt comes from chapter two, "Quit Taking Risks," with Keough talking about how, in life and business, not taking that step into the unknown can lead to stagnation.

America, on the other hand, has been from the very beginning about risk taking. From Columbus to Jamestown to the Second Continental Congress and Thomas Jefferson's eloquent Declaration of Independence, this nation has been built on one risk after another. We are the descendants of tough, resilient risk takers who put everything, including their lives, on the line and survived almost insurmountable odds. Hector St. John de Crevecoeur wrote in 1782, "Here individuals of all nations are melted into a new race of men whose labours and posterity will one day cause great changes in the world . . . The American is a new man."

My own great grandfather Michael Keough was only eighteen in 1848 when he left Ireland and all alone took the risk to cross the "bitter bowl of tears," as the Atlantic was called. Conditions on the ships were ghastly, with overcrowding, rats, filth, disease and hard-bitten captains who cared little for their cargo. En route, bodies were tossed overboard or



off-loaded at the first landfall. On the island of Grosse Île in Canada, thousands of Irish immigrants are buried in unmarked graves. Only the African



slaves reached the United States in worse shape.

Those immigrants who did make it discovered that what awaited them was seldom the Promised Land, but a future of brutal dawn-to-dark work. My great grandfather found the only job he could get was lifting stone in a Pittsfield, Massachusetts, quarry, sixteen hours a day, one step above prison work. Nevertheless, this hard labor provided a little food and security and, because he soon married and had children, it's reasonable to think that Michael might have been tempted to settle down and stay in Pittsfield.

It's reasonable to think that because when you achieve something, even very little, there is the great temptation to quit taking risks.

It's human nature. I've got something. Why risk it? Who knows what's on the other side of the mountain? Don't go there!

The Businessman

I imagine my great grandfather heard such voices in his head and probably from some of the people around him in Pittsfield.

"Stay here. You've got a job. Lifting rocks is an honorable occupation. There are thousands out there who have nothing!"

But instead of settling into the known, albeit backbreaking, routine Pittsfield offered, Michael took a risk and migrated across half the continent in an oxen-drawn prairie schooner to a far-off land called Iowa. I'm glad he did.

His son, John, my grandfather, continued to expand the Iowa homestead, risking everything, year after year on crops that were subject to blizzards, dust storms, and grasshoppers. I remember being told that because there were so few trees on the property, grandfather had to drive a team of horses about twenty miles once a week to the Rock River, where he would cut wood, the only source of fuel. One day, he swung the ax and cut off his toe. He simply shoved the toe back on, bound it up with burlap, and finished his work.

The toe, the foot, and my grandfather survived – without antibiotics, I might add.

We in this country have a unique gene pool. Most of us come from a long line of remarkable individuals who boarded the boat when most other people stayed behind. Many didn't even get a chance to get to shore. And those who did survive the journey across the Atlantic or the Pacific (or the mountains or the prairies or the desert) were then rewarded with season after season of unbelievable hardship on farms or in building railroads or in dangerous and dirty mines and factories unimaginable today. In 1900, American families spent nearly twice as much on funerals as they did on medicine. Somehow they prevailed.

Against a background of overcoming challenges like those our ancestors over-

came makes a day, any day, at the office a walk in the park.

Yet as our lives get softer and richer and more comfortable, the temptation to quit taking risks is so great.

It's one of the major diseases of success. It's easy to succumb, particularly as you get older. I don't mean age sixty. This disease can strike at age forty. You say to yourself, "I've been out on a limb all my life...worrying, losing sleep. Let someone else do that now. I'm content with the status quo."

Some might conclude that the risk taken by the startup entrepreneur who mortgages his house and everything else in order to try a new idea or even pioneer a whole new industry is the most difficult kind of risk to take. Four out of five new businesses fail. Most new products never make it out of the test market, and if they do they have only a one in thirteen chance of success. The National Federation of Independent Business Research Foundation estimates that after just five years only half of new businesses with employees are still operating, and many of those at a loss. It certainly isn't easy.

But equally difficult, and sometimes more so, is to undertake a risk from a position of substantial ongoing success – to undertake a risk when there is considerable evidence that it might not even be necessary. Today, there is a substantial amount of time and effort devoted to

risk assessment from one perspective or another, ranging from the statistical odds of actual loss to the chances of running afoul of governance rules and regulations. I am not an expert in the science of risk assessment. In my experience, the main prerequisite for exploring the possibility of the need to take a new or greater risk was the unsettled feeling that things ought to be better, that the future was indeed in jeopardy unless we took some action – even worse, that we were missing an opportunity. I would get very



A newspaper clipping of John Keough, Don's grandfather, who was a farmer in Iowa.

Donald Keough is chairman of the board of Allen & Company Incorporated, a New York investment-banking firm, which he joined in 1993. Before that, he made an illustrious career with The Coca-Cola Company, where he first got a job in 1950. Keough rose through the ranks to serve as president, chief operating officer and director from 1981 to 1993. In 2004, Coca-Cola re-elected Donald as a director, making a change in its retirement policy. He also serves on the boards of IAC/InterActive Corp., Global Yankee Holdings, Convera Corporation, and Berkshire Hathaway, Inc.

Donald has received honorary doctorates from the University of Notre Dame, his alma mater Creighton University, Emory University, Trinity College Dublin, University College Dublin, and Clarke University.

Notre Dame's highest honor, the Laetare Medal, was presented to Donald in 1993. In 1995, he established the Keough Institute of Irish Studies at Notre Dame. He was elected a Fellow of the American Academy of Arts & Sciences in 2002, and inducted into the Junior Achievement National Business Hall of Fame in 2003.

In June, 2007, he was awarded honorary Irish citizenship.

uncomfortable from time to time at The Coca-Cola Company whenever things seemed to be going awfully well. Like the Russians say, "Having things too good is also not good."

I must have irritated quite a few people when, with considerable regularity, I'd go around asking our top people, "Tell me again why everything is so good. Isn't there something more we ought to be worrying about today in order to make sure we have something else to worry about tomorrow?"

IA

*Congratulations
to the
World's #1
Irish American
Don Keough*



Andy McKenna

A close-up photograph of a scientist in a laboratory setting. The scientist is wearing a white lab coat, blue nitrile gloves, and yellow safety goggles. They are holding a small vial or pipette tip, and a petri dish with a white substance is visible in the lower left. The background is slightly blurred, showing laboratory equipment.

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Jayne Fitzpatrick

Gulf Oil

In March 2006, Jayne Fitzpatrick (who recently became Jayne Conway when she married Kevin) was named Chief Financial Officer of Gulf Oil LP, a \$5.5 billion wholesaler of petroleum products.

She joined Gulf Oil LP from Dunkin' Brands, parent company to Dunkin' Donuts and Baskin Robbins, where she held a number of leadership positions, including Chief Strategy Officer. A Bain and Company alumnus, she has provided strategic consulting services to Fortune 500 clients.

Jayne received her Bachelor's of Science in Engineering from North Carolina State University, and holds an M.B.A. from Harvard Business School.

A third-generation Irish-American, Jayne traces her roots to County Antrim, to her paternal great-grandmother. She and Kevin were married in Killea Castle, County Kildare, Kevin's birthplace. Of the match she says, "He is my constant reminder to the strength that I have drawn from a woman I never knew, and to a culture whose spirit can never be broken. Life indeed comes full circle."



John Fitzpatrick

Fitzpatrick Hotels

John Fitzpatrick, Chairman and CEO of the Fitzpatrick Hotel Group North America, relocated to New York from Ireland almost two decades ago and gained a significant reputation in hospitality in one of the most

competitive cities in the world. He started his career with his family's hotels in Bunnratty and Dublin over 25 years ago. In 1991, Fitzpatrick opened the Fitzpatrick Manhattan, the Group's first U.S. hotel. In 1995, he assumed management of the Fitzpatrick East 55th Street, and in 1998 he opened the 155-room Fitzpatrick Grand Central Hotel.

Expansion to downtown Chicago followed in May 2001 with the opening of the Fitzpatrick Chicago Hotel, which was sold in 2006 for a handsome profit. Fitzpatrick completed hotel management courses in Ireland and later, the prestigious hotel program at UNLV in Las Vegas. He was recently appointed to a second term as Chairman of the Hotel Association of NYC, and also serves on the boards of The American Ireland Fund and the Ireland-US Council. He has received numerous awards, including the Ellis Island Medal of Honor in 2002 and recently, an honorary OBE from Queen Elizabeth II.

Lawrence Flanagan

MasterCard Worldwide

Lawrence Flanagan joined MasterCard in October 1996. He is currently the executive vice president and chief marketing officer, Worldwide Marketing and Communications, and a member of the company's Operating Committee. Flanagan is responsible for building the value of the MasterCard brand on behalf of customer financial institutions and shareholders as well as managing the brands of the company's various consumer payment solutions. The force behind MasterCard's Priceless advertising campaign, his guidance has resulted in the ad currently airing in more than 90 countries. The campaign has won numerous awards and honors. In 2004, Flanagan was recognized as one of the most influential figures in Sports Business International.



Flanagan, a fourth-generation Irish-American with roots in Galway (the first Flanagan migrated to New Haven, Connecticut on January 10, 1850), holds a B.S. degree from the University of New Haven. He resides in Darien, Connecticut with his wife and three children.

William Flynn

Mutual of America

During his 34 years with Mutual of America, Bill Flynn established himself as a great leader, whose business skills were reflected in Mutual of America's performance and recognized



throughout the life insurance industry. Now Mutual's Chairman Emeritus, Flynn's commitment to social

justice continues to be felt in the success of the Irish peace process and the work of the National Committee on American Foreign Policy (NCAFP). As the first Irish-American chairman of the NCAFP, it was Flynn who invited all of Northern Ireland's political leaders, including Gerry Adams, to the U.S., a move that propelled Northern Ireland into the peace process. A graduate of Fordham University, Flynn is a first-generation Irish-American with roots in counties Mayo and Down.

In 1996, he was Grand Marshal of New York City's St. Patrick's Day Parade. In 2005, the Tanenbaum Center for Inter-religious Understanding presented him with a Special Peacemaker in Action Award "for a lifetime devoted to conflict resolution."

Jack Foley

Aer Lingus

As Executive Vice President of Aer Lingus, Jack Foley oversees all strategic, operational and marketing programs for the airline in North America.

A customer-focused airline that offers a professional, efficient and friendly service, Aer Lingus was the first airline to apply the pricing strategies of discounters such as Southwest and America West to trans-Atlantic travel. The company receives less than two complaints per thousand customers in the busiest period of travel.

Foley has come a long way from his first job in the airline business, as a bag loader for Lufthansa at JFK. That job, however, paid for his Bachelor of Science and M.B.A. in international marketing from St. John's University. In 1979, Foley joined British Airways and rose to the position of vice



president of marketing in the U.S. In 1996 he was recruited by Aer Lingus to manage their TransAtlantic division.

A second-generation Irish-American with roots in County Cork, Foley is on the board of directors of the Ireland-U.S. Business Council. He lives on Long Island with his wife and their son.

William Clay Ford Jr

Ford Motor Company

Ford Motor Executive Chairman William Clay Ford is the great-grandson of Henry Ford, who was the son of an Irish immigrant from County Cork. Henry "put the world on wheels by making personal mobility affordable," and William Jr. is leading the 102-year-old company that bears



his family name.

William, who joined Ford in 1979, is a dedicated environmentalist. His efforts have won him the President's Commission on Environmental Quality Award. In 2000, under his leadership, Ford published its first corporate citizenship report outlining the economic, environmental and social impact of its global operations. As vice chairman of the Detroit Lions, he led efforts to build a new, environmentally friendly stadium in Detroit and helped expand the Detroit Police Athletic League youth football program. He is also Honorary Chairman of the Southeast Michigan Consortium for Water Quality.

Ford, who holds a B.A. from Princeton University, where he has served as a trustee, and a master's from MIT, is married with four children.

Patrick Gallagher Giants Enterprises

Entering his 32nd year with Giants Enterprises, a wholly owned subsidiary of the San Francisco Giants baseball team, Patrick Gallagher has risen in the ranks from marketing director to president.

Before joining the Giants organization, Patrick was an executive at Marine World/Africa USA and Sea World theme parks. With the Giants, he played a large role in the design and naming rights of the new stadium, SBC Stadium. Pacific Bell was the original partner. He also develops other uses for the stadium besides baseball, such as soccer matches and concerts. Under his leadership, the Giants have received numerous accolades, including the MLB market Excellence award.



Patrick is a past president of the Big Brothers/Big Sisters of the Peninsula area.

He also sits on the executive committees of the San Francisco Convention and Visitors Bureau and Special Olympics of Northern California. A second-generation Irish-American, he traces his roots to counties Donegal and Clare. He and his wife Joan live in Palo Alto, California with their two children.

John Gilmore Sling Media

Johnny Gilmore is COO of Sling Media, the electronics company renowned for the Sling Box, and is responsible for Sling Media's day-to-day global operations. Gilmore is



well versed in global operations, bringing over 15 years of senior management positions in countries ranging from

England and Ireland to Australia and the Netherlands.

Gilmore has worked for such prestigious companies as Arthur Andersen and Andersen Consulting and Iomega who manufactured the Zip and Jazz drives. He spent five years with Handspring, and before Sling Media was Vice President of Operations for Virgin Electronics.

An Irish native, Gilmore was born in County Down and went on to attend the University of Manchester, England where he received his B.A. in Economics. He is a member of the Irish Technology Leadership Group and is a Fellow of the Institute of Chartered Accountants in England and Wales. He and his wife currently reside in California with their four children.

Colleen Goggins Johnson & Johnson

Colleen Goggins is a member of Johnson & Johnson's Executive Committee and has served as Worldwide Chairman, Consumer Group since June, 2001.

Goggins joined J&J in 1981. After working on several projects, she transferred to J&J GmbH in Germany, as Director of Marketing. In 1992, she became President of J&J Canada; in 1994, President, Personal Products Company, U.S.; in 1995, President, Consumer Products Company; she was promoted to Company Group Chairman in 1998.

Goggins earned a B.S. in food chemistry from the University of Wisconsin and an M.M. from Northwestern University's Business School. She is a member of the Board of Trustees for Historic Morven, Inc., and The Nature Conservancy in New Jersey.



Goggins, whose Irish heritage is on her father's side, was named to the 2007 Fortune "50 Most Powerful Women in Business" list, and has been a regular on the list for several years. She is proud of J&J's Women's Leadership Initiative, designed to support leadership development of the firm's female employees around the world.

David Greaney Synergy

David Greaney is founder and president of Synergy, a Boston-based real estate investment and development company.

Synergy acquires, develops and manages real estate opportunities in the New England region. The company's \$250 million portfolio is scheduled to double in 2008, primarily due to its partnerships with Irish-based equity.



David is a certified public accountant in Massachusetts and has held positions in the investment management groups of Harvard University and PricewaterhouseCoopers.

He serves on the board of the Massachusetts Special Olympics and is a director and trustee of the New England Chapter of the Ireland Chamber of Commerce U.S.A. He is also actively involved in numerous other Irish and business organizations throughout the region, including The American Ireland Fund. Born in Limerick, David is a graduate of University College Dublin. He currently resides in Boston with his wife Kathy and his son David.



Harry Greeley Cushman & Wakefield, Inc.

Harry Greeley is the Senior Director of Transaction Services at Cushman & Wakefield (C&W), where he has worked since 1997. During his tenure with C&W, which has a subsidiary in Dublin, he has consistently

been distinguished as being one of its Top 100 Producers, and was awarded the Bronze Award for Production in 1999 for his work on a 465,000sf transaction for VNU, Inc., which was nominated for REBNY's most ingenious deal of the year award.

Greeley is also active with a number of other industry, professional, and charitable associations, including the Real Estate Board of New York; Member, Hudson Valley Hospital; Board Member, CoreNet (Corporate Global Real Estate Network); International Facility Management Association (IFMA); National Arts Club; and Ireland-United States Council. Born in Queens, New York, Greeley earned his Bachelor of Science degree from Pratt Institute in Brooklyn. A third-generation Irish-American whose grandfather emigrated from Ballymacshane in Co. Longford in 1864, Greeley says that his Irish heritage has taught him "the present is always a product of the past." Greeley is married with two children.



James Hannan Georgia Pacific

Jim Hannan is C.E.O. and President of Georgia Pacific L.L.C., a position he has held since November 2007. Prior to his current post with Georgia Pacific, Hannan found employment with Koch Industries. With the

2005 acquisition of Georgia Pacific by Koch, Jim was named the Executive Vice President and Chief Administration Officer and was later promoted to President and C.O.O in addition to being named to Georgia Pacific's Board of Directors.

Hannan attended California State University, East Bay campus, where he received his bachelor's degree in business administration. Hannan resides in Atlanta where he serves as a board member for organizations including the Atlanta Committee for Progress, the Atlanta History Center and the Commerce Club. This year, he joined the fight against breast cancer by serving as the corporate chair for the Atlanta branch of the Komen Race for the Cure. Hannan is a fourth-generation Irish-American. His great-great-grandmother came to the U.S. in the mid 1800s from County Cork.

TD AMERITRADE proudly congratulates

Donald Keough

on his status as one of
Irish America Magazine's Business 100

We're pleased to acknowledge the achievements of Donald Keough as he adds this remarkable honor to his already distinguished list of accomplishments.

- Chair of Allen & Company
- President Emeritus of The Coca-Cola Company
- Board member for IAC/InterActive Corp., Global Yankee Holdings, Convera Corp., and Berkshire Hathaway
- Honorary doctorate recipient from the University of Notre Dame, Creighton University, Emory University, Trinity College-Dublin, University College-Dublin and Clark University

John Hartnett

Palm, Inc.

As Senior Vice President of Global Markets, John Hartnett is responsible for Palm, Inc.'s worldwide sales, service and support. Palm is a market leader providing worldwide mobile computing solutions to consumers and business, via breakthrough innovations from the original Palm Pilot to today's Treo line of smartphones. The company is headquartered in California and has offices around the world, including a European engineering center in Dublin.

Hartnett earned a marketing degree through the Marketing Institute of Ireland, a post-graduate diploma in finance through the Association of Chartered Accountants and completed the

executive management program at Stanford University. A native of Limerick, he is on the board of the University

of Limerick Foundation. Hartnett is also head of the Irish Technology Leadership Group in Silicon Valley. He is a partner in Atlantic Bridge Ventures, a European-based venture capital firm with offices in Dublin and London. Married with four children, Hartnett is a founding member of Munster Rugby USA, and a member of The American Ireland Fund.



Maureen Henegan

Henegan Construction Co.

After spending 20 years honing her skills in various aspects of the construction industry, Maureen Henegan is now CEO of Henegan Construction. Included in her extensive knowledge of the construction world are forays into marketing, finance, legal affairs, computer technology and hands-on project management.



Henegan received her BA from the College of Mount Saint Vincent. She went on to attend Albany Law School. A member of the New York State Bar Association, Henegan is also a Vice Chairman of the NY Building Congress, a member of the Building Owners' and Managers' Association of NY, the Young Presidents' Organization and Professional Women in Construction from whom she has received such distinguished awards as the Executive Achievement Award (presented in 1995) and the Business Leadership Award, which she received in 2001.

Henegan is a third-generation Irish-American and traces her father's family to County Mayo. When asked what her Irish heritage means to her, she replied, "It means sharing ancestry with a culture that loves life and laughter, that cherishes its language, history, music and dance—and that saved civilization!"

Donagh Herlihy

Avon Products, Inc.

Donagh Herlihy, Senior Vice President and Chief Information Officer, leads Avon's information technology strategy and operations globally. He directs a team of over 1500 professionals responsible for providing all aspects of the technology infrastructure supporting Avon's internal business operations and for connecting and enabling the business for more than 5.4 million Avon Representatives worldwide.

Herlihy joined Avon in March 2008 from the Wrigley Company, where he was CIO. In addition to leading IT, Mr. Herlihy also served successively as Vice President of Human Resources and Vice President of Supply Chain Strategy and Planning.

Prior to Wrigley, Herlihy spent six years at Gillette, ultimately leading Information Technology at its Duracell subsidiary. Earlier



in his career, Herlihy was based in the UK, where he worked in manufacturing, business process reengineering and information technology in both the consumer goods and automotive sectors.

Herlihy has both a BSC and an MA in Industrial Engineering from Trinity College in Dublin, and he has completed the Executive Program at the University of Michigan, Ross School of Business.

Martin Holleran

Merryck & Company

Marty Holleran is CEO of Merryck & Co. U.S.A., the world's leading CEO mentoring company. Holleran joined Merryck after over 26 years with General Electric, where he



held the position of Corporate Officer.

Holleran received his B.S. from the University of Scranton and a

Master's in Electrical Engineering from the University of Delaware. He received the Torch of Liberty Award from the Anti-Defamation League, as well as serving as a commencement speaker at Rutgers University and as an Executive in Residence at St. Joseph's College. Among his many accomplishments, Holleran established the Children's Pompe Foundation, a group that searches for a cure for a rare form of muscular dystrophy. He has participated in the Presidential Executive Interchange in Washington, D.C. and is on the board of regents at Catholic University.

A second-generation Irish-American, his father's family came from Mayo and his mother's from Sligo. He says, "Being Irish has given me the ethics, will, focus and tolerance to succeed." Holleran has been married for 45 years and has three children.

James Houlihan

Houlihan-Parnes/iCap Realty Advisors



James J. Houlihan, representing the fourth generation in a family business founded in 1891, is managing partner of Houlihan-Parnes/iCap Realty Advisors, LLC, and a founding member of the new national real estate company, iCap Realty Advisors.

A graduate of Manhattan Preparatory School and Fordham University's School of Business, Houlihan recently put together an exhibit entitled "Fighting Irishmen: A Celebration of the Celtic Warrior" which premiered at the Irish Arts Center in New York City before being moved to the South Street Seaport Museum; it is currently the feature exhibit at the John J. Burns Library at Boston College.

He serves on the Board of the Irish Arts Center and the Board of Directors of St. Patrick's Home in the Bronx and has served as Chairman of the Great Hunger Memorial Committee of Westchester County. A fourth-generation Irish-American on his father's side with roots in Kenmare, Co. Kerry, and second-generation, with roots in Tyrone and Donegal, on his mother's side, Houlihan lives in Bronxville with his wife Pat and their five children.

William Howell

Howell Enterprises



Bill Howell blends financial, legal, and public experience with his relationships to create business opportunities. His platforms include Greystone and Shelbourne Securities; top investment managers are his clients.

Howell was a managing director for Prudential Securities and served two Speakers of the NYS Assembly and Mayor Koch.

At Prudential, Howell was an investment banker and directed new business strategy. His other positions included: Mayor's Rep. to the Board of Estimate and Rep. to the City Council, as well as Chair of NYSERDA. Howell leads the fund placement efforts for Emerald Development Managers and recently obtained a \$150 million commitment from NYC retirement systems. This private equity fund will invest in ground-up development projects in Ireland and the US.

He serves on the Anthony Robbins Foundation and is a founder of the STOQ Int'l Leadership society. Howell's education includes a B.A. from John Carroll University, a University of Pittsburgh M.P.A. and a J.D. from St. Johns Law. He resides in Rockville Centre, NY with his wife and three children and traces his Irish roots to Galway and Belfast.

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Cuil – Searching To Be A Real Alternative

Declan O'Kelly speaks to Cuil Co-founder Tom Costello
about building a search engine that will endure.

Tom Costello speaks quickly. He is a busy man. Not only is he the co-founder of Cuil.com, a new search engine website, but he is also married to the other co-founder, Anna Patterson, and they have four children under the age of eight. As if he didn't have enough reasons not to be getting enough sleep, the market leader and Cuil's chief rival is none other than Google.

Cuil means Knowledge in Gaelic, and the company is named after the legend of Finn McCuil. The young warrior was cooking the salmon of knowledge for his master, Finnegas, who had spent his life trying to capture the salmon, when he inadvertently inherited all its wisdom when he sucked his thumb after scalding it while cooking the fish. The name is a nod to Costello's Irish roots and an effort to create a global brand name.

"One of the things that is important in the IT space is that you try to be a world company," Costello told *Irish America* over the phone from the company's headquarters in Menlo Park, California. "It is very easy in the Silicon Valley to just focus on the West Coast or America. I wanted to have a general feeling of being more worldly, and I felt that drawing on the Irish heritage was a nice way of doing that."

In an interesting aside, Costello revealed that though feedback from Ireland has been overwhelmingly positive, one Irish-language newspaper received a letter arguing the company had misspelled the word Cuil. Costello's mother felt compelled to reply.

"My mother is a bit of a Gaelgoir, and needless to say she had to write in and

correct them because in her opinion – and the great thing in Ireland is that everyone has an opinion – that is the right way to spell it, and the spelling in Ulster Irish is just as good as the spelling in Munster Irish. Neither is right, but both are permissible."

In a way, just like neither Ulster Irish nor Munster Irish is "right," no one search engine is "perfect," and if a new site offers users something unique and equally as beneficial, then it should find a place in the market. That was the seed that set Costello and Patterson on their grail to give the search industry a new alternative.

Finn McCuil got burnt before he absorbed all that wisdom from the salmon of knowledge. No pain no gain. At the launch of the site on July 28, there was so much traffic that several computer servers crashed; critics unsheathed their knives in some reviews of the new search engine, and Louis Monier, VP of Product Development, retired from his full time position at Cuil in September. So has it been a difficult time? Costello sees it from a different perspective.

"We had a fabulous launch. Had we launched in September in the midst of this financial crisis, no one would ever

have heard of us," he says. In this age then, even when all press is purportedly good press, was some of the naysaying a little hard to stomach?

"It's something that you expect. Especially from my Irish heritage, if you ever do well or pop up with a lot of attention, there will always be people there to knock you down," says Costello. "For us, it was a fabulous start because we got people to hear about us. We are a little older than most startups, a lot of people here are in their 30s, 40s and 50s. People at that age are more intent at building something long term as opposed to immediate success. We are here to try and create. Some of the reasons that people left Google, for example, to do a startup were not for sudden success, but for the opportunity to build a long-term thing. We see it as a journey and we are very excited to be here to create over the next five, ten, fifteen years."

Costello, who was born and raised in Drogheda, County Louth, met Patterson, whose mother's family, the Ross's, come from Donegal and father's from Northern Ireland, while both were students at Stanford University. The two had offices next to one another but due to Tom being a late riser and Anna an early

**"We had a fabulous launch.
Had we launched in
September in the midst of
this financial crisis, no one
would ever have heard of us"**



Tom Costello and
Anna Patterson

all that information out there about you, essentially beyond your control. For that reason, privacy, especially in Europe, is a big issue for people and it is a demand that people have.”

Cuil is slowly finding an audience among search users, and some of the trends in traffic have surprised Costello somewhat. “One thing we have noticed, just from the pattern of traffic, is that we get an awful lot of European users – or else a lot of Americans who are up in the middle of the night. We get a lot more traffic on the weekends, so it seems that we are being used less by people at work and more by people in their free time, which is the opposite of most search engines.”

But is it harder for the likes of Cuil to attract advertisers in a market dominated by one major player and is there a “fear factor” among other software firms who may consider forming partnerships with an untested and untried startup such as Cuil?

“I think it is the absolute opposite. Google is the 800-pound gorilla, and some people may think that Google is a little too big and a little too strong,” Costello maintains. “There is a huge risk that we could end up with one search engine and that all the other search engines will drift away into irrelevance, and that would be terrible; terrible for the market leader and terrible for the consumers because they do not get the choice.”

Costello and Patterson are also lucky that they have investors who are prepared to stick by them long-term and support them while they set out to establish themselves as a true alternative. With that said, would the startup ever consider merging if a big company came knocking on the door? “I’ve worked with a big company, I’ve worked at IBM and it is almost impossible to be innovative and to make changes and to launch new features. That is the joy of being in a company you control. Being in a small company is the ability to be able to create and to do things. Most of the big players out there are just too big to be creative.” **IA**

one, it was six months before they actually met. A romance blossomed and the two were married in 1998. Their children Sean (8), Caia (7), Avania (5) and Ilaria (2) were all baptized in Drogheda.

After Stanford, Tom would end up working at IBM and Anna at Google. Costello maintains that the Cuil launch was akin to the opening of a restaurant – they had a huge amount of customers while they were ironing out the kinks.

“We are working hard at improving things every day,” Tom says. “We are rolling out new features every week. But we recognize that search isn’t a business where you get overnight success. It took Google five or six years to take off from a small research project to be the thing that people use all the time. In the same way, we believe that when you build something you have to prove stuff to people. We believe that we have to find stuff for people, not once, but several times, before they say, ‘these people are doing a good job and I will trust them to be the search engine I use all the time.’ We are focused that when people don’t find what they are looking for on other

search engines and come to us, that we will come through for them.”

Cuil maintains that it indexes 1.2 billion pages. They don’t list the most popular pages, or the obvious choice of page, but rather analyze what pages will supply the best content for the search in question. Visually, Cuil differentiates itself by listing results in a “magazine style” format using thumbnail-size photos.

One area where Cuil has an advantage is their privacy policy. They retain none of their users’ private information. First of all, because they don’t want to analyze user trends to provide the most popular search results, and secondly because of how life is evolving in the information age.

“People have a real feeling that companies shouldn’t know an awful lot about you because there is a big danger in people knowing too much personal information,” argues Costello. “It is not a danger right now, but going forward as the world becomes more networked and people rely more on online services, it becomes even riskier that there would be

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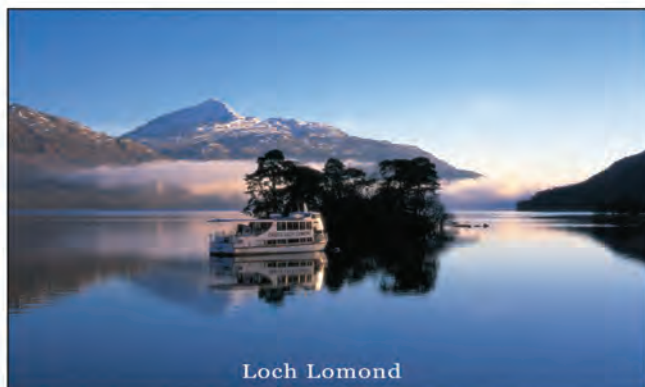
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James Hynes Neutral Tandem, Inc.

Jim Hynes is the Executive Chairman of Neutral Tandem, Inc., the company he co-founded in 2003. Neutral provides inter-connection services to major telecommunication service providers across the country. Before Neutral Tandem, Hynes was Group Managing Director for Fidelity Ventures and CEO of COLT telecommunications. Hynes received his BA and an honorary doctorate from Iona College and an MBA from Adelphi University. He is a member of the Board of Directors of Insite Wireless and also serves on the North American Board of the Smurfit Graduate School of Business, UCD.



A first-generation Irish-American, Hynes has connections to County Limerick, where his father is from, and Arklow, County

Wicklow, where his mother was born. When asked what his Irish heritage meant to him, Hynes, who is married with twin daughters, replied: "Closeness to my Irish heritage provides a touching point to my forebears and sense of continuity and stability. It helps me better understand many things about myself, my family and so many of my friends."

Alfred F. Kelly American Express

In June 2007, Alfred F. Kelly, Jr. became President of American Express Company. Prior to that, Kelly served as Group President at American Express. Kelly joined the company's Strategic Planning department in 1987.



Kelly serves on the Board of Directors of Concern Worldwide USA. He is a

member of the Board of Trustees of New York Presbyterian Hospital, a member of the Council on Foreign Relations, and was, for 13 years, a Trustee of Iona College. He serves on the Board of Directors of the Iona Prep School and, for the past twenty years, served as Vice Chairman for the Wall Street Charity Golf Classic, a major fundraising event for the Cystic Fibrosis Foundation.

He received a BA (summa cum laude) and MBA with Honors from Iona College. A second-generation Irish-American with roots in Cork, Kelly resides in New York's Westchester County with his wife and their five children.

Declan Kelly FTI Consulting/FD

Declan Kelly was appointed this year to the position of Executive Vice President and Chief Integration Officer at FTI Consulting, Inc. Kelly retains his position as Chairman in the United States of FD, the strategic communications division of FTI Consulting. He has served as CEO of FD-US for the past six years. In his role as President and CEO of FD/US, Kelly headed the company's operations in New York, Boston, Chicago, San Francisco and Washington, D.C. He is also chairman of FD Ireland, a business he founded.

He received the 2005 Alumni Award for Business and Commerce from the National University of Ireland, Galway, and was recently awarded the 2008 Gold Medal award from the American Irish Historical Society. Kelly is also a member



of the Advisory Board of Glucksman Ireland House at New York University and sits on the board of directors of

The American Ireland Fund and Cooperation Ireland. Born and raised in Tipperary, Kelly lives in Manhattan with his wife and son.

Christopher Kennedy The Merchandising Mart

Christopher Kennedy, son of the late Senator Robert Kennedy, is the president of Merchandise Mart Properties Inc (MMPI). MMPI manages a wide variety of office space and sponsors



numerous trade shows throughout the year. MMPI is a division of the Vornado Realty Trust, which purchased it

from the Kennedy family in 1998. Kennedy joined the company as a research analyst in 1987, becoming a vice president in 1991 and executive vice president in 1994. He was appointed president in 2000.

Kennedy is involved in numerous nonprofit groups, and is on the board of the Rehabilitation Institute of Chicago. He belongs to the Chicago Council on Foreign Relations and the Economic Club of Chicago.

The Kennedy family has roots in County Wexford. Married with four children, Katherine, Christopher Jr., Sarah, and Clare, Kennedy earned his bachelor's degree at Boston College, and a master's in management from the Kellogg Graduate School of Management at Northwestern.



Patrick Keough FD

Patrick Keough is a senior vice president at FD and head of the firm's Business Services Group. Keough's other major areas of responsibility include management of the Design & Marketing Sector, growth of the

FD offering in Latin America, global account management, and strategic acquisition planning.

Before joining FD, Keough had 25 years experience in the communications industry, holding senior management positions in the advertising industry at WPP and IPG where he was responsible for leading accounts including Samsung, General Motors and Johnson & Johnson.

Keough has a BA from the University of Notre Dame and an MA from the University of Georgia. He serves on the University of Notre Dame's College of Arts & Letters Advisory Board and is a Director of the American Irish Historical Society. Like his father Donald, Keough is proud of his Irish roots. He and his wife, Megan, have four children and live in Rye, NY.



A.G. Lafley The Procter & Gamble Company

As the Chairman and CEO of Procter & Gamble, A.G. Lafley oversees the largest consumer company in the world. Under Lafley's leadership sales have grown from 40 billion to over 80 billion. Lafley earned a B.A.

degree from Hamilton College in 1969 and an M.B.A. from Harvard University in 1977, at which time he joined Procter & Gamble. He is also a director of General Electric Company, and Dell, Inc. He serves on the Board of Trustees at Hamilton College and is a member of the Lauder Institute Board of Governors, the Business Roundtable and the Business Council.

Chief Executive magazine named Lafley "CEO of the Year" for 2006. Lafley, who was *Irish America's* Keynote Speaker for its 2005 Business 100 Awards Luncheon in New York City, is a second-generation Irish-American who traces his roots to County Cork. He cites the influence of his Irish grandmother, Catherine "Kitty" Irwin, as of huge importance during his childhood in Keene, New Hampshire. Lafley lives in Cincinnati.

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Peter Lawson HMA

Pete Lawson is the Executive Vice President for Health Management Associates, Inc. Lawson joined the company in April 1998 as Vice President of the Western Division. In December 1999 Lawson was promoted to Senior Vice President and then Executive Vice President – Hospital Operations as an officer of the company in June 2001. In 2007 he assumed responsibility for all development activity.

Lawson received his Bachelor of Business degree, with a concentration in Management Information Systems, from the University of Notre Dame and his Master's in Health Administration from Duke



University. In 1995 he was awarded Modern Healthcare's Up and Comer Award. Lawson's

father's family comes from Co. Clare and his mother's hail from Tipperary. A third-generation Irish-American, he lives in Naples, Florida, with his wife Diane and three children. He says, "I constantly remind my own children of their Irish heritage so they support all immigrants to the United States who are struggling to obtain the American Way in the same way their ancestors struggled and succeeded."

Deirdre Littlefield Starr Marine Agency Inc.

Deirdre Healy Littlefield has been the Senior Vice President and Director of Business Development and Field Office Operations for Starr Marine Agency, Inc. since joining the company in 2006. She is also the current President of the International Union of Marine Insurance.



Aside from

her duties as Senior Vice President, Littlefield is involved in industry organizations and served as the Chairman of the American Institute of Marine Underwriters from 2000-2002. She was named one of the insurance industry's "100 Top Women" by *Business Insurance Magazine* in 2000 and as a "Woman to Watch" in 2006.

Born in Cork City, Ireland, her father's family comes from Kerry while her mother's hails from Cork. Littlefield says, "Being born in Ireland and growing up in the U.S.A. with family and friends on both sides of the Atlantic, I have always been impressed by the deep common bonds that link the countries so closely together."

Littlefield attended Seton Hill University in Pennsylvania. She is married with one daughter, Catherine.

MacDara Lynch Pfizer

MacDara Lynch is the Vice President/Team Leader of Pfizer's Global Contract Manufacturing Division. He joined Pfizer in 1972 in Ringaskiddy, Cork and over the years has worked in various roles in Belgium, Indonesia, and Nebraska. In 2000, MacDara transferred to Brooklyn as Site Leader for the manufacturing facility and in 2003 he was appointed as Vice President/Team Leader of Pfizer's Global Manufacturing Division, United States East/Canada Region before assuming his current position in 2007.

Born in Bandon, County Cork, MacDara graduated from University College Cork in 1972 with a B.Sc. degree in chemistry. Throughout his travels, he has always been active in the local community. He served as Honorary Irish Consul in



Indonesia for two years and serves on Brooklyn Legal Services Corporation's board of directors. He is also a member of the board of directors of the Ireland - U.S. Council. MacDara and his wife Ita have three children and two granddaughter and live in Connecticut. He says being Irish "helps to refocus on what is really important in life."

Michael O'Hara Lynch Visa

In his twelve-year career as Head of Global Sponsorship Management at Visa, Michael Lynch has led the company's sponsorship marketing business to the pinnacle of the industry.



Thanks to Lynch's leadership, Visa was recently recognized by *Event Marketer* magazine as the only financial serv-

ices company among "The 25 Best Sponsors in America" and was heralded as "The most well-rounded sponsor around."

Lynch joined Visa in 1995 after serving as vice president of events for Radio City Music Hall Productions. Prior to that Lynch was vice president and general manager of ProServ Inc.

A frequent visitor to Ireland, Lynch is a third-generation Irish-American. His father's family comes from Galway and his mother's from Cork. His favorite Irish group is U2 for the role the band plays in world affairs as well as for its great music.

A graduate of the University of Notre Dame and the Cornell University Johnson Graduate School of Management, Lynch has both a BBA in Accounting and an MBA in Marketing. He lives in California with his wife and two daughters, McKenzie and Dylan.



Joanna Maguire Lockheed Martin

Joanna Maguire is executive vice president of Lockheed Martin Space Systems Company and also an officer of Lockheed Martin Corporation. In this role, she is responsible for the business operations and activities of approximately 18,000 company employees.

Maguire, who was named to *Fortune's* "50 Most Powerful Women" list for 2007 as well as 2008, earned her bachelor's degree in electrical engineering from Michigan State University and a master's degree in engineering from the University of California at Los Angeles.

A graduate of the executive program in management at UCLA's Anderson School of Management, Maguire also completed the Harvard Program for Senior Executives in National and International Security.

Maguire, who serves as a director on the boards of Space Foundation and INROADS, Inc., is also a member of the American Institute of Aeronautics and Astronautics and the Society of Women. She is a first-generation Irish-American whose father, Michael F. Maguire, was born in Ballyshannon, County Donegal.



Patricia Martin Eli Lilly & Co.

Patty A. Martin is Vice President of Global Diversity at Eli Lilly and Co., a position she has held since June 2006. Martin leads the company's integrated diversity strategy inclusive of workforce and marketplace diversity. A graduate of Indiana University, with a B.A. in accounting, Martin received her MBA from Harvard. In addition to her duties at Eli Lilly, Martin also serves as a member of the Healthcare Businesswomen Association National Advisory Board, the National Alliance for Hispanic Health Corporate Advisory Council and the Dean's Council for the Kelley School of Business. In 2008 she received the Champion of Diversity Award from Indiana Minority Business Magazine.

Martin is a second-generation Irish-American. Her company, Eli Lilly, has a branch in Kinsale, Co. Cork. Martin has fond memories of her father whistling "When Irish Eyes Are Smiling" every morning when she was growing up. "Every morning, to this day, I try to smile with my eyes," she says. "I believe it shows the inner spirit and strength of my Irish ancestry." Patty lives in Indiana with her husband and two children.

James McCann 1-800-Flowers.com

When Jim McCann founded 1-800-Flowers in 1976, people told him that he couldn't change customers' purchase behaviors. Luckily, McCann did not listen to them, or he would not now be president and CEO of a company with annual revenues of almost \$1 billion.

McCann started his company with a single flower shop over 30 years ago in addition to his regular job as a social worker. He eventually expanded it to a regional chain in the New York area.

1-800-Flowers.com was one of the first online retailers. Customers can send a wide variety of floral products by clicking a mouse on a personal computer, walking into one of its



stores, or by dialing 1-800-FLOWERS.

McCann is a third-generation Irish-American with roots in

Counties Armagh and Limerick. He credits his love of storytelling to his Irish heritage, and has three books to his name including *Stop and Sell the Roses*, published in 1998. His most recent book, *A Year Full of Flowers*, was co-authored with his sister Julie Mulligan. McCann is married with three children.

Norman McClelland Shamrock Foods

Norman McClelland took his father's small dairy in Tucson, Arizona and transformed it into Shamrock Foods Company – the largest dairy in the Southwest and the seventh



largest food distribution company in the U.S. As one of the largest employers in Arizona, Shamrock Foods is a significant

contributor to the community by supporting more than 80 non-profit organizations – many of which are education-focused – and donating more than 80,000 pounds of food per month. After 85 years of successful business growth, McClelland is proud of the family company's ability to thrive as one of the top five privately held Arizona-based companies. He, himself, serves as a role model for the philosophy he instills in his company, by actively supporting many charitable, business and community organizations including the University of Arizona, Barrow Neurological Foundation, Goldwater Institute, Thomas J. Pappus Elementary, Arizona State University, and the Irish Cultural & Learning Center. In homage to his Ulster roots, McClelland is leading the charge to create an 11,000-square-foot state-of-the-art library at the Phoenix Irish Cultural Center.

Brendan McDonagh HSBC – North America Holdings Inc.

Brendan McDonagh is Chief Executive Officer of HSBC – North America Holdings Inc. Appointed CEO in February 2008, he is responsible for the Group's banking and consumer finance operations in the U.S. and Canada. In 2008 McDonagh also became Group Managing Director for HSBC Holdings plc, and is a member of the HSBC Group Management Board. He joined HSBC in 1979 as an International Manager and held a series of senior executive positions before becoming CEO.

McDonagh was born and raised in Dublin and received his Bachelor's and Master's degrees from Trinity College. He is past Chairman of the Consumer Bankers Association, a member of the Civic Committee of the Commercial



Club of Chicago, and a member of the Chicago Council on Global Affairs. McDonagh is active in several USA/Ireland organizations, including the New York Regional Board of the American Ireland Fund and the USA Board of Co-operation Ireland. He resides in the Chicago area with his wife and their two children.

Pat McGovern IDG

Patrick J. McGovern is the founder and chairman of International Data Group. McGovern began his publishing career as an editor at *Computers and Automation*, the first U.S.



computer magazine. In 1964, he founded the International Data Corporation, which has become the lead-

ing source of reliable statistics on information technology. At IDG, McGovern has supervised the launch of more than 300 technology related magazines, 450 websites and 1,200 conferences and expositions in over 90 countries worldwide.

In 2004 McGovern was named one of the top "Entrepreneurs We Love" by *Inc.* magazine. His other awards include the Henry Johnson Fisher Lifetime Achievement Award from the Magazine Publishers of America, and the Top Innovator in Business Publishing Award from *BtoB Media Business* magazine. In 2000, McGovern and his wife, Lore Harp McGovern, donated \$350 million to MIT to establish the McGovern Institute for Brain Research. McGovern, a graduate and trustee of MIT, traces his Irish heritage to Counties Cavan and Mayo. He is married with four children.



Judy McGrath MTV

Judy McGrath was promoted to chairman and CEO, MTV Networks in July 2004. Previously, she was MTV Networks Group President and was responsible for MTV, MTV2, VH1, CMT, Comedy Central and

LOGO, the first gay-themed cable channel. McGrath's role includes overall responsibility for these networks and Nickelodeon, Nick at Nite, Spike TV, TV Land, Noggin, The N, MTV Digital Suite, MTV Networks International and all of the company's related consumer products and digital businesses. Since McGrath joined MTV Network's predecessor company in 1981, she has helped bring MTV from a maverick cable channel to a maverick global brand.

The brainpower behind much of MTV's most successful programming ventures, including *The Osbournes*, *The Real World* and *Total Request Live*, McGrath was also integral in launching shows like the Emmy-winning *Daily Show* with Jon Stewart on Comedy Central. Raised in Scranton, Pennsylvania, she is married and lives with her husband and daughter in New York City.



Thomas McNerney ING

Thomas J. McNerney is the Chairman & CEO of ING Insurance Americas and also serves on the ING Group Executive Board. He is responsible for ING's wealth management, retirement services, insurance and investment businesses in the Americas, and also oversees the global coordination of ING Investment Management. McNerney was president of Aetna Financial Services and joined ING after they acquired Aetna Financial in December 2000.

After graduating with honors from Colgate University in 1978 with a Bachelor of Arts degree in Economics, McNerney received a Master of Business Administration degree, with a concentration in Finance and Investments, from the Tuck School of Business at Dartmouth College in 1982.

A fourth-generation Irish-American with roots in Counties Clare and Cork, McNerney's great-grandparents, both maternal and paternal, came to the United States in the 1840's and 50's working on the railroads in New Haven, the brass mills in Waterbury, and the cable mills in upstate New York.



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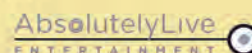
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Andrew McKenna Schwarz

Besides his role as chairman of Schwarz Supply Source, an international distributor of paper packaging and allied products, Andrew McKenna is also non-executive chairman of McDonald's Corporation.

Additionally, he serves as a director of the AON Corporation and the Chicago Bears Football Team and Skyline Corporation.

Over the years, McKenna has served on many civic boards. He is a director of The American Ireland Fund, Children's Memorial Hospital of Chicago, the Big Shoulders Fund of the Archdiocese of Chicago, The Ireland Economic Advisory Board and the Lyric Opera of Chicago.



A graduate of Notre Dame with a B.S. in business administration, McKenna was awarded the university's Laetare Medal in 2000. He

served as the chairman of the board of trustees from 1992-2000 and continues on the board today. He is also a graduate of the DePaul University Law School where he received a Doctor of Jurisprudence.

A second-generation Irish-American, McKenna has roots in Mayo and Monaghan. He and his wife Joan have seven grown children and 23 grandchildren.

Thomas Meagher Grosvenor Capital

Thomas Meagher is the Managing Director of Grosvenor Capital Management LP, a forerunner in the hedge fund industry. Meagher joined Grosvenor in 2001 and is



responsible for the firm's business development.

Prior to joining the firm, Meagher had almost twenty

years of business experience, starting with a job as the deputy director for the Illinois Housing Development Authority. He is a member of the Economic Club of Chicago and serves on the boards of Old St. Patrick's Church of Chicago and the International Board of Visitors from his alma mater, Texas Christian University, where he received his Bachelor of Business Administration in Marketing/Management.

A third-generation Irish-American, Meagher traces his paternal roots to County Limerick. Constantly in touch with his Irish heritage, he is the regional chairman of the American Ireland Fund in Chicago. When asked what his Irish heritage means to him, he replied, "Always having your feet firmly planted on the ground and maintaining one's humility." He and his wife, Diane, live in Chicago.

Joseph Moglia TD Ameritrade

Joseph Moglia is the Chairman of the Board of TD Ameritrade Holding Corporation. Moglia joined TD Ameritrade in 2001 after 17 years at Merrill Lynch, where he was a member of the executive committees for both the institutional business and the private client business. Before leaving, he was responsible for all investment products, the insurance company, the 401(k) business and the middle market business.

Prior to entering the financial services industry, Moglia was the defensive coordinator for Dartmouth College's football team. In 2005, Moglia authored *Coach Yourself to Success: Winning the Investment Game*, which explains the essential principles of investing through in-depth insight and practical advice.

Moglia is a member of the board of directors of AXA



Financial, Inc., Creighton University and the National Italian American Foundation.

He holds a master's degree in secondary education from the University of Delaware and a bachelor's degree in economics from Fordham University.

Moglia is a first-generation Irish-American whose mother is from Belfast. He is married with six children.

Thomas Moran Mutual of America

As Chairman, President and CEO of Mutual of America – one of the nation's preeminent life insurance companies – Tom Moran is a familiar face in the business world. He began his



career with Mutual in 1975 as a pension underwriter and in 1994 he became the first CEO to emerge from within its

ranks. He serves on many other boards including Aer Lingus, the National Committee on American Foreign Policy, the Smurfit Graduate School of Business at UCD, and the American Cancer Society Foundation. He is a member of the Taoiseach's Economic Advisory Board, and serves as chairman of Concern Worldwide (U.S.).

Moran has been awarded the Calvary Medal, the Ellis Island Medal of Honor, the Terence Cardinal Cooke Award, and has received an honorary doctorate in law from the National University of Ireland and an honorary doctorate of science from Queen's University. A native New Yorker, he earned a B.S. from Manhattan College. He traces his Irish ancestors to County Fermanagh and County Tipperary, and lives in New York City with his wife Joan.



Sean Moriarty Ticketmaster

Sean Moriarty is the President and Chief Executive Officer for Ticketmaster. He is responsible for operational leadership of all aspects of Ticketmaster's worldwide business as well as global product and technology strategy and distribution channels across all business units including the company's subsidiary in Dublin.

Moriarty was an early member of the original Citysearch technology team and served Ticketmaster's predecessor, Ticketmaster Online-Citysearch, as director of Internet Systems for Citysearch. He was vice president of Internet Systems for both Citysearch and Ticketmaster.com. Since 1997, Moriarty has held progressive roles in the two companies, including executive vice president, technology for Ticketmaster Online-Citysearch, and president and chief operating officer, Ticketmaster.

A third-generation Irish-American, Moriarty has "a deep personal connection to Ireland's mythic past, dynamic present, and promising future." His father's ancestry can be traced to Dingle, Kerry, while his mother's family comes from Cork. Moriarty is married and has a two-year-old daughter, Ella.



Brian T. Moynihan Bank of America

Brian T. Moynihan is president of Global Corporate & Investment Banking and a member of the bank's senior management team. Moynihan has direct responsibility for the Bank of America private equity business,

LaSalle Global Trust Services, Enterprise Technology and Delivery, Legal, and Supply Chain Management. He also chairs Bank of America's Global Diversity and Inclusion Council and is an executive champion of its Disabilities Affinity Group for Bank of America associates. Moynihan joined Bank of America in 2004 as the president of the Global Wealth and Investment Management Unit, following Bank of America's merger with FleetBostonFinancial. At Fleet, which he joined in 1993, he led Brokerage & Wealth Management after leading Fleet's Internet strategy. Moynihan is a graduate of Brown University and the University of Notre Dame Law School. He serves on the boards of YouthBuild Boston and the Boys and Girls Clubs of Boston. A fourth-generation Irish-American with roots in counties Cork and Kilkenny, Moynihan is a big fan of US and James Joyce and has visited Ireland four times, including one trip to play rugby in Dublin. He lives in Wellesley, Massachusetts with his wife and three children.



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Alan Mulally Ford Motor Company

President and CEO Alan Mulally joined Ford Motor Company in September, 2006 where he also serves on the company's Board of Directors. Prior to joining Ford he served as Executive Vice President of The Boeing Company and CEO of Boeing Commercial Airplanes where he was named President in 1998.

Recognized throughout his career for his industry leadership, Mulally was named "Person of the Year" in 2006 by *Aviation Week* magazine and one of the "Best Leaders of 2005" by *Business Week*.

Mulally holds both a B.A. and an M.S. in aeronautical and astronautical engineering from the University of Kansas. He has

also earned a master's in management from the Massachusetts Institute of Technology and was a 1982

Alfred P. Sloan fellow.

He has sat on the advisory boards of NASA, the University of Washington, the University of Kansas, Massachusetts Institute of Technology and the U.S. Air Force Scientific Advisory Board. With a surname derived from the native Gaelic O'Maolalaidh, Mulally's Irish roots can be traced to the western counties, Galway in particular.



Anne Mulcahy Xerox Corp

Anne M. Mulcahy is Chairman of the Board and Chief Executive Officer of Xerox Corporation. It is the culmination of a 30-year career with the corporation, providing

high-value technologies, products and solutions, document systems and services to business managers worldwide.



Mulcahy joined the company in 1976 as a sales representative and held various sales and senior management positions. Named Vice President for Human Resources in 1992, Senior Vice President in 1998 and Executive Vice President in 1999, in 2000 she was elected President and COO. Finally in August 2001 she was named CEO of Xerox and chairman on Jan. 1, 2002. In addition to the Xerox board, Mulcahy is a member of the boards of directors of Catalyst, Citigroup Inc., Fuji Xerox Company, Ltd., Target Corporation, the Washington Post Company and is the chairman of the corporate governance task force of the Business Roundtable.

Born in Rockville Centre, New York, Mulcahy holds a B.A. in English/Journalism from Marymount Manhattan College. A second-generation Irish-American, she traces her roots to Counties Cavan and Mayo.

Michael Muldowney Houghton Mifflin

As Executive Vice President and Chief Financial Officer of Houghton Mifflin Harcourt Publishing Company, Michael Muldowney oversees the world's largest K-12 educational publisher and its parent company, Dublin-based Education Media and Publishing Group Ltd. The recipient of the largest grant ever to be issued by Enterprise Ireland, Houghton Mifflin now has the funds to expand its digital product research and development center in Dublin. The company expects to create up to 400 new research and development technology jobs in the Dublin area over the next five years.

A graduate of St. Ambrose University, Muldowney received his B.A. in accounting. He is an active trustee in a number of non-profit organizations including the Adopt-a-Student Foundation; a Boston-based

inner city Catholic high school serving economically disadvantaged youth.

In the early 1920s all four of

Muldowney's grandparents emigrated to Chicago, making him a second-generation Irish-American. On his father's side his grandparents hailed from Foxford, County Mayo and his maternal grandfather and grandmother were from Ennis and Mayo, respectively.



William Mullaney Metlife, Inc.

As president of MetLife's Institutional Business segment, William Mullaney oversees the section that provides a broad range of benefit solutions to group customers in the United

States. This group includes 88 of the top one hundred Fortune 500 companies.

In his previous role as president of MetLife Auto



& Home, Mullaney oversaw Auto & Home's operations including development and distribution of all of MetLife's property and casualty products. Under his leadership the company delivered record operating earnings and distinguished itself for quick and compassionate response to customers affected by some of the worst hurricanes in the history of the United States.

A graduate of the University of Pittsburgh, Mullaney received an M.B.A. from Pace University. He was also honored with a chartered life underwriter designation from The American College. A proud first-generation Irish-American whose family hail from Counties Roscommon and Cork, Mullaney is married with two children.

Kathleen Murphy ING

Kathleen Murphy is Chief Executive Officer of ING U.S. Wealth Management. Her responsibilities include leading the Retirement Services and Retail Annuity businesses of ING, with pretax earnings in 2007 of over

\$1 billion, as well as ING's Broker Dealer network, which is one of the largest independent broker dealer systems in the country. As CEO, Murphy is charged with leading thousands of employees and well over one hundred and fifty thousand distribution partners to drive growth and value creation while continually enhancing the company's competitive positioning. Murphy joined ING in 2000, after ING's acquisition of Aetna Financial Services. Prior to this acquisition, she served as General Counsel and Chief Compliance Officer of Aetna. Murphy holds a Juris Doctorate degree with highest honors from the University of Connecticut, and graduated summa cum laude with a Bachelor of Arts degree in both Economics and Political Science from Fairfield University. She is a third-generation Irish-American - her father Charles Murphy's family hailed from Cork, while her mother Christine Connor's family were originally from Kerry. She is married to George Hornyak and has a six-year-old son Jack.



Matt Murphy Kleiner Perkins Caufield & Byers

Matt Murphy is a Partner at Kleiner Perkins Caufield & Byers. He joined the venture capital company in 1999 and manages the iFund at KPCB, a collaborative initiative with Apple and the iPhone platform, which focuses on defining applications for the mobile Internet.

Prior to KPCB, Murphy led product management at a semiconductor start-up (Netboost acquired by Intel), worked at Sun Microsystems where he led business development for the Network Systems Group and was a Product Line Manager for networking platforms. Murphy holds a BS in Electrical Engineering from Tufts University and an MBA from the Stanford Graduate School of Business. Matt is married with two sons. A fourth-generation Irish-American whose father's family comes from Galway, Murphy is "proud to be Irish. It's a hardworking, friendly, and loyal culture. These are very important values to live by."



Martin Naughton

Glen Dimplex

Martin Naughton is the founder and chairman of the Glen Dimplex Group. He started the company in 1973 as Glen Electric, with a mere ten employees, later acquiring Dimplex, the leading brand in the U.K. heating market.

An engineer by profession, Naughton has overseen his company's growth to become the world's largest manufacturer in domestic heating appliances.

A longtime supporter of the University of Notre Dame, in both a civic and philanthropic manner, Naughton was honored by the university in 2006 by renaming their Institute for Irish Studies as the Keough-Naughton Institute for Irish Studies (Donald Keough,



another of our Business 100, was the original benefactor of the Institute). Naughton has served on Notre Dame's Board

of Directors since 1991. He co-founded the university's Ireland Council, and received an honorary Doctor of Science in 1998. He is chairman of InterTrade-Ireland, a cross-border and business trade group, and has been extremely active in promoting peace in Ireland through economic ties. Naughton resides in County Meath.

Thomas O'Brien

State Bank

Thomas M. O'Brien is President and Chief Executive Officer of State Bank of Long Island and State Bancorp, Inc. Prior to joining State Bank, O'Brien was President and Chief Executive



Officer of Atlantic Bank of New York until its sale in 2006.

O'Brien began his banking career in 1977 at North

Side Savings Bank in New York City, where he was appointed CEO at age 33. In 2000, he joined Atlantic Bank of New York as President and CEO and member of its Board of Directors.

O'Brien is an Independent Trustee for Prudential Insurance Company's \$65 billion insurance mutual fund complex, a Trustee for Catholic Healthcare System of New York and the Catholic Healthcare Foundation, Inc., and a Trustee for Niagara University. He is presently the 1st Vice President of the Society of the Friendly Sons of Saint Patrick in New York, and also founded the Galway Bay Foundation, Inc.

O'Brien holds a B.A. from Niagara University, an M.B.A. from Iona College. His father's Irish heritage lies in Clare and his mother's in Galway. O'Brien is married with three children.

Emmett O'Connell

Great Western Mining Corporation

Emmett O'Connell is Chairman of the Great Western Mining Corporation, an Irish mineral company based in Nevada with headquarters in Dublin. As of July 2008, the corporation now holds 89 claims in Nevada.

A promoter and investor of technology and exploration companies for over thirty years, O'Connell has acted as founder/director of several other companies, including Eglington Exploration plc, Osceola Hydrocarbons and Bryson Oil and Gas plc., among others.

O'Connell's career has taken him to several countries on five continents. Most notably, he has been involved with highly successful public companies quoted on the London, Dublin and Vancouver Stock Exchanges. In April 2008 the London PLUS market awarded Great Western



Mining Corp the best stock award for the continued investing and expansion of the company's North American mineral resources.

He was inducted as a Knight of St. Gregory in the Vatican in 1986. O'Connell lives on a farm in Wexford with his wife of 47 years. He has three children and six grandchildren.

Kevin O'Leary

QUMAS

Kevin O'Leary is the Chief Executive Officer of QUMAS, one of Ireland's leading software companies. He has been with the company since its inception and was responsible



for the design of the company's first product release.

Born in County Cork, Ireland, O'Leary studied

Computer Science at Cork IT and later went on to study Industrial Management through the Federation of European Production & Industrial Management Societies.

In 2006, QUMAS was named Company of the Year by the Irish Software Association. Then, in 2007, QUMAS was named as a visionary in the GRC Magic Quadrant by Gartner.

O'Leary splits his time between his home in Cork and the QUMAS office in New Jersey. He continues to take pride in the strong link that exists between Ireland and the US, and says, "I am very proud to be Irish, but I am equally proud of my connections to the US and what we in QUMAS have achieved in terms of building a world-leading firm that is focused on the US while maintaining its roots in Ireland."

O'Leary, 43, is married with three children, two of whom were born in the US.



Robert O'Leary

Cox Enterprises

Bob O'Leary recently retired as executive vice president and CEO of Cox Enterprises, Inc., one of the nation's leading media companies. He was responsible for the company's treasury, financial reporting, tax and audit functions. He now serves on the board of directors at Cox.

O'Leary joined Cox in 1982 as vice president of finance for Cox Cable Communications (now Cox Communications, Inc.). Working his way through the ranks, O'Leary became executive vice president and chief financial officer in December 1999.

A second-generation Irish-American, O'Leary, who was born in Boston, traces his roots to Cork on his father's side and Armagh on his mother's. He is a frequent visitor to Ireland on family trips as well as golfing expeditions. A magna cum laude graduate of Boston College with a bachelor's degree in economics, he also holds a master's degree in administration from Boston College's Carroll School of Management. He lives in Atlanta, Georgia with his wife and three children, and serves on the board of directors of the Georgia Chapter of the National Multiple Sclerosis Society.



Brian O'Malley

Domino Foods

Brian O'Malley was appointed President and CEO of Domino Foods, Inc. in 2001. His career in the sugar industry started in February 1982 when he joined the accounting department of then Amstar Corporation (former parent of Domino Sugar).

O'Malley holds an undergraduate degree in Finance from Glassboro State College and an MBA in Finance from Rutgers University. He is Vice Chairman of the Chairman's Advisory Council of The Grocery Manufacturers Association and President of the International Sugar Club for 2008. He resides in Middletown, NJ with his wife Maureen and three children (Erin, Michael and Kevin).

O'Malley is a first-generation Irish American whose father's family hails from Knocknaha and Clare and whose mother's family has roots in Galway and Tuam. O'Malley says, "As an Irish Catholic, my father taught me about the sanctity of the mass, about the responsibility to work hard and the importance of leadership in the family, at your business and in your community."

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Barbara Kane O'Neill Greenwich Equity Group

Barbara O'Neill is Vice President of the Greenwich Equity Group, a private portfolio management company, and President of WhitneyFullerton, LLC a newly formed international communication company.

She has over 30 years business experience in fundraising, real estate development, investments, airline travel and restaurant business. She worked closely with her husband, the late Terry O'Neill, running over 30 restaurants in New York and the United States. O'Neill is a Founder and former President of The Knights of St. Patrick, and former President of The Friends of Fianna Fail in the U.S.

A recipient of numerous honors including Dame of Malta



and Lady of the Holy Sepulchre, she has been named "Woman of the Year" by the Foundling Hospital,

Longford Society and Grand Council of the Emerald Societies. She received a master's of science in Foreign Service from Georgetown University. O'Neill is a first-generation Irish-American whose father came from Drumlish, Co. Longford and mother Mary McWilliams hailed from Swatragh, Co. Derry. O'Neill resides in Rye, New York.

James Quinn Tiffany & Co.

James Quinn has been President of Tiffany & Co. since February, 2003. He began his career with the internationally renowned jeweler and specialty retailer in 1986 when he was appointed



Vice President. In his current role, he is responsible for Tiffany's retail, corporate and direct marketing sales network.

For the year end on January 31, 2006, Tiffany reported an 11 percent rise in revenues to over 2.5 billion.

Quinn serves on the board of Mutual of America Capital Management and BNY Hamilton Funds, Inc. He is chairman of New York's 5th Ave. Association, Vice Chairman and trustee of the Museum of the City of New York, serves on the North American advisory board of the Smurfit School of Business at University College Dublin and is a member of An Taoiseach's economic advisory board. A graduate of Hofstra University, Quinn received his M.B.A. from Pace University. Quinn, who is married to Diane, with two children, traces his Irish roots to Counties Offaly and Westmeath on his father's side, and County Kerry on his mother's side. All four of his grandparents were from Ireland.

Kevin Ryan AlleyCorp.

Kevin Ryan is CEO of AlleyCorp., a New York-based startup advisory network that includes Music Nation, Panther Express, Silicon Alley Insider and ShopWiki. Previously, from 1996-2005, first as President and later CEO, Ryan helped build DoubleClick from a startup of 20 people to a very profitable global leader with more than 1500 employees.

During his tenure, *Silicon Alley Reporter* named DoubleClick "New York Company of the Year" and he was named one of the "50 Most Influential Business People" by *Crain's New York Business*.

Ryan was an early investor and board member of HotJobs, which was sold to Yahoo! in 2002. He is on the board of Human Rights Watch and is a member of the Insead International Council, Yale



International Council and the Council on Foreign Relations. Born in Milwaukee, Ryan, a fourth-

generation Irish-American, traces his Irish roots to Counties Clare and Cork.

He received a B.A. from Yale University and an M.B.A. from Insead, and is married with three children.

William Ryan TD Banknorth

William J. Ryan is Chairman of the Board of TD Banknorth Inc. Until March of 2007, Ryan also held the positions of President and Chief Executive Officer.



Ryan joined TD Banknorth in Portland, Maine in 1989. He turned the failing bank around, and over the past 19 years it has grown to become the 12th largest bank in America. In 2004 *Forbes* magazine picked TD Banknorth as the Best Managed Bank in America.

Ryan serves as a Director and Vice Chairman of TD Bank Financial Group, as well as the Group Head of U.S. Personal and Commercial Banking. He is a Director of WellPoint, Inc. and Unum Corporation, and serves as a Trustee of Colby College and the Libra Foundation. He is also on the Board of Advisors at the University of New England.

Ryan is a graduate of St. Francis College in New York and the Stonier Graduate School of Banking at Rutgers University.

Ryan, a second-generation Irish-American, lives with his wife Peg and their four children in Falmouth, Maine.



John Sharkey Kane, Saunders & Smart

John Sharkey is Chairman and CEO of Kane, Saunders & Smart. In 1986, he joined MCI Communications Corporation to create and implement a Corporate

Accounts Division, later expanding it into the Multi-National/Global Accounts Division. Company revenues grew from \$2 billion to \$31 billion over the next thirteen years, with Sharkey retiring in 2000 upon the completion of the MCI and WorldCom merger. Prior to MCI, he was with Litton Industries, the General Electric Company, and the ROLM Corporation. He is a board member of Belfast's FLAX Trust, The American Ireland Fund and Glucksman House at New York University. Sharkey also serves on the North America Advisory Board of UCD Michael Smurfit Business School. A recipient of numerous accolades, Sharkey has been awarded the Ellis Island Medal of Honor, the HeartShare Human Services 'Man of the Year,' the Lou Gehrig Humanitarian Award for 'the Communication Independence for the Neurologically Impaired,' and the St. Patrick's Home Humanitarian Award. The grandson of Tyrone and Roscommon natives, Sharkey was born in New York's Hell's Kitchen. He and his wife Helen have two children, Brian John and Jacqueline.



Margaret Smyth United Technologies

Margaret M. Smyth joined United Technologies in 2007 as its Vice President and Controller. In this role, she is responsible for many of the global finance functions for this \$60 billion, Dow 30 diversified company

that provides high technology products and services to the building and aerospace industries.

Prior to her current position, Smyth was Vice President and Chief Accounting Officer of 3M and a senior partner at two leading global accounting and professional services firms in New York City. Smyth earned her undergraduate degree in economics from Fordham University, and her master's degree in accounting from NYU Leonard N. Stern School of Business, graduating summa cum laude from both.

She currently serves as a Director for Concern Worldwide (U.S.) and Fordham University. Smyth is also a member of IFRIC, the interpretations group of the International Accounting Standards Board, as well as on the Board of Directors of Mutual of America Investment Corporation. A second-generation Irish-American and an Irish citizen, Smyth is married and has two sons. The Smyths reside in West Hartford, CT and have a second home in County Roscommon.

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Brian Stack CIE Tours

Brian W. Stack was recently named Managing Director of CIE Tours International and is responsible for the worldwide operations of CIE Tours. In the 17 years he spent as head of CIE Tours International in North America, the company has grown to be Ireland's leading tour operator. Prior to that, Brian worked as vice president of Marketing at the Ocean Reef Club and in 1989 he founded Stack International, a New York-based specialist marketing service for the hotel and travel industry before joining CIE in 1990. His awards include "Man of the Year" from the Incentive Travel Industry, and "International Executive of the Year" by the World Congress on



Marketing and Incentive Travel. He has also served a two-year term as President of SITE (Society of Incentive

Travel Executives). A native of Dublin, Stack was the first Irishman as well as the first European to join the society.

He is vice president and board member of the Ireland-US Council, and a director of the Irish American Cultural Institute. Stack is married to Ann-Marie and has two grown children.

Ted Sullivan KPMG LLP

Ted Maurice Sullivan is a managing director at KPMG LLP, and serves some of the firm's largest advisory clients in the Southeast. KPMG LLP, the audit, tax and advisory firm (www.us.kpmg.com), is the U.S.



member firm of KPMG International. Since joining KPMG in 1999, Sullivan has worked in the advisory prac-

tice, primarily servicing telecommunications and media clients. He currently leads a team of senior client service executives in the Southeast region.

Sullivan traces his mother's ancestors to County Tyrone, and his father's to County Cork. He is a founding member of the Metro Atlanta Police Emerald Society and has served as the Georgia president of the Ancient Order of Hibernians. He has served twice as parade chairman of the Atlanta St. Patrick's Day Parade and was the parade's honorary Grand Marshal in 2005. Sullivan visits Ireland every year to reconnect with friends in Navan, Cork, and the North of Ireland, where he has participated in various political forums. He holds a B.S. in Finance from Troy University. He and his wife Sara reside in Atlanta.

Dennis Swanson Fox Television Stations Group

Dennis Swanson became President of Station Operations, Fox Television Stations, Inc. in 2005. In this role he helps manage the 27 Fox-owned-and-operated stations across the country. Before working for Fox, he was the Executive Vice President and COO of the Viacom Television Stations Group.

In his previous capacity, as head of WNBC Channel 4 in New York, Swanson was named "Broadcaster of the Year" by *Broadcasting & Cable*, an industry trade publication. Swanson has received recognition throughout his career, including the George Foster Peabody Award and the Ellis Island Medal of Honor. He was recently re-elected chairman of the board of trustees of the National Academy of Television Arts and Sciences and he is the President-elect of the Ireland-U.S. council where he has been serving as Vice President.

Born in California, Swanson



was raised in Springfield, Illinois, and earned an MS from the University of Illinois in Champaign-

Urbana. He traces his Irish ancestry to County Mayo. His great-grandfather emigrated during the famine in 1848. Swanson is married with three children and nine grandchildren.

Anne Sweeney ABC

Being named one of the "50 Most Powerful Women in Business" by *Fortune* magazine and one of "The World's 100 Most Powerful Women," by *Forbes* comes naturally to Anne Sweeney. As co-chairman of Media Networks, The Walt Disney Co., and President of the Disney-ABC Television



Group, Sweeney has risen through the ranks of television.

Sweeney is a recipient of the Cable Television Public Affairs

Association's President's Award, the Golden Mike Award for Outstanding Contributions to Broadcasting by the Broadcasters Foundation of America and, in April, received the Matrix Award for television from New York Women in Communications, Inc.

Sweeney, who earned a B.A. from the College of New Rochelle and an Ed.M. from Harvard, traces her Irish roots to Counties Meath, Kerry and Mayo.

Sweeney was elected a Director of the International Council of the National Academy of Television Arts and Sciences in March 2001. In October 2007, she was inducted into the Cable Hall of Fame, and also received the Committee of 200's Luminary Award.

Sweeney and husband, Philip Millier, live with their two children in Los Angeles.



John Tynan TynanGroup Inc.

John P. Tynan is the president and founder of TynanGroup, Inc., a Santa Barbara, California based holding company for multiple business ventures. These include Medbridge Development Inc., Tg

Hospitality, AnchorPoint and numerous real estate partnerships.

Tynan leads one of the fastest growing companies in the nation, appearing at #58 on *Inc.* magazine's top 500 list. Prior to founding TynanGroup in 1991, he spent nearly a decade managing the construction of luxury resort and hotel projects for Hyatt Development Corporation as Vice-President of Planning and Construction.

Tynan holds a Bachelor of Science in civil engineering from the University of Illinois and an MBA in finance from DePaul University. He currently serves on the University of Notre Dame's Ireland Advisory Council.

Tynan is a third-generation Irish-American with roots in Clare, Mayo and Cork. He says that his Irish heritage "links me to my family and the past while at the same time giving meaning to the present and future by inspiring me to help people who struggle." Tynan is married with two children.



Susan Ungaro James Beard Foundation

As President of the James Beard Foundation, an organization dedicated to celebrating, preserving, and nurturing America's culinary heritage, Susan Kelliher Ungaro hopes to expand the foundation's culinary scholarship

program, and increase its membership base and promotion on a national level.

Before joining the Beard Foundation in April, 2006, she was editor-in-chief of the much-loved *Family Circle* magazine.

A former *Irish America* Keynote Speaker, Ungaro's many honors include the William Paterson University Legacy Award, and the NOW Legal Defense and Education Fund Muriel Fox communication award. She was also honored by President Reagan's Office for Consumer Affairs for her "outstanding contribution to increasing consumer awareness in America."

She is a first-generation Irish-American. Both her father, Thomas Gerard Kelliher, and her mother, the former Mary Christina Brosnan, were born in Castlegregory, County Kerry. She lives in New Jersey with her husband and three children, and has visited Ireland four times.



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of the coastline of the United States is off limits to oil and gas. Now, the moratorium was actually lifted in September because Congress did not choose to extend it. So now it [exploration] is potentially open again. But before we can [explore], there still has to be a process by the Department of Interior to actually identify and award leases, and a filing process so that people can bid on the leases and then do the exploration work, and if they find something then produce the oil. There are a lot of steps that have to be taken to move forward from where we are. But at least the moratorium has been lifted.

There was also talk about taxing oil companies' profits.

What we would like to do is invest more. And to do that, you need to create the opportunity for investors. And adding taxes on an industry that's already highly taxed – we're already much more highly taxed than any other business, and paying much higher taxes as a percent of our income than other business. So increasing taxes further just takes away money that could be used for investing. And we've done this before. We had what were called profit taxes in the early eighties. Congress went back and studied the impact of those windfall [profit] taxes, and what it found out was that it accelerated the decline in oil and gas production in the U.S. It made us even more dependent on imports. So it had exactly the wrong impact. We want to be a country where we're less dependent on foreign oil and more independent – able to produce more of our own energy here in the United States.

So taxing more is the wrong answer. Opening up more opportunity for investment has the advantage of not only producing more energy domestically, but it also creates jobs, when you think about it. You go down to the Gulf of Mexico and look at where we're producing oil and gas today and look at all the high-quality jobs that we've created. There are well-paid engineers, we've got mechanics, operators, we've got a whole supply chain of people that are involved in our business – tens of thousands of people that are employed for Chevron alone in that area. There are 1.8 million people employed in the industry in the United States directly, and another four million indirectly.

That's six million jobs. And most of those jobs are very high-quality jobs, with good pay, good benefits, funded pension



PHOTO BY: THOMAS JOHN GIBBONS

November 6, 2008: O'Reilly receives the Woodrow Wilson Award for Corporate Citizenship from Ambassador Joseph B. Gildenhorn, Chairman, Board of Trustees, Woodrow Wilson Center (left), and Ambassador Frederick M. Bush, Associate Director, Woodrow Wilson Center (right).

plans – not like the mess that you see in Wall Street or in some of these other places. So this is an industry that a country needs to be proud of and recognize the value that it creates. Not just the value for shareholders, but the employment we create, the energy we supply, it's a good thing. [The oil industry] shouldn't be vilified like it has been because it's convenient to do so.

Ireland has potential reserves of 10 billion barrels of oil in the North Atlantic, but they are difficult to develop. Would Chevron be interested in taking on the challenge?

Well, we are exploring in the North [Sea], and they're producing oil in the North [Sea]. We have nothing currently in the coastal area off Ireland.

It's a possibility?

Yes. It's all possible. We're a big operation, you know. North America obviously, Central Asia, Latin America, Asian Pacific, Africa –

How did growing up on the small island of Ireland affect your worldview?

One thing about growing up in a small place is it makes you completely aware of what's going on in the world because you have no choice. I'll always remember the night of the Cuban Missile Crisis – I'll never forget that. Just sitting there wondering if these two countries start shooting rockets at each other, if we could see

the rockets from here in Dublin as they're coming. [Chuckles]. I'll always remember that. You have to be very aware of what's going on. Right now, in the last six months, all anyone's been talking about in Ireland have been two things – house prices, which are going down, and the [American] election.

What would your advice be toward the Irish now that they are facing a downturn in the economy?

They have gone through 20 years of almost incredible economic growth. What brought about that growth? It was open markets, it was labor flexibility, and it was investment in education. There were a lot of things that were fundamental to that growth. I think it would be a big mistake to say, "Well now, we need to do something completely different."

The cause of the setbacks in Ireland has been too much focus and too much money chasing into real estate. That's the issue. Property values got inflated. That needs to be corrected. And that could be helped by better lending practices, just like it could be corrected here [in the States]. They're going to have to live through that transition. But it should tell everybody how important it is to continue to diversify the economy so that it's not so property value focused. But a lot of things have been done right, and they shouldn't lose sight of that.

What is Poland doing today? It's doing what Ireland did 20 years ago. And so, what has to happen, Ireland has to contin-

ue to move up the scale of [higher value] work. A lot of the lower value work has already moved away. It's no longer a country for call centers and all that sort of stuff. It's higher value and you can only do that if you have a competent, well-trained, and flexible workforce. And keeping the corporate taxes low to be competitive so that Ireland is an attractive place to invest.

Any advice for President-elect Obama?

I think getting the economy right is probably the number one priority for Obama. Getting energy right is an important issue too. And it's not a short-term issue. You have to have policies that are sensible, and then stick with them for a long term because, you know, changing the energy system in any meaningful way isn't gonna happen overnight. It takes decades.

The investments that we make are not for just next year, they are investments for the long haul. So, we have to take a long-term view, and I think that the incoming

administration and the Congress are going to have to take a long-term view. If they try to manage this by making short-term changes back and forth every year or two, we'll never get there.

One of your catch phrases is "getting results the right way." Can you explain?

That's really what Chevron is about. We're a business organization, so our primary role is to invest, employ, produce goods, make money so that the investors in our business garner a reasonable return. However, one of the things we want to do is add value to the communities in which we operate. And in some places, it's almost essential to do that so that you have a sound base from which to draw employees, suppliers, or whatever.

In Angola, AIDS transmission from mother to child was a big issue. With our involvement in the health care system, there hasn't been a case of that in the last two years. The blood bank has gone from being 10 percent contaminated to minute levels of contamination. In another part of

Angola, we've helped reinvigorate the central highlands that had been gutted by civil war in 2001. Angola's got tremendous agricultural potential and it had been absolutely decimated. By working with World Vision and USAID, we were able to reengage two million people out of a population of 13 million back into the agricultural sector.

In Indonesia we just opened up a big Polytechnic Institute in a province that had been decimated by the tsunami. We've trained thousands of people. We had already built an institution in Pekanbaru. Why do we do that? Well, these people are going to be employed by our company, by our suppliers and our business partners. So it's good for our business, but it's a tremendous benefit to the local community. I'm very proud of our organization. I can't even keep track of all the things that they do, but we've had some very great successes in community engagement. I'm getting this award [the Woodrow Wilson Award], but certainly the company's getting it more. I just happen to be in the lucky position of being the leader of the company. **IA**

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- Ted Sullivan
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Mike, John, and Ted, your professional excellence and community involvement are an inspiration to all of us. KPMG LLP would also like to congratulate the other noteworthy honorees on this year's list.

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