

# MOVING the NEEDLE

Building Effective Boards with Qualified Diverse Candidates

A Resource Guide 2012



# Moving the Needle

## Letter of Introduction

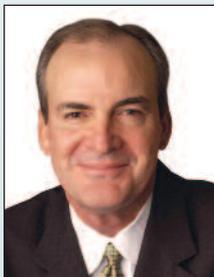
Greetings and Welcome!

Corporate Board Member is extremely proud to host **Moving the Needle: Building Effective Boards with Qualified Diverse Candidates**—one of the first events of its kind that doesn't just talk about the benefits of diversity, but actually takes steps to effect change in corporate America and move the needle forward.

Our program is centered on the fundamental concept that diverse boards spawn diverse thinking—which is crucial to growth, innovation, and ultimately, corporate sustainability. Critical to the success of any diversity initiative, however, is strong leadership. Therefore, vital contributors to the Moving the Needle reception, dinner, and networking sessions include public company CEOs, board chairs, and lead directors, each of whom has answered the call and sponsored at least one qualified diverse board candidate. In turn, almost all of the 100+ diverse candidates attending Moving the Needle have garnered the explicit recommendation of these business leaders and stand ready to begin service on a U.S. corporate board immediately. Within the pages of this program book are the biographies of these candidates for additional reference.

Key to the success of Moving the Needle are the many corporate sponsors, advisory groups, and diversity resources that helped bring such an ambitious program to fruition. Chief among those to whom we owe appreciation are our diamond sponsor PwC, our platinum sponsors KPMG and Korn/Ferry International, and our gold sponsors Spencer Stuart and CTPartners, as well as a host of individual corporate sponsors who have added their support to the program. We've included insightful thought leadership from each of our major contributing sponsors within this program book as well—content that we hope sparks new ideas and discussion points for your board.

Finally, I want to extend my thanks to Duncan Niederauer and leadership of the NYSE. It is with their unwavering support that we have the momentum to make a difference. Clearly social change is evident in companies' markets and customers, and diversity of thought must also reside in the boardrooms of today's corporations. We hope every company that receives this booklet will embrace the spirit of our efforts.



A handwritten signature in black ink, appearing to read 'TK Kerstetter', written in a cursive style.

TK KERSTETTER  
President  
Corporate Board Member  
An NYSE Euronext Company

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# Moving the Needle Advisory Council

*Corporate leaders who have pledged their support to the Moving the Needle initiative.*



**Gary D. Burnison**  
Chief Executive Officer  
Korn/Ferry International



**David S. Daniel**  
Chief Executive Officer  
Spencer Stuart



**Manuel A. Fernandez**  
Chairman of the Board  
SYSCO Corp.



**Allan Grafman**  
Chief Executive Officer  
All Media Ventures



**Isaiah Harris Jr.**  
Chairman of the Board  
Cigna Corp.



**Kay Koplovitz**  
Chairman of the Board  
Fifth & Pacific Cos. Inc.



**Sara Mathew**  
President, CEO & Chairman  
The Dun & Bradstreet Corp.



**Robert E. Moritz**  
U.S. Chairman and Senior Partner  
PwC



**James E. Nevels**  
Chairman of the Board  
The Hershey Co.



**Duncan Niederauer**  
Chief Executive Officer  
NYSE Euronext



**Sheila A. Penrose**  
Chairman of the Board  
Jones Lang LaSalle



**Brian M. Sullivan**  
Chief Executive Officer  
CTPartners



**John Veihmeyer**  
Chairman & CEO  
KPMG LLP



**Maggie Wilderotter**  
President, CEO & Chairman  
Frontier Communications Corp.

## Moving the Needle

# Diversity as a Strategic Imperative

Corporate Board Member interviewed Bob Moritz, U.S. chairman and senior partner, PwC, to talk about the application of corporate diversity in its broadest form—as a strategic imperative for the business.



**Bob Moritz**  
U.S. Chairman  
and Senior Partner  
PwC

### **How would you describe PwC's philosophy on diversity?**

On diversity in general, our thought process has moved from, years ago, when it was something that was nice to have, to a must-have.

Earlier on, the context was mostly centered around interacting with clients or customers. Our thinking now has evolved to say that diversity is an absolute necessity for the sustainability of the business. The reality is, when you look at trying to operate in the current environment—which is fast-paced, technology-enabled, and without borders—and then you combine that with the multiplicity of perspectives that need to be drawn in from various stakeholders, and then when you look at the future talent pool that will be available, if the leadership team is not thinking about creating an environment for diversity and having diversity in its management ranks, I don't think the company is sustainable as a business.

### **Yet the reality is, boards have so many economic, financial, and competitive challenges that they have to deal with, what will turn their focus to diversity as a critical part of their agenda?**

Well, it takes the same philosophical approach. If you think about board responsibilities, there's clearly a need to make sure they've identified the right leader or leaders depending on their spectrum-of-responsibility category.

Second, they must make sure they are in agreement with the strategy for the

company overall and the institution of the critical elements of that strategy.

And last but not least, they must provide the CEO and certain members of the leadership team with valuable advice from their own unique perspectives. Therefore, a board needs diversity to equip the company's CEO, management team, or the company overall with the best thinking available to help it execute in this competitive, challenging world we're living in right now.

### **That really is a shift in how we view diversity, isn't it?**

It's interesting—as I talk to CEOs around the country and around the globe, they're all operating in a world in which they've never operated in before—no one really has. They're all interested in multiple data points to help navigate through this uncertainty. As a result, it's clear they have to think about the economic, financial, and competitive landscape, but they also have to be thinking about the regulatory landscape, the political landscape, and—this is one that's very interesting, I think—the shifting patterns of consumer behavior if, in fact, they're trying to sell to consumers around the world. There may be six degrees of separation between the board and an ultimate consumer sitting in India or China or Indonesia or Turkey, it doesn't matter where, but boards are all in an ecosystem in which they're selling to somebody who is selling to those consumers. And the more diverse the group, the better understanding you'll have around the needs of those consumers, as well as an understanding of the competitive, economical, regulatory, and political landscapes.

The reality is, when you look at the role of the board, clearly there's a need for them to be thinking about and working

with the management team to downsize risk, but more important, it's about thinking about upside potential—particularly in this period of uncertainty. You would hope board members and management teams would be seeing an opportunity in every challenge as opposed to seeing a challenge in every opportunity.

### **That's a great way to put it. Last, can you share any lessons learned on the ground in working with boards on these topics?**

Sure, and I will give you an example, taking the diversity play in a slightly different direction. I met with a CEO recently and we were talking about the five-year vision. He stated that the company was primarily a U.S.-based business but felt the need to become more global. He related that he had brought in one person to really bring a global perspective, but nobody else. So my question was, "Do you have a diverse board that brings different perspectives on a global basis?" When he said no, my response was to recommend, at a minimum, that he start to bring some more diverse talent onto his board, to set up an international advisory council with diverse people from around the world, and to have that council begin interacting with the management team to coach them on a regular basis.

This example goes back to why I focus on leadership skills to really drive diversity. We hope that with strong leadership, we can create enough awareness for people to actually be incentivized to take the next steps. No matter what, it's really important to tie it back to what the company is trying to do from a strategy perspective over the next five to 10 years, because the organization will be better off as a result.

## Moving the Needle

# Think Tank on Boardroom Diversity

*Highlights of a conversation among eight key governance and diversity thought leaders who participated in Corporate Board Member's Moving the Needle Think Tank on Boardroom Diversity.*



One tenet of good governance holds that independent thought and ideas are needed to engender innovation, growth, and even more important, good decision making. Moreover, a board member's ability to effectively question and challenge management—and fellow directors—is derived from life experiences that are unique to each individual. A corporate board that is truly diverse, therefore, has the benefit of a wide array of cultural and intellectual perspectives, which provides the best fodder for critical thinking and discussion.

With these thoughts squarely in mind, Corporate Board Member launched “Moving the Needle: Building Effective Boards with Qualified Diverse Candidates,” an initiative designed to help companies build boards that can improve all facets of performance and ultimately enhance shareholders' investment value through better governance. To kick off this program, Corporate Board Member conducted a think tank in May—to discuss global academic research and thought leadership on board diversity issues. The think tank focused on two general themes: examining the business case for diversity and the international trend to regulate diversity through quotas.

Why bring these issues to the forefront now? Quite simply, whether a company views this as a business or ethical imperative, Corporate Board Member believes strongly that all boards should examine their philosophy related to diversity and determine policies that best fit their strategic course.

### **Issue One: Examining the business case**

The panel discussion initially centered on the impact of boardroom diversity as a driver of corporate performance. Many academic studies in the last decade have attempted to determine if such linkages are indeed credible, and several have shown positive correlations between companies with women board members (generally defined as three or more women) and higher performance metrics. Other research, however, refutes the implications of such data or finds it to be inconclusive.

Noting that there were just as many studies showing correlation as ones that did not, moderator Maria Moats, chief diversity officer, PwC, turned the discussion to a more pragmatic level: “If we start with a premise that says adding diverse candidates to public company boards is the objective, how critical to the success of that goal is proving the business case for diversity?”

Panelists determined that while evidence for the business case existed, it was not always in the form of hard numbers. In the end, the group conceded that while it may not be possible to prove the business case through statistical linkage, the benefits derived from diversity were proven and viable.

### **Issue Two: Pace of change, and use of quotas**

Worldwide, board diversity quota mandates have picked up significant steam within the past decade. Are such quotas working? In countries where such strictures carry harsh penalties, the answer is yes. But the long-term effects are still unproven, and so far support for quotas have little to no traction in the U.S. Moats then pointed to a Stanford study that concluded that at the current pace of change, it would be 70 years before U.S. boards demonstrated parity between women and men. So what actions are likely to spur momentum for higher percentages of diverse board members?

Panelists discussed the need for sponsorship and advocacy to create opportunities for relationships to be formed. Interestingly, the feeling of the group was that while quotas are the least palatable method, they could be the most expedient means to effect real change. In France, for instance, statistics

showing declining diversity numbers eventually underpinned the law's passage and provided a platform for support. Within a few years, French boards went from approximately 11% women to the current percentage of 21.8%.

The general feeling was that quota legislation would not come to pass in the U.S. Instead, panelists supported the idea of creating additional pressure on boardrooms to push the diversity agenda themselves. Disclosure, the panel noted, can also be a motivator, as long as it has enough structure—and teeth—to make it effective.

### Summary: the big picture

If there is one theme that captures the conversations held during Corporate Board Member's Think Tank on Boardroom Diversity, it's the critical need for leadership and accountability to be incorporated into initiatives promoting boardroom diversity. Once these two aspects are firmly rooted, diversity will become part of the fabric of every boardroom, and arguably, the resulting governance dynamic will better serve companies' long-term strategies.

In the end, leadership, accountability, business imperative, and value creation must all be meaningfully woven into the issue of boardroom diversity. These form the basis for the strategic discussions in which Corporate Board Member believes all boards should partake relative to their diversity strategy. These concepts also materially justify the issue of diversity being elevated to the board's agenda in a way that was unheard of a mere decade ago.

Corporate Board Member firmly stands for the principle that no one policy—or strategy—fits all. The ideas presented here are designed to begin boards' diversity conversations. In the end, each company's approach to diversity should be uniquely aligned with its leadership and business strategy in the way that best fits its overall mission and objectives.

## Commentary highlights...

Key comments from the think tank sponsors and panelists.



### Maria Moats

Chief Diversity Officer, PwC  
Moderator, *Diamond Sponsor*

**"Quotas really only get us to 'average,' but what we want is to have a breakthrough—have a ceiling ... [To do that], we need to be introspective and change our own behaviors; there are ways to move the needle, and there are game changers out there."**



### Charles King

Vice Chairman, CTPartners  
*Gold Sponsor*

**"At the end of the day, it takes courageous leadership to venture into this area and to consistently ask for things that have normally been ignored or pacified in the past."**



### Caroline Apffel

Paris Chapter Head, WomenCorporateDirectors (WCD)

**"I don't think anybody starts off saying they are pro quotas. That's ludicrous. But unfortunately, history has demonstrated it can make a difference."**



### Stephen Brown

Senior Director, Corporate Governance, TIAA-CREF

**"We want what our clients want. We want long-term, sustainable shareholder value, year over year. And as we examine that as a large institutional shareholder ... diversity, and who is on the board, matters."**



### Arnold Donald

Former CEO, The Executive Leadership Council; and Director, Carnival Corp., Carnival plc, Crown Holdings, Oil-Dri Corp of America, The Laclede Group Inc.

**"Diversity is a component that enhances the probability of having the best thinking possible. And boards really need to do a self-evaluation ... so they are giving their shareholders the best opportunity for the best possible thinking to operate."**



### Ronald C. Parker

Interim CEO, The Executive Leadership Council; and Retired Senior Vice President, Human Resources, and Chief Diversity Officer, Pepsico

**"At the end of the day, to achieve growth and innovation, I think you have to look at the whole dynamic of diversity."**



### Hillary Sale

Executive Committee Member, DirectWomen; and Walter D. Coles Professor of Law and Professor of Management, Washington University School of Law

**"While it's very hard to make the academic case, it doesn't mean there isn't value in diversity."**



### Deborah Scally

Editor  
Corporate Board Member

**"Diversity can be that which we 'see,' but more important, it's diversity of ideas that brings value."**

## Moving the Needle

# 2012 Research on Boardroom Diversity

*Results from the 2012 Corporate Board Member/Spencer Stuart study clearly demonstrate that directors value boardroom diversity and believe such initiatives lead to corporate rewards.*



**Julie Hembrock Daum**  
Co-Leader, North American  
Board & CEO Practice,  
Spencer Stuart

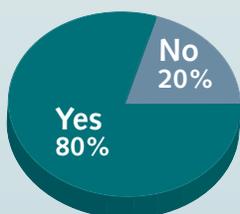
Corporate Board Member and Spencer Stuart recently collaborated on a survey designed to gather the opinions of public company directors on diversity in the boardroom. The survey sought to ascertain the value directors place on boardroom diversity, what methods companies are employing to further diversity promotion and gauge how well those methods are working, and to find out what obstacles or challenges boards are having with their initiatives. The survey also touched on current government guidelines regarding disclosure and the possibility of legislating diversity mandates and quotas in the future.

### Diversity is valuable

The results of our 2012 research clearly demonstrate that directors highly value boardroom diversity and think such action translates to corporate rewards. Eighty percent of those surveyed said they believe that diversity in the boardroom generally results in increased value for shareholders (Figure 1).

**Figure 1**

Do you believe diversity in the boardroom generally results in increased value for shareholders?



Furthermore, the reasons directors value diversity are varied—results suggest that some believe there is a correlation to financial performance, some think diversity creates a unique and positive team dynamic, and others feel it provides a competitive market edge. Still others may support it simply on a sense of ethics alone. No matter the trigger, independence, innovation, ethics, and accountability are all solid reasons to promote a diversity platform for the entire organization. Moreover, the positive effects gained by embracing enterprisewide diversity will be most apparent when diversity is supported and exemplified from the top down.

### Steps toward a more diverse boardroom

Since eight out of 10 directors responded that they believe boardroom diversity has value, it is not surprising that nearly that many (75%) said their organization has taken tangible steps to support or promote boardroom diversity within the last three years. Interestingly, it appears that the basis for these actions are mostly self-driven—only 11% of those surveyed reported having shareholders approach the company within the last three years about increasing race and/or gender diversity on the board.

What specific steps are being taken to further this objective? The most popular option 63% of directors noted for supporting or promoting boardroom diversity was to ensure that when they work with executive search firms to help find the appropriate candidate for an open seat, they request the firm include diverse candidates in the search. While many candidates still emerge from board or CEO recommendations, the fact is that search firms have their finger on the pulse of the candidate pool, which can make a difference.

“In the last 10 years, many more directors have bought into the concept that diversity matters,” says Julie Daum, co-leader, North American Board & CEO practice, Spencer Stuart. “Boards are not just looking at their own networks but looking to identify people they don’t know, turning to search firms that are likely to have access to candidates they don’t know.”

More than half those surveyed (57%) said they have proactively included diversity as a board meeting agenda topic, and half (50%) said they have a policy with a general statement supporting diversity; another 20% reported having a policy in place that includes the specific criteria and attributes desired to fulfill the needs of the board. Finally, 42% of companies simply make it a requirement that diverse candidates must be considered for every open board seat (Figure 2).

**Figure 2**

Percentage of boards using the following initiatives to promote board diversity

Search firm assistance	63%
Proactive agenda topic	57%
General diversity policy	50%
Require diverse slates	42%
Specific criteria in policy	20%

These steps all speak to an awareness on the part of boards that a certain level of structure and formality must accompany any real initiative or proactive philosophy regarding increasing boardroom diversity. That is, it must be more than lip service, and there must be accountability behind the stated objectives. Transparency is key, and having well-crafted board policies and directives to search firms on what



the company expects in terms of future candidates is a solid first step toward achieving that end. “The board needs to look at a diverse pool of candidates for every board seat opening,” says Daum. “But what sometimes happens is, if they already have a woman on the board, they may feel they’re covered. Or if they don’t have a minority, they look for one—then tend not to be as diligent about looking for others.”

Daum explains this does not push the needle far enough. “Boards need to consider it more holistically, so that they are thinking of diversity on every new board member assignment.”

### Challenges and obstacles

The survey also questioned directors on what they perceive as challenges in their diversity efforts. The majority (72%) pointed to the challenge of balancing all the interests at hand with those they believe are most important when looking to fill a board seat.

Daum says since board turnover occurs so infrequently many boards tend to focus on the harder skill set, for example, international experience, and thus will make that the prime qualifier when they are screening candidates. When that happens, she says, it can be difficult to balance those objectives with the need for diversity. “However, we always include diverse candidates so that our clients are aware of their choices. Over half of the women we introduced to boards last year were on assignments where diversity was not a criteria.”

Almost as significant a hindrance is the fact that many directors perceive the diverse candidate pool to be too small. More than half (57%) of directors surveyed say there is a lack

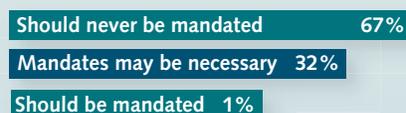
of qualified diverse candidates available. Nearly a third (28%) feel they have yet to see demonstrative proof about the benefits of a diverse board, and the same number (28%) say they have run into obstacles because there is a lack of internal programs to groom candidates in the pipeline.

### Diversity mandates: the role of regulation

Finally, the survey took board members’ pulse on the topic of current government regulation and the need for future intervention. The trend in Europe to legislate quotas on board diversity has not gained steam in the U.S. yet, but governance observers are watching closely. Two-thirds of directors surveyed (67%) believe boardroom composition—and decisions on diversity—should never be mandated. Yet, given the sweeping affirmation in favor of diversity noted by respondents earlier in this report, it is perhaps not surprising that others take a more moderate approach. Thirty-two percent of directors surveyed agree that diversity efforts are better served through voluntary actions, but concede that mandates may eventually be necessary to effect real change in the United States. Only a sliver of respondents (1%) were pro quota—checking the box to say the U.S. should follow the lead of other countries and mandate diversity quota (Figure 3).

**Figure 3**

Directors’ opinions on diversity quotas



Daum is “not a fan of quotas, and I don’t think most Americans are. But we are not making much progress the way things are going, so we need to turn up the energy on diversity initiatives” in order to avoid pressure that might lead to further legislation, she says.

Currently, the U.S. has chosen a more conservative path, satisfied for the time being with the SEC’s rules on proxy disclosure on board composition and diversity. When asked whether the current disclosure goes far enough to create impact on promoting board diversity, a slight majority of directors (58%) agree it does. Forty-one percent disagree, with many commenting they believe the current policy has “no teeth” and simply rewards form over substance. “The SEC disclosure has become boilerplate in public companies’ proxy statements,” one respondent wrote. “Real change will have to come from within the boardroom.”

### Summary

The majority of directors understand and support the need for diversity in the boardroom and appear to be taking some action to institute change. While this support is a significant first step, greater efforts, and thinking outside the box with regard to future candidate searches, will need to occur to bring about real and lasting board diversity progress.

*Corporate Board Member wishes to thank Spencer Stuart for its contribution to this research project. For a copy of the full results, visit [boardmember.com](http://boardmember.com) or [spencerstuart.com](http://spencerstuart.com).*

## Moving the Needle

# Outreach into the Diversity Community Yields Results

*Kathy Hannan, national managing partner, Diversity and Corporate Responsibility, KPMG, spoke with Corporate Board Member about KPMG's global outreach initiatives.*



**Kathy Hannan**  
National Managing Partner  
Diversity and Corporate  
Responsibility  
KPMG

### ***As you work with corporate boards to optimize their effectiveness and their company's performance, how does diversity play a role in those discussions?***

KPMG believes that diversity is a business imperative—that it is critical in sustaining successful enterprises. So at the core, we truly believe that diversity is a critical factor in improving not just the management of an organization, but its governance overall.

### ***KPMG has really taken this philosophy to the next level, hasn't it?***

Yes. That's one of the reasons why we established our Women's Advisory Board and our Diversity Advisory Board. These organizations help identify women and other diverse candidates that we can advance to top leadership positions within the firm and ultimately to our boards. So we've been pretty bold about this, and it has really had an impact. Last year, for instance, we doubled the number of women who sit on our board to four, so that now represents 25%. Also, we were one of the founding sponsors of WomenCorporateDirectors and ION (InterOrganization Network) and through these organizations we've taken a very proactive role in helping increase diversity on boards and improve the governance of corporate enterprises.

### ***That was a significant step. And WCD has witnessed a lot of growth since that time, hasn't it?***

It's been in existence more than 10 years, working on its mission of

advancing women and diversity on corporate boards and improving governance. In that time, WCD has grown to 43 chapters worldwide, and KPMG has played a very active role in helping WCD launch each and every one of them. This is something we're really proud of.

### ***What are some of the most common challenges you hear about with companies that want to build a more diverse board but are having trouble meeting that objective?***

Often, one of the basic requirements companies mention is the need for directors who have served as a CEO. But, if you look at it that way, you are going to limit your pool of qualified candidates. There are so many leaders out there with great skills and experiences. In fact, multinational companies have many diverse candidates serving as leaders of multimillion dollar divisions—where they are, in effect, acting as CEOs.

Also, companies need to look deeper into the C-suite, to the experiences of the COO, CIO, and CFO. I also think CEOs really have to play a leadership role, because they know these candidates and can tee up these qualified individuals to their colleagues on other boards.

### ***What else can you tell us about KPMG's diversity initiatives?***

Along with being an active member of WCD, we also have helped launch what's being referred to as the Global Nominating Commission, which is a group comprising board nominating chairs and other business leaders. They focus on working with the Fortune 500 and other leading companies to increase diversity on their boards.

The commission is also working with search firms to encourage them to

ensure director slates have diverse candidates from a gender and ethnic perspective. Furthermore, it is asking nominating committees to be more transparent with their approach in the candidate selection process. We're really optimistic about the commission's work, because it's bringing together individuals that can make a difference in creating candid dialogue and more transparency. One of KPMG's partners, Nancy Calderon, is a member of the commission.

We also want to collect data on director candidates, aggregate and consolidate it, and share it. The bottom line is that there's a lot of work under way, and a good beginning.

### ***What is your sense of the progress that is being made in the overall marketplace right now?***

The thing that gives me a lot of optimism is that nominating committees are starting to connect diversity to innovation. So they are asking, "How can we be more innovative in this particular marketplace?" Well, diversity is part of that solution.

So how do you embed this into the fabric of an organization? It really needs to be operationalized, and not regarded as second tier. It has to be ingrained throughout the strategic structure and governance. And there has to be accountability, too—not just accountability from a management perspective, but boards play a key role in this change as well. They can't be telling their companies they want to see more diversity in the leadership team when they themselves are not diverse. That undermines their credibility.

# Moving the Needle

## Breathing Room on Boards

Steve Mader and Caroline Nahas of Korn/Ferry International offer ideas and solutions to capitalize on the benefits of diversity.



**Steve Mader**  
Managing Director and Vice  
Chairman, Board Practice  
Korn/Ferry International



**Catherine Nahas**  
Managing Director,  
Southern California,  
Korn/Ferry International

If boards are to make real and lasting progress in adding female and minority directors, then we need to be clear-eyed about what's standing in the way.

First, turnover on American boards is at a low. Only 7.6% of board seats in the 100 largest U.S. companies changed hands in fiscal year 2010, according to Korn/Ferry research. Concurrent studies tracking the S&P 500 found that the number of new independent director appointments was down 25% compared to just five years earlier.

So boards just aren't opening up enough new seats, period. Further tightening this opportunity bottleneck are the competing pressures for adding expertise: globalization, financial risk management, and technological change. When those needs feel particularly acute, urgency can supersede other interests, including diversity.

Finally, there's the problem we call "credentialism." The truth is, credentials are 80% of what gets an individual on the radar as a potential director, and that can be a big enemy to diversity. When there is already a shortage of women and minorities in C-suite jobs, a fixation on directors

with CEO or prior board experience just compounds the problem. Executive search consultants, we admit, don't always help as they could. When we ask boards to outline the type of director they hope to attract, the result is often a tight list of familiar criteria: CEO, Fortune 500 company, overseas work (China, India, Brazil), digital technology expert, etc. That specificity might make our assignment easier in the short term, but it's not healthy for boards in the long term.

These hindrances to board diversity aren't obvious, and thus neither are some of the solutions. Here are a few key points for boards to consider as they counteract challenges in their board diversity efforts.

### Set limits

In our board study, we found that 31% of directors had held their board seats for more than 10 years. Would adopting tenure or term limits ensure more board opportunities open up, and improve the diversity picture? We recognize that boards don't want to refresh at the expense of experience, so those disquieted by the loss of a particularly valued director can utilize a relief valve that many nonprofit boards use: a year after a director's term expires, the board can nominate him or her again.

### Hire outside expertise

Narrow specialists in key subject matters need not be directors. They can be external consultants. Indeed, boards that hamstring themselves with specific competencies can wind up with a director who functions as a subject matter expert, but doesn't have the cross-function big picture in view. In

effect, a board has more openings when it offloads special needs to advisers.

### Insist on diversity

Boards that truly respect the principle of diversity will insist on having it. They will require that the slate of candidates for every opening include women and minorities. They will work with their search partners to get beyond job titles in favor of other profile attributes that will contribute to the board.

Directors who have watched a board evolve know that the best additions are sometimes a surprise. We have watched boards, even those that set explicit credentials requirements, gravitate to a candidate who wasn't in the center of their chalkboard bull's-eye. Chemistry matters. Wisdom shines through. And the chalkboard criteria fall away.

# Moving the Needle

## Diversity Candidates

Biographies of the 2012 Moving the Needle diversity candidates.



### Linda Addison

Partner-in-Charge, Fulbright & Jaworski LLP  
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Linda Addison is partner-in-charge of the New York office and serves on the executive committee of the international law firm Fulbright & Jaworski LLP. She was named one of the "50 Most Powerful Women in New York" by *Crain's New York Business* and has been described "as one of the nation's smartest, most respected litigators ... equally skilled at keeping CEOs out of the courtroom as representing them once there" (*Lawdragon*). Ms. Addison was named one of the "50 Most Influential Women Lawyers in America" and one of only 17 women among the "100 Most Influential Lawyers in America," both by the *National Law Journal*. The American Bar Association awarded her its prestigious Margaret Brent Award, which recognizes women lawyers who have excelled in their field and paved the way to success for other women. She serves on the board of M.D. Anderson Cancer Center Foundation and the advisory board of Northern Trust Bank.



### Phyllis Anderson

Vice President, Marketing, Humana  
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As Humana's vice president of marketing, Phyllis Anderson manages marketing and communications, supporting business growth through innovative strategies and programs. Prior to Humana, she was vice president of strategic initiatives for Bank of America. Additionally, she was director of market and brand strategy for Duke Energy, served an eight-year stint with Nabisco Brands Inc., and spent two years at Pillsbury. Ms. Anderson's professional accomplishments have been featured in *Fortune's* "On the Rise" section, and she was profiled in "The 100 Most Promising Black Women in Corporate America" in *Ebony* magazine. She recently completed a term as board chairman for the Louisville Urban League and the board of trustees for Presentation Academy. She is also a member of the Executive Leadership Council (ELC) and sits on its board. Ms. Anderson attended The Wharton School's Strategic Thinking and Management for Competitive Advantage executive education program at the University of Pennsylvania. She holds an M.B.A. in marketing from Clark Atlanta University's Graduate School of Business and a bachelor's degree in psychology from Spelman College.



### Paulino Do Rego Barros Jr.

President, Equifax International  
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Paulino Barros leads Equifax International with a presence in Latin America, Canada, and Europe. Before joining Equifax, he was founder and president of PB&C—Global Investments LLC. Previously, Mr. Barros was president of global operations for AT&T and held several executive leadership positions at BellSouth Corp. Earlier, he served as corporate vice president and GM—Latin America Group and corporate vice president and GM of Market Operations—Americas for Motorola Inc. Mr. Barros also held a variety of positions with The NutraSweet Co. and Monsanto Co. *Hispanic Engineer & Information Technology* magazine named Mr. Barros one of the "50 Most Important Hispanics in Technology" for two consecutive years (2004 and 2005) and one of the "100 Most Important Hispanics in Technology and Business" in 2006. He served on the board of the American Red Cross—metropolitan Atlanta chapter and on the Westminster Schools' finance committee. A native of Sao Paulo, he received degrees in mechanical and electrical engineering in Brazil and an M.B.A. from Washington University in St. Louis.



### Hilarie Bass

Global Operating Shareholder, Greenberg Traurig LLP  
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Hilarie Bass is the global operating shareholder and a member of the executive committee of Greenberg Traurig LLP, a 1,800-lawyer firm with 35 worldwide offices. Until recently, she chaired the 600-member Litigation Practice group. Ms. Bass is immediate past chair of the ABA's 50,000-member Section of Litigation. Over her career, she has successfully resolved scores of domestic and international business disputes involving millions of dollars in controversy, as well as served as an industry leader and speaker on client service, alternative fees, and collaborative leadership. As part of the firm's senior management, Ms. Bass has focused on optimizing quality, productivity, and achievement of financial goals. She has been recognized for her leadership skills and identified by numerous publications as one of the best lawyers in America. She was recently noted for her skills as a trial lawyer by her induction into the American College of Trial Lawyers.



### Kenna Baudin

Head of Private Equity, Safra Asset Management  
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Kenna Baudin is head of Private Equity at Safra Asset Management, investing on behalf of Joseph Safra, founder of Safra National Bank and Banco Safra. Previously, Ms. Baudin was a director and founding member of the U.S. team at 3i plc, an international investment firm with more than \$20 billion in assets under management. Prior to 3i, she was a principal at Solera Capital, a N.Y.-based private equity firm. She began her career as a consultant with The Boston Consulting Group. Throughout, she has focused on investments in the consumer, industrial, and financial services industries. Ms. Baudin serves as the vice chairman of the board of trustees at University Heights Charter School and serves as a guest lecturer at the Columbia Graduate School of Business. She received her M.B.A. from Harvard Business School and a B.S. in economics from The Wharton School of Business at the University of Pennsylvania.



### Autumn Bayles

Vice President of Strategic Development, Aramark  
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Autumn Bayles is vice president of strategic development at Aramark, leading growth strategies and acquisitions companywide. Previously, she was SVP of strategic operations at Flowers Foods via its acquisition of Tasty Baking. Ms. Bayles was a key executive in the process to sell the company and led the merger integration project. Prior to the sale, she was responsible for operations, overseeing manufacturing, R&D, and distribution, and previously served as CIO. Before Tasty, she was a managing principal consultant with PricewaterhouseCoopers, serving numerous Fortune 500 clients. Ms. Bayles has an engineering degree from Lehigh University and an M.B.A. from the Wharton School. She is active in both the business and charitable communities, serving as president of The Forum of Executive Women. She has been recognized among the "Best 50 Women in Business" for Pennsylvania, the *Philadelphia Business Journal's* "40 Under 40," and received the Society of Information Management's CIO Leadership Award.

# Moving the Needle

## Diversity Candidates



**Bernard B. Beal**  
Chairman and Chief Executive Officer, M.R. Beal & Company  
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Bernard Beal is CEO of M.R. Beal & Co., a minority-owned investment firm specializing in the structuring, underwriting, and distribution of tax-exempt and taxable fixed income and equity securities. Additionally, he is chairman of M.R. Beal Securities. For the past decade, M.R. Beal & Co. has been ranked as one of the top 20 underwriters of municipal securities nationwide. Mr. Beal founded the firm in 1988 following a successful career in municipal and corporate finance at E.F. Hutton and Shearson Lehman Hutton. He has served on numerous boards and authorities including the New York State Metropolitan Transportation Authority, the Securities Industry Association, the Public Securities Association, the National Association of Securities Professionals, Carlton College, and the National Foundation for Affordable Housing. Mr. Beal is the immediate past chair of A Better Chance, the preeminent nonprofit minority student search organization. He currently serves as treasurer of the Securities Industry and Financial Markets Association (SIFMA). He earned his bachelor's degree from Carleton College and an M.B.A. from the Stanford University Graduate School of Business.



**Laurie Benson**  
Chief Executive Officer, LSB Unlimited  
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Laurie Benson is CEO of LSB Unlimited, a business consulting firm serving leaders of high-tech, biotech, medical, and other high performance, service-based organizations. Previously, she co-founded and for 25 years served as CEO of Inacom Information Systems, a business solutions provider specializing in technology consulting, education, and procurement. Under her leadership, the company grew from start-up to \$80 million in revenue. She exited at the time of sale (2009) to Core BTS. Ms. Benson has previously served on the boards of Inacom Information Systems and M3 Insurance. Her current corporate board service includes First Business Bank, Mead & Hunt, Bassett Mechanical, Valicom, and Student Spill (a nationwide, peer-based student support network). Ms. Benson earned a B.S. in nursing from the University of Wisconsin-Madison. She is chair of the UW Madison School of Nursing advisory board and serves on the American Family Children's Hospital advisory board. Recognition includes induction into the "In Business" Executive Hall of Fame 2011, ATHENA Award 2010, and National SBA Women Business Champion 2009. She is a member of the National Association of Corporate Directors, Women Corporate Directors, and Women Business Leaders in Healthcare.



**Gail P. Birks**  
President and Chief Executive Officer, CMA Enterprise Inc.  
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Gail Birks has been an independent corporate director since 1994, serving on the governing body of a privately held financial institution that merged with a publicly traded holding company and was later repurchased by private investors. Ms. Birks has over 30 years of experience in board leadership and expertise in board development and governance, having served on and consulted for numerous nonprofit and civic boards on the audit, executive, compensation, and nominating committees, among others. For more than 20 years, Ms. Birks has also served as president/CEO of CMA Enterprise Inc., an organizational development consulting firm specializing in performance and process improvement solutions for corporations (private and public), governmental agencies, and large nonprofit organizations ([www.cma-ent.com](http://www.cma-ent.com)). She has extensive experience in a range of industries, both domestically and abroad, including financial services, microbusiness/lending, telecommunications, utilities, automotive, manufacturing, food service, logistics, hospitality, health care, pharmaceutical, housing, education, supply chain management, and government (local, state, and federal).



**Tina Blasi**  
Chief Executive Officer, National Imaging Associates  
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Tina Blasi has a strong entrepreneurial background and expertise in growing world-class health care concepts and companies. Her diverse experience spans from managing start-up ventures to executive positions in publicly traded companies. As CEO of National Imaging Associates (NIA), a Magellan Health Services company, she is responsible for day-to-day management and strategic direction. She has established innovation and product development to transform NIA into a full-service medical and radiology management company. Previously, Ms. Blasi co-founded and served as COO of Lumenos, one of the leading consumer-directed companies. After Wellpoint's acquisition of Lumenos, she remained part of the Wellpoint team to integrate consumer-driven care into the Wellpoint plans. Ms. Blasi's other experience includes COO for Value Behavioral Health, vice president of Health Services at Jurgovan & Blair, and founder of a home health care agency.



**Franci J. Blassberg**  
Partner, Debevoise & Plimpton  
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Franci Blassberg is a partner at Debevoise & Plimpton, where she serves as co-chair of the Private Equity group and on the management committee. She has over 25 years of experience counseling private and public companies in domestic and international acquisitions and divestitures, corporate governance matters, securities offerings, and other transactions. Ms. Blassberg has been recognized as one of the "100 Most Influential Lawyers in America" by the *National Law Journal*, as "Dealmaker of the Year" by the *American Lawyer*, and as "Best in Private Equity" at the Euromoney Women in Business Law Awards. She is ranked in band one of Chambers & Partners and virtually every other legal rating guide. Ms. Blassberg is a past or current member of the Board of Trustees of Cornell University, the New School, and the New York City Ballet and has taught at Columbia Business School and Columbia Law School.



**Robin F. Bond, Esq.**  
Managing Member, Transition Strategies LLC  
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Robin Bond is a nationally recognized attorney with wide-ranging experience as an in-house corporate counsel, a private practitioner, and an entrepreneur. She uses her dealmaking skills to represent executives in the negotiation of pay, perks, and protections in both new employment contracts and severance matters. Ms. Bond also represents employers in a wide range of legal disputes and executive compensation matters. She holds the designation of senior professional in human resources (SPHR). Ms. Bond is a contributing legal analyst for the FOX and CNN television networks and is regularly quoted in a variety of television, radio, online, and print media. She is a member of PNC Bank's Women's Financial Services advisory board. Her honors include being one of Philadelphia's "Women of Distinction," the "Top Lawyer of the Main Line for 2011 for Employment Law for Individuals," and an "Awesome Attorney in the Philadelphia Suburbs." Ms. Bond is active in numerous professional and civic associations, including serving on the board of directors of the Forum of Executive Women.

# Moving the Needle

## Diversity Candidates



### **Susan G. Boswell**

Partner, Quarles & Brady LLP  
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Susan Boswell has a national complex bankruptcy and business reorganization practice. In more than 30 years of practice she has represented creditors, debtors, committees, and trustees, including various Fortune 500 companies. She also has expertise in reorganizing nonprofit entities with an emphasis on religious entities and is a very experienced commercial litigator. Ms. Boswell regularly appears in bankruptcy and federal courts throughout the United States. A significant emphasis of her practice in the last several years has involved complex real estate restructurings and business bankruptcies. Ms. Boswell has been recognized for her professional achievements. She was elected to the American College of Bankruptcy and received outstanding graduate and professional achievement awards from the University of Arizona College of Law. Ms. Boswell has served on various boards throughout her professional life. She has chaired the boards of Carondelet Health Network, Carondelet Foundation, and Tucson Airport Authority, which owns and operates Tucson International Airport.



### **Sharon Y. Bowen**

Partner, Latham & Watkins LLP  
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Sharon Bowen is a corporate partner at Latham & Watkins LLP and is co-chair of its diversity committee. She is also a member of the task force for Latham's WEB (Women Enriching Business). She represents predominantly Fortune 150 corporations, private equity firms, and financial and institutional clients on a broad range of transactions. She led the financing team of the then-largest buyout in history (KKR of RJR Nabisco). Additionally, she has advised large corporations and financial institutions on corporate governance and Sarbanes-Oxley matters. Ms. Bowen is acting chair of the Securities Investor Protection Corp. (SIPC), appointed by President Obama and confirmed by the Senate. She is on the boards of UrbanAmerica Inc., New York Lawyers for the Public Interest, and the Economic Development Corporation of the City of New York and is a member of the Northwestern University Law board. She received the New York State Bar Association 2011 "Diversity Trailblazer Award" and The Leadership Institute for Women of Color Attorneys Inc. 2011 "Breaking the Glass Ceiling Award." Ms. Bowen earned her B.A. from the University of Virginia, her M.B.A. from the J.L. Kellogg Graduate School of Management, and her J.D. from Northwestern University.



### **James T. Breedlove**

Senior Vice President, General Counsel, and Corporate Secretary, Praxair Inc.  
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In November 2004, James Breedlove joined Praxair Inc. as vice president, GC, and corporate secretary. In December 2006, he was promoted to SVP. He is also a member of the Office of the Chairman and has supervisory responsibility for government relations. Mr. Breedlove began his career at the law firm of Davis Polk & Wardwell. Thereafter, he held positions of increasing responsibility at Phillip Morris, including vice president and secretary of Philip Morris Capital Corp. In 1990, he became an assistant to the attorney general at the U.S. Department of Justice in Washington, D.C. In May 1992, he was appointed vice president and GC at a General Electric Capital Corp. business and was promoted to SVP in March 1994. He was promoted to GC at a General Electric Co. division in September 2002. Mr. Breedlove graduated from Harvard College, earning an M.B.A. from Harvard Business School and a J.D. from Harvard Law School.



### **Todd C. Brown**

Retired Vice Chairman, ShoreBank Corp.  
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Todd Brown is the former vice chairman of ShoreBank Corp. and board chairman for the company's banking operations in Chicago, Cleveland, and Detroit. He was formerly executive vice president of Kraft Foods North America and president of the company's e-commerce division. Mr. Brown also led the Kraft Foodservices and Desserts divisions and numerous brands. Before embarking on his business career, he was an educator and college administrator. In March, Mr. Brown was elected to the board of Horizon BCBSNJ, an \$8 billion health care provider. Previously, Brown served on the board of Diversey Inc. and ADVCO Inc. He is currently on the board of the School of the Art Institute of Chicago and chairs the governance committee. Mr. Brown is on the Metropolitan Planning Council in Chicago and is a trustee emeritus of Colgate University. He has served as a board member of The Executive Leadership Council. Mr. Brown earned his M.B.A. at The Wharton Graduate School, holds a master's degree in higher education administration from Columbia University, and a bachelor's degree in sociology from Colgate University.



### **Shirley H. Buccieri**

Strategic Consultant  
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Shirley Buccieri is a multitasking executive whose diverse senior management and legal experience has made her an expert on finance, governance, business risks, international transactions, and fiduciary responsibilities, as well as internal controls and SEC disclosure policy. She has been a member of the senior executive team of Transamerica Corp. and served as its general counsel; ran her own financial services advisory firm; acted as counselor to public company clients and their boards as a partner of Gibson, Dunn & Crutcher; and held assignments in all aspects of the business operations of General Motors. She serves on the finance councils and advisory boards for several large nonprofit enterprises. Ms. Buccieri holds a J.D. (magna cum laude) from the University of Akron and a B.S. in mathematics (Phi Beta Kappa) from Purdue University.



### **Anna Escobedo Cabral**

Senior Adviser, Inter-American Development Bank  
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The Honorable Anna Escobedo Cabral served as 42nd treasurer of the United States from Dec. 13, 2004 to Jan. 20, 2009. As treasurer, she advised the secretary, deputy secretary, director of the U.S. Mint, and director of the Bureau of Engraving and Printing on matters relating to coinage and currency. Immediately prior to taking office, Ms. Cabral served as director of the Smithsonian Institution's Center for Latino Initiatives. She also served as president and CEO of the Hispanic Association on Corporate Responsibility. Previously, Ms. Cabral served as deputy staff director for the U.S. Senate Judiciary Committee under its chairman Sen. Orrin G. Hatch and simultaneously served as executive staff director of the U.S. Senate Republican Conference Task Force on Hispanic Affairs, a position she had held since 1991. Currently, she is employed with the Inter-American Development Bank (IDB) as a senior adviser. Ms. Cabral majored in political science at the University of California, Davis, earned a Masters of Public Administration from the John F. Kennedy School of Government at Harvard University, and received a law degree from the George Mason University School of Law.

# Moving the Needle

## Diversity Candidates



### **Sila M. Calderón**

Former Governor of the Commonwealth of Puerto Rico  
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Sila Calderón was appointed chief of staff to the governor of Puerto Rico in 1985 and later was secretary of state of Puerto Rico. She was also mayor of San Juan from 1997 to 2000 and in 2001 was sworn in as the first woman governor of the Commonwealth of Puerto Rico. Ms. Calderón has served on the boards of Banco Popular de Puerto Rico, Pueblo International, Puerto Rico's Economic Development Council, and the Government Development Bank and chaired the Puerto Rico Public Broadcasting Corp. She is presently pursuing private business endeavors as president of IGlobal, a business and trade consulting firm with links to the Caribbean, Central America, and the United States, and chairs a philanthropic foundation, The Center for Puerto Rico. In addition, she is a trustee of the New York Public Library and sits on the board of Grameen America.



### **Jovita Carranza**

President, JCR Group  
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Jovita Carranza recently established The JCR Group, a Chicago-based consulting firm that advises corporations and nonprofits on customer service and driving bottom-line improvements. Her distinguished career includes a presidential appointment as deputy administrator of the U.S. Small Business Administration and a successful corporate stint with United Parcel Service. Ms. Carranza serves as vice chair of the National Capital Area Executive Corporate Council of the American Cancer Society and vice chair of the Hispanic Health Coalition of Georgia. She has served as a board member for nonprofit organizations such as the Metro United Way, National Center for Family Literacy, National Council of La Raza, and the Boy Scouts of America. She has been honored by the American Association of University Women, *HispanicBusiness* magazine ("Business Woman of the Year"), and the city of Los Angeles and state of California. Ms. Carranza earned her M.B.A. from the University of Miami (FL). She also pursued senior executive M.B.A. studies at the INSEAD Business School in Paris, at Michigan State University, and corporate governance at the University of Chicago.



### **Joan Caruso**

Managing Director, The Ayers Group  
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Joan Caruso joined The Ayers Group as managing director in 2000. In her current role, she manages its Executive Coaching & Development practice. Prior to joining The Ayers Group, Ms. Caruso spent 10 years running an independent consultancy, providing services in executive coaching, mentoring, organization development, change management, leadership, and executive development to a variety of industries. She has extensive experience in executive coaching at all organizational levels and specializes in integrating 360° feedback into this work. Ms. Caruso has been an adjunct faculty member of the Center for Creative Leadership in Greensboro, North Carolina, and of Cornell University's School of Industrial and Labor Relations. She is a member of the American Society of Training and Development and has served as a member of the Executive Advisory Council for its financial services forum.



### **Chi-Foon Chan, Ph.D.**

President and Co-Chief Executive Officer, Synopsys Inc.  
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Dr. Chi-Foon Chan is president and co-CEO for Synopsys. He shares responsibility for crafting vision and strategy, leading the company, and ensuring execution excellence in support of its customers' success. In his previous role as president and COO, he guided internal business operations and worldwide field organizations. He has also served as an executive member of the board since 1998. Dr. Chan joined Synopsys in 1990 as vice president of Applications Services. He served as SVP, Design Tools group. As GM, DesignWare Operations, he initiated Synopsys's IP program. He also served as vice president, engineering, and as SVP, Worldwide Field Organization. Dr. Chan has helped advance global expansion into India, China and Ireland. Previously, at NEC Corp., he was GM of the microprocessor group, responsible for marketing NEC microprocessor devices in North America. Earlier, he was an engineering manager at Intel Corp. Dr. Chan holds a B.S. in electrical engineering from Rutgers University and an M.S. and Ph.D. in computer engineering from Case Western Reserve University.



### **Susan E. Chapman**

Senior Vice President, Global Real Estate and Workplace Enablement, American Express Co.  
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Susan Chapman is SVP, Global Real Estate and Workplace Enablement, for American Express. Her responsibilities include leading real estate strategy and operations, HR shared servicing, and health and safety in support of the American Express portfolio of over 65,000 employees in 41 countries. She led the creation of "Bluework," an industry-leading, award-winning, innovative workplace program in support of the digital transformation of the company. As an experienced global executive, Ms. Chapman has led various organizational business transformation and growth efforts in Fortune 500 companies. She serves on the boards of the Executive Leadership Foundation, the National Trust for Historic Preservation, the Regional Plan Association (RPA), Leadership Education and Development (LEAD), A Better Chance, Girls Inc., and the NYU Schack Institute of Real Estate advisory board.



### **Beth Chartoff**

Head of Marketing and Client Relationships, Senior Managing Director, GSO  
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Beth Chartoff is head of Marketing and Client Relationships at GSO. Prior to joining GSO in 2005, Ms. Chartoff worked as a director in Investment Banking at Banc of America Securities in the Financial Sponsors group. Prior to Banc of America Securities, Ms. Chartoff was in the investment banking groups of Credit Suisse and DLJ. Ms. Chartoff worked on a variety of financing, M&A, and restructuring transactions in the consumer/retail and media/telecommunications industries. Ms. Chartoff received a B.A. in Economics from Cornell University and an M.B.A. from the Wharton School of the University of Pennsylvania. She is a member of the board of trustees of the American Ballet Theater.

# Moving the Needle

## Diversity Candidates



**Hye-Won Choi**  
Corporate Attorney  
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Hye-Won Choi is a corporate attorney specializing in securities law and corporate governance. Until recently, she was a senior vice president and member of the senior management team in the legal and compliance group at TIAA-CREF. As an expert in the legal and governance fields, she has been selected to serve on prestigious advisory posts including co-chair of the SEC's Investor Advisory Committee and the New York Stock Exchange Commission on Corporate Governance. Ms. Choi was also elected in 2009 and 2010 to "Directorship 100"—an annual listing by *Directorship* magazine of the most influential people in the boardroom. She also served on the board of the New York chapter of the National Association of Corporate Directors. In 2010, she received the "Good Scout" award from the Boy Scouts of America for outstanding public service. A graduate of Harvard College and Berkeley Law at the University of California, she is a frequent speaker on business and governance issues in the United States and internationally.



**Anne Chwat**  
Senior Vice President, General Counsel and Corporate Secretary, International Flavors & Fragrances Inc.  
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Anne Chwat is SVP, GC, and secretary of International Flavors & Fragrances Inc., based in New York City. Previously, she was EVP, GC, and secretary for Burger King Corp. and president of the Have It Your Way Foundation. While at Burger King, she oversaw all legal aspects of the company's IPO in 2006 and its sale in 2010 to Brazilian private equity group 3G. Ms. Chwat also served as GC of BMG Music, the music division of Bertelsmann AG; as counsel for Joseph E. Seagram and Sons Inc.; and practiced M&A and project finance with Cleary, Gottlieb, Steen & Hamilton. Ms. Chwat is a member of the national advisory board of The Posse Foundation and a member of the International Women's Forum. She has been recognized as one of *Profiles in Diversity Journal's* "Women Worth Watching" and as one of *South Florida Business Journal's* "Top 50 Public Companies—General Counsel." In 2009, she was named to *Business Leader South Florida Magazine's* "Women Extraordinaire" list. Ms. Chwat holds a B.A. from New York University and a J.D. from NYU School of Law.



**Lauren Clancy**  
Managing Director and Chief of Staff for the Chairman of UBS Investment Bank Americas  
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Lauren Clancy is a managing director and chief of staff for the chairman of UBS Investment Bank Americas. In this role, Lauren acts as a liaison between the chairman and other constituencies, building strong relationships with internal partners, clients, government officials, and community partners to achieve creative results. Over the last 13 years with UBS, Ms. Clancy has strategically advised clients including corporations and private equity firms and maintained relationships with institutional investors and hedge funds while working in New York, London, Tokyo, and Stamford, Connecticut. Her expertise includes leveraged finance, syndicated finance, capital markets, and portfolio management. She has been part of start-up teams in both London and Tokyo. Ms. Clancy is a supporter of political empowerment initiatives—investing in women and entrepreneurship and promoting the local community, and serves nonprofits in these areas. She graduated from Stanford University with a B.A. in economics and holds an M.B.A. from Columbia University.



**Martha Parry Clark**  
Consultant  
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Martha Clark left full-time executive employment in 2011 to pursue leadership roles as a board director and consultant. Her most recent executive role was as global COO and Americas CEO for AXA Rosenberg, a global quantitative equity investment manager with \$145 billion in assets under management at its peak. With executive experience in human resources, finance, compliance, risk management, and technology, as well as P&L experience, Ms. Clark is well placed to serve on audit, nominating, or compensation committees. She has worked in executive roles in a number of industries including asset management, commercial banking, investment banking, global logistics, and Internet search. In addition, she has experience as a corporate strategy and human resources consultant. Ms. Clark has served on an internal operating company board in London and two institutional fund boards while at AXA Rosenberg, and on one early-stage advisory board (Hamilton Lane Advisors). Ms. Clark received her B.A. in economics from Wellesley College and her M.B.A. from Stanford Graduate School of Business.



**Keith Clinkscales**  
Independent Producer, Shadow Mediaworks  
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Throughout his 20-year career in multimedia, Keith Clinkscales has developed a clear understanding of the undeniable power of culture—inspiring him to launch Shadow Mediaworks (SMW), a media production company focused on culture and the art of storytelling. With SMW, he co-produced the 2012 *Muhammad Ali 70 Special* for ESPN and is currently producing a four-part hip-hop documentary with the BET Network entitled *The MESSAGE*. He has recently ventured into the digital sports editorial space with the development of TheShadowLeague.com. Mr. Clinkscales began his career as CEO of *VIBE* magazine, from its launch in 1993 to 1999. *VIBE* pioneered the birth of urban and hip-hop journalism, becoming one of the fastest-growing publications to reach profitability in Time Warner history. Mr. Clinkscales later served as chairman and CEO of Vanguard Media. In 2005, he moved to ESPN where he held the position of SVP and GM of ESPN Publishing, and later SVP of Content Development and Enterprises, spearheading the *30 FOR 30* documentary series. Mr. Clinkscales holds a B.S. in accounting and finance from Florida A&M University and an M.B.A. from Harvard University.



**Connie Collingsworth**  
General Counsel, Bill & Melinda Gates Foundation  
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Connie Collingsworth is a member of the management committee and GC of the Bill & Melinda Gates Foundation. Previously, she was a member of the executive committee and partner at the law firm of Preston Gates & Ellis (now known as K&L Gates), where her practice focused on corporate securities law and private equity investments. Her clients comprised companies in a range of businesses, including the technology, health care, retail, manufacturing, and investment sectors. Throughout her tenure at the firm, Ms. Collingsworth held a number of management positions, including chair of the business department, member of the partner compensation committee, and member of the recruiting committee. Ms. Collingsworth is currently on the board of Women's World Banking, New York, and serves on its finance and compensation committees. She previously served as a board member of Attenex Corp., from its creation through its successful acquisition by FTI Consulting Inc. Other nonprofit board experience includes board chair of Social Venture Partners and founder and board chair of the French American School of Puget Sound.

# Moving the Needle

## Diversity Candidates



### **Aristide J. Collins Jr.**

Vice President and Secretary of the University, The George Washington University  
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Aristide Collins is vice president and secretary of the university at The George Washington University. In this role, he manages the business affairs, governance, recruitment, communication, and special events of the university's board of trustees, maintaining all official records of the BOT and the seal of the university. He has over 18 years of leadership experience in public and private higher education administration, primarily in managing board relations, corporate relations, crisis and strategic communications, fundraising, and external relations. Mr. Collins is a certified specialist in planned giving from the American Institute for Philanthropic Studies. He holds a bachelor's degree in political science and a special certificate in educational management from California State University, Hayward (East Bay) and a master's degree in public administration from California State University, Long Beach. He has participated in leadership and training programs conducted by the Association of Fundraising Professionals, Council for Advancement and Support of Education, Association of Governing Boards of Colleges and Universities, American Hospital Association, and the National Association of Securities Professionals.



### **Pamela Reilly Contag, Ph.D.**

Chief Executive Officer, Cygnet Inc.  
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Pamela Contag, Ph.D., is currently CEO of Cygnet Inc., which builds partnerships in the area of renewable fuels and platforms for the production of low-cost therapeutics, biologics, and industrial enzymes. She founded Xenogen Corp. in 1995, serving as its president and founder (1995-2006) and concurrently as CEO of Xenogen Biosciences (2000-2006). In 2000, Xenogen Corp. was listed as one of the "Top 25 Young Businesses" by *Fortune Small Business* and Dr. Contag was named one of the "Top 25 Women in Small Business" by *Fortune*. In 2005, she founded Cobalt Technologies Inc.; in 2007, she co-founded ConcentRx Inc.; and in 2009 she founded Cygnet BioFuels. Dr. Contag has held public, private, and not-for-profit board positions. She was a director of Xenogen Corp. (Nasdaq, 1995-2005) and Delcath (Nasdaq, 2008-2011). In the private sector she was previously CEO and chairman of Cobalt Technologies (2005-2008), and is currently on the boards of Cygnet Biofuels and ConcentRx. In 2009, she joined the DOE Biomass technology advisory committee and two nonprofit boards, Springboard Enterprises and the Molecular Sciences Institute.



### **Karen O. Cottle**

Senior Vice President, General Counsel and Corporate Secretary, Adobe Systems Inc.  
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As senior vice president, GC, and corporate secretary for Adobe, Karen Cottle manages the company's legal interests, including intellectual property protection, licensing, and corporate governance, as well as public policy and anti-piracy enforcement. Prior to joining Adobe in 2002, Ms. Cottle served as GC for Vitria Technology Inc. Previously, Ms. Cottle worked at Raychem Corp. as division counsel before being promoted to vice president, GC, and secretary of the company. She served as business litigation partner and associate at the law firm of Farella, Braun & Martel and clerked for the U.S. District Court, Northern District of California. Ms. Cottle is a member of the California and Utah state bars and holds both a J.D. from Boalt Hall School of Law, University of California at Berkeley, and a bachelor's degree in government from Pomona College.



### **Elizabeth Crain**

Chief Operating Officer, Moelis & Co.  
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Elizabeth Crain is the COO of Moelis & Co. and is responsible for its global strategy, infrastructure, and business management. She has been in the investment banking and private equity industries for over 20 years as a banker, principal, and operations specialist. She was most recently a managing director in the UBS Investment Bank office of the CEO and president and served as manager of the UBS Investment Bank client committee and member of the UBS Investment Bank board. Previously, Ms. Crain was both the COO and CAO of the UBS Investment Banking Department Americas franchise. In 2011, Ms. Crain was named one of the "25 Most Powerful Women in Finance" by *American Banker*. She holds a B.A. from Arizona State University and an M.B.A. from The Wharton School at the University of Pennsylvania.



### **Pamela F. Craven, Esq.**

Chief Administrative Officer and General Counsel, Avaya Inc.  
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Pam Craven combines executive-level operational management skill with expertise in legal practice. Through her current role at Avaya as well as previous leadership roles in Lucent Technologies, AT&T Corp., and NCR Corp., she has extensive specialized experience in complex global merger, divestiture, and acquisition situations including several spin-offs to publicly traded status as well as going-private transactions and hostile takeovers. In addition, she has held board positions in companies based in India and Germany. A seasoned executive leader and trusted adviser to boards and senior management teams, Ms. Craven currently leads Avaya's global HR, real estate, global trade, and board governance and administration organizations as well as the global law and contracting, internal audit, security, ethics and compliance, enterprise risk management, and government affairs teams. This role was created based on her ability to bring a deep understanding of business requirements and customer needs to legal and governance issues. Ms. Craven has served on the boards of a number of not-for-profit arts organizations. She is a current member of the Penn Law Board of Overseers.



### **Shawn Lawson Cummings**

Former Senior Vice President, International Licensing, Operations & Marketing Strategy, United Media  
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Shawn Cummings was most recently SVP, International Licensing Operations and Marketing Strategy at E.W. Scripps' Intellectual Property Division of United Media for the PEANUTS brand. She had responsibility for consumer products, corporate sponsorship, digital media, broadcast, and business operations worldwide. Key accomplishments included increasing the \$1.2 billion international business by 8% and improving net income by 30% annually. Previously, she was head of Global Business Operations for the inaugural World Baseball Classic and VP of International Consumer Products Marketing, Corporate Sponsorship, for Major League Baseball Properties (MLBP). Ms. Cummings worked for MLBP for 13 years, holding a variety of international and domestic positions. During her tenure, MLB's international sponsorship revenue jumped 35% each year. Ms. Cummings received her B.A. from Occidental College in psychophysiology. She began her career in insurance as an underwriter and a marketing representative with Chubb and Transamerica. After graduating from the Darden School of Business (University of Virginia) with an M.B.A. in marketing and general management, she worked in brand management at General Mills and Kraft Foods.

# Moving the Needle

## Diversity Candidates



### **Colleen A. Cunningham**

Global Managing Director, Resources Global Professionals  
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Colleen Cunningham, CPA, currently leads Resources Global Professionals' accounting and finance practice worldwide, which provides financial reporting expertise to Fortune 1000 companies through its 85-plus offices around the world. Previously, she served as CEO of Financial Executives International (FEI), as CFO of Havas Advertising NA, and as chief accountant at AT&T as well as Coopers & Lybrand. Ms. Cunningham has been named one of the top 100 influential people in finance and accounting by *Treasury & Risk Management*, *Accounting Today*, and *Business Finance*. She is a member of the advisory committees of both the FASB and the IASB. She sat on the board of directors for the Ethics Resource Center and currently sits on the advisory committee to Penn State's accounting department. Ms. Cunningham earned a B.A. in economics from Rutgers University and an M.B.A. in management from New York University's Stern School of Business.



### **Donna Dabney**

Vice President, Alcoa Inc.  
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Donna Dabney has more than 15 years' experience participating in board and committee meetings at Alcoa Inc. and Reynolds Metals Co. as a member of management. She is on the New York advisory board for the Alcoa Foundation and is co-leader of the board of the Alcoa Women's Network. Ms. Dabney is also a board member for Y-ME, a national breast cancer organization, and a former board member and treasurer (1999-2004) of Richmond Riverfront Corp., a public/private corporation organized to oversee construction and restoration in downtown Richmond, Virginia, using federal, state, and city funding and landowner in-kind contributions. A faculty member at the Citadel Directors Institute with expertise in executive compensation and corporate governance, Ms. Dabney also serves on the advisory board of the Society of Corporate Secretaries and Governance Professionals, New York; the Conference Board: Corporate Governance Center; the Aspen Institute, Corporate Values Strategy group; the Stockholder Relations Society of New York; and the National Association of Corporate Directors.



### **Caroline Daniels**

Chairman, Aircraft Technical Publishers  
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For 38 years, Carol Daniels has worked in the male-dominated field of aviation, both general and commercial, pioneering best practices for maintenance, regulation, and compliance information management. As one of three founders of Aircraft Technical Publishers (ATP), she is today the only remaining founder, chairman, and majority shareholder of this consistently profitable family business. ATP operates a content-based subscription management business model and has evolved through five generations of technology-enabled delivery systems. It serves operators, carriers, mechanics, schools, manufacturers, and governments worldwide and its brand is readily recognized throughout the aviation industry. Ms. Daniels is deeply involved in industry affairs, influencing policy and programs through her work with senior government officials and aviation leaders around the world. Additionally, Ms. Daniels serves on the board of Academy of Art University and recently served on the Embry Riddle Aeronautical University board. She also serves on the General Aviation Manufacturers Association board, Belizean Grove advisory board, and is co-chair and founder of Women Corporate Directors (WCD) of Northern California.



### **Donna Daniels**

General Counsel of the Americas-Standard Chartered Bank  
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Donna Daniels is the general counsel of the Americas and a managing director at Standard Chartered Bank, where she is responsible for regional oversight and legal functions for wholesale banking, including financial markets and corporate finance, in the United States, Canada, Mexico, Brazil, and other South American countries. Ms. Daniels also serves on the Americas Management Committee, and she has extensive legal and regulatory experience in securities and financial markets in wholesale, private, and consumer banking. Previously, she was a managing director at Citigroup, and earlier she worked as a litigation attorney and regional team supervisor at Prudential Securities. Ms. Daniels began her career in private practice at Chapman and Cutler and Lord Bissell Brook and clerked for F. Lee Bailey. She has served as an arbitrator for FINRA and the National Futures Association and holds a B.A. from the University of Illinois and J.D. from Boston University.



### **Natalia Delgado**

Retired Vice President, General Counsel, and Corporate Secretary, Huron Consulting Group Inc.  
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Natalia Delgado's career includes acting as senior executive of a public company; board member of the Chicago Transit Authority, one of the largest transit systems in the world with 12,000 employees; and partner of the law firm Jenner & Block. Ms. Delgado is known for her leadership skills, personal integrity, and ability to easily grasp business issues and achieve practical solutions to complex business problems. For seven years, Ms. Delgado was a member of the five-person executive team of Huron Consulting Group Inc., participating in day-to-day business operations. She created the legal and corporate governance structures necessary for the business to operate as a public company and to expand nationally and across the globe in Asia, Europe, and the Middle East. Ms. Delgado graduated from the University of Michigan Law School and Oberlin College. She is fluent in Spanish and has a working knowledge of French and Portuguese.



### **Terry S. de Guzman**

Senior Associate Dean for Finance and Administration  
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Teresa de Guzman is the senior associate dean for finance and administration for the University of Virginia Darden School of Business. She serves as Darden's chief financial and administrative officer, with responsibilities including the areas of finance, technology, HR, legal, facilities, and the library and case collection. Her expertise covers corporate and nonprofit leadership and organizational management. She began her career in finance at American Express, was a principal at Kwasha Lipton, and served as CFO for Bellcore's Professional Services business. She was also the associate head of school and chief operating officer for the Ethical Culture Fieldston School in New York. Ms. De Guzman earned a B.S. in accounting from St. Theresa's College and is a CPA. She received her M.B.A. in finance from New York University's Stern School of Business.

# Moving the Needle

## Diversity Candidates



### **Diane de Saint Victor**

Executive Vice President, General Counsel, and Corporate Secretary, ABB Ltd.  
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Diane de Saint Victor is EVP, member of the executive committee, GC, and corporate secretary for ABB Ltd., a leader in power and automation technologies. She is also head of legal and integrity for ABB and a member of the board of directors of ABB Asea Brown Boeveri Ltd., the top operating entity of the ABB Group in Switzerland. Previously, she was SVP and GC at EADS, a global leader in aerospace, defense, and related services. Earlier, she was GC of the international business of Honeywell and spent six years as GC of the European operations of GE Healthcare. She began her career in private practice with a prominent French Supreme Court litigation firm in Paris. Having worked in a number of countries in Europe and the U.S., Ms. de Saint Victor has widespread global experience in corporate governance, legal and integrity, M&A, risk management, international policy, and government relations. She holds her law degree from the Paris Law School and is a member of the American Bar Association (international associate), the International Bar Association, and the Association of Corporate Counsel.



### **Betty K. DeVita, ICD.D**

President, MasterCard Canada  
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As president of Mastercard Canada, Betty DeVita oversees regional strategy, business development, acceptance expansion, operations, regulatory, marketing, and product introductions. Previously, Ms. DeVita was chairman and CEO of Citibank Canada, working in Latin America, Asia, and the U.S. divisions. She also served on the executive council of the Canadian Bankers Association and was chair of the foreign bank committee. In 2009 and 2011, Ms. DeVita was named one of Canada's "Most Powerful Women" by the Women's Executive Network. She holds a B.S. degree from St. John's University and graduated from the CEO Certificate program at Wharton-KMA in Seoul, South Korea. She earned the Institute of Corporate Directors certification from the Rotman School of Management at the University of Toronto and serves on the MasterCard Canada advisory board, as well as the Proaction Cops and Kids board. Ms. DeVita is a member of the International Women's Forum and is executive sponsor of the MasterCard Women's Leadership Network in Canada.



### **JoEllen Lyons Dillon**

President, Wesley Investments LLC  
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JoEllen Dillon has 24 years' experience working with public and private companies in complex M&A and securities matters in manufacturing, energy, pharmaceutical, and other industries. She counsels boards and committees of Delaware and Pennsylvania companies on fiduciary duties and with respect to takeovers and other crises. Her background provides a mix of strong leadership skills and practical application of corporate governance standards. Ms. Dillon was listed as one of the most influential people in Pittsburgh in 2011 by a prominent civic leader for her role in bringing nationally publicized litigation alleging gender discrimination in the workplace. She is audit committee chair (and former board chair) of a chapter of the National Multiple Sclerosis Society. She also serves on the advisory committee to the Pennsylvania Liquor Control Board. Ms. Dillon is president of Wesley Investments LLC, a consulting firm. She was formerly a partner of Reed Smith LLP (2002–2011) and of Buchanan Ingersoll & Rooney PC (1988–2002).



### **Bonita Z. Dorland**

Managing Partner, Gillette Zeese Consulting LLC  
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Bonita Dorland is a managing partner of Gillette Zeese Consulting, specializing in strategic solutions, project leadership, enterprise risk management, and governance. Her experience is extensive, holding positions at various types of financial institutions and performing multiple roles, including business development, governance, risk management, and analytics—most recently as chief risk officer and C-suite participant. She served on the board of Financial Guaranty Insurance Co., focusing on a capital restoration plan. As a board member of the New York chapter of the Risk Management Association, she was instrumental in the creation of a new committee, "Risk Governance," which she chairs. She is also a member of Women Corporate Directors and vice chairman of the National Chorale. She received her graduate and undergraduate degrees from New York University, majoring in corporate finance, and graduating with honors. Her education includes Harvard Leadership training, international banking at the University of Virginia, and obtaining her Series 7 and 63 licenses.



### **Lawrence M. Drake II**

Chairman and Chief Executive Officer, Hope 360°  
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Lawrence Drake is chairman and CEO of Hope 360°, an executive management advisory firm. He is a certified consultant for Personnel Decisions International, an investment adviser for AJIA Capital Holdings, and is a senior partner at Sarus Partners LLC. He retired from The Coca-Cola Co., where he was managing director and president/CEO of the \$1 billion West Africa division of Coca-Cola Africa. Previously, he served in senior-level positions with ELC, PepsiCo, Cablevision Systems Corp., and Kraft Inc. He has helped bring several start-ups/mid-stage entrepreneurial companies to market, including Haven Media Group and Dolman Technologies. He serves or has served on the boards and executive committees of The National Conference for Community and Justice, The California Science Center, Crystal Stairs Inc., LEAD, Jarvis Christian College, and Vine & Oak Foundation, North America. He received a B.A. in sociology from Georgia State University and an M.B.A. from Rockhurst University, where he was an executive fellow. Mr. Drake is currently completing both his M.A and Ph.D. in psychology at Fielding Graduate University in Santa Barbara, California.



### **Terri Duhon**

Founder, B&B Structured Finance Ltd.  
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Terri Duhon graduated from MIT in mathematics and immediately joined JPMorgan as a derivatives trader on Wall Street. While at JPMorgan, she was instrumental in developing the credit derivative market globally. Her time on the trading floor has been documented in the book *Fool's Gold* as well as by PBS's *Frontline*. In 2004, after 10 years on the trading floor in New York and London, Ms. Duhon founded B&B Structured Finance Ltd., which provides expert consulting and financial markets training. She gives university lectures, speaks at conferences, and is often quoted in the financial press. Ms. Duhon sits on the board of one investment trust and two charities. An American, she lives in Oxford, England. Her new book *How the Trading Floor Really Works* is being launched by Wiley in September 2012.

# Moving the Needle

## Diversity Candidates



### **Ceree T. Eberly**

Senior Vice President, Chief People Officer, The Coca-Cola Co.  
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Ceree Eberly, chief people officer of The Coca-Cola Co., is a member of the executive operating committee and is responsible for setting strategic direction for overall company short-term and 2020 Vision business plans. She provides strategic people leadership for the 146,000-plus employee workforce across 206 countries, including company-owned bottling operations and manufacturing; she is accountable to the board of directors on three board committees—compensation, management development, and public issues, diversity, and corporate reputation; and she leads a global team of 500+ professionals with the primary goal to attract, engage, and retain the best people by making Coca-Cola “a great place to work.” Ms. Eberly joined Coca-Cola in 1990 and held a variety of global roles, including global customer management with the company’s largest customer. She serves on the board of trustees at Oglethorpe University and is a member of HR50, senior human resources global leaders; Skyland Trail Mental Health Organization; and Women Corporate Directors.



### **Andrea M. Esposito**

Retired Global Capital Market Executive  
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Andy Esposito is a retired global capital markets executive who served as a managing director with Standard & Poor’s (S&P). She chaired global rating committees in numerous industries within emerging and domestic markets, focusing on oil, gas, mining, metals fabrication, and construction materials. She spent six years in Latin America during the 1990s financial crisis and worked assignments in the United Kingdom, Asia, the Middle East, and continental Europe. Her governance advisory work, usually one-on-one interactions with directors, coupled with her professional global vantage point, plus financial and strategy expertise, speak to her potential as an effective board member. Ms. Esposito is a LEADer for Women’s World Banking, one of the largest global microfinance networks. She is a member of the Financial Women’s Association directorship and corporate governance committee. Ms. Esposito has authored numerous articles in professional journals and contributed to a governance and risk book. She holds a B.A. in economics from Harvard University.



### **Michael E. Flowers**

City Executive (Columbus) and Chief Legal Officer, KBK Enterprises  
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Michael Flowers is city executive (Columbus) and CLO of KBK Enterprises. With offices in Columbus, Pittsburgh, New Orleans, and Washington, D.C., KBK Enterprises is one of the largest African-American-owned real estate development firms in the United States. Prior to joining KBK Enterprises, Mr. Flowers practiced business law with an emphasis on corporate governance. He has significant experience serving on the boards of a number of large and complex organizations. He is currently a member of the board of trustees for Bucknell University and Columbus State Community College and is on the board of directors of National Church Residences. He is immediate past chair of the board of trustees for Mount Carmel Health System. Mr. Flowers is a member of the board of governors of the American Bar Association and is a former chair of the Section of Business Law of the American Bar Association. He received a B.S. in business administration from Bucknell University and a J.D. from The Ohio State University College of Law.



### **Ivan K. Fong**

General Counsel, U.S. Department of Homeland Security  
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Ivan Fong was confirmed by the U.S. Senate in May 2009 and currently serves as general counsel of the U.S. Department of Homeland Security, where he advises Secretary Napolitano and her senior leadership on all significant legal, policy, and operational issues and leads over 1,800 lawyers. He was previously chief legal officer and secretary of Cardinal Health Inc.; SVP and GC of GE Vendor Financial Services; and GE’s first chief privacy leader and senior counsel, information technology. He also previously served as deputy associate attorney general at the U.S. Department of Justice, as partner with Covington & Burling, and as a law clerk to Justice Sandra Day O’Connor of the U.S. Supreme Court. Mr. Fong has served as chair of the Association of Corporate Counsel, chair of the ABA’s Section of Science & Technology Law, trustee of Stanford University, and on numerous national and community-based nonprofit boards. He received his B.S. in chemical engineering and M.S. in chemical engineering practice from MIT, a J.D. (with distinction) from Stanford Law School, and a B.C.L. with first-class honors from Oxford University.



### **Merrie S. Frankel**

Vice President, Senior Credit Officer, Moody’s Investor Service  
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Merrie Frankel is a senior credit officer/VP in the Commercial Real Estate Finance group at Moody’s Investors Service. She has extensive experience in real estate portfolio management, commercial real estate and mortgage transactions, real estate law, and strategic consulting. Previously, Ms. Frankel was SVP and director of portfolio management for Argo Funds. She also held positions at Ernst & Young Kenneth Leventhal Real Estate Group, Cushman & Wakefield, J.P. Morgan Securities, and Salomon Brothers. She frequently speaks on real estate capital markets, net lease transactions, and retail real estate. Ms. Frankel is governance committee chair, NY District Council, Urban Land Institute; adjunct assistant professor, Columbia University Graduate School of Architecture Planning and Preservation; adjunct associate professor, New York University Schack Institute of Real Estate; and adjunct professor at New York Law School. She is co-chair of the directorship and corporate governance committee for the Financial Women’s Association (FWA) of NY. She is on the Trustees’ Council of Penn Women, University of Pennsylvania, and holds J.D. and M.B.A. degrees from Hofstra University Law and Graduate Business schools.



### **Charles Garcia**

Chief Executive Officer, Garcia Trujillo Holdings LLC  
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The CEO of Garcia Trujillo Holdings LLC, a merchant banking, private equity, and consulting firm, Charles Garcia is a leading adviser to companies in the global Hispanic market. He was once CEO of the fastest-growing Hispanic-owned business in the U.S. and has worked for four presidents, both Republican and Democrat. The book *Hispanics in the USA: Making History* picked him as one of 14 Hispanic role models for the nation. For six years, Mr. Trujillo was a board director for Winn-Dixie Stores, a Fortune 500 supermarket in the southeast, acquired in March 2012 by Bi-Lo LLC. There, his experience qualified him to be designated an audit committee financial expert under SEC rules. He also served on Winn-Dixie’s nominating and corporate governance committee and on two ad-hoc committees: finance and strategy. Mr. Trujillo also served as chairman of the Board of Visitors of the U.S. Air Force Academy, appointed by President Bush and reappointed by President Obama. A former White House fellow and Columbia Law School graduate, he is the best-selling author of two leadership books.

# Moving the Needle

## Diversity Candidates



### **Robert W. Gee**

President, Gee Strategies Group LLC  
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Robert Gee is president of Gee Strategies Group LLC, a consulting firm providing policy analysis, advocacy, and litigation support services for the energy and electric utility industries based in Washington, D.C. His clients include investors, trade associations, and utilities. A thought leader in the energy industry for over 30 years, he served as assistant secretary for Policy and International Affairs and as assistant secretary for Fossil Energy in the U.S. Department of Energy. Previously, he served as chairman of the Public Utility Commission of Texas. He was a vice president for the Electric Power Research Institute; a supervisory trial attorney at the Federal Energy Regulatory Commission; a general attorney at Tenneco Oil Co.; and of counsel, Akin, Gump, Strauss, Hauer & Feld. He currently serves on the development advisory board of C12 Energy, the board of the Northeast-Midwest Institute, and on the National Petroleum Council. He holds a B.A. in government from the University of Texas and a J.D. from the University of Texas School of Law.



### **Ellen Geisel**

Senior Vice President, Sales and Marketing, Zx Pharma  
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Ellen Geisel, an accomplished senior executive with over 30 years of experience in the global pharmaceutical business, has expertise in change management, including turnarounds, acquisitions, and integration efforts. She has a proven track record in launching brands and franchises and in managing large, globally diverse teams. Ms. Geisel recently joined Zx Pharma as SVP, sales and marketing, responsible for the development and commercialization of the product pipeline. Previously, she was SVP of global commercial support at Merck, where she was a member of the global human health executive management team. Before joining Merck, she was SVP of the primary care customer group at Schering Plough (now Merck), where she co-chaired the primary care development committee and was a member of the operations management team. Earlier, Ms. Geisel was SVP of customer communications at Pharmacia Corp. (now Pfizer). She also held sales and marketing positions at Wyeth Pharmaceuticals (now Pfizer) and SmithKline Consumer Products (now Glaxo SmithKline Consumer Healthcare). Ms. Geisel received her bachelor's degree from the College of Saint Elizabeth in New Jersey and her M.B.A. from LaSalle Graduate Business School, Philadelphia.



### **Robert J. Gerrard Jr.**

Former Executive Vice President and General Counsel, Scripps Networks  
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Robert Gerrard Jr. is the former EVP and GC of Scripps Networks, a leading lifestyle television and website network comprised of Home & Garden Television, Food Network, and others. He established Scripps' legal department, has over 35 years of legal experience, and for many years headed Scripps' human resources department. From 2008 to 2011, Mr. Gerrard served on the board of directors of Syniverse Holdings, an NYSE-listed telecommunications company, chairing its compensation committee and serving on the nominating and governance committee. Syniverse was sold to the Carlyle Group in a \$2.6 billion cash transaction in 2011. He currently serves as a director/trustee of the T. Rowe Price funds, reviewing a wide variety of matters including performance, investment programs, and advisory fees and expenses. Mr. Gerrard has received numerous awards, including counsel of the year from the Association of Media and Entertainment Counsel, and in 2010 was named among the top 100 diverse corporate board candidates by corporate newsletter *Agenda*. He is a graduate of The Phillips Exeter Academy, Harvard College, and Harvard Law School.



### **Nancy Gioia**

Director of Global Electrification, User Interface, and Connectivity, Ford Motor Co.  
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Nancy Gioia is a results-orientated executive with a strong product development, strategy and planning, technology, and manufacturing background. She is a high-energy, process-oriented leader with over 30 years of demonstrated success in profitable business growth, product and new technology development, product strategy and planning, and manufacturing in the automotive industry. Currently, she is Ford Motor Co.'s director of Global Electrification, User Interface, and Connectivity. Appointed to this position in 2009, Ms. Gioia directs strategy and planning for the next generation of Ford's \$3 billion-plus global electric vehicle portfolio. In 2012, her role was expanded to include Vehicle User Interface and Connectivity. Ms. Gioia joined Ford in 1982 and has held several key executive positions within product development and manufacturing. She currently serves on several nonprofit and advisory boards, including the Electric Drive Transportation Association (board member, executive and governance committees, past compensation committee member), Inforum (board member), California Plug-in EV Collaborative (board member), and State of Michigan, Governor's Talent Investment Board (board member). Ms. Gioia received her bachelor's degree from the University of Michigan and her M.S. from Stanford University.



### **Diane B. Glossman CFA**

Retired Investment Analyst  
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Diane Glossman's career as an investment analyst spanned a quarter century, retiring in 2003 as a managing director at UBS. She is best known for her extensive coverage of the international operations of U.S. banks and banking technology. Ms. Glossman was a six-time member of *Institutional Investor's* All-America Research Team and a member of the top-ranked Global Bank Research team. Since retiring, she has consulted with a number of banks in various countries on projects relating to strategy, business execution, and investor communications. Ms. Glossman has been serving on corporate boards in a variety of industries since 1998—including flavors and agricultural products, online payments, and other financial services. She has been chair of audit, special litigation, and compensation committees and a member of strategy, finance, risk assessment, and governance committees. Ms. Glossman earned a B.S. in economics from the Wharton School at the University of Pennsylvania in 1977 and was awarded her CFA designation in 1981.



### **J.C. Gonzalez-Mendez**

President, McDonald's Latin America  
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J.C. Gonzalez-Mendez serves as president, McDonald's Latin America, responsible for 2,000-plus restaurants in 30 countries, with sales over \$5 billion. A 28-year employee, he has held a number of positions in the company, including SVP, chief supply chain officer for North America Supply Chain Management; VP, U.S. Supply Chain Management; VP/GM of the Greater Chicago region; president of McDonald's Mexico; and director of operations for the Los Angeles region. Mr. Gonzalez-Mendez has served on The Mexican American Opportunity Foundation—Los Angeles (board member and secretary), Fundación Infantil Ronald McDonald-México (founder and president), Ronald McDonald House Charities of Chicago and Northwest Indiana, The People with Disabilities Fund of the Chicago Community Trust, the President's Advisory Council of the Marianjoy Rehabilitation Center, and The Tomás Rivera Policy Institute at the University of Southern California. Today, he serves on the board of advisers for the National Council of La Raza (NCLR) and The Council of The Americas. Mr. Gonzalez-Mendez has a B.S. in biochemical engineering from the Monterrey Institute of Technology, Mexico, and an M.B.A. from the University of Southern California.

# Moving the Needle

## Diversity Candidates



### **Alyce C. Halchak**

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Alyce Halchak's practice is principally transactional with a concentration in the areas of mergers and acquisitions, leveraged leasing, corporate matters, and compensation counseling. She has extensive experience handling a wide variety of business transactions, including U.S. and foreign multiparty acquisitions, divestitures, and financings. Ms. Halchak also has significant experience counseling public and private companies and their boards of directors on governance and regulatory matters and structuring compensation packages, including tax-deferral structures, equity and equity-based incentive plans and other benefit plans, and executive and employer protections during a change of control.



### **Clare Hart**

Retired President and Chief Executive Officer, Infogroup  
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Clare Hart was president and CEO of Infogroup and a member of its board of directors from July 2010 through December 2011. Prior to Infogroup, she was EVP, Dow Jones & Co., a News Corporation Co., and president, Dow Jones Enterprise Media Group. From January 2000 to February 2006, she was president and CEO of Factiva, where she grew the company to No. 1 in its industry (from No. 3). Ms. Hart has won numerous awards for leadership and innovation, including Inside Market Data's 2010 Hall of Fame, where she was recognized as "The Visionary." She is a board member of the Direct Marketing Association and an advisory board member of the Lubuto Library Project and The Women's Venture Fund. Ms. Hart received a B.S. in finance and computer systems management from Drexel University and an M.B.A. from Rider University.



### **Dotty Hayes**

Retired Chief Audit Executive, Intuit  
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Dotty Hayes is a retired financial executive and experienced board member based in Silicon Valley and in New England. She currently serves on the boards of First Tech Federal Credit Union (\$5.4 billion in assets), the Computer History Museum, Silicon Valley FACES, and American Leadership Forum-Silicon Valley and was previously on the boards of Range Fuels, Addison Avenue Federal Credit Union, and the Woodside Priory School. Key career roles included chief audit executive for Hewlett-Packard and Intuit; corporate controller for Apollo Computer, Agilent Technologies, and Intuit; sector finance leader for Hewlett-Packard's Measurement Systems Organization (\$5 billion revenue); and program general manager for Hewlett-Packard's spinoff of Agilent Technologies. Ms. Hayes holds an M.S. in business administration with an accounting concentration from the University of Massachusetts at Amherst and an M.S. in finance from Bentley University. She was named to *Agenda Magazine's* "Diversity 100-Top Diverse Board Candidates You've Never Heard Of."



### **Loretta M. Hennessey**

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As president of L. Hennessey Associates LLC, Loretta Hennessey provides advisory and consulting services to large financial institutions on risk and investment management matters. She was an investor and management team member at Commercial Industrial Finance Corp., following her international banking career with Canadian Imperial Bank of Commerce and Bank of Montreal/Harris Bank. She held management positions in New York, Chicago, London, and Tokyo. Ms. Hennessey was a founder of the International Association of Credit Portfolio Managers Inc. (IACPM), serving as its first chair. She serves on the board of trustees at Holy Family University, Philadelphia, and is a member of the Investment Advisory Committee for the Sisters of Nazareth in the United States.



### **Melina Higgins**

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Melina Higgins joined Goldman, Sachs & Co. in 1989 and retired as a partner of the firm in January 2010. She was a member of the investment committee of the Principal Investment Area, helping approve and oversee global private equity and debt investments for one of the largest alternative asset managers in the world. She served as head of the Americas as well as co-chairperson of the investment advisory committee for the GS Mezzanine Partners funds, which managed over \$30 billion in assets and was the global leader in its industry. Ms. Higgins has significant board experience, having served as a board member or board participant for over a dozen companies. *U.S. Banker* ranked Ms. Higgins as one of the "Top 20 Nonbank Women in Finance." Ms. Higgins holds a B.A. from Colgate University and an M.B.A. from Harvard Business School.



### **Carrie J. Hightman**

Executive Vice President and Chief Legal Officer, NiSource Inc.  
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Carrie Hightman is executive vice president and chief legal officer of NiSource Inc., a \$7.2 billion Fortune 400 energy delivery holding company, where she reports to the CEO and is responsible for the following areas: legal, compliance, environmental, safety, sustainability, and real estate portfolio. At NiSource, she led the resolution of a \$450 million class action and established an award-winning ethics program, a sustainability program, and a women's leadership program. Ms. Hightman is chair of the Illinois State Universities Retirement System board, a \$14 billion pension system, and the Illinois Board of Higher Education, a state oversight board. She was president, AT&T Illinois, responsible for all regulatory, legislative, external affairs, and public relations; partner and Energy, Telecommunications, and Public Utilities Practice group leader at Schiff Hardin LLP; staff counsel, Florida Public Service Commission; and associate counsel, Florida Office of Public Counsel. Ms. Hightman holds a B.A. from the University of Illinois (1979) and a J.D. from Florida State University (1982).

# Moving the Needle Diversity Candidates



## Stephanie C. Hildebrandt

Senior Vice President, General Counsel, and Secretary, Enterprise Products Partners LP  
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Stephanie Hildebrandt is SVP, GC, and secretary for Enterprise Products Partners LP (NYSE:EPD). Enterprise Products, headquartered in Houston, Texas, and ranked 62nd on the Fortune 500, is one of the largest publicly traded partnerships and a leading North American provider of midstream energy services to producers and consumers of natural gas, natural gas liquids, crude oil, refined petroleum products, and petrochemicals. Ms. Hildebrandt is a member of Enterprise's executive management team, which establishes the company's strategic plans and policies. She is also responsible for all legal functions of the company as well as for leading and managing the company's government affairs function. Additionally, Ms. Hildebrandt serves as secretary of the company, managing all board activities and advising the board and its various committees. Since 2010, she has served as an advisory committee member for RVI Partners LP, a Houston-based energy hedge fund. She received her B.S. in foreign service from Georgetown University and her J.D. (cum laude) from Tulane University Law School.



## Christie A. Hill

Senior Vice President, General Counsel and Corporate Secretary, The Dun & Bradstreet Corp.  
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Christie Hill is the SVP, general counsel, and corporate secretary of The Dun & Bradstreet Corp. She has considerable experience advising public company boards in the telecommunications and information services industries on a variety of corporate matters, including mergers and acquisitions, corporate governance, and shareholder activism. Ms. Hill began her career at the Jones Day law firm. In addition to her general corporate advisory roles, she has spent the past two decades developing, integrating, and maintaining award-winning corporate compliance and ethics programs for U.S. and multinational companies. Her recent experiences have focused on establishing and doing business in China and other emerging markets, with a special emphasis on privacy and anti-corruption compliance. Ms. Hill holds a B.A. degree (summa cum laude) from the Ohio State University, a J.D. degree (with honors) from the Ohio State University College of Law, and a Strategic Business Leadership Certificate from the Georgetown University McDonough School of Business.



## Seema R. Hingorani

Head of Public Equities & Hedge Funds, Bureau of Asset Management, NYC  
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Seema Hingorani currently serves as the head of Public Equities & Hedge Funds with the Bureau of Asset Management in the New York City Office of the Comptroller, which manages the city's pension fund assets of over \$110 billion. She is a veteran investor and asset manager with over 17 years of U.S. and global public market investment experience. She has served as the global director of Fundamental Research at Pyramid Global Advisors; as a portfolio manager and senior equity analyst with Andor Capital Management, a hedge fund; as a senior equity analyst at Pequot Capital Management, a hedge fund; and as an equity analyst with the T. Rowe Price Group. Ms. Hingorani has also had significant entrepreneurial experience, having co-founded Mirador Capital Management, serving as its CFO earlier in her career. Ms. Hingorani earned her B.A. in psychology/philosophy from Yale College and her M.B.A. in finance from The Wharton School at the University of Pennsylvania.



## Douglas V. Holloway

President, Multi Channel Distribution, ION Media Networks Inc.  
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Douglas Holloway is president of Multi Channel Distribution for ION Media Networks. There he manages affiliate distribution and marketing for the ION Network, Qubo Kids Network, and the ION Life Network. He was president, NBC Network Distribution, Affiliate Partnerships and Marketing, and prior to that, president of Cable Investments for NBC Cable. He managed the joint venture interests of NBC's A&E Networks Inc., Valuevision (a NASDAQ company), National Geographic Networks International, Weather Plus, and Peacock Productions. Mr. Holloway served on the board of each company and on the audit and governance committees of Valuevision. He currently serves on the board of trustees for Emerson College and chairs the audit and trusteeship committees. Mr. Holloway was president of Affiliate Relations and Marketing for Universal Cable and USA Networks Inc. He also served in executive positions in distribution and marketing for Time Inc, marketing for General Foods, and finance for CBS Television. Mr. Holloway has experience in news, sports, magazines, radio, electronic retail, and online digital businesses. He holds the NASDAQ board director certification.



## Tanya Horowitz

Managing Director, Allegiance Capital Corp.  
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Tanya Horowitz is an accomplished investment banker with over 18 years of experience guiding clients through complex investments and M&A opportunities. She has worked for investment advisory firms, as well as numerous high-net-worth individuals, family offices, private equity, and other institutional/corporate investors. She has domestic and international experience, with transactions and investors located in Brazil, Ecuador, Peru, Columbia, Paraguay, Japan, China, South Korea, India, and the U.K. Ms. Horowitz is a FINRA-registered representative, Series 79 and 63. She is also a recognized member of the National Academy of Recording Arts & Sciences (Grammy Awards); 2012-2013 ACG NY board of directors; women's executive committee member of the UJA Federation of NY; chairperson for the 2011 & 2012 ACG NY Digital Media Conference; judge for the 2011 & 2012 M&A Awards Gala, 2011 M&A Summit Advisor Awards, and the 2012 M&A Advisor 40 under 40.



## Carla Howard

Senior Vice President and General Tax Counsel, Energy Future Holdings  
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Carla Howard is an officer, SVP, and general tax counsel at Energy Future Holdings, parent of deregulated electricity producer Luminant, the Oncor transmission and distribution company, and TXU Energy retail electric provider. In this role, she resolved a \$6 billion IRS dispute with no cash cost to the company and was a key member of the EFH team that negotiated the largest "amend and extend" debt transaction in U.S. history. Previously, Ms. Howard held tax leadership roles at KMPG's National Tax Controversy Group, EDS, ARCO Oil and Gas, and Thompson & Knight LLC. She was instrumental in a split-off transaction between EDS and General Motors and has resolved over a dozen multimillion-dollar tax cases for large corporate taxpayers. Ms. Howard holds a B.A. from Baylor University and a J.D. from Texas Tech School of Law. She is a founding member and serves on the board of The Board Connection, an organization supporting executive women seeking public company board appointments. Ms. Howard was recognized as one of the 2012 "Most Powerful and Influential Women in Texas" by the National Diversity Council.

# Moving the Needle

## Diversity Candidates



**Michael J. Howard, CPA**  
Founder, MJH Group  
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Michael Howard is the founder and managing member of the MJH Group, a private investment and management consulting firm, where he is responsible for the overall execution of strategic direction, investment philosophy, and client relations/satisfaction. Previously, Mr. Howard served at the SEC's Division of Corporation Finance, where he ensured all investor information filed by domestic or foreign private issuers was accurate and fairly stated. Earlier, he worked at PricewaterhouseCoopers, responsible for managing a broad range of auditing and consulting engagements. Mr. Howard is a board member and subcommittee chair of the Maryland Venture Fund Authority and a member of the board of trustees for the Prince George's County Memorial Library System. He has also served as an advisory board member to the University of Maryland Greenebaum Cancer Center and the Maryland Board for Professional Engineers. Mr. Howard is an active CPA and holds a B.S. degree in accounting from Morgan State University.



**D'Anne Hurd**  
President, Crawford Consulting  
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D'Anne Hurd is a finance, operations, business development, and legal affairs executive with more than 35 years' experience with manufacturing, medical products, biotech, technology, telecom, transportation, defense/aerospace, energy, and consumer companies. She currently serves as president of Crawford Consulting, a management and transaction consulting firm. Previously, she served in senior finance positions with PepsiCo Inc. and GTE Corp., as corporate vice president and GC for MediSense Inc. during its successful IPO, and as CFO and GC for one public and five venture-backed companies in the Boston area. Ms. Hurd has served on private and public company boards in the past, most recently as lead independent director, governance committee chair, and as an audit and compensation committee member of Micronetics Inc. She was recently appointed as a faculty member of the National Association of Corporate Directors. Ms. Hurd earned a B.A. from Mount Holyoke College, an M.B.A. in finance from the University of Connecticut, and a J.D. from the Duke University School of Law with an emphasis on corporate and securities law.



**Milton M. Irvin**  
Advisory Board Chair, Castle Oak Securities LP  
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Milton Irvin is a pioneer in leading businesses to achieve growth, recognition, and sustainability using his financial acumen while advocating for diversity. At Salomon Brothers, he was the first African-American to become a managing director and was named one of the "Top 25 on Wall Street" by *Black Enterprise*. Recently retired, he is a former senior management member at UBS, where he modeled an ongoing signature program for retaining talented junior officers. He also served as president and CEO of Imbot.com and president and COO of Blaylock & Partners. Mr. Irvin is currently chair of the advisory board for Castle Oak Securities LP, a minority-owned investment banking firm; vice chair and investment committee chair of The Executive Leadership Council; member of the Wharton Graduate Executive Board; and treasurer at Harlem School of the Arts. He was appointed by President Obama to the President's Board of Advisors on Historically Black Colleges and Universities and was previously appointed advisory committee chair to the Pension Benefit Guaranty Corp. by President Clinton. He holds a B.S. from the U.S. Merchant Marine Academy and an M.B.A. from the Wharton School of Business.



**Jessica C. Isaacs**  
Managing Director, Head of International Small and Medium Enterprises, Marsh Inc.  
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As managing director and head of International Small and Medium Enterprises at Marsh Inc., Jessica Isaacs is responsible for establishing business operations in four geographic regions, spanning more than 70 countries. She is a senior executive with over 25 years of P&L experience in the financial services sector, including 16 years of international experience. Her expertise includes development of strategic business plans, staff development, product development, risk management, market segmentation, and multidistribution management. Prior to joining Marsh Inc., she was SVP and global reinsurance officer, AIU Personal Lines, AIG. Ms. Isaacs is the immediate past chair of the board of directors and executive committee of The Executive Leadership Council and currently serves on the governance, finance, and performance management committees. She also serves or has served on the boards of the Dance Theater of Harlem, NextGen Network, Webnet Solutions, National Housing Trust, and Washington Regional Alcohol Program. Ms. Isaacs studied at the Kellogg School of Management, Northwestern University, and at The John Marshall Law School. She received a B.A. in political science from Spelman College/Georgia State University.



**Craig R. Jimenez**  
Former President, OGE Energy Resources LLC  
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Craig Jimenez is known for prudent oversight of strategic exposures to energy and environmental commodities, as well as quantitative and pragmatic oversight of trading, compliance, and hedge accounting. He retired in July 2012 as president of OGE Energy Resources LLC (formerly OGE Energy Resources Inc.). He was a board member at OGE Energy Resources Inc., chairman of the Enogex commodity guidance committee, and a member of OGE Energy's corporate risk oversight committee. Earlier, Mr. Jimenez developed arbitrage models for FEA, traded options at Mirant, and spent six years in Saudi Arabia developing Saudi Aramco's POWERS reservoir simulator. He currently serves as board member and treasurer, PWA Inc.; board member and secretary, Angel Flight Inc.; and member of the executive committee, finance committee chair, and treasurer, Oklahoma School of Science & Mathematics Foundation. He is an NACD Governance fellow and a member of the Singapore Institute of Directors. Mr. Jimenez has a B.S.M.E. from Stanford; a master's degree from UC Berkeley; and an M.S. from UT Austin.



**Sheri Kaiserman**  
Head of Equities, Wedbush Securities Inc.  
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As managing director and head of Equities at Wedbush Securities, Sheri Kaiserman leads over 120 professionals and manages all of equity research, sales, trading, and the private shares group. She joined Wedbush in 1999 as director of Equity Sales and has played a leading role in the establishment and continued rapid growth of the firm's equities business. Previously, Ms. Kaiserman spent 10 years at Oppenheimer and Co. She was quickly promoted to SVP as the company's leading producer on the West Coast. Ms. Kaiserman was a top 10 finalist as an "Executive of the Year" nominee at the 2010 *Los Angeles Business Journal* sponsored event, "Women Making a Difference." She has also been a guest on CNBC's *Squawk on the Street*. She is actively involved in coaching her children's youth sports teams and serves as a board member for Friends of Palms, the primary parent organization responsible for fundraising at Palms Middle School. Mrs. Kaiserman has a B.A. in history from the State University of New York at Binghamton.

# Moving the Needle

## Diversity Candidates



### **Bina Kalola**

Head of Global Strategic Direct Investments, Bank of America Merrill Lynch  
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Bina Kalola is managing director and head of Global Strategic Direct Investments at Bank of America Merrill Lynch. In this role she is actively engaged on several portfolio company boards, serving as chairperson of the nominating and product committees for two of them. Previously, Ms. Kalola was a director and assistant GC at Merrill Lynch, where she was responsible for international and domestic proprietary acquisitions, divestitures, and joint ventures. Before that, she co-founded NetProphets, a start-up company that incubates proprietary and client business plans in the U.S., Australia, and India. She also practiced corporate law at Fried, Frank and was an analyst at Salomon Brothers. Ms. Kalola was one of three attorneys selected globally to participate in the 2004 Global Management Development Program and also participated in the Management 2005 Laureate Program. She is on the executive committee of the Global Banking & Markets Women's Leadership Council and is head of diversity recruiting for the graduate and undergraduate schools at Columbia University. She holds a J.D. from Georgetown University and a B.A. from Barnard College, Columbia University.



### **Elle Kaplan**

Chief Executive Officer, Lexion Capital Management  
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As the founding partner and CEO of Lexion Capital Management, Elle Kaplan provides a broad range of wealth and risk management advice to individuals, foundations, trusts, and endowments. Her analytical and thoughtful approach is the product of more than a decade of experience in investment banking, institutional trading, and private wealth management. Her investment advice has been sought out by CNBC, Reuters Money, and CNN, and her story has been featured in Yahoo! Finance, The Glass Hammer, M.O., and The Family Wealth Report, among others. She is an active patron of various artistic groups and wildlife causes. She is a regular guest speaker at conferences and lectures and volunteers to teach students about the financial markets. Elle received her bachelor's degree (with high distinction) from the University of Michigan where she studied English and chemistry. She holds a master's degree in business administration from Columbia University.



### **Marie Kelly**

Chief Executive Officer, PowerOn/PowerOff  
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Marie Kelly is CEO of a start-up, PowerOn/PowerOff. Previously, she was a member of the Board and CEO Practice at executive search firm CTPartners, where she and her colleagues conducted extensive research on women and boards. She has helped clients across industries recruit directors and has consulted with them on board effectiveness. She has 13 years of professional experience at Merrill Lynch in fixed income trading and sales, combined with academic credentials that include a doctorate in finance and university teaching experience, which provide her with the financial expertise and qualifications to serve as an SEC financial expert on an audit committee. Her background gained at CTPartners, augmented with over 20 years of service on a variety of boards, makes her well suited to chair a nominating and governance committee. She also consults at McKinsey and Co., which gives her the skills necessary to play a leadership role on any board in strategy development. Ms. Kelly has been nominated for inclusion in the Women's Forum director database.



### **Karen J. Kessler**

President, Evergreen Partners  
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Karen Kessler is chairperson of the board of trustees of Atlantic Health Systems, a \$1.5 billion health system in New Jersey. She was elected in 1997 and currently chairs the executive compensation committee, the executive committee, and spearheads new acquisitions. She is the only woman to chair a major health care system in the state. Her recent recognitions include: "50 Most Powerful Non-Profit Board Members," "50 Most Powerful Women," and numerous other professional awards. Ms. Kessler was previously a member of the boards of directors of CoVista (NASDAQ), a telecommunications company, and Blue Cross/Blue Shield of NJ. Ms. Kessler has 25 years of leadership in the public relations industry. She is a founding partner and president of Evergreen Partners, a full-service firm specializing in reputation management and crisis communications. Her clients include public corporations, professional sports franchises, public officials, and high-profile individuals. She is frequently quoted in national publications on issues of reputation rehabilitation. Her expertise led to her role as a technical consultant to CBS.



### **Kathy A. Krendl**

President, Otterbein University  
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Dr. Kathy A. Krendl, the 20th president and first woman to lead Otterbein University, took office July 1, 2009. She received her bachelor's degree in English from Lawrence University, her master's degree in journalism from OSU, and her doctorate in communication from the University of Michigan. After holding teaching and administrative positions at Indiana University from 1983 through 1996, Dr. Krendl joined Ohio University as dean of the Scripps College of Communication. In 2004, she was appointed academic vice president and provost at Ohio University, and then in 2007, she was promoted to executive vice president and provost of the institution. Dr. Krendl currently serves on the boards of the Osteopathic Heritage Foundation, YWCA Columbus, I Know I Can, and the Westerville Area Resource Ministry.



### **Ronia Kruse**

Chief Executive Officer, OpTech LLC  
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Ronia Kruse is the co-founder, president, and CEO of OpTech LLC, an award-winning information technology and engineering staffing and solutions provider. She has received numerous awards for her leadership, community involvement, and public policy initiatives, including *Crain's Detroit Business* "40 Under 40" award, the Rhonda Walker Foundation's "Powerful Women of Purpose in the Technology Industry" award, the 2011 "Entrepreneur of Distinction" award, the "Outstanding Achievement" award by The Center for Empowerment and Economic Development, and the "Top 10 Women in Business" and "Public Policy Advocate of the Year" awards from the National Association of Women Business Owners. Ms. Kruse is, or has previously been, an active member of a number of boards of directors, including Girl Scouts of Southeastern Michigan, St. Dominic's Outreach Center, the Detroit Housing Commission, Women Impacting Public Policy, and the Arab-American and Chaldean Council. Ms. Kruse served as an international tax consultant for Deloitte & Touche LLC, as an auditor for Fortune 500 firms at Coopers & Lybrand, and as an adjunct professor in the master of science taxation program at Wayne State University.

# Moving the Needle

## Diversity Candidates



### **Mary Denise Kuprionis, Esq.**

President, The Governance Solutions Group  
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Denise Kuprionis offers governance, compensation, HR, risk management, and legal skills—plus an understanding of issues of particular interest to controlled companies. She serves on a for-profit private company board and has served and chaired national and local nonprofit boards of directors. Through The Governance Solutions Group (GSG), she advises boards on governance best practices and consults with CEOs on governance-related business issues and the establishment of compliance, ethics, and ERM programs. She has worked with a variety of clients, ranging from public company boards to nonprofit boards and private company owners establishing their first advisory board. In addition to theory and principles, she shares with clients the practical experiences gained from her years in senior management positions. Prior to founding GSG in August 2010, Denise was the vice president, secretary, and chief ethics and compliance officer of The E.W. Scripps Co. (NYSE). During her 30-plus years at Scripps, she held leadership positions in legal, human resources, administration, and foundation activities.



### **Clarence Kwan**

Retired National Managing Partner, Deloitte Chinese Services Group  
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Clarence Kwan has 34 years of financial advisory and management experience in the U.S., China, and Eastern Europe. Prior to his recent retirement, he was the national managing partner of Deloitte's Chinese Services Group in the U.S. after serving as deputy CEO of Deloitte China from 1995 to 2002. Since joining Deloitte in 1978, he has been advising U.S., Chinese, and other global companies on cross-border investment, including mergers & acquisitions, joint ventures, and greenfield projects. As a recognized expert on U.S.-China cross-border investment, Mr. Kwan has been quoted in *Business Week*, *Financial Times*, *Fortune*, *New York Times*, *Wall Street Journal*, *Washington Post* and other publications. He continues to focus on working with U.S. investors on capturing China value and with large and high-growth Chinese enterprises on expanding into the U.S.



### **Angela Larson**

Founder, Larson Pharma Consult LLC  
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Angela Larson first joined a public company board in 2008 at age 40, serving on the audit committee as financial expert. Larson's previous board experience includes strategic business review and asset rationalization leading to divestitures and partnerships for noncore assets. With a strong background in economics (M.S. and B.A. degrees), her strength in analysis was honed through 12-plus years of Wall Street experience evaluating health care companies across varied therapeutic markets and financial and business models. As a senior officer of a financial firm, she was directly involved in strategy formulation, research department management, and SEC regulatory compliance pertaining to publishing/marketing. In recent years, as an entrepreneur and CEO of an award-winning, culturally inclusive storybook and toy company (Fierce Fun Toys LLC), Larson has developed products, managed international manufacturing schedules and national retail distribution, and directed social media efforts supporting online sales.



### **Deborah A. Lathen**

President, Lathen Consulting LLC  
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Deborah Lathen is founder and president of Lathen Consulting LLC, which specializes in providing consulting services on behalf of telecommunications, media, and communications companies with respect to regulatory and policy matters. Previously, she served as chief of the Cable Services Bureau (now Media Bureau) at the Federal Communications Commission. Earlier, she held numerous senior executive positions at various Fortune 500 companies, including The Quaker Oats Co., Nissan USA, and TRW. Ms. Lathen serves on the board of Minorities in Media and Telecommunications, One Economy Corp., and was recently appointed by the mayor to the board of Ethics and Government Accountability for the District of Columbia. She previously served on the board of British Telecom (BT). She is a graduate of Cornell University (magna cum laude with distinctions in all subjects) and Harvard Law School.



### **Charlotte Laurent-Ottomane**

President, Nvestcom  
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Charlotte Laurent-Ottomane is an accomplished international business and board executive who has built cohesive, diverse teams in global markets including telecommunications, energy, technology, and financial services. She is founder and president of Nvestcom, a strategic advisory firm founded in 2007. Ms. Laurent-Ottomane has also recently been appointed as project leader for the Thirty Percent Coalition, a collaborative effort to achieve gender diversity in public company boardrooms. As a senior executive based in Europe for more than 15 years, she helped transform the French industrial conglomerate now known as Alcatel-Lucent into a worldwide technology leader, serving as the company's primary liaison with the capital markets and overseeing the completion of two successful IPOs. Following Alcatel-Lucent's transition of an internal subsidiary to a public company in 2000, she served on the executive committee as senior vice president of Alcatel Optronics, a multinational optical components manufacturer. Ms. Laurent-Ottomane is a board member of Florida Atlantic University School of Business and past president of the InterOrganization Network. She holds an M.B.A. from Ecole Nationale des Ponts et Chaussées, Paris, France.

# Moving the Needle

## Diversity Candidates



### Alexandra Lebenthal

President and Chief Executive Officer, Lebenthal & Co.  
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Alexandra Lebenthal is president and CEO of Lebenthal & Co. In addition to Lebenthal's municipal and corporate capital markets business, she is head of Alexandra & James, a multifamily office focused on the "lost affluent." She joined Lebenthal in 1988 and became president and CEO in 1995 at age 31. After selling the business, she started the new venture in 2007. Ms. Lebenthal was named one of the top 50 women in wealth management in 2009 by *Wealth Manager* magazine and one of the "Power 25" by *Private Asset Management* in 2011. Ms. Lebenthal is on the boards of Broadridge Financial Solutions and The Securities Industry Financial Markets Organization (SIFMA). She is a member of The Committee of 200, a leading organization for female businesswomen. Ms. Lebenthal is an official CNBC contributor (May 2011). She published her first novel, *Recessionistas*, in August 2010, which she sold to SONY Television Pictures. She is a 1986 Princeton University graduate with a B.A. in history.



### Ginger Lew

Chief Executive Officer, Three Oaks Investments LLC  
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Ginger Lew has distinguished herself as a leader in public and regulatory policy, business, finance, and international trade. Most recently, she served as senior counselor to the White House National Economic Council. Previously, under President Clinton, she was confirmed by the U.S. Senate as deputy administrator and COO of the U.S. Small Business Administration. Today, Ms. Lew is CEO of consulting firm Three Oaks Investments LLC. From 1998 to 2009, Ms. Lew was CEO of TDF, a communications venture fund, and an adviser to Amplifier Venture Partners. During this time, she chaired a European-based investment fund and was co-chair of the NASDAQ Listing Council. Earlier, she was a senior manager with Ernst & Young. Ms. Lew currently serves on the board of governors of the East West Center, a think tank on U.S.-Asia policies. The National Academies of Science has appointed her to serve as an expert adviser on innovation and advanced manufacturing policies. She has served on the boards of public and private companies and nonprofit organizations, including chairing or serving on several audit committees.



### Selena Loh LaCroix

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Selena LaCroix is the North America Legal Practice and Technology & Communications Practice leader, Egon Zehnder International, where she has worked with Fortune 500 clients in talent management and global executive placements. Prior to joining EZI, she was an attorney with experience in major international law firms including senior in-house experience with Texas Instruments and Honeywell. Her expertise includes U.S. and international joint ventures, M&A, intellectual property, international licensing, U.S. and international corporate governance, and compliance and litigation management. Ms. LaCroix grew up in Singapore and spent six years on assignments leading the Asia Pacific legal and compliance functions out of Taiwan and Shanghai. She sits on the board of governors of the Dallas Symphony Orchestra and serves on its nominating committee. She has also served on committees at The Dallas Museum of Art and The Women's Museum. She is an ex-board member of The Women's League in Dallas. Ms. LaCroix earned her LL.B. (J.D.) degree with honors from National University of Singapore and attended a post-graduate program in American law from the University of California, Berkeley and UC Davis.



### Carolyn Buck Luce

Global Life Sciences Market Leader, Ernst & Young  
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Carolyn Luce is Global Life Sciences market leader for Ernst & Young, providing assurance, advisory, tax, and transaction solutions. She will be retiring from E&Y this fall after serving on several internal management committees. Previously, Ms. Luce spent 17 years in lending, investment banking, and consulting, handling a diverse range of capital market activities for public and private companies. She started her career working for the U.S. State Department in the Soviet Union. Ms. Luce is a member of the Healthcare Businesswomen's Association and was HBA 2012 "Woman of the Year"; the NYC Mayor's Commission on Women's Issues; the Center for Talent Innovation; the Talent Innovation Task Force (co-chair and co-founder), studying the "The Hidden Brain Drain—Women and Minorities as Unrealized Assets"; the New York Women's Foundation (past chair, current board member); and co-founder, Corporate Council for the White House Project. Ms. Luce is an adjunct professor at the Columbia School of International and Public Affairs. She has a B.S. in Russian language and linguistics from Georgetown University and an M.B.A. in international finance from Columbia University.



### Chris L. Mahai

Managing Partner, Aveus LLC  
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Chris Mahai brings diverse governance, strategy development, and implementation experiences to the boardroom. She has served as board chair as well as audit, nominating, and capital campaign committee chair of several for-profit and not-for-profit organizations throughout her career. She currently serves on the Macquarie Global Infrastructure Fund Board (NYSE:MGU). As managing partner at Aveus LLC, a 13-year-old strategy and operational change firm, she has worked with more than 100 clients, including public and private companies of all sizes from global giants to family-owned and start-up organizations across technology, manufacturing, health care, financial services, media, nonprofit, and other sectors. Ms. Mahai is the published author of ROAR: Strengthening Business Performance through Speed, Predictability, Flexibility and Leverage. Ms. Mahai brings more than 20 years of corporate leadership experience from executive roles at First Bank System (now U.S. Bank) and Cowles Media Co. (now McClatchy). She holds an M.B.A. from the University of Minnesota, an M.A.L.S. from Hamline University, and a B.A. in economics and political science.

# Moving the Needle

## Diversity Candidates



### **Fran Maier**

TRUSTe Founder and Chair of the Board  
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Fran Maier is founder and chair of the board of TRUSTe. She joined TRUSTe in 2001 and drove the expansion of its business, product portfolio, and brand. As co-founder and general manager of Match.com, she established credibility, safety, and trust in online dating. In executive marketing roles at Women.com and Kmart's BlueLight.com subsidiary, she both established online start-up brands and brought blue-chip offline brands onto the Internet. Earlier in her career, she held roles at the Clorox Co. and California's Automobile Association. In 2009, Ms. Maier won a Stevie Award for Women in Business for "Best Executive" (in the category of service businesses with less than 100 employees). In 2010, AlwaysOn named her among the "Top 25 Women in Tech to Watch in Silicon Valley." In 2011, the *San Francisco Business Times* named her among the "150 Most Influential Women in Bay Area Business." In addition to TRUSTe's board, Ms. Maier serves on a number of Internet, community, and trust-related advisory boards. She holds a B.A. and M.B.A. from Stanford University.



### **Greg Maliwanag**

Managing Partner, Turtlerock Capital LLC  
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Greg Maliwanag is the co-founding principal and managing partner of Turtlerock Capital LLC, an investment firm in Irvine, California, with a significant practice in real estate-related investments. He has more than 25 years of commercial and residential banking experience, including positions with Bank of America and Wells Fargo Bank. He has been an entrepreneur for the last 12 years, with an extensive background in management, operations, finance, and marketing. Mr. Maliwanag has managed the investment, acquisition, and disposition of 60 residential properties in the Los Angeles County area in the last 12 months and the purchase of an 80-unit apartment complex in South Carolina. Mr. Maliwanag is on the board of The Blind Children's Learning Center in Santa Ana, California, currently serving as secretary of the executive committee and chair of the fund development committee. Mr. Maliwanag holds a B.S. in commerce from De La Salle University, one of the Philippines' most prestigious universities. He also holds a real estate license from California.



### **Singleton B. McAllister**

Partner, Blank Rome LLP/Principal, Blank Rome Government Relations LLC  
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Singleton McAllister is a partner at Blank Rome LLP and a principal at Blank Rome Government Relations LLC. She has worked in government relations and public policy law for 25-plus years. Ms. McAllister's public service career includes working for members of Congress and as professional staff with the Appropriations and Budget committees. She is the former legislative director to Rep. William H. Gray, who served as House majority whip. She served as legislative director to Rep. Mickey Leland and as legislative assistant to Rep. Parren J. Mitchell. In 1996, she was appointed by President Clinton as general counsel to the U.S. Agency for International Development. Ms. McAllister serves on the boards of several companies, nonprofits, and educational institutions, including Alliant Energy Corp. (member nominating/governance and environment committees); United Rentals Inc. (chair, personnel and compensation committee, and member, nominating and corporate governance committees); Global Rights; and the Port Discovery Museum. She is also a trustee at the University of Maryland. Ms. McAllister completed her undergraduate studies at the University of Maryland and received her J.D. from Howard University School of Law.



### **Mary M. McDonnell**

Founder and Chief Executive Officer, McDonnell & Associates  
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Mary McDonnell is founder and CEO of McDonnell & Associates (McA), a consulting firm focusing on the financial derivatives industry. Previously, she was president and CEO of Geneva Trading USA LLC, a global proprietary trading company. A 30-year veteran of the futures industry, Ms. McDonnell is one of the pioneers in electronic trading and trading platforms. She was also chairman and CEO of Como Asset Management, an affiliate of Geneva. Earlier, she served as SVP at the Chicago Board of Trade (CBOT), initially joining the CBOT as managing director of a/c/e, the CBOT's electronic alliance with Eurex. In this role, Ms. McDonnell was chair of the management committee for the alliance with Deutsche Boerse. Ms. McDonnell is a member of the Economic Club of Chicago, the Executives' Club of Chicago, and Chicago Finance Exchange. She serves on the board of The Anixter Center, the Midwestern Regional Board of Operation HOPE, and the board of trustees of Guerin Prep. Ms. McDonnell earned her B.S. in accounting from Marquette University and her master's degree in management from the J.L. Kellogg School of Management at Northwestern University.



### **Sarah Meyerrose**

President, SMSS LLC  
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Known for creating dynamic cultures, building successful teams while providing transformational leadership, and offering innovative turnaround solutions, Sarah Meyerrose is uniquely qualified to offer strategic and tactical insights with the hands-on experience to become a valued public company board member. As president of SMSS LLC, Ms. Meyerrose helps banks and small businesses design financial and human resource strategies to meet the challenges of a constantly changing business and regulatory environment. With more than 30 years of leadership experience in the financial services industry, she has had board-level responsibility for designing and recommending capital and dividend policy, M&A transactions and enterprise strategy, as well as executive compensation packages, employee benefits, and broad-based equity compensation plans. She is currently a board member and mentor for start-up company Paytopia, an online payments solution provider. In addition, Meyerrose is president of InterOrganization Network Inc. (ION), a national organization intent on increasing gender diversity on boards and in C-suites of publicly traded companies.

# Moving the Needle

## Diversity Candidates



### Jeanne L. Mockard, CFA

Director, JLM Capital and Consulting  
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As a director at JLM Capital and Consulting, Jeanne Mockard evaluates private investment opportunities and consults for both private and public companies. She is also on the board of Gottex Multi Asset Endowment Fund. Previously, she was a managing director and senior portfolio manager at Putnam Investments. At Putnam, Ms. Mockard was the lead manager for The George Putnam Fund of Boston, a \$4.2 billion balanced fund. Earlier, she oversaw the Putnam Dividend Income Fund, the Putnam Preferred Income Fund, the Putnam Global Natural Resources Fund, The Equity Income Fund, and the Putnam Utilities Fund. She is a CFA charterholder and has 23 years of investment experience. Ms. Mockard is board chair of Silent Spring Institute (SSI), a nonprofit focused on environmental causes of breast cancer. She is also on the endowment committee at The Bryn Mawr School in Baltimore and is on the alumni board at The Darden School. She received her B.S. (cum laude) from Tufts University and her M.B.A. from the University of Virginia.



### Judith L. Mondre

Founder, Mondre Energy Inc.  
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Judith Mondre founded Mondre Energy Inc. (MEI) in 1998 and has built her business by successfully providing innovative energy management services to commercial, industrial, institutional, governmental, and educational clients. Prior to founding MEI, she was the first executive director of Philadelphia's Municipal Energy Office. In 2010, Ms. Mondre received a Green Energy Award from Penn Future, recognizing her leadership in alternative energy procurement and policy development. The *Philadelphia Business Journal* also named her a "Woman of Distinction." Most recently, she received a 2012 Excellence Award from the Greater Philadelphia Chamber of Commerce for Sustainable Business. Ms. Mondre serves on the board of the Greater Philadelphia Chamber of Commerce, the Philadelphia Chapter of the Anti Defamation League, and is a member of the ADL's National Commission. She also serves on the advisory board of the Pennsylvania Conference for Women and is a member of the Forum of Executive Women. She earned a degree in history and political science from SUNY-Stony Brook.



### Pam Murphy

Chief Operating Officer, Infor Global Solutions  
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Pam Murphy has been chief operating officer at Infor Global Solutions since October 2011. Prior to that, she was senior vice president of Corporate Operations at Infor. Previously, Ms. Murphy spent 11 years at Oracle Corp., where she was responsible for a wide range of functions including global sales operations; consulting operations for Europe, the Middle East, and Africa; and field finance function for Oracle's Global Business units. Earlier, at Andersen Consulting and Arthur Andersen, Ms. Murphy provided strategy, direction, and counsel to existing and potential clients. Having held a variety of roles in Europe and America, her background includes extensive experience in field sales and consulting/professional services operations as well as operational experience in running global organizations. Ms. Murphy earned her business and accounting degree from the University of Cork, Ireland and is a Fellow of the Institute of Chartered Accountants.



### Sarita Nayyar

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Sarita Nayyar is managing director, World Economic Forum USA. She manages strategic partnerships with global consumer businesses that generate over \$1 trillion in sales. She is responsible for business development, C-suite relationships, and leading initiatives with business, government, and civil society leaders to address complex global issues—sustainability, food and water security, global risks, and competitiveness. Her work spans the globe, including Asia, Africa, and Latin America. She also has responsibility for human resources and operations. Previously, Ms. Nayyar was SVP, Kraft Foods, and GM of a \$1.6 billion division. Over a successful 18-year career at Kraft, she managed several premier businesses. She has served on the boards of ASCENT, a national organization committed to career advancement of multicultural women, and Forte Foundation, a consortium of business schools and companies working to increase women business leaders. Ms. Nayyar has a B.A. in economics (with honors) from St. Stephen's College, University of Delhi, India, an M.B.A. (with distinction) from The University of Michigan, and a post-graduate diploma from The Indian Institute of Management, Ahmedabad, India.



### Susan L. Nicholas

Former Chief Executive Officer, H. Stern North America  
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Susan Nicholas is an experienced CEO who has led multibrand, multichannel public and private companies. She was CEO of H. Stern North America, one of the top 10 jewelers worldwide, running its U.S., Canada, Caribbean, Mexico, Panama, and cruise ships operations, converting a losing business into a profitable one. Before that, she served as CEO, president, and director of Bulthaup Corp., the U.S. arm of the German manufacturer of Bespoke Architectural Systems for living spaces. Prior to Bulthaup, Ms. Nicholas was CEO and president of LVMH Watch & Jewelry USA and Canada, responsible for the TAG Heuer, Chaumet, Omas, and Christian Dior luxury watch lines. Ms. Nicholas earned her M.B.A. (with distinction) at The Wharton School. She began her management career with Johnson & Johnson and, later, Desgrippes Gobe as executive vice president, Marketing and Client Services.



### Karen Ostad

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Karen Ostad is an internationally recognized leader in advising financially distressed and emerging-markets companies and their stakeholders in business restructuring and mergers and acquisitions. Ms. Ostad has 24 years of experience as a New York-based partner of two major international law firms, Morrison & Foerster LLP and Lovells LLP. Since 2011, she has served as the founding managing director of GlobeAdvise LLC, a strategic consulting company formed to provide business-critical advice to public companies, private enterprises, and government-owned entities. *U.S. News and World Report* and other publications have consistently ranked Ms. Ostad in the top 100 bankruptcy and restructuring lawyers in the past decade. She has led transactions involving many industries, including insurance companies, banks and other financial institutions, telecommunications, energy, mining, automotive, aviation, patents and technology, health care, real estate, retail, and other goods and services in many countries, including China, Japan, India, Indonesia, Europe, and South America.

# Moving the Needle

## Diversity Candidates



### David E. Ourlicht

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David Ourlicht is managing director and special adviser to the chairman of GAMCO, an investment management firm with \$36 billion in assets under management. He is a commissioner of the New York State Insurance Fund (NYSIF), where he is chairman of the investment committee and a member of the budget and audit committees. NYSIF has \$14 billion that it is investing on behalf of policyholders and the fund's staff. Mr. Ourlicht is the trustee designated by the New York City public advocate to the New York City Employee Retirement System (NYCERS), the largest municipal public employee retirement system in the U.S. He is also a trustee of the State University of New York construction fund, which has an approximately \$1 billion annual capital construction program. Mr. Ourlicht graduated with a B.S. from the State University of New York College at Buffalo.



### Pamela Packard

Retired Vice Chairman, BDO Seidman  
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Pamela Packard is a private company corporate director and retired vice chairman of a public accounting and consulting firm. She is an independent director and chairs the audit committee of Brown Jordan International. She is a member of the board of directors of the Financial Planning Standards Board Ltd. and the NACD New York chapter. Ms. Packard provides strategic advisory services to senior executives primarily in the professional and financial service sectors through Strategic Enterprises LLC. She is a former member of the board of directors of BDO Seidman LLP, where she also held P&L and operational responsibility for the tax practice as the national business line leader after years serving middle-market entrepreneurial, family-owned, management-controlled, and multinational companies in the professional services, financial services, manufacturing, distribution, and retail sectors. Ms. Packard previously served on the advisory boards of Planitax Inc., a leading SaaS provider, and Pension Governance LLC, an information services company.



### A. Louis Parker

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A global leader, Louis Parker combines dynamism and clear vision with a gift for execution. With a record of generating \$1.3 billion in profit and guiding strategic turnarounds for GE, ADP, and IBM, he champions change, Lean/Six Sigma, and best practices to drive operational excellence, utilizing his leadership experience in the electronic security, insurance, IT hardware, manufacturing, and financial services industries. Mr. Parker is best known for his rapid rise at GE, which he joined in 1996, advancing to corporate VP in five years and becoming a member of the chairman's executive committee (top 40 executives) in 2005. Previously, he was recruited to ADP Credit as VP and GM, where he drove a significant increase in profitability and was promoted to division VP of ADP, Employer Services. His business career began with positions at IBM and Morgan Stanley. Mr. Parker earned his M.B.A. from Harvard and B.A. from the University of Pennsylvania. He sits on the boards of ScanTech Holdings, The Executive Leadership Council Foundation, and A Better Chance, and previously served as a director of Grain Communications Group.



### Ronald C. Parker

Interim President and CEO, The Executive Leadership Council, The Executive Leadership Foundation  
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Ronald Parker is interim president and CEO of The Executive Leadership Council (ELC). He joined the organization in 1994 and has served on both the council and foundation boards. Mr. Parker retired recently as SVP for human resources, labor relations, and global diversity and inclusion at PepsiCo after nearly 30 years. His leadership and experience with succession planning, workforce analysis, and developing cultural competencies for PepsiCo's leaders complements ELC's goals to increase the number of African-Americans serving in CEO positions and those one to two levels below and on publicly traded company boards. Mr. Parker began his career at American Quasar Petroleum before moving to Texas Christian University (TCU) as assistant director of athletics in charge of national recruitment. He later joined an emerging petroleum services company where he focused on national recruitment and employee development. Mr. Parker is a board member of Baylor Regional Medical Center and the YWCA of Metropolitan Dallas. He earned his undergraduate degree in political science from TCU, where he now serves on the International Board of Visitors and board of trustees.



### Suzanne Petrela

Managing Partner, Red Reef Partners  
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Suzanne Petrela is an investment professional with 14-plus years' experience in finance and private equity and over \$4 billion of completed transactions across a range of geographies, securities, and investment structures. Previously, she was a senior investment professional with the Ospraie Special Opportunities Fund, a private equity fund with commitments in excess of \$1 billion, where she led a diverse range of investments globally. Earlier, she was a principal with Soros Real Estate Partners, where she managed private equity investments in the Americas, Europe, and Asia. She also worked in private equity investing with TD Capital and in M&A with Salomon Brothers. Ms. Petrela has been an active director on the boards of numerous companies and advises corporations, pension plans, and family offices on strategy, management, and investment decisions. She is also on the boards of several charities and teaches Harvard Business School case studies on private equity investing for the M.B.A. programs at Harvard and Columbia. Ms. Petrela holds a B.A. in economics (summa cum laude) from the University of Toronto and an M.B.A. from Harvard Business School.



### Hilda Pinnix-Ragland

Vice President, Corporate Public Affairs, Progress Energy  
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Hilda Pinnix-Ragland is vice president of corporate public affairs for Progress Energy, an electric utility company headquartered in North Carolina. She has responsibility for working with officials at the federal, state, and local levels to develop responsible public policy that protects consumers and businesses. She has been an officer since 1998 and served in leadership positions for treasury and auditing, communications, customer operations—construction, maintenance and restoration, customer service, economic development, and management services. Ms. Pinnix-Ragland was an auditor with Arthur Andersen and an accountant with Colgate-Palmolive, both in New York. Her board work includes the following: chair, N.C. State Board Community Colleges; governance chair, American Association of Blacks in Energy; and audit committee and director, RTI International. She was recently confirmed to the National Parks Foundation board of trustees. Ms. Pinnix-Ragland received a B.S. in accounting from N.C. A&T State University, an M.B.A. from Duke University, and graduated from the Harvard University Kennedy School of Public Policy Executive Leadership Program.

# Moving the Needle

## Diversity Candidates



### **Betty L. Price**

Former Vice Chancellor for Finance and Controller, Vanderbilt University  
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Betty Price, CPA, MBA, has over 30 years' progressive experience providing financial reporting, investment, and debt management leadership. Ms. Price began her career in 1979 with KPMG, leaving in 2005 as an audit manager and computer audit specialist for the Nashville office. She recently retired in 2011 as deputy vice chancellor for finance and controller at Vanderbilt University after 25 years of service. Ms. Price is a member of the American Institute of Certified Public Accountants (AICPA) and has served on AICPA committees and taskforces, including the Group of 100. She is an active community volunteer, with board membership in several organizations.



### **Marie Quintana**

President and Chief Executive Officer, The Quintana Group  
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As president and CEO of the Quintana Group, Marie Quintana directs the work of a full-service management consulting firm. Specific areas of expertise include retail and go-to-market strategies and execution; consumer, shopper, and customer insights; multicultural marketing, with a focus on winning with Hispanics; and collaboration across organizations to achieve corporate goals. Previously, Ms. Quintana spent 14 years with PepsiCo. Most recently, she served as SVP of Multicultural Sales and Marketing. She also served as vice president of Global IT Strategy and Capability and vice president of technology. Earlier, she served in executive sales and consulting roles at Perot Systems and IBM. Among her many affiliations, Ms. Quintana serves on the board of the Network of Executive Women, Consumer Products and Retail, and chairs the corporate advisory board for Latina Style. She has been named one of the "Top Women in Grocery" by *Progressive Grocer* and is featured in the book *The New Woman Rules*. She holds a B.A. in psychology from Louisiana State University and a master's degree from Tulane University.



### **Lisa Garcia Quiroz**

Chief Diversity Officer and Senior Vice President, Corporate Responsibility, Time Warner Inc.  
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Lisa Garcia Quiroz is the chief diversity officer and SVP, Corporate Responsibility, Time Warner Inc. In this role, she has a mandate to ensure Time Warner's workforce is reflective of a global media company that reaches cross-cultural audiences and that its workplace is one where the best talent can thrive and advance. In addition, Ms. Garcia Quiroz also leads efforts to identify areas of opportunity for Time Warner in new and emerging markets in the U.S. and oversees corporate responsibility and Time Warner's philanthropic outreach. Before joining Time Warner's corporate division, Ms. Garcia Quiroz worked at Time Inc., where she launched two businesses that identified and successfully served new markets: People en Español and Time for Kids. Ms. Garcia Quiroz received both her undergraduate degree and M.B.A from Harvard University. She is vice chairperson of the Hispanic Scholarship Fund board and was nominated by President Obama and confirmed by the U.S. Senate to serve on the board of the Corporation for National and Community Service.



### **Jennifer J. Raab**

President, Hunter College  
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Jennifer Raab is the 13th president of Hunter College, the largest college of the City University of New York. Since assuming the presidency in 2001, she has led a successful effort to enlarge the faculty and recruit distinguished professors and artists. Standards throughout the college have been raised and fiscal management has been modernized and strengthened, as reflected in Hunter's rising national standing as one of the "Best Value" public colleges in the nation, according to *The Princeton Review*. Previously, Ms. Raab was chairman of the New York City Landmarks Preservation Commission and served as a political campaign adviser, the director of public affairs for the New York City Planning Commission, and a litigator at two of the nation's top law firms. Ms. Raab is a Phi Beta Kappa graduate of Cornell University and holds a master's degree in public affairs from the Woodrow Wilson School of Public and International Affairs at Princeton. She received her law degree (cum laude) from Harvard Law School.



### **Fran Resheske**

Senior Vice President, Public Affairs, Con Edison  
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Fran Resheske oversees Con Edison's corporate and internal communications, including social media; government, community, and media relations; economic development; branding; advertising; and corporate philanthropy. She is also one of 13 members of the company's corporate leadership team. Previously, Ms. Resheske was GM of Government Relations and Community Development at KeySpan, with responsibility for government relations, economic development, and corporate philanthropy. She also held several positions in community relations and economic development in the administration of New York Mayor Edward I. Koch. Ms. Resheske is board president of the Queens Theatre and a member of the board of the Municipal Art Society (MAS) and Brooklyn Academy of Music (BAM). She is also a board member of the Association for a Better New York (ABNY) and its foundation, St. Joseph's College, the Downtown Brooklyn Partnership, and the Public Affairs Council. Ms. Resheske is a graduate of St. John's University (summa cum laude) with a bachelor's degree in government and politics.

# Moving the Needle

## Diversity Candidates



### **Elaine Riddell**

Chief Executive Officer, DECISIO LLC  
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Elaine Riddell is an information industry executive with global operating experience. For the last 19 years, she has been a CEO for market research firms servicing the life sciences industry. She is recognized for generating shareholder value by creating a culture of performance and revenue growth at twice the market rate. Ms. Riddell has found the best way for a business to realize its full potential is to be clear on its inherent market advantage: the strengths and passion of its people and the value and marketability of its products. Building a resilient, agile organization takes a willingness to listen and to translate the learning into a vision and instill discipline to deliver on the promise. From 1993–2003, Ms. Riddell built United Business Media's market research business through organic growth and acquisitions. In 2003, she was recruited by TNS to form its global consulting market research unit through a worldwide integration. Her focus is now M&A in partnership with private equity. Her foundational experience was gained at Abbott Laboratories in Canada and IMS Health; she attended McGill University.



### **Alana Robinson**

President and Chief Executive Officer, Robinson Group Consulting Inc.  
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Alana Robinson is founder, president, and CEO of Robinson Group Consulting Inc., a strategic management consulting firm that specializes in enterprise-level strategy, business analysis, and business process improvement solutions. Previously, she was an SVP at RR Donnelley, and before that she held various executive positions with Sara Lee Hosiery, Coors Brewing Co., Pace Membership Warehouse, Public Service Co. of Colorado, and IBM Corp. Ms. Robinson serves or has served on several boards including The National Hospice Foundation; the Executive Leadership Council and Foundation; trustee of the African American Experience Fund, National Parks Foundation; City of Chicago—After School Matters; and founder and director, the Information Technology Senior Management Forum. Ms. Robinson is a member of the NACD, Chicago chapter, and the Harvard Business School (HBS) Alumni Association, Chicago chapter. Ms. Robinson attended Harvard University's Advanced Management Program; completed several board development courses through the NACD; and received her Minority Director Development Program certification from the Kellogg School of Management, Northwestern University. She received a B.A. in applied mathematics and computer science from Grambling State University.



### **Robert Rodriguez**

Retired Executive Vice President and Chief Operating Officer, Denny's Inc.  
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Robert Rodriguez has over 40 years of industry experience, most recently as EVP and COO of Denny's Inc. where he oversaw the training, operating support, and company and franchise operations worldwide. He also served as president and COO of Pick Up Stix Inc., where he was responsible for all aspects of the brand. Prior to that he served as president of Dunkin' Donuts, president of Gloria Jean's Gourmet Coffee, vice president of operations for Mrs. Field's Famous Brands, regional vice president for McDonald's Corp., and zone vice president for PepsiCo's Taco Bell. Mr. Rodriguez just joined the ranks as one of the "2012 Corporate Elite"—25 dynamic Leaders honored by *HispanicBusiness*. He has served on numerous nonprofit boards, including Ronald McDonald House Charities, NAACP of San Diego, LULAC corporate advisory board, and the National Education Council for Literacy. Mr. Rodriguez received his M.B.A. from Kellogg Graduate School of Management at Northwestern University and his B.S. from Redlands University.



### **Laraine Rothenberg**

Of Counsel, Fried, Frank, Harris, Shriver & Jacobson LLP  
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Laraine Rothenberg is of counsel to Fried, Frank, Harris, Shriver & Jacobson LLP, having retired in February 2012 as a partner and chair of the Employee Benefits and Plans and Executive Compensation and Exempt Organizations department. She served as a director of the Wallace Foundation (formerly Wallace-Reader's Digest Funds) and chaired its compensation and nominating committee. Over the course of her career, she has been principal legal adviser to the chief executive officer and board of *Reader's Digest* and its controlling shareholders, managed the corporate legal department at *Reader's Digest* as well as the New York branch office of McDermott, Will & Emery, and legal departments within Fried Frank and McDermott Will & Emery. Her extensive expertise encompasses executive compensation, employee benefits and related tax and securities issues, disclosure, governance, and the decision-making process of boards of directors. Ms. Rothenberg has been recognized for her efforts at Columbia Law School, as well as her pro bono activities and professional accomplishments. She is currently president and co-owner of a company that produces, markets, and distributes New Zealand olive oil in the United States and New Zealand.



### **Linda Rottenberg**

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Named one of "America's Best Leaders" by *U.S. News & World Report*, one of 100 "Innovators for the 21st Century" by *Time*, and listed on the "Impact 30" by *Forbes*, Linda Rottenberg is considered among the world's most dynamic and respected experts on entrepreneurship, business opportunities in emerging markets, and innovative leadership. As CEO and co-founder of Endeavor, Ms. Rottenberg pioneered the field of high-impact entrepreneurship, the global phenomenon of using high-growth business to transform economies. Headquartered in New York with 15 affiliates throughout Latin America, Africa, the Middle East, Europe, and Southeast Asia, Endeavor has supported over 650 entrepreneurs to generate more than 180,000 jobs and \$5 billion in annual revenue. A graduate of Harvard College and Yale Law School, Ms. Rottenberg is the subject of a Stanford and two Harvard Business School case studies. She is sought for her ability to understand new trends in global business, entrepreneurship, and corporate social responsibility.

# Moving the Needle

## Diversity Candidates



### **JoAnn F. Ryan**

Senior Vice President, Business Shared Services, Con Edison  
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JoAnn Ryan is SVP for Con Edison's Business Shared Services organization, where she is responsible for purchasing, central field services (logistics), information technology, and business process optimization efforts for the regulated businesses in the Con Edison family of companies. She is also board chairperson of Con Edison's Competitive Energy businesses. Previously, she served as president and CEO of ConEdison Solutions for five years, where she oversaw the company's rise to national leadership in the competitive energy industry. In addition to her career at Con Edison, Ms. Ryan serves as a trustee of Baruch College, where she is also a member of the budget and finance committees. She graduated with a bachelor's degree (summa cum laude) in computer information systems from Baruch College, where she later went on to earn an M.S. in computer methodology.



### **Gene Saffold**

Financial Services Expert  
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Gene Saffold is an expert in capital markets and financial risk management. Following a 33-year career in the financial services industry, he most recently served as CFO of the City of Chicago from 2009 to 2011, with responsibility for all financial policy and the city's \$6.7 billion operating budget. Prior to his stint in public service, Mr. Saffold was an executive at JP Morgan Chase, where he served as vice chairman—National Accounts and as head of Public Finance Investment Banking, an operating unit in the company's Global Capital Markets business, which participated in over \$50 billion in securities issuances annually under his leadership. He has also held senior management positions at Citigroup and Banc One Capital Markets. Additionally, he is a well-regarded civic leader and has served on a variety of nonprofit and civic boards in the areas of economic development, education, pension fund management, and broadcasting. Mr. Saffold received his B.A. in economics from Carleton College and holds an M.B.A. in finance and accounting from The University of Chicago Booth School of Business.



### **Grace Schalkwyk**

Senior Operating and Financial Executive, Gramercy Digital Strategy Advisors  
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Grace Schalkwyk is a senior operating and financial executive at Gramercy Digital Strategy Advisors with demonstrated strengths in vision, development of breakout corporate strategies, disciplined execution, and global perspective across a broad set of industries. She advises companies on strategy, growth, and execution. Previously, she was SVP and publisher of Standard & Poor's Credit Research, growing it from \$50 million to \$200 million in revenue over eight years. Prior to S&P, she was CFO of Artnet.com AG. Earlier she was vice president of business development for Reuters America and an investment banker for Credit Suisse First Boston. Ms. Schalkwyk is a member of the Financial Women's Association of New York (directorship and corporate governance committee) and the National Association of Corporate Directors, and a past board member of Women in New Media and Canadian Association of NY. She received a bachelor's degree in business and finance from the University of British Columbia and executive education in general management at Columbia and INSEAD.



### **Katie L. Scherping, CPA, CGMA**

Former Public Company Chief Financial Officer  
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With over 30 years of experience, Katie Scherping is a financial expert who has supported both public and private companies through periods of high growth, either organically or through M&A. As a CFO and financial executive, her background includes restaurants, telecommunications, technology services, and oil and gas. She has supported companies through various liquidity events including IPOs, Chapter 11 reorganizations, and syndicated debt. Most recently Ms. Scherping served as CFO of Red Robin International [NASDAQ: RRGB] for six years until July 2011. She led all financial aspects, including financial reporting and compliance, financial planning and analysis, treasury, and investor relations. She also worked closely with the board and audit committee. While there, she built the strategic platform to drive the company's aggressive growth strategy; the company more than doubled in size from 150 to over 350 restaurants in six years.



### **Ellen Schlafer**

President and Chief Executive Officer, Electrum Marketing Solutions Inc.  
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Ellen Schlafer is president and CEO of Electrum Marketing, a full-service branding company that specializes in strategic planning, market research and planning, advertising and promotion, and revenue-building tactics that improve business profitability. Ms. Schlafer began her career in the financial services industry and has more than 22 years of banking experience. Serving at the executive level in financial institutions, Ms. Schlafer brings a global perspective to business analysis, planning, and growth strategies. She has served on the board of directors of the March of Dimes, the Florida Atlantic University commercial music program, and most recently, the Jack and Jill Child Development Center. Ms. Schlafer also served as an adjunct professor at the University of Virginia Consumer Banking School. She earned her undergraduate and graduate degrees at the University of Louisville.

# Moving the Needle

## Diversity Candidates



### **Pablo Schneider**

President, Corporate Creations International  
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Pablo Schneider is president of Corporate Creations International, a leading provider of registered agent services with over 6,000 clients nationwide. He is a contributor to national media outlets with a combined readership of four million people and is the founding special editor of the annual board edition of *Latino Leaders Magazine*. He serves on the Thunderbird Global Council and has been serving on nonprofit, private, and governmental boards for the past 20 years. Mr. Schneider has extensive experience in insurance and health care, having served as president and director of a BlueCross BlueShield joint venture and as vice president of Latin Affairs at Delta Dental. He is a longtime member of the NACD and was a founding board member of the NACD North Texas chapter. His leadership affiliations include the National Society of Hispanic MBA's, the Hispanic Association on Corporate Responsibility, the Texas Lyceum, and LEAD San Diego. He earned his bachelor's and master's degrees with honors in business administration and management from San Diego State University.



### **Theo Schwabacher**

Senior Vice President, The Schwabacher Group at Morgan Stanley Smith Barney  
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Theo Schwabacher has 30 years of experience in the investment and wealth advisory business and her current position, senior institutional consultant, concentrates on consulting for affluent families. Ms. Schwabacher is a fourth generation San Franciscan. Her philanthropic participation has led her to participate on many boards in San Francisco, including the San Francisco Cancer Society, Red Cross, San Francisco Mental Health Association, Merola, and the San Francisco Opera Board. Her professional associations include Technical Analysts Association of San Francisco, Certified Investment Management, and the Morgan Stanley Presidents Club. Her current affiliations include Morgan Stanley Women's Business Exchange, The Women's Global Warming Initiative, and National Women Board of Entrepreneurs. Ms. Schwabacher is on the advisory board of the Forward Funds and the Belizean Grove and is co-chair for the San Francisco chapter of Women Corporate Directors. She received her undergraduate degree from Occidental College and has attended Wharton Business School and the University of Chicago.



### **Wendy C. Shiba**

President-Elect, National Asian Pacific American Bar Association (NAPABA)  
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Wendy Shiba is a retired corporate executive with experience in homebuilding and global manufacturing in North America, Europe, and Asia. She has core experience in corporate and board governance, strategic planning, executive compensation, M&A, corporate finance, SEC disclosure, compliance, and antitrust. From 1993-2010, she was EVP, GC, and secretary of KB Home; SVP, chief legal officer, and secretary of PolyOne Corp.; and VP, secretary, and assistant GC of Bowater Inc. Her management responsibility covered legal, internal audit, government and public affairs, compliance and risk management, environmental, health and safety, and product stewardship. Earlier, she was corporate chair of the City of Philadelphia law department and in private practice with O'Melveny & Myers. Ms. Shiba is a member of the DirectWomen Board Institute (2007 inaugural class); served by gubernatorial appointment on the South Carolina Board of Accountancy; and is a frequent speaker on corporate governance, securities law, women's leadership, and diversity. Ms. Shiba holds a B.S. degree from Michigan State University and J.D. from Temple University School of Law, where she graduated first in her class.



### **Susan F. Shultz**

Chief Executive Officer, The Board Institute Inc.  
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Susan Shultz is founder/CEO of The Board Institute, which improves boards through scientific, web-based, independent, and accredited evaluation and education solutions for the board, committees, and individual directors. She is president of SSA Executive Search International/INAC Global, which recruits and structures boards of directors and recruits C-level executives. Ms. Shultz has proven experience in media, marketing, communications, import/export, specialty foods, and politics. She authored *The Board Book* (AMACOM) and was featured in the *New York Times*, *Wall Street Journal*, *Business Week*, *USA Today*, and numerous other media. She has spoken at the Business Roundtable, the Economist CEO Forum in Tokyo, AmCham in Chengdu, and the Advanced Director Symposium, UCLA, among many other CEO gatherings. Ms. Shultz is a member of the Council on Foreign Relations; director, Arizona Technology Council (and former chair of its foundation); Phoenix Committee on Foreign Relations; and Arizona Business Leadership. She also served as a legislative assistant to The Hon. William E. Brock, Washington, D.C.



### **Ruth Sklar**

Principal, RSA Executive Search  
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Ruth Sklar is the founding principal of RSA Executive Search—a boutique, C-level executive search firm specializing in entrepreneurial environments. A graduate of Pratt Institute, she began her career in secondary education. Ms. Sklar transitioned her skills into the communication and advertising marketplace, creating employee communications programs for large organizations. There she developed relationships that led her to become a consultant for an international search firm, thus laying the groundwork to start RSA Executive Search. Through the years, Ms. Sklar has been on the forefront of rapid changes in the industry and has positioned RSA to work with industry entrepreneurs, securing human capital in a broad array of industries, including gaming/hospitality, consumer products/services, technology/telecom, finance, and health care. She continues to adapt to challenges in a complex world economy, continually expanding RSA's resources to identify high-performing leaders. Ms. Sklar has been actively involved with YPO, MPO/WPO, and Vistage, focusing her efforts on education and women's forums.

# Moving the Needle Diversity Candidates



## **Carla E. Sledge**

Chief Financial Officer of the Charter County of Wayne, Michigan  
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Carla Sledge is CFO of the Charter County of Wayne, Michigan (county seat, Detroit), the 15th-largest county in the world. Wayne County has an annual budget of \$2.1 billion and a population of approximately 1.8 million, making the county larger than 15 U.S. states. Ms. Sledge provides financial and business leadership through her dual role as CFO and director of Management and Budget. Her areas of expertise include finance, strategic planning, sustainability, risk management, and information technology. Previously, she worked at Deloitte as an audit manager, handling engagements in government, manufacturing, and nonprofit industries. Ms. Sledge is credited with initiating and implementing a strategic plan for the Michigan Government Finance Officers Association and has served as an officer on nonprofit boards and chaired executive compensation and nominating committees. Currently, she is an adviser to the president and CEO of the Michigan Association of Certified Public Accountants and was recently recognized with *Crain's Detroit Business* 2011 CFO Award. Ms. Sledge is a graduate of Eastern Michigan University and has participated in continuing education in finance, accounting, ethics, and corporate governance.



## **Dianne Snedaker**

Executive Vice President and Chief Marketing Officer, First Republic Bank  
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The former president of Ketchum Advertising and founder of Wingspring, an early-stage venture capital firm, Dianne Snedaker is a 30-year business veteran with substantial management experience, having created, managed, and led the marketing efforts for some of the country's most successful ventures. She is currently executive vice president and chief marketing officer of First Republic Bank, a publicly traded private bank and wealth management company known for exceptional high-touch service. Ms. Snedaker has a B.S. degree from the University of Florida, where she was named an "Alumna of Distinction," and holds an M.S. degree from Northwestern University. She is a member of the World Presidents' Organization (WPO) and the International Women's Forum, and she serves on the Board of Homeward Bound of Marin. Ms. Snedaker has been repeatedly identified as one of the Bay Area's "Most Influential Women in Business" by the *San Francisco Business Times*.



## **Lynn Shapiro Snyder**

Senior Member, EpsteinBeckerGreen and Strategic Counsel, EGB Advisors Inc.  
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Lynn Shapiro Snyder, based in Washington, D.C., is a global strategic and legal adviser to the health care/insurance and life sciences industries. An expert in working with private equity firms, insurance companies, health care providers, and manufacturers, she is skilled at navigating issues relating to compliance, investigations, transactions, and matters relating to Medicare and Medicaid. She boasts specialized expertise in working with health care and high-tech Israeli companies on issues related to product commercialization. Her current board memberships include Trustmark Cos. (a mutual insurance, TPA, and wellness firm where she serves on the audit and compensation committees), EpsteinBeckerGreen (vice chair, finance committee), the Harvard School of Public Health, the Maryland/Israel Development Center, and the WBL Foundation (an organization she founded in 2001 that supports over 3,000 senior executive women in the health care industry). Ms. Snyder has authored two books about serving on corporate boards and has been named a "Director to Watch."



## **Susan Sobott**

President, American Express OPEN  
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Susan Sobott is president of American Express OPEN, the leading credit card issuer for small businesses. Under her leadership, OPEN extended its position as a top U.S. small-business card issuer—increasing revenues by more than 50%, doubling its profits, and launching more than 20 successful card products. With the launch of its Small Business Saturday program, American Express rallied in support of small business and spurred an estimated 100 million Americans to shop at independently owned small businesses. Ms. Sobott is a member of American Express's business operating committee, which sets overall strategic direction, and a member of the enterprise risk management committee, the company's highest risk management committee. She has received recognitions for leadership and advocacy for women entrepreneurs, including *Newsweek's* "150 Women Who Shake the World." Ms. Sobott sits on the board of the New Jersey Performing Arts Center.



## **Dail St. Claire**

President, Williams Capital Management  
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Dail St. Claire is president of Williams Capital Management (WCM). WCM's assets under management exceed \$2 billion and its clients are primarily Fortune 500 corporations. Ms. St. Claire is responsible for the design, development, and administration of WCM and Williams Capital Management Trust, a mutual fund company. WCM is most noted for restructuring its signature money market fund, which largely invested in corporate credits, to a U.S. government money market fund by June 2008, before the DJIA posted its biggest one-day point drop in seven years in September 2008. Ms. St. Claire's experience also includes private equity, hedge funds, high-yield investments, and real estate transactions. Previously, she worked for several investment institutions, including the New York City Comptroller's Office as a senior investment adviser. She oversaw the New York City Retirement Systems' \$24 billion equity portfolio and cash management. Ms. St. Claire serves on the boards of the Museum of the African Diaspora and the Boy Scouts of America—Whitney Young Scholarship. She graduated with a B.A. from the University of California, San Diego, and earned a master's degree in public policy from the University of Chicago.

# Moving the Needle

## Diversity Candidates



### **Mary Stevens**

Senior Vice President, Global Marketing, Herman Miller Inc.  
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Mary Stevens is SVP of Global Marketing at Herman Miller, where she oversees marketing communications, public relations, events, vertical business marketing, hermanmiller.com, workplace knowledge, competitive intelligence, and the company's showrooms. She is also accountable for managing and leveraging the Herman Miller brand and for leading the corporate strategic planning process. Previously, Ms. Stevens served as GM of the workstation business where she over saw all aspects of product management for the company's work environment designs, as well as leading product development. Earlier, she was vice president of engineering and quality, driving dramatic improvements in performance throughout the manufacturing process. She joined Herman Miller in 1984. Ms. Stevens serves on the board of directors of Inforum Center for Leadership and W.O.M.E.N. in America. She holds degrees in physics and mathematics and has a graduate degree in engineering.



### **Susan Stevens**

Retired Head of Corporate Banking for the Americas, JPMorgan Chase  
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Susan Stevens is a senior executive who recently retired as head of Corporate Banking for the Americas at JPMorgan Chase (2006–2011). She has 30-plus years in the banking industry, with experience in client management, capital markets, and risk management and broad-based industry knowledge. Ms. Stevens was at JPMorgan Chase for 15 years. Prior to 2006, she was a managing director in loan syndications, where she was head of the Investment Grade Syndications group for several years. She was head of capital markets at Wells Fargo Bank from 1992–1995 and was with Bank of America for 11 years before that. Ms. Stevens sits on the board of trustees at Thunderbird School of Global Management and on the board of the Neighborhood Coalition for Shelter (New York-based), where she is treasurer. She is active in Golden Seeds, a New York-based angel investment group. She has a B.S. in psychology from the University of Oregon and an M.S. in global management from Thunderbird School of Global Management.



### **Paula Sutter**

President, Diane von Furstenberg  
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As president of the fashion leader Diane von Furstenberg, Paula Sutter has made her mark in the fashion and design industry. She began her career over 18 years ago at Madison Avenue, a multiline showroom, where she learned the fundamentals of sales and merchandising. This foundation, coupled with a talent for understanding sales, eventually led her to Donna Karan, where she was named vice president of sales. There she ran and oversaw growth in all domestic divisions of DKNY, including DKNY clothing, classics, and specialty sizes. Ms. Sutter joined Diane von Furstenberg in 1998 with the task of relaunching and rebuilding the DVF brand. Since then, she has expanded DVF into a global luxury lifestyle brand, ultimately reestablishing DVF's legacy. Under her direction, the DVF brand has evolved beyond the wrap dress into a comprehensive ready-to-wear line including dresses, sportswear, eveningwear, swimwear, jewelry, accessories, luggage, fragrance, home, shoes, and handbags.



### **Troy Taylor**

Worldwide Vice President, Customer Technical Services and Automation Systems, Ortho-Clinical Diagnostics, Johnson & Johnson  
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Ortho-Clinical Diagnostics is a leading provider of diagnostic solutions for the global health care community. Technical Services is the largest capital equipment service division in the Johnson & Johnson Co. With executive responsibility for the organization's strategic direction, operating performance, and marketplace success, Troy Taylor currently has direct responsibility for approximately 600 employees around the world. He has globalized the company, integrating state-of-the-art remote service technology and converting the mostly cost-focus organization into a profitable business. Mr. Taylor's professional career began at GE Aerospace Business group, where he held several program management assignments working for NASA and the Manned Space Station program. In 1992 he joined GE Industrial Systems and in 1998 was promoted to GM, Renewal Parts & Instrumentation Services. He joined Ortho-Clinical Diagnostics in 2004. Mr. Taylor is a member of ELC and a founding board member of The Caines Family Foundation. He is a graduate of the Pennsylvania State University with a B.S. in aerospace engineering and holds an M.S. from the University of Pennsylvania.



### **Curtis H. Tearte**

Managing Director, State of Georgia, IBM Global Sales and Distribution  
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Curtis Tearte is the IBM senior executive responsible for the business relationship with the state, local governments, and selected educational institutions in Georgia. He has led the following units in IBM as a VP or GM: Systems and Technology group's Industry Growth Initiatives, Innovation Solutions, and the Industry Systems division; Storage business; Public Sector for government, health care, life sciences/pharmaceutical, and education industries; Communications sector; Global Customer Finance; Americas Distribution Industry; and Global Utilities and Energy Services. A member of the Executive Leadership Council (ELC), Mr. Tearte serves on the board for the Georgia Chamber of Commerce and the University of Connecticut Law School Foundation. He also served on the board of the Thurgood Marshall College Foundation. He is an active mentor in the North Metro Atlanta Chapter of the 100 Black Men organization. Mr. Tearte earned his law degree at the University of Connecticut School of Law and holds a B.A. degree from Brandeis University. He has studied political science and international affairs at Howard University and at the University of Pennsylvania, Wharton School.

# Moving the Needle

## Diversity Candidates



### **Nadine Terman**

Managing Member, Solstein Capital  
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Nadine Terman co-founded Solstein Capital and serves as its managing member. Solstein Capital is a private investment firm based in San Francisco that manages a concentrated portfolio of global, value-oriented securities through a hedge fund structure. Ms. Terman has worked extensively with portfolio companies' management teams and boards of directors on business, financial, and governance initiatives. Previously, she was a partner with Blum Capital, investing in both public and private companies; worked at Behrman Capital, a private equity firm; and with Merrill Lynch and Goldman Sachs. Currently Ms. Terman is the board chair of a national education nonprofit, Breakthrough Collaborative. She has a B.A. (with honors and with distinction) from Stanford University and an M.B.A. from the Stanford Graduate School of Business, where she was an Arjay Miller Scholar.



### **Paula B. Thomas**

Professor of Accounting, Middle Tennessee State University  
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Paula Thomas brings current leadership and board experience, as well as financial expertise and insight, into the priorities of digital natives. A business professional with over 30 years of experience, she also holds both an earned doctorate in accounting and an active CPA license. Her current position at Middle Tennessee State University provides her with leading-edge perspectives surrounding emerging business issues. Ms. Thomas is on the board of MidSouth Bank in Murfreesboro, Tennessee, where she has been designated as a financial expert and chairs the audit committee. She served a three-year term on the board and the audit committee of the American Institute of CPAs. Ms. Thomas speaks to business executives on current accounting topics and how new pronouncements will impact their organizations. She has experience illuminating the accounting implications of business decisions and discussing financial issues with individuals whose skill sets are primarily nonfinancial.



### **Lawrence P. Tu**

Senior Vice President and General Counsel, Dell Inc.  
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Larry Tu serves as senior vice president and general counsel for Dell. In this role, he oversees the global legal department and manages government affairs and compliance and ethics functions. Previously, Larry was executive vice president and general counsel at NBC Universal, one of the world's fastest-growing and most profitable media and entertainment companies. He served in the same capacity at NBC for three years prior to that. Earlier, he was a partner at O'Melveny & Myers LLP, where he focused on energy, technology, Internet, and media-related transactions, including five years as managing partner of the Hong Kong office. Larry was also general counsel Asia-Pacific for Goldman Sachs, an attorney for the U.S. State Department, and a clerk for U.S. Supreme Court Justice Thurgood Marshall. Larry earned J.D. and B.A. degrees from Harvard University, as well as a bachelor's degree from Oxford University, where he was a Rhodes Scholar.



### **Peggy A. Wallace**

Managing Director and General Partner, Golden Seeds  
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Peggy Wallace is a veteran financial services executive and managing director/general partner of Golden Seeds, which invests in early-stage, high-growth companies led by women. She is an active corporate director for private equity, and most of the Golden Seeds board members report directly to her. Ms. Wallace has 30 years of experience in structuring financial transactions, including the restructuring of several large financial institutions during crises. As a result, she leads or oversees all firm negotiations for M&A transactions and follow-on financings for both funds and the group. Because of the sector diversity and geographic breadth of Golden Seeds, she stays current on industry, economic, and global trends, and is a thought leader for the firm with a strong understanding of corporate governance. Ms. Wallace serves on the board of three private companies in the fiber optics components, consumer products, and social media sectors. She is a graduate of The George Washington University.



### **Solomon B. Watson IV**

Retired, Senior Vice President and Chief Legal Officer, The New York Times Co.  
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Solomon Watson retired as SVP and CLO at The New York Times Co. after a distinguished 32-year career. He previously served as GC and corporate secretary and regularly attended board and committee meetings, providing advice and counsel on acquisitions and dispositions, succession planning, and executive compensation. He was also a member of the company's executive committee. Mr. Watson, a member of the New York and Massachusetts bars, is a special master in the Appellate Division (1st Department) of the New York State Supreme Court. He is a member of the corporate governance committee of the ABA's Business Law Section, has served on the legal advisory committee of the NYSE, and is a board member of the Hudson River Foundation for Science and Environmental Research Inc., ReServe Elder Service Inc., and the Norcross Wildlife Foundation. Mr. Watson was awarded the Bronze Star and Army commendation medals for service in Vietnam. He received a bachelor's degree from Howard University and a J.D. from Harvard Law School, and he attended the Amos Tuck Executive Program and the Kellogg School's Governing the Family Business and Minority Director Development executive programs.

# Moving the Needle

## Diversity Candidates



### **Marissa C. Wesely**

Corporate Partner, Simpson Thacher & Bartlett LLP  
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Marissa Wesely is a corporate partner at Simpson Thacher & Bartlett LLP, where she is recognized as a leading lawyer in banking and finance by Chambers & Partners and The Best Lawyers in America. Ms. Wesely is a member of Simpson Thacher's four-person compensation committee, has served as a member of the firm's executive committee, and has chaired its recruiting committee and women's committee. She is a member of the executive committee of DirectWomen, the board of trustees of the Wenner-Gren Foundation, and has served on the boards of Directors of Legal Momentum and the Global Fund for Women. Ms. Wesely has regularly written and spoken on legal issues at PLI's annual Leveraged Finance Conference, 2008 – 2012, and she has spoken on issues relating to women and leadership: she was recently the keynote at Duke Law School's January 2012 Conference on Women and the Law. Ms. Wesely received her B.A. (magna cum laude) from Williams College and her J.D. (cum laude) from Harvard Law School.



### **Margaret L. Wolff**

Of Counsel, Skadden, Arps, Slate, Meagher & Flom LLP  
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Margaret Wolff was among the earliest women partners of the leading global law firm, Skadden, Arps, Slate, Meagher & Flom LLP. During her 30-plus years at Skadden, she has concentrated on domestic and international transactional matters, co-leading representative transactions such as Daimler's merger with Chrysler, Anheuser-Busch's investment in Modelo, and May Department Stores' sale to Federated. Ms. Wolff has devoted significant time to advising boards and senior management on corporate, securities, regulatory, and strategic matters, including governance, fiduciary, and shareholder issues. She is currently of counsel to the firm. She has taken an active role in firm management, sitting on the policy committee (governing body) and partner selection committee. Ms. Wolff has extensive nonprofit board experience: New York-Presbyterian Hospital (vice chair, quality and performance improvement committee; member, executive, audit, legal committees), Mt. Holyoke College (board vice chair; chair, nominating/governance committee; member, risk and finance committees); John Hartford Foundation (chair, audit committee; member, nominating/governance committee).



### **Elease E. Wright**

Senior Vice President, Human Resources, Aetna  
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Elease Wright is currently chief human resources officer (SVP level) for Aetna, a \$34 billion Fortune 100 company. She has extensive experience in corporate turnarounds, CEO transitions, culture change, strategic planning, talent management, diversity and inclusion strategies, workforce planning, and employee engagement. Her board experience spans academic institutions and policy and nonprofit organizations. Ms. Wright is recognized as a leader by national magazines and industry groups and was a contributing author to a book on best practices in human resources. She has built a successful career at Aetna by acquiring broad business and human resource management experience and by providing strategic insight and leadership through several challenging business cycles in Aetna's recent history. During her career, she has been a strategic partner to six CEOs, a board liaison, a member of executive management teams, and a valued mentor to employees at all levels. Among colleagues, she is respected most for her candor, business savvy, and forward-looking insight.



### **Dennis Wu**

Co-Founder, WuHoover & Co. LLP  
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Dennis Wu is the managing partner and co-founder of WuHoover & Co. LLP, a certified public accounting firm focused on companies doing business to and from Greater China and Southeast Asia. He is a member of the boards of directors of Recology (an ESOP) and Solar Power Inc. and is chairman of their respective audit committees. He previously spent 37 years at Deloitte & Touche LLP and held various managing partner positions, including founding national managing partner of the U.S. Chinese Services group and the U.S. Southeast Asia desk. He was also founding partner in charge of the Northern California Financial Institutions group and served as the national diversity leader of the Clients and Market group. Mr. Wu graduated with a B.S. and M.B.A. from the University of California at Berkeley, Haas School of Business.



### **Jan Alane Wysocki**

Senior Vice President and Senior Relationship Manager, HSBC Private Bank  
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Jan Wysocki joined HSBC's Private Bank in the fall of 2007 as an SVP and senior relationship manager in New York City, where she is responsible for managing and cultivating relationships with high-net-worth families and individuals across a broad spectrum of industry segments. Ms. Wysocki has over 25 years of private banking experience working in the family office and multifamily office environment, as well as with corporate executives, financial sponsors, hedge funds, real estate and legal professionals, and entrepreneurs. Prior to working for HSBC, she served as a managing director in Deutsche Bank's Private Bank and in management positions at JPMorgan Chase. She started her banking career at Citibank in the '80s. Ms. Wysocki holds a B.S. from Cornell University and an M.B.A. in corporate finance.

# Moving the Needle Diversity Candidates



## **Lisa F. Yarnell**

Chief Executive Officer, InLine Strategies  
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Lisa Yarnell is a results-oriented, innovative executive with multichannel leadership expertise in food, mass merchant, drug, and department stores, as well as Internet and direct sales of consumer-branded products and services. She has held leadership positions with Fortune 100 companies including Target Stores, L'Oreal, Coty, Colgate-Palmolive, and Benckiser. She successfully built iconic brands such as Fab laundry detergent, L'Oreal hair care brands, and Jane Cosmetics, both online and through traditional retail channels globally. Ms. Yarnell also built a successful dot-com in the e-cruiting sector that sold to Korn-Ferry in 2000. From 2004 to 2009, as chairman and CEO for Jane and Co., she led a revitalization and turnaround of the Jane brand, acquired from The Estee Lauder Cos. Most recently she was CEO of a growing natural products brand, Kiss My Face. Ms. Yarnell holds a B.A. degree and an M.B.A. with high honors. She is a board director and committee chair for the Executive Forum, leadership chair for the Association for Corporate Growth (ACG), and an adviser to the Women's Business Development Council.



## **Don Yee**

President and Chief Executive Officer, United Healthcare Vision  
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Don Yee is president and CEO of United Healthcare Vision (a United Health Group company), where he leads businesses in eye care benefits, eyewear chain retailing, and optical manufacturing. Previously, Mr. Yee was CEO of the VSP Family of Cos. Additionally he was founding president and CEO of Eyefinity, an industry leader in Internet-based practice management and supply chain services. Mr. Yee was also a consulting partner at Ernst & Young, where he led strategy development, turnaround, and operational improvement efforts for clients in a wide range of industries including health care, insurance, financial services, technology, retail, hospitality, and consumer services/products. Mr. Yee serves on the board of Blue Diamond and on its governance, executive compensation, audit, and foundation committees. He is also a board member of Spectera Inc. and the NAVCP and is an advisory board member of Ditto, a venture-backed company focused on online retailing. Mr. Yee has an M.B.A. from Stanford University and a B.S. in business administration from the University of California at Berkeley. He holds a CPA and is a member of the NACD.



## **Alice Young**

Partner, Kaye Scholer LLP  
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Alice Young, partner at Kaye Scholer LLP and chair of the Asia Pacific Group, has been an international lawyer for 38 years. She advises multinationals and entrepreneurs on business transactions, Asia strategy, and potential Asian partners and has management experience in multigeographical operations. Ms. Young serves on the executive and examining committees of Mizuho Trust and Banking (USA) Co. Ltd. She is a lifetime trustee and Aspen Global Leadership Network and Crown Fellow mentor for the Aspen Institute and a trustee of The Asia Foundation (audit and development committees), Give2Asia, and American Assembly; chair of the Deloitte and Touche Corporate Diversity External Advisory Council; and a lifetime member who serves on the membership committee of both the Council on Foreign Relations and the Committee of 100. She has received leadership recognition from New York Women's Agenda, Boy Scouts of America, Harvard Law School, Yale University, ASCEND, Asian American Legal Defense and Education Fund, and DirectWomen. Ms. Young graduated magna cum laude from Yale University in the first class of women (she is an associate fellow of Davenport College) and from Harvard Law School.



## **Stephen D. Yslas**

Retired Corporate Vice President and General Counsel, Northrop Grumman Corp.  
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Stephen Yslas recently retired as corporate VP and GC of Northrop Grumman Corp. where he was a member of the corporate policy council, guiding a company that grew from a \$5 billion business to a \$32 billion enterprise. Previously, he worked as a member of the legal staffs of the National Labor Relations Board and the Atlantic Richfield Co. Mr. Yslas currently serves as a director of Verdugo Oil and Gas LLC and nonexecutive director of U.K. Trade and Investment. Mr. Yslas served on the City of Los Angeles Board of Police Commissioners and was president during the 1984 Olympics. He was a member of the Constitutional Rights Foundation board, the regional board of the American Heart Association, and the Police Memorial Foundation, and served as a trustee of Claremont McKenna College. He is currently a trustee of the Ahmanson Foundation. He was honored for distinguished public service in 2010 by the Los Angeles Legal Aid Foundation and has been honored for community service and professional achievement by the Mexican American Bar Foundation. Mr. Yslas received a B.A. and J.D. from the University of California, Los Angeles.



## **Lizabeth H. Zlatkus**

Retired Executive Vice President, The Hartford Financial Services Group  
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Lizabeth Zlatkus is a retired executive vice president of The Hartford Financial Services Group where she held many senior leadership positions, including chief financial officer and chief risk officer; co-president of The Hartford's Life Co.; and head of both the International and Group Benefits divisions. Ms. Zlatkus has been recognized for her professional achievements and community contributions, including serving on The President's Committee on Employment of People with Disabilities in 1999. *Business Insurance* magazine named her as one of the top 100 women executives in 2000 and 2006; *The Hartford Business Journal* named her one of its "Eight Remarkable Women" in 2008; and *Profiles in Diversity Journal* named her to its "Women Worth Watching" list in 2008. Ms. Zlatkus formerly served on the HP Financial Services board of advisers and the LOMA board of directors. She also served as regulatory chair of the North American Chief Risk Officer's Council. She currently acts as an insurance industry consultant, is a trustee of The Connecticut Science Center, and serves on the Penn State Business School Advisory Board.

# Moving the Needle

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# Moving the Needle Resource Organizations

*These organizations have provided outreach and networking support to the Moving the Needle initiative.*

**2020 Women on Boards** is a grassroots campaign to increase the percentage of women on U.S. company boards to 20% or greater by 2020. We are redefining good corporate governance and gender diversity standards and are creating a cultural imperative for corporate action. Our supporters congratulate companies for achieving or surpassing the 20% goal. They encourage companies that don't do better. This information and related benchmarks are available in the 2020 Gender Diversity Directory, a database of public and private companies that shows board composition by gender for each company on the list. Furthermore, the 2020 Women on Boards Campaign publishes the 2020 Index, an annual analysis of the board composition of Fortune 1000 companies.  
[www.2020WOB.com](http://www.2020WOB.com)

Founded in 2004, the **Alliance for Board Diversity (ABD)** is a collaboration of four leadership organizations: Catalyst, The Executive Leadership Council, the Hispanic Association on Corporate Responsibility, and Leadership Education for Asian Pacifics Inc. The Prout Group Inc., an executive search firm, is a founding partner of the alliance and serves as adviser and facilitator. The groups have a common goal to enhance shareholder value by promoting inclusion of women and minorities on corporate boards. [www.theabd.org](http://www.theabd.org)

**The Committee of 100 (C-100)** is a membership organization of 159 accomplished and prominent Chinese American leaders. Candidates invited to membership must be U.S. citizens of Chinese heritage who have achieved leadership positions in their fields of endeavor and have a passionate and active interest in the C-100's mission. The Committee of 100 is dedicated to the dual mission of 1) encouraging constructive relationships between the peoples of the U.S. and Greater China and 2) promoting full participation by Chinese Americans in all aspects of American life. The Committee of 100 harnesses the know-how of accomplished Chinese Americans to serve as a vital bridge between Americans and Chinese. We are advisers to CEOs, partners to policymakers, trusted sources for leaders in government, and ambassadors who bring people from the two countries together. Our guiding principle is "Seeking Common Ground While Respecting Differences." Aligned with this principle are C-100's three core program areas—education, diplomacy, and leadership development. [www.committee100.org](http://www.committee100.org)

**The Center for Women & Business** at Bentley University is the source of practical, effective solutions to the challenges posed by a multicultural, multigenerational workplace in which women comprise an increasingly large segment. We offer our business partners a combination of innovative research and real world insight that fosters the development of an inclusive work environment in which women are supported, retained, and advanced to the great benefit of all companies that compete in the global marketplace. At the same time, we are educating and preparing current and future business leaders, both men and women, to succeed in a world in which diversity and inclusion are business imperatives.  
[www.bentley.edu/centers-for-women-and-business](http://www.bentley.edu/centers-for-women-and-business)

**The California State Teachers' Retirement System (CalSTRS)** is the largest public pension fund dedicated to public school teachers and the second-largest public pension fund in the country. CalSTRS has been actively involved in the issue of diversity on corporate boards, having filed 25 shareholder proposals since 2008 asking that portfolio companies' nominating committees include diversity as a criterion when searching for board candidates. Each year its success with these proposals has increased. As a fiduciary with long-term liabilities, CalSTRS is interested in the enhanced shareholder value that flows from having diverse directors on public company boards. After extensive review, CalSTRS joined with CalPERS and GMI to initiative that companies, nominating committees, executive search firms, and investors (subscribers) can use to find diverse candidates who are board ready. [www.calstrs.com](http://www.calstrs.com)

The mission of **DirectWomen** is to increase the representation of women on corporate boards. We identify, develop, and support a growing group of accomplished women attorneys who provide the experience, independence, and diversity required for good corporate governance. DirectWomen accomplishes its mission by providing strategic career development and networking opportunities to women in the active practice of business law who wish to contribute further to the corporate world; reinforcing the merits of gender diversity in the minds of corporate directors and enhancing their appreciation of the tremendous reservoir of seasoned talent that senior women business lawyers represent; facilitating access of executive search firms to well-qualified women attorney candidates for independent director positions; and recognizing and honoring women attorneys who serve on the boards of public companies, lead corporate America, and epitomize the value of diversity in the boardroom with the Sandra Day O'Connor Board Excellence Award. [www.directwomen.org](http://www.directwomen.org)

**The Executive Leadership Council (ELC)** is a national organization comprised of current and former African-American CEOs and senior executives at Fortune 500 and equivalent companies. For more than 25 years, the ELC has worked to build an inclusive business leadership pipeline and to empower African-American corporate leaders to make significant and impactful contributions in the global marketplace and their communities. In 2011, the ELC aligned around its five-year aspirational goal to increase the number of African Americans serving in CEO positions and those one to two levels below by a net addition of at least one per Fortune 500 company and to increase the number of seats held by African-Americans on the boards of publicly traded companies by 200. The ELC's related charitable organization, the Executive Leadership Foundation, focuses on improving local communities and helping disadvantaged groups within the broader society. [www.elcinfo.com](http://www.elcinfo.com)

**The Forum of Executive Women** is a membership organization of over 400 women of influence in the Greater Philadelphia region whose members hold top positions in the corporations, not-for-profit organizations, and public sector entities that drive our regional economy and community. We serve as the linchpin for a multitude of initiatives that spark critical conversations in executive suites, boardrooms, and public policy arenas. As the region's premier women's organization, we actively work to promote our mission to leverage the power of executive women in the Greater Philadelphia region to expand the impact and influence of women leaders. [www.forumofexecutivewomen.com](http://www.forumofexecutivewomen.com)

**Golden Seeds** is an investment firm dedicated to delivering above-market returns for investors through the empowerment of women entrepreneurs. Its angel network consisting of over 240 men and women is the fourth largest in the U.S. and was the third most active in terms of deals done in 2011. Its venture capital group of eight managing partners currently has two funds under management, with investments in 25 portfolio companies. Started in 2004 and headquartered in New York, with offices in Boston and San Francisco, the firm also has investor groups in Los Angeles and Dallas. [www.goldenseeds.com](http://www.goldenseeds.com)

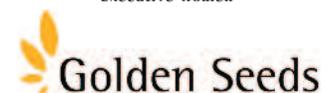
Founded in 1986, the **Hispanic Association on Corporate Responsibility's (HACR)** mission is to advance the inclusion of Hispanics in corporate America at a level commensurate with their economic contributions. To that end, HACR focuses on four areas of corporate social responsibility and market reciprocity: employment, procurement, philanthropy, and governance. Through the HACR Corporate Directors Summit™ and HACR Corporate Executives Forum™ annual programs, HACR works closely with dozens of Fortune 500 corporate directors and senior executives. In 2011, HACR produced an award-winning short documentary film, *Insider Game*, which examines the lack of Hispanic inclusion on corporate boards through the lens of current corporate directors. The documentary may be viewed at <http://www.insidergame.org>. For more information on HACR, go to [www.hacr.org](http://www.hacr.org).



DIRECT WOMEN



THE POWER OF INCLUSIVE LEADERSHIP



# Moving the Needle

## Resource Organizations

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**The Hopgood Group LLC**, a consulting company founded in 1985, assists a variety of clients in working through difficult situations including federal investigations, liquidity issues, leadership changes, restructurings, and product issues. We have taken a variety of roles including chief executive officer, chairman of the board, board member, consultant, and expert witness. Our clients range from Fortune 500 companies to small-cap public and private companies and have included companies with foreign subsidiaries, franchisors, manufacturers, and those in a variety of industries. We are able to effectively identify risk and plan for risk mitigation and crisis planning, or we can step into a crisis and assist in working it through to resolution. The founder, Suzanne Hopgood, co-authored the award-winning *Board Leadership for the Company in Crisis*. [www.hopgoodgroup.com](http://www.hopgoodgroup.com)

**ION, the InterOrganization Network**, is a national nonprofit organization representing more than 10,000 women dedicated to increasing the number of women on for-profit boards and in executive suites. ION creates a national voice for its 15 regional member organizations to influence, build awareness, and expand opportunities and connections. ION recently published its eighth annual status report of women directors and executive officers of public companies in 14 regions of the U.S., highlighting opportunities for both organizations and individuals to diversify the composition of national corporate leadership. Additionally, its diversity policy urges public companies to take action to achieve a critical mass of women in the boardroom. [www.ionwomen.org](http://www.ionwomen.org)

**The Jacquelyn and Gregory Zehner Foundation** operates with a joint mission to partner with: a) nonprofits that advance gender equality for women and girls nationally and internationally; and b) select organizations that help explain Christianity and make it accessible for any seeker. In particular, as an impassioned philanthropic visionary and social activist, Jacki Zehner is committed to the social and economic empowerment of women and actively supports organizations and initiatives that leverage a woman's need to individually and collectively assert her economic clout. [www.jackizehner.com](http://www.jackizehner.com)

Founded in 1982, **Leadership Education for Asian Pacifics, Inc. (LEAP)** is a national nonprofit organization with a mission to achieve full participation and equality for Asian and Pacific Islanders (APIs) by providing the training to develop leaders nationwide. With original programs in leadership training, public policy research, and community education, LEAP is uniquely positioned to expand the civic participation, public understanding, and leadership development of APIs. [www.leap.org](http://www.leap.org)

**The Partnership for New York City** is a network of business leaders dedicated to enhancing the economy of the five boroughs of New York City and maintaining the city's position as the center of world commerce, finance, and innovation. [www.pfnyc.org](http://www.pfnyc.org)

**The 2012 SAIS Global Conference on Women in the Boardroom** will take place in Washington, D.C. on Thursday, Sept. 20, 2012. It is a major forum where CEOs, board chairs, government officials, institutional investors, executive search firms, international experts, and business leaders meet to discuss initiatives worldwide to achieve gender balance on corporate boards and to recommend strategies that will accelerate progress in the United States. The SAIS Global Conference is open to the public. For more information, go to [www.boardroomdiversity.org](http://www.boardroomdiversity.org). The website is a repository for research, articles, and events focused on gender diversity on corporate boards. The conference is a project of the Center for Transatlantic Relations, a think tank of Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS). [www.boardroomdiversity.org](http://www.boardroomdiversity.org)

The mission of the **Stanford Women on Boards (SWB)** initiative is to increase the representation of outstanding Stanford-affiliated women on boards (public, private, or nonprofit entities). Key goals are to build community, cultivate thought leadership, and highlight our members' success. SWB initiates and delivers programs that connect Stanford faculty leadership with Stanford University (SU) affiliated women who serve as directors, observers, or trustees. It features thought leaders with academic and practical experience to promote research, knowledge, and skills. SWB events provide opportunities for accomplished women on boards to convene, build relationships, and convincingly vouch for each other. Activities include an annual dinner and breakfast seminars. Stanford Women on Boards has partnerships with the Stanford Graduate School of Business Corporate Governance Research Program (CGRP) and Arthur and Toni Rock Center for Corporate Governance, its sponsors. <http://alumni.gsb.stanford.edu/women/corboards>

A group of close to 30 industry leaders, including senior executives of major U.S. companies, national women's organizations, institutional investors, corporate governance experts, and board members gathered for a high-level summit in late 2011 to address the lack of gender diversity in corporate boardrooms. Prompted by what participants called "glacial progress" on increasing the number of women on U.S. corporate boards—a number that has essentially remained stagnant over the past five years—the leaders formed the **Thirty Percent Coalition**. Today, the coalition has a number of initiatives under way including the Critical Mass Campaign targeted at CEOs, institutional investors, and other stakeholders to secure a minimum of 30% multicultural women on every U.S.-based publicly listed company board of directors by the end of 2015. For more information, visit [www.30percentcoalition.org](http://www.30percentcoalition.org).

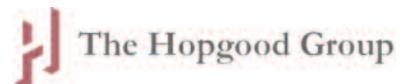
**Vision 2020** is a national initiative to make equality a national priority through shared leadership among women and men. Vision 2020 connects organizations and individuals to take action in order to achieve equality for women and girls. Working on a national and grassroots level, Vision 2020 has 102 delegates around the country and alliances with nearly 50 national organizations committed to increasing women in leadership across the professions. Vision 2020 is an initiative of Drexel University College of Medicine's Institute for Women's Health and Leadership. [www.drexel.edu/vision2020](http://www.drexel.edu/vision2020)

**WomenCorporateDirectors (WCD)** is the only global membership organization and community of women corporate directors and is comprised of more than 1,400 members serving on over 1,550 boards in 42 chapters around the world. In this new era of responsibility, WCD is committed not just to good governance, but to governance with global vision. Smart boards are going global in members and mindset. Our members share information and insights in order to ensure best practices in corporate governance around the world. Our mission is to continue to expand the WCD community through leadership, diversity, education, best practices in corporate governance, and a focus on development and new board placement opportunities. WCD offers local, regional, national, and international forums, providing a platform for turning ideas into action. For more information, visit [www.womencorporatedirectors.com](http://www.womencorporatedirectors.com)

**The White House Project** ignites the leadership of women in business and politics. We connect, coach, and educate an ever-expanding alumnae network of 14,000 nationwide. With a focus on women age 21-35, we activate the ambition, creativity, and skills necessary for innovative and effective leadership. [www.thewhitehouseproject.org](http://www.thewhitehouseproject.org)

**The Women Business Leaders of the U.S. Health Care Industry Foundation** is a 501(c)(3) nonprofit organization established to address the unmet needs of the senior executive women of the U.S. health care industry. There are over 3,000 senior executive women and women board members in the WBL network. The goal of the invitation-only WBL network is to help these senior executive women in the health care industry improve their businesses and continue to grow professionally, such as through corporate board opportunities. The WBL Foundation also serves as a resource to companies and search firms seeking board members. In addition to its summits, WBL holds a variety of other programming and networking opportunities, including receptions at major health care industry conferences and educational events. For more information about the WBL Foundation, visit [wbl.org](http://wbl.org) or follow WBL on Twitter at @wblfoundation. For more information about the WBL organization, contact Eleanor Whitley at [ewhitley@wbl.org](mailto:ewhitley@wbl.org). [www.wbl.org](http://www.wbl.org)

The goal of **Women in the Boardroom** is to help women figure out if corporate board service is the right path for them and if so, to help them get there through programs and connections. Women in the Boardroom consists of more than 8,300 ambitious women throughout the U.S. Women in the Boardroom offers the following events: Signature Event—A forum in which three or more experienced board directors walk attendees through what led them into the boardroom. Other topics include the role of a board director, board selection process, being an effective board member, and action steps to get there. These events also include time to network with other like-minded women. Connections Event—Members can stay connected to learning more about board service and with one another in between Signature events with these open-source dialogue events where they will dig deeper into topics they've suggested around board service and women in leadership. Virtual Event—Webinars that members can watch live and participate in a Q&A or watch the recorded version at a later time. [www.womenintheboardroom.com](http://www.womenintheboardroom.com)



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LEARN. ADVANCE. LEAD.

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