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ABOUT US

The mission of DirectWomen is to increase the representation of women lawyers on corporate boards.

Through its various programs, DirectWomen develops and positions women attorney leaders for board service. DirectWomen also serves as a resource for companies seeking qualified women board candidates.

OUR SUCCESSES

Over 31% of DirectWomen alumnae have been added to corporate boards.

18 DirectWomen alumnae serve on the boards of Fortune 500 companies and 31 alumnae serve on the boards of Fortune 1000 companies.

DirectWomen alumnae have secured over 100 board seats since 2007.

WHY WOMEN ON BOARDS

Research by Catalyst and many other organizations, including McKinsey & Company and Credit Suisse, reveals that companies with women board members, particularly those with three or more women board members, financially outperform, on average, those with fewer or no women board members.

Additional research shows a positive correlation between gender-diverse teams and problem-solving as well as group performance and innovation. In fact, many institutional investors believe that gender-diverse boards are good for business performance.

Research also suggests that a higher percentage of female directors is correlated with increased gender diversity throughout the corporation.

Empirical studies also indicate that lawyer-directors’ professional judgment, legal expertise, and familiarity with regulation and risk management improve the value and operation of the company.
SIGNATURE EVENTS

SANDRA DAY O’CONNOR BOARD EXCELLENCE AWARD LUNCHEON

At the Luncheon, DirectWomen presents awards that celebrate diversity in the boardroom and excellence in board service. DirectWomen's awards include: the Sandra Day O’Connor Board Excellence Award, the Distinguished Alumna Award, the Board Diversity Award, and the Mary Ann Jorgenson Board Empowerment Award.

BOARD INSTITUTE

The annual Board Institute is a key way in which DirectWomen fulfills its mission.

DirectWomen identifies a small group of leading women lawyers from around the country to participate in the annual Board Institute based on an assessment of their ability to provide the experience, independence, and business judgment required for board effectiveness.

The Board Institute provides working sessions designed to help participants develop their value proposition and personal board-search strategies.

At the Board Institute, the class meets with an extraordinary faculty comprised of CEOs, C-suite executives, and directors of public companies to discuss key issues facing corporate directors about governance, corporate purpose, risk management, and other relevant topics.

The class also meets with DirectWomen honorees and alumnae, many of whom have extensive board experience. The Board Institute also provides opportunities to learn from senior search firm executives.

200 women have participated in the Board Institute over the past 12 years and provide a rich pool of director candidates.

REGIONAL EVENTS

DirectWomen’s national impact is enhanced by its regional programs. DirectWomen has hosted programs in Chicago, Houston, New York, Philadelphia, San Francisco, Seattle, Silicon Valley, and St. Louis. These events typically consist of a panel of leading executives and board directors, including DirectWomen Board Institute Alumnae, followed by a networking reception. Panels are held on topics of interest to DirectWomen's core audience of experienced women lawyers, featuring effective strategies for positioning oneself for board service and raising awareness around board diversity.

STRATEGIC PARTNERSHIPS

DirectWomen is a project of the Tides Center. Catalyst and the ABA's Commission on Women in the Profession are important strategic partners for DirectWomen.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td><strong>Denise F. Keane, Chair</strong></td>
<td>Former Executive Vice President, and General Counsel, Altria Group Inc.</td>
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<tr>
<td><strong>Catharine Biggs Arrowood</strong></td>
<td>Partner, Parker Poe Adams &amp; Bernstein LLP</td>
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<tr>
<td><strong>Michelle A. Banks</strong></td>
<td>Former Executive Vice President and Global General Counsel, The Gap, Inc.; Senior Advisor, BarkerGilmore LLC</td>
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<tr>
<td><strong>Alan L. Beller</strong></td>
<td>Senior Counsel, Cleary Gottlieb Steen &amp; Hamilton LLP; Director, Travelers</td>
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<tr>
<td><strong>Alan Bryan</strong></td>
<td>Senior Associate General Counsel, Walmart, Inc.</td>
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<tr>
<td><strong>Janet L. Carrig</strong></td>
<td>Former Senior Vice President Legal, General Counsel, and Corporate Secretary, ConocoPhillips; Director, EQT Corporation</td>
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<td><strong>Sarah C. Dodds-Brown</strong></td>
<td>Executive Vice President and Managing Counsel, General Counsel’s Organization, American Express Company</td>
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<td><strong>Elisa D. Garcia</strong></td>
<td>Chief Legal Officer, Macy’s, Inc.; Director, Dollarama Inc.</td>
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<tr>
<td><strong>Patricia K. Gillette</strong></td>
<td>Author; Speaker; Former Partner, Orrick Herrington &amp; Sutcliffe LLP</td>
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<tr>
<td><strong>Mary Ann Jorgenson</strong></td>
<td>Former Chair, DirectWomen; Former Senior Partner, Squire Patton Boggs; Director, Anthony &amp; Sylvan Pools Corporation</td>
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<td><strong>Robert D. Liebenberg</strong></td>
<td>Immediate Past Chair, DirectWomen; Senior Partner, Fine, Kaplan and Black, RPC</td>
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<tr>
<td><strong>Trevor S. Norwitz</strong></td>
<td>Partner, Wachtell, Lipton, Rosen &amp; Katz</td>
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<tr>
<td><strong>Hillary A. Sale</strong></td>
<td>Professor of Law, Georgetown Law School and Professor of Management, McDonough School of Business, Georgetown University; Public Governor, FINRA Board of Governors</td>
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<tr>
<td><strong>Stephanie A. Scharf</strong></td>
<td>Partner, Scharf Banks Marmor LLC</td>
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<td><strong>Brande Stellings</strong></td>
<td>Principal, Vestry Laight</td>
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Dear Friends:

As the Chair of DirectWomen, I am delighted to welcome you to the 2019 Sandra Day O'Connor Board Excellence Award Luncheon. As I near the anniversary of my first term as Chair of DirectWomen, it is with great pride that I reflect on the significant impact DirectWomen has had in boardrooms across the country. Over 31% of our Board Institute Alumnae and Class Members have been added to more than 100 corporate boards during the past twelve years.

Consistent with our ambitious agenda, we are expanding our regional programs to increase awareness of the many benefits that gender diversity brings to the boardroom. Last January, we held the inaugural Pathways Program for mid-career law firm partners and corporate executives interested in future board service. We continue to enhance our support for members of our Alumnae Network through educational webinars, board search announcements, and regional gatherings. In addition, we continue to act as a valuable resource for companies and search firms who are looking for qualified women board candidates.

At today’s Luncheon, we will honor Linda L. Addison, Angela F. Braly, and Rose McKinney-James, three outstanding women lawyers who are currently serving with distinction as independent directors of large companies. We are also delighted to honor Alan L. Beller with the Mary Ann Jorgenson Board Empowerment Award for his sustained commitment to sponsoring and mentoring women attorneys. Finally, we will honor PNC with the Board Diversity Award in recognition of its leadership in the effort to achieve greater board diversity, as illustrated by the critical mass of women directors on their board and their strong commitment to diversity in the boardroom.

There is widespread agreement that board diversity leads to better governance and increased corporate responsibility. Diversity of perspective and background are invaluable to boards and have been shown by recent studies to help drive company performance. The work of DirectWomen is grounded in the belief that women lawyers make effective corporate directors, and through the Board Institute, we have developed a rich pool of director candidates who possess the experience, independence, and business judgment required for board effectiveness.

We thank you for coming to this Luncheon and for your continued support of our important mission. You are a major part of DirectWomen’s success.

Denise F. Keane
Chair, DirectWomen
Former Executive Vice President, and General Counsel, Altria Group Inc.
Dear Friends:

On behalf of the DirectWomen Board Institute, I want to thank you for joining us today to celebrate our 2019 Honorees and our 2019 Board Institute Class Members and Alumnae.

The Board Institute is one of the important ways in which we execute DirectWomen’s mission of increasing the number of women lawyers on corporate boards. Board Institute members are selected through an application process that includes letters of reference from, for example, CEOs and public company directors. The Selection Committee emphasizes the business acumen and skills required in the boardroom. Indeed, the women lawyers who become DirectWomen Board Institute members are extremely talented business women, and, as a quick look at our successful members and alumnae reveals, they are becoming valuable company directors.

The Board Institute provides strategic insights and information to its members. The keys to its success are its faculty and the intimate conversations created among the class, experienced board members, CEOs, and governance thought leaders. We could not produce this program without the generosity of our sponsors, and the guidance of our Advisory Board, Class Committee, and Selection Committee. Indeed, DirectWomen is an organization that runs on the support of volunteers, and as one of those volunteers and Chair of the Board Institute, I am truly grateful for the hard work of the volunteers and the DirectWomen staff.

The strength of this year’s Board Institute members and program reveals that DirectWomen’s mission, promoting the value that experienced women attorneys bring to corporate boards, is succeeding. This Sandra Day O’Connor luncheon allows us to honor those among us who are already living that mission and proving the power of its goal.

Thank you to everyone who has helped make the 2019 DirectWomen Board Institute a success.

Hillary A. Sale
Chair, DirectWomen Board Institute
Professor of Law, Georgetown Law School
Professor of Management, McDonough School of Business, Georgetown University
Public Governor, FINRA Board of Governors
Advisory Board Member, Foundation Press
Dear Friends:

This year the Honoree Committee received many suggestions for the Sandra Day O'Connor Board Excellence Award, the Distinguished Alumna Award, the Mary Ann Jorgenson Board Empowerment Award, and the Board Diversity Award. It was truly inspiring to see the significant number of people and companies actively working to increase board diversity. We are pleased to announce our selections for 2019.

Our longstanding Sandra Day O'Connor Board Excellence Award will be presented to two individuals this year: Angela F. Braly and Rose McKinney-James. Ms. Braly is the Co-Founder of The Policy Circle; the Former Chair and Chief Executive Officer of WellPoint, Inc. (now known as Anthem); and a Director of Brookfield Asset Management Inc., Exxon Mobil Corporation, Lowe's Companies, Inc., and The Procter & Gamble Company. Ms. McKinney-James is the Managing Principal of Energy Works LLC and McKinney-James Associates and a Director of MGM Resorts International and Toyota Financial Savings Bank. We thank Justice O'Connor, our inspiration and role model, for permitting us to present this award in her name.

The Distinguished Alumna Award goes to Linda L. Addison, who attended the Board Institute in 2012. Ms. Addison represents the best of the talents and accomplishments of our alumnae. Ms. Addison is the Immediate Past Managing Partner of Norton Rose Fulbright US LLP and a Director of Globe Life Inc. and KPMG LLP.

The Mary Ann Jorgenson Board Empowerment Award goes to Alan L. Beller in recognition of his passion for and commitment to the mission of DirectWomen, his sustained commitment to sponsoring and mentoring DirectWomen alumnae and other women attorneys to prepare for and obtain board seats, and his track record as a champion for women in the legal profession. Mr. Beller is Senior Counsel of Cleary Gottlieb Steen & Hamilton LLP and a Director of Travelers.

Finally, we are pleased to recognize PNC with our Board Diversity Award. This award honors corporations that have served as leaders in the effort to achieve board diversity, as illustrated by the critical mass of women directors on their boards and their strong commitment to diversity in the boardroom.

Please join us in congratulating the 2019 honorees.

Michele L. Connell  
Co-Chair, DirectWomen Honoree Committee  
Managing Partner - Cleveland, Squire Patton Boggs

Sandra L. Flow  
Co-Chair, DirectWomen Honoree Committee  
Partner, Cleary Gottlieb Steen & Hamilton LLP
As of June 2019, women constituted 27% of all S&P 500 Directors, an increase from 17% in 2012.

In 2018, 87% of S&P 500 companies had two or more women on their board of directors - a significant increase over the past decade.

As of July 2019, 100% of all S&P 500 companies have at least one woman on their board of directors.

In 2008, 56% of S&P 500 companies had two or more women on their boards.

In 2012, 61% of S&P 500 companies had two or more women on their boards.

In 2018, 87% of S&P 500 companies had two or more women on their boards.
Heidrick & Struggles found that women comprised 40% of the 462 total newly-appointed Fortune 500 independent directors in 2018. This represents the largest percentage of women among new directors since the firm began tracking this information in 2009.

As of the summer of 2019, 45% of new directors appointed to Russell 3000 companies were women, a jump from 34% in 2018.
DirectWomen Successes

**OVER 31% OF DIRECTWOMEN BOARD INSTITUTE CLASS MEMBERS AND ALUMNAE HAVE JOINED CORPORATE BOARDS**

**DIRECTWOMEN BOARD INSTITUTE ALUMNAE AND CLASS MEMBERS JOINED THE FOLLOWING BOARDS IN 2018 AND 2019:**

- 3D Systems
- Alta Mesa Resources
- Applied Therapeutics, Inc.
- Cavco Industries, Inc.
- Cleveland-Cliffs Inc.
- Diamondback Energy, Inc.
- EMCOR Group, Inc.
- EQT Corporation
- Frank’s International N.V.
- Globe Life Inc.
- InMed Pharmaceuticals Inc.
- Invitation Homes
- Kaiser Aluminum Corporation
- Keb Hana Bank USA
- KPMG LLP
- Livent Corporation
- MKS Instruments, Inc.
- Mutual of America Life Insurance Company
- PDC Energy, Inc.
- Portland General Electric
- SRC Energy Inc.
- Tennant Company
- Tesla
- The Federal Home Loan Bank of Cincinnati
- The TJX Companies, Inc.
- TiVo
- Trinity Industries, Inc.
- WEC Energy Group, Inc.
- Xeris Pharmaceuticals

**NUMBER OF BOARDS JOINED BY BOARD INSTITUTE ALUMNAE AND CLASS MEMBERS BY YEAR**

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
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<tbody>
<tr>
<td>2019</td>
<td></td>
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<tr>
<td>2018</td>
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<td>2017</td>
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<td>2016</td>
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*As of August 2019*
DirectWomen Alumnae on Boards

Linda L. Addison  
*Class of 2012*  
Immediate Past Managing Partner, Norton Rose Fulbright US LLP  
Director, Globe Life Inc. and KPMG LLP

Susan Alexander  
*Class of 2012*  
Executive Vice President, Chief Legal Officer, and Corporate Secretary, Biogen, Inc.  
Director, Invacare Corporation

Jana Cohen Barbe  
*Class of 2016*  
Partner and Former Global Vice Chair, Dentons  
Director, Invitation Homes

Rosemary T. Berkery  
*Class of 2009*  
Former Chairman, UBS Bank USA and Former Vice Chairman, Wealth Management Americas  
Director, Fluor Corporation, Mutual of America Life Insurance Company, and The TJX Companies, Inc.

Emily Berlin  
*Class of 2008*  
Former Executive Vice President and Director, Helm Holdings International  
Former Director, Birks Group

Susan L. Blount  
*Class of 2014*  
Interim Executive Director, Center for Women in Law, University of Texas  
Former Executive Vice President and General Counsel, Prudential Financial, Inc.  
Director, Cavco Industries, Inc.
April Miller Boise  
*Class of 2018*  
Senior Vice President, Chief Legal Officer, and Corporate Secretary, Meritor, Inc.  
Director, The Federal Home Loan Bank of Cincinnati

Sharon Y. Bowen  
*Class of 2008*  
Partner, Seneca Women  
Co-Chair, NYSE Board Advisory Council  
Former Commissioner, Commodity Futures Trading Commission (CFTC)  
Director, Intercontinental Exchange, Inc.

Maureen A. Brundage  
*Class of 2016*  
Senior Advisor, BarkerGilmore LLC  
Former Executive Vice President, General Counsel, Corporate Secretary, and Chief Ethics Officer, The Chubb Corporation  
Director, Commerce Insurance Company, Citation Insurance, and MAPFRE USA Corp. and its subsidiaries

Janet L. Carrig  
*Class of 2017*  
Former Senior Vice President Legal, General Counsel and Corporate Secretary, ConocoPhillips  
Director, EQT Corporation

Marcy S. Cohen  
*Class of 2014*  
Chief Legal Officer and Managing Director, ING Financial Holdings Corporation  
Director, Keb Hana Bank USA

Connie R. Collingsworth  
*Class of 2009*  
Chief Business Operations Officer, Bill & Melinda Gates Foundation  
Director, Premera Blue Cross and Banner Corporation

Susan Comparato  
*Class of 2012*  
Senior Vice President and US General Counsel, Argo Group  
Former Director, Syncora Holdings Ltd.
Mary B. Cranston  
*Class of 2007*  
Chair Emeritus, Pillsbury Winthrop Shaw Pittman LLP  
Director, Visa Inc., The Chemours Company, MyoKardia, Inc., CSAA Insurance Exchange, and Aretec Group, Inc.

Pamela F. Craven  
*Class of 2012*  
Former Chief Administrative Officer and General Counsel, Avaya Inc.  
Director, Amber Road, Inc.

Mary J. Dent  
*Class of 2018*  
CEO and Director, Green Dot Bank

Sheri H. Edison  
*Class of 2014*  
Executive Vice President and General Counsel, Amcor PLC  
Director, AK Steel

Kimberly T. Ellwanger  
*Class of 2011*  
Former Senior Director of Corporate Affairs and Associate General Counsel, Microsoft  
Director, Heritage Financial Corporation

Suzanne Rich Folsom  
*Class of 2016*  
Partner, Manatt, Phelps & Phillips, LLP  
Director, Equal Future Corp.  
Former Director, AMG Advanced Metallurgical Group N.V. and VELUXE, LLC

Kathleen M. Franklin  
*Class of 2007*  
Global Ethics and Compliance Strategy Leader, Sony Group  
Director, Bank OZK
Patricia Frobes  
*Class of 2007*  
Former Group Senior Vice President and General Counsel, The Irvine Company  
Former Director, Zions Bancorporation

Elisa D. Garcia  
*Class of 2011*  
Chief Legal Officer, Macy’s, Inc.  
Director, Dollarama Inc.

Cynthia Gibson  
*Class of 2016*  
Former Executive Vice President, Chief Legal, and Business Affairs Officer, Scripps Networks Interactive  
Director, The Trust Company of Tennessee and SmartBank

Deborah A. Golden  
*Class of 2009*  
Executive Vice President, General Counsel, and Corporate Secretary, GATX Corporation  
Director, Midland States Bancorp, Inc.

Storrow M. Gordon  
*Class of 2009*  
Former General Counsel, Executive Vice President, and Corporate Secretary, Electronic Data Systems Corporation  
Director, InfraREIT, Inc.

Maria C. Green  
*Class of 2015*  
Former Senior Vice President and General Counsel, Ingersoll-Rand plc  
Director, Tennant Company and WEC Energy Group, Inc.

M. Ann Harlan  
*Class of 2011*  
Former Vice President, General Counsel, and Corporate Secretary, The J.M. Smucker Company  
Director, Cleveland-Cliffs Inc., The Gorman-Rupp Company, FlavorX,  
Former Director, Eatem Foods Corporation
Peggy A. Heeg  
*Class of 2009*  
Partner, Reed Smith LLP  
Former Director, Columbia Pipeline Partners LP and Eagle Rock Energy Partners

Stephanie C. Hildebrandt  
*Class of 2012*  
Senior Vice President, General Counsel, and Secretary, Archrock, Inc.  
Former Director, WildHorse Resource Development Corporation, Rice Midstream Partners LP, and TRC Companies

Marie Oh Huber  
*Class of 2014*  
Senior Vice President Legal Affairs, General Counsel, and Secretary, eBay Inc.  
Director, James Campbell Company LLC and Portland General Electric

Mary Ann Hynes  
*Class of 2007*  
Senior Counsel, Dentons  
Former Director, GHD Group Pty Ltd.

Christina M. Ibrahim  
*Class of 2018*  
Executive Vice President, General Counsel, Chief Compliance Officer, and Corporate Secretary, Weatherford International plc.  
Director, PDC Energy, Inc.

Julie S. Janson  
*Class of 2011*  
Executive Vice President and Chief Legal Officer, Duke Energy Corporation  
Director, Ohio National Financial Services

Anastasia D. Kelly  
*Class of 2012*  
Managing Partner (Americas), DLA Piper  
Director, Huntington Ingalls Industries, Inc. and Owens-Illinois, Inc.
Sylvia J. Kerrigan  
_class of 2015_  
Executive Director, Kay Baily Hutchison Center for Energy, Law and Business at the University of Texas  
Director, Team, Inc., Nine Point Energy Holdings, Inc., and Alta Mesa Resources

Susan S. Lanigan  
_class of 2015_  
Chair, Tennessee Education Lottery Commission  
Former Executive Vice President and General Counsel, Dollar General Corporation and Chico’s FAS, Inc.  
Director, Kirkland’s, Inc. and Simmons First National Corporation

Deborah Platt Majoras  
_class of 2011_  
Chief Legal Officer and Secretary, Procter & Gamble Co.  
Director, Valero Energy Corporation

Judy K. Mencher  
_class of 2009_  
CEO, Race Point Investors, LLC  
Former Director, NMH, LLC, Tropicana Las Vegas Resort and Casino, Milacron, LLC, CML International, LLC, and AET, Inc.

Janet L. Miller  
_class of 2016_  
Chief Legal Officer and Corporate Secretary, University Hospital Health System  
Director, Cleveland-Cliffs Inc.

Lisa M. Palumbo  
_class of 2009_  
Former Senior Vice President, General Counsel & Secretary, Parsons Brinckerhoff  
Director, Rayonier Advanced Materials

Marla S. Persky  
_class of 2008_  
President and Chief Executive Officer, WOMN LLC  
Director, Xeris Pharmaceuticals and Ygeia Group  
Former Director, Cytyc Corporation
Helen P. Pudlin  
*Class of 2008*
Former Executive Vice President and General Counsel, PNC Financial Services Group, Inc.  
Senior Advisor, BarkerGilmore LLC  
Trustee, The Penn Mutual Life Insurance Company

Jennifer J. Raab  
*Class of 2008*
President, Hunter College  
Director, Compuware Corporation

Sandra Phillips Rogers  
*Class of 2017*
Group Vice President, General Counsel, Chief Legal Officer, and Corporate Secretary, Toyota Motor North America, Inc.  
Director, MSA Safety Incorporated

Catherine Sazdanoff  
*Class of 2016*
Advisory Board Member, Neurocern, Inc.  
Director, Meridian Bioscience Inc. and InMed Pharmaceuticals Inc.

The Honorable Lynn Schenk  
*Class of 2007*
Former Chief of Staff, Governor of California  
Director, Biogen, Inc. and Sempra Energy

Teresa M. Sebastian  
*Class of 2018*
President and CEO, The Dominion Asset Group  
Director, Kaiser Aluminum Corporation

Christine Spadafor  
*Class of 2008*
Managing Director, The Coltala Group  
Director, Boyd Gaming Corporation
Allison M. Leopold Tilley  
*Class of 2014*  
Partner, Pillsbury Winthrop Shaw Pittman LLP  
Former Director, FBR & Co.

Susan Tomasky  
*Class of 2009*  
Former President, AEP Transmission, American Electric Power Corporation  
Director, BPL Global LLC, Public Service Enterprise Group Incorporated, and Marathon Petroleum  
Former Director, Andeavor and Summit Midstream Partners, LP

Melanie M. Trent  
*Class of 2018*  
Former Executive Vice President, General Counsel, Chief Administrative Officer, and Company Secretary, Rowan Companies PLC  
Director, Diamondback Energy, Inc., Arcosa, Inc., and Frank’s International N.V.

Andrea E. Utecht  
*Class of 2012*  
Former Executive Vice President, General Counsel, and Secretary, FMC Corporation  
Director, Livent Corporation

Robin Walker-Lee  
*Class of 2012*  
Former Executive Vice President, General Counsel, and Secretary, TRW Automotive Holdings Corporation  
Director, Rexnord Corp. and EMCOR Group, Inc.

Elisse B. Walter  
*Class of 2007*  
Former Chairman & Commissioner, United States Securities and Exchange Commission  
Director, Occidental Petroleum Corporation

Kathleen Wilson-Thompson  
*Class of 2007*  
Executive Vice President and Global Chief Human Resources Officer, Walgreens Boots Alliance, Inc.  
Director, Vulcan Materials Company, Ashland Global Holdings Inc., and Tesla
Mary Kate Wold  
*Class of 2011*
CEO, President, and Board Member, Church Pension Group  
Former Director, Unilife Corporation

Mallun Yen  
*Class of 2016*
Chief Operating Officer and Co-Founder, SaaStr  
Director, RPX Corporation

Loria Yeadon  
*Class of 2014*
President and CEO, YMCA of Greater Seattle  
Director, TiVo Corporation

Alice Young  
*Class of 2008*
Former Partner and Chair, Arnold & Porter Kaye Scholer LLP  
Former Director, AXIS Capital Holdings Ltd. and Mizuho Trust & Banking Co.

Do you know a company that is seeking qualified candidates for their board of directors? Find out more information about DirectWomen’s Board Institute Alumnae via our database at www.directwomen.org or email DirectWomen’s Executive Director, Shawn Taylor Kaminski, at skaminski@directwomen.org.
About the Sandra Day O’Connor Board Excellence Award

At every Awards Luncheon, DirectWomen presents an award to women lawyers who have served with distinction as independent directors of public companies. The women honored with the Sandra Day O’Connor Board Excellence Award exemplify the manner in which Sandra Day O’Connor leads her life, paving new paths for the women who come after her.

Sandra Day O’Connor was appointed to the United States Supreme Court in 1981 by President Ronald Reagan and retired in 2006. She currently serves on the Board of Trustees of the Rockefeller Foundation. The following biography is reprinted with the permission of the Supreme Court Historical Society.

Sandra Day O’Connor, the first woman appointed to the Supreme Court, was born March 26, 1930, to Harry A. Day and Ada Mae Wilkey Day in El Paso, Texas. She grew up on the Lazy B Ranch, 198,000 acres of land with more than 2,000 cattle, twenty-five miles from the town of Duncan in southeastern Arizona. Her grandfather, Henry Clay Day, had founded the ranch in the early 1880s, some thirty years before Arizona gained statehood. The ranch house, a simple, four-room adobe building, had neither running water nor electricity until Sandra Day was seven. In the drought years of the Great Depression, her family confronted real hardship, but the ranch eventually prospered.

Day’s sister and brother, Ann and Alan, were born in 1938 and 1939; she therefore spent her first eight years as an only child, and most of these years on a remote ranch. Her early childhood friends were her parents, ranch hands, a bobcat, and a few javelin hogs. She learned to entertain herself and to find diversion in books. Her mother spent hours reading to her from the Wall Street Journal, the Los Angeles Times, the New Yorker, and the Saturday Evening Post. By the age of eight, she was also mending fences, riding with the cowboys, firing her own .22 rifle, and driving a truck.

At age five, Sandra Day began to spend the school months with her maternal grandmother, Mamie Wilkey, in El Paso in order to attend Radford School, a private establishment for girls. She spent each summer at the ranch. Day lived with her grandmother from kindergarten through high school, with a one-year interruption at age thirteen, when homesickness impelled her to return to Arizona. During her years in El Paso, she was deeply influenced by her grandmother’s strong will and high expectations.
Day graduated from high school at sixteen and entered Stanford University. She earned a degree in economics magna cum laude in 1950. In her senior year she began to study law and then continued at Stanford Law School. There she served on the Stanford Law Review and won membership in the Order of the Coif, a legal honor society. She graduated in 1952, third in her law school class of 102 students. That same year Sandra Day married John Jay O’Connor III, whom she had met while working on the law review.

O’Connor set out to find a job as a lawyer but was repeatedly turned down by firms that would not hire women. The one job offer she received was for a position as a legal secretary. Ironically, almost thirty years later, Attorney General William French Smith, who had been a senior member of the firm that made the offer, would be instrumental in O’Connor’s appointment to the US Supreme Court. Instead of becoming a secretary, O’Connor accepted a position as a deputy county attorney in San Mateo, California. She recalls how that job “influenced the balance of my life because it demonstrated how much I did enjoy public service.”

John O’Connor graduated a year after his wife and joined the US Army Judge Advocate General Corps, in which he served for three years in Frankfurt, Germany. While overseas, Sandra Day O’Connor worked as a civilian lawyer for the Quartermaster Corps. The couple returned to the United States in 1957 and moved to Maricopa County, Arizona. In the next six years they had three sons, Scott, Brian, and Jay.

In 1958, after the birth of her first child, O’Connor opened her own firm with a partner, Tom Tobin. She stopped working, however, after Brian’s birth. From 1960 to 1965, besides being a full-time mother, O’Connor did a variety of volunteer work. She wrote questions for the Arizona bar exam, helped start the state bar’s lawyer referral service, sat on the local zoning commission, and served as a member of the Maricopa County Board of Adjustments and Appeals. In 1965 she served as a member of the Governor’s Committee on Marriage and Family, worked as an administrative assistant of the Arizona State Hospital and acted as an adviser to the Salvation Army, and volunteered in a school for blacks and Hispanics. During these years, O’Connor also became actively involved in Republican politics. She worked as a county precinct officer for the party from 1960 to 1965, and as district chairman from 1962 to 1965. “Two things were clear to me from the onset,” O’Connor has remarked about that period in her life. “One is, I wanted a family and the second was that I wanted to work – and I love to work.”
O’Connor returned to regular employment in 1965, as an assistant state attorney general, while also continuing her volunteer work. In 1969, when Isabel A. Burgess resigned from her seat in the Arizona Senate to accept an appointment in Washington, D.C., Gov. Jack Williams appointed O’Connor as her replacement. O’Connor won reelection to the state Senate in two successive terms. She was elected majority leader in 1972, the first woman to hold such office anywhere in the United States. Among her Republican colleagues, her voting record was moderate to conservative, although she differed with some of them on issues such as discrimination and in her support of the Equal Rights Amendment. In addition, she served as co-chair of the state committee to elect Richard Nixon to the presidency.

“"It is difficult to discern a serious threat to religious liberty from a room of silent, thoughtful schoolchildren.""
In 1974 O'Connor won a hard-fought election to a state judgeship on the Maricopa County Superior Court, on which she served for the next five years. Republican leaders encouraged her to run for governor in 1978, but she declined. In 1979 the Democratic governor selected O'Connor as his first appointee to the Arizona Court of Appeals. There, she decided appeals on subjects spanning workmen’s compensation, divorce, criminal convictions, torts, and real property. Twenty-one months later, on August 19, 1981, President Ronald Reagan fulfilled a campaign promise to appoint a woman to the US Supreme Court and nominated O'Connor to the seat vacated by Justice Potter Stewart.

In her Senate confirmation hearings, O'Connor expressed cautiously conservative views on capital punishment, the rule excluding illegally obtained evidence from trials, and busing for desegregation, while declining to be pinned down on the question of abortion. When asked how she wanted to be remembered, O'Connor replied: “Ah, the tombstone question. I hope it says, ‘Here lies a good judge.’” On September 15, 1981, seventeen of the eighteen members of the Judiciary Committee recommended her approval. One voted “present” because O'Connor had declined to condemn the Supreme Court’s 1973 abortion decision, Roe v. Wade. The Senate confirmed her appointment 99-0, and O'Connor took the oath of office September 26, 1981. When she began her first term in October, O'Connor brought to the Court experience from service in all three branches of government and was the only sitting justice who had been elected to public office.

Legal scholars have difficulty categorizing O'Connor’s jurisprudence. Her opinions are conservative and attentive to detail, but also open-minded; they reflect no profound ideology and rarely contain any sweeping rhetoric. She is described as a justice “who looks to resolve each case and no more, one with no overarching philosophy that might preordain a result.”
“The more education a woman has, the wider the gap between men’s and women’s earnings for the same work.”

O’Connor is a tall, striking woman, with glittering eyes and an unflinching gaze. She speaks with quiet, confident authority. Her former law clerks describe her as very much in control, committed, intense, a perfectionist – but also warm, down-to-earth, and irrepressibly upbeat. Shortly after taking her seat, O’Connor established a morning exercise class in the Court gym for the women employees. Her chambers are noted for long hours and sometimes seven-day work weeks, punctuated with popcorn, Mexican brunches, or mandatory outings to the Smithsonian or to go white-water rafting. In the fall of 1988 O’Connor was diagnosed with breast cancer; the day before her surgery she fulfilled a speaking engagement at Washington and Lee University, and she was back on the bench ten days later, without missing an oral argument.
“I believe having a diverse board is important for a number of reasons. The first is that a board should reflect the customers that the company serves. In many businesses women make the purchasing decisions and having that perspective on the board helps the company serve those customers. Secondly, a more diverse board makes better decisions. Many studies reflect that diverse groups make better decisions and that diverse boards produce better results in company performance.

Finally, I believe that DirectWomen plays an important role in preparing women for board service. A general counsel can be a valued voice on a board because they have served others as advisors. There is a different role for a board member than a member of management. A general counsel understands how to provide that valuable advice while the management team executes the company strategy.”

- Angela F. Braly

A recognized leader in business and healthcare, Angela F. Braly serves on the board of directors of Brookfield Asset Management Inc., ExxonMobil Corporation, Lowe’s Companies, Inc., and The Procter & Gamble Company. Ms. Braly formerly served as the Chair, President, and CEO of WellPoint, Inc. (now called Anthem).

Ms. Braly has been named one of the 100 Most Powerful People in Healthcare, one of the Top 25 Women in Healthcare by Modern Healthcare, and has appeared many times, once as high as fourth, on the list of most powerful women in both Forbes and Fortune.

Her leadership reaches beyond the private sector. Ms. Braly is a co-founder of The Policy Circle™, a grassroots network starting conversations across the country to educate, engage, and empower women to be a force for positive change in their communities. Join her at www.thepolicycircle.org.
Rose McKinney-James is an experienced and seasoned small business leader, clean energy advocate, and independent corporate director with a long history in public service, nonprofit volunteerism, and private sector corporate social responsibility. The former President and CEO for the Corporation for Solar Technology and Renewable Resources (“CSTRR”), and former Commissioner with the Nevada Public Service Commission, Ms. McKinney-James also served as Nevada’s first Director of the Department of Business and Industry. She is currently the Managing Principal of Energy Works LLC and McKinney-James & Associates. Her firms provide business-consulting services and advocacy in the areas of public affairs, energy policy, strategy, and economic and sustainable development. This provides an opportunity to advance her extensive experience as a business, corporate, and community leader. Ms. McKinney-James has over two decades of experience in advocacy in legislative and utility regulatory proceedings relative to renewable and clean energy policy and community and stakeholder outreach in Nevada and the US. She has helped to shape much of the energy policy framework in place in the state of Nevada. A registered lobbyist with the Nevada Legislature, Ms. McKinney-James currently represents a range of public and private entities with interests in regulatory and energy and public policy. She assists her clients by developing strategic plans and initiatives designed to be executed utilizing solutions that address unique circumstances and demands.

Working with a diverse group of advocates, Ms. McKinney-James lead the effort to facilitate the passage of the first Renewable Energy Portfolio Standard (“RPS”) in Nevada. This was the first of many successful collaborations resulting in significant clean energy policy advancement in the state.

Ms. McKinney-James serves on the boards of the Energy Foundation and Net Impact. She is the Immediate

“In recent years, numerous surveys and studies have highlighted the incredible value that women bring to the role of corporate director. The increasing emphasis on managing risks and navigating complex transactions requires the recruitment of directors with a broad array of backgrounds. As the importance of board diversity has advanced, I believe that women who are trained as lawyers add an additional layer of critical thought and elevate the overall effectiveness of board governance.”

- Rose McKinney-James

**About the Sandra Day O’Connor Board Excellence Award**

The Sandra Day O’Connor Board Excellence Award honors women lawyers who have served with distinction as directors of public companies and exemplify the manner in which Sandra Day O’Connor leads her life, paving new paths for the women who come after her.
Past Board Chair for the American Association for Blacks in Energy (“AABE”). In 2013 Ms. McKinney-James was selected to serve as an Inaugural Ambassador for the C3E initiative supporting increased participation by women in the clean energy sector. Ms. McKinney-James is the past Chair of The Clean Energy Project and Chair Emeritus of Nevada Partners, a nationally recognized workforce development agency.

She has extensive experience in corporate governance and serves as a member of the board of directors of MGM Resorts International, MGM Detroit, Toyota Financial Services Bank, and NACD Pacific Southwest.

Ms. McKinney-James has been recognized by the US Small Business Administration as Small Business Advocate of the Year. She received a Lifetime Achievement Award from the Women’s Chamber of Commerce as well as the Clark County Public Education Foundation. She has also been honored by the American Solar Energy Society (“SOLAR NV”) as the Advocate of the Year. She is the recipient of the inaugural GreenBiz Verge VANGUARD Award. Ms. McKinney-James is listed in the Black Enterprise Registry of Black Corporate Directors and in SAVOY Magazine Power 300 among the most influential African American corporate directors.

A native of Detroit, Michigan, Ms. McKinney-James is a graduate of the Antioch School of Law in Washington, D.C., and received her BA from Olivet College in Olivet, Michigan. In 2013, Olivet honored her with the Distinguished Alumna Award. Ms. McKinney-James is married and the mother of two sons.
“Board diversity provides a competitive advantage. Diversity of thought in a boardroom produces better discussions and decisions. Diversity of perspectives, experiences, and voices enhances a board’s ability to anticipate and navigate risks and opportunities. And gender diversity on boards is strongly correlated with improved financial performance. I applaud DirectWomen for its considerable efforts to increase the number of women on corporate boards.”

- Linda L. Addison

**About the Distinguished Alumna Award**

The Distinguished Alumna Award honors a DirectWomen Board Institute Alumna who exemplifies the talents and accomplishments of our alumnae and has joined at least one large corporate board since completing the Board Institute.

Linda L. Addison is an experienced independent director, chief executive, and global business leader. She is a member of the board of directors and Compensation Committee of Globe Life Inc. (NYSE: GL) (formerly Torchmark Corporation (NYSE: TMK)), an S&P 500 company. Ms. Addison is also an independent board member of KPMG LLP, the US audit, tax, and advisory firm. She previously served on the advisory board of Northern Trust Bank, N. A. Ms. Addison continues to consider additional boards where her experience as an independent director and leader of a complex global business will add value to a wide range of strategic and commercial areas, both as a board member and as a chair or strong contributor to board committees such as Compensation, Risk, Governance, Technology, and Audit.

Ms. Addison is Immediate Past US Managing Partner (CEO equivalent), Chair of the US Management Committee, and global board member of Norton Rose Fulbright, one of the world’s largest law firms. For more than three decades, Ms. Addison worked with CEOs, corporate boards, and corporate executives across multiple industry sectors, both regulated and unregulated.

Ms. Addison’s client portfolio focused on leading global companies such as General Electric Company, GE Capital, GE Healthcare, GE Power, GE Energy, GE Transportation, Northern Trust Company, Mars Incorporated, and Schlumberger.

Ms. Addison had profit and loss responsibility for the US region and was responsible for formulating and implementing US strategy. She was one of five regional chief executives defining and implementing the firm’s global strategy, running the global business, and overseeing its global operations.
Ms. Addison’s reporting lines included compensation, mergers and acquisitions, risk management, regulatory/compliance, technology (including digital, cybersecurity, and data analytics), marketing/communications, human resources, governance, and crisis management. Ms. Addison’s mergers and acquisitions experience includes identifying merger prospects and leading mergers and post-merger integrations across six regions (North America, Europe, Asia, Australia, South Africa, and the Middle East).

Agenda, a Financial Times publication for board members, named her one of the Compensation 100: Top Board Candidates with Pay-Setting Skills, based on her extensive experience in compensation strategy and related talent operations, acquisition, deployment, and retention.

Crain’s New York Business named Ms. Addison one of the “50 Most Powerful Women in New York.” Ms. Addison also has been named one of the “50 Most Influential Women Lawyers in America” and one of the “100 Most Influential Lawyers in America” by the National Law Journal. The Texas Lawyer honored her with its Lifetime Achievement Award. The New York Law Journal honored her as a “Distinguished Leader.” The American Bar Association (“ABA”) honored her with its prestigious Margaret Brent Women Lawyers of Achievement Award, the ABA’s highest award recognizing the accomplishments of women lawyers who have excelled in their field and paved the way to success for other women.

A member of the Council on Foreign Relations, Ms. Addison also serves on the nonprofit boards of Catalyst, the MD Anderson Cancer Center Board of Visitors, and the University of Texas Law School Foundation. She is Founding President of the Center for Women in Law, America’s premier educational institution devoted to advancing women in the legal profession.

She is a member of the National Association of Corporate Directors (“NACD”), Women Corporate Directors (“WCD”), and C200, a global, invitation-only membership organization of leading women corporate executives and entrepreneurs, devoted to advancing women in business leadership.

Ms. Addison earned the CERT Certificate in Cybersecurity Oversight from Carnegie Mellon University’s Software Engineering Institute. She earned a JD from The University of Texas School of Law, where she was Managing Editor of the Texas Law Review, and a BA from The University of Texas at Austin (Plan II Honors Program). Ms. Addison was named a Distinguished Alumna of the University of Texas at Austin. She also has received the UT Presidential Citation, which recognizes “the extraordinary contributions of individuals who personify the University’s commitment to the task of transforming lives.”

Ms. Addison is a first-generation American whose parents immigrated to America from Poland in 1946. She understands Polish, which was spoken at home. She met her husband Max in law school, and they have an adult daughter. Ms. Addison is an avid reader who likes to travel and is interested in health and fitness. She has climbed Mount Kilimanjaro.
2019 Mary Ann Jorgenson Board Empowerment Award Honoree
Alan L. Beller

“Unless you live in a cave, and insist on staying there, you know that having women on your board (and not just token numbers) is both the right thing and the smart thing. Being part of the leadership of DirectWomen, dedicated to preparing and promoting senior women lawyers as directors, has been especially gratifying because so many of them exhibit the strategic thinking, collaborative working, and problem solving that will bring particular advantages to boards with the wisdom to seek them out.”

- Alan L. Beller

About the The Mary Ann Jorgenson Board Empowerment Award

The Mary Ann Jorgenson Board Empowerment Award was created to celebrate the 10th Anniversary of DirectWomen and to honor the co-founder of DirectWomen, for whom the award is named. The Award is presented on occasion to a lawyer who has advanced the goal of DirectWomen to prepare women attorneys for board service and to increase the number of women on the boards of public companies and who displays passion for and commitment to the mission of DirectWomen, a sustained commitment to sponsoring and mentoring DirectWomen alumnae and other women attorneys to prepare for and obtain board seats, a dedication to serving as a role model for women who aspire to be on corporate boards, a track record as a champion for women in the legal profession, and a commitment to programs and events that expand the profile of DirectWomen.

Alan L. Beller is a Senior Counsel based in Cleary Gottlieb Steen & Hamilton LLP’s New York office. He is a preeminent legal advisor and recognized thought leader regarding securities law, capital markets, and corporate governance.

Mr. Beller currently serves in leadership oversight roles for organizations dedicated to long-term quality and stability of capital markets and the best interests of investors and issuers.

He is a member of the board of directors and the audit and risk committees of Travelers, a Dow Jones company. He is also a trustee of the IFRS Foundation, which is responsible for governance and oversight of the International Accounting Standards Board and International Financial Reporting Standards, the global system of accounting standards used in more than 130 countries, and a member of the Sustainability Accounting Standards Board, which is developing industry-specific sustainability accounting standards that enable public companies to communicate financial material and decision-useful information to investors.

Mr. Beller was the Director of the Division of Corporation Finance of the US Securities and Exchange
Commission and a Senior Counselor to the Commission from January 2002 until February 2006. During his four-year tenure, he led the division in producing the most far-reaching corporate governance, financial disclosure, and securities offering reforms in SEC history. Among his accomplishments were the implementation of the corporate provisions of the Sarbanes-Oxley Act of 2002, the adoption of the first general corporate governance standards for listed companies, and the successful completion of comprehensive securities offering reforms.

During his more than 30 years of experience in private practice with Cleary, Mr. Beller has represented market-leading US and non-US companies, independent directors, and audit committees in complex transactions, including privatizations, demutualizations, and other initial public offerings, and corporate governance, securities, corporate, and accounting and auditing matters. He has lectured and written extensively on these and other topics. He has been recognized as a top-ranked US lawyer by Chambers Global, Chambers USA, The International Who’s Who of Business Lawyers, IFLR 1000: The Guide to the World’s Leading Law Firms, The Legal 500, and The Best Lawyers in America.

He received a JD from the University of Pennsylvania Law School and a BA from Yale College.
DirectWomen is proud to present its 2019 Board Diversity Award to PNC. As of 2019, PNC’s board includes four women: Debra A. Cafaro, Marjorie Rodgers Cheshire, Linda R. Medler, and Toni Townes-Whitley. Three of the ten members of PNC’s Executive Leadership team are women, including Chief Human Resources Officer, Vicki Henn; General Auditor, Stacy Juchno; and Head of Retail Banking and Chief Customer Officer, Karen L. Larrimer.

Vicki Henn, PNC’s Executive Vice President and Chief Human Resources Officer, will accept the Board Diversity Award on PNC’s behalf.

About the The Board Diversity Award

The Board Diversity Award honors corporations that have served as leaders in the effort to achieve board diversity, as illustrated by the critical mass of women directors on their boards and their strong commitment to diversity in the boardroom.

At PNC Financial Services, Inc., diversity and inclusion is among our corporate values and an integral part of our talent and leadership development strategy. We believe that the highest-performing teams are diverse and the most productive workplaces are inclusive. We also know that to most effectively compete in our market, our company, including our board of directors, must reflect our increasingly diverse customer base. Recognizing that diverse boards lead to better decisions and outcomes for our diverse employees, customers, and communities, we’ve made significant progress in expanding the diversity of our board in recent years, and we are proud that currently 1/3 of our independent directors are women, and 1/4 of our independent directors are people of color.

The board’s Nominating and Governance Committee considers the diversity of current and potential directors in the context of the board’s overall needs. The Committee evaluates diversity in a broad sense, recognizing the benefits of demographic, cognitive, gender and ethnic diversity, and the breadth of diverse backgrounds, skills, and experiences the directors bring to the board. Further, the board is mindful of how specified criteria may unnecessarily limit the diversity of the candidate pool, and thus does not require director candidates to have previous experience as a chief executive officer or public board member.

While we are pleased with our progress, we realize that there is still much work to do, and remain committed to maintaining a board that reflects our core values of diversity and inclusion.
**Former Corporate Honorees**

- ConocoPhillips
- General Electric
- Procter & Gamble
- VISA

**Former Individual Honorees**

**Ambassador Barbara M. Barrett**  
*2007 Sandra Day O’Connor Board Excellence Award*  
CEO and President, Triple Creek Guest Ranch  
Former Director, The Aerospace Corporation, Exponent Corporation, Jet Propulsion Laboratory, Mayo Clinic, The Hershey Trust Company, Piper Aircraft, RAND Corporation, Raytheon Company, and Space Foundation

**Ambassador Charlene Barshefsky**  
*2008 Sandra Day O’Connor Board Excellence Award*  
Senior International Partner, WilmerHale  
Director, American Express Company, The Estée Lauder Companies Inc., and MDC Partners Inc.  
Former Director, Intel Corporation and Starwood Hotels & Resorts Worldwide, Inc.

**Paula Boggs**  
*2016 Sandra Day O’Connor Board Excellence Award*  
Former Executive Vice President, General Counsel, and Secretary, Starbucks Coffee Company  
Founder & Member, Boggs Media, LLC  
Director, Avid Technology, Inc.

**Pamela L. Carter**  
*2018 Sandra Day O’Connor Board Excellence Award*  
Former President, Cummins Distribution Inc. and Former Vice President, General Counsel, and Corporate Secretary, Cummins Inc.;  
Former Attorney General, State of Indiana  
Director, Hewlett Packard Enterprise Company, CSX Corporation, Enbridge Inc., and Broadridge Financial Solutions, Inc.
Beverly C. Chell
2007 Sandra Day O’Connor Board Excellence Award
Former Chief Financial Officer and Co-Founder, Primedia, Inc.
Director, BizBash Media, Inc., Penton Media, Inc., SpaFinder, Inc.

Andrea S. Christensen
2007 Sandra Day O’Connor Board Excellence Award
Former Partner, Arnold & Porter Kaye Scholer LLP
Former Director, KeysSpan Corporation and Inwood House Inc.

Betsy Z. Cohen
2008 Sandra Day O’Connor Board Excellence Award
Former CEO, The Bancorp, Inc.
Director, Aetna Inc.

Connie R. Collingsworth
2018 Distinguished Alumna Award
Chief Business Operations Officer, the Bill & Melinda Gates Foundation
Director of Banner Corporation and Premera Blue Cross

Mary B. Cranston
2015 Sandra Day O’Connor Board Excellence Award and 2017 Mary Ann Jorgenson Board Empowerment Award
Chair Emeritus, Pillsbury Winthrop Shaw Pittman LLP
Director, Visa Inc., The Chemours Company, MyoKardia, Inc., CSAA Insurance Exchange, and Aretec Group, Inc.

Patricia Diaz Dennis
2017 Sandra Day O’Connor Board Excellence Award
Former General Counsel and Senior Vice President, AT&T Inc.
Director, Amalgamated Bank, United States Steel Corporation and Entravision Communications Corporation
Former Director, Massachusetts Mutual Life Insurance Company

Jamie S. Gorelick
2016 Sandra Day O’Connor Board Excellence Award
Partner, WilmerHale
Director, Amazon.com and United Technologies Corporation
Maryellen C. Herringer
2007 Sandra Day O’Connor Board Excellence Award
Former Executive Vice President, General Counsel, and Secretary, APL Limited
Former Director, PG&E Corporation and ABM Industries Incorporated

Edith E. Holiday
2009 Sandra Day O’Connor Board Excellence Award
Former President, Secretary and Treasurer, Comcast TW Holdings, Inc.
Director, Hess Corporation, Santander Consumer USA Holdings Inc., White
Mountains Insurance Group Ltd., and Canadian National Railway
Former Director, Franklin Resources, Inc. H.J. Heinz Company, and RTI
International Metals, Inc.

Lisa A. Hook
2007 Sandra Day O’Connor Board Excellence Award
Former President and CEO, Neustar, Inc.
Former Director, RELX PLC, Covad Communications Group, Inc., and Time
Warner Telecom Inc., National Geographic Ventures, and K12, Inc.

Suzanne Nora Johnson
2009 Sandra Day O’Connor Board Excellence Award
Former Vice Chairman, The Goldman Sachs Group, Inc.
Director, American International Group, Intuit, Inc., Pfizer Inc., and Visa Inc.

Helene L. Kaplan
2011 Sandra Day O’Connor Board Excellence Award
Of Counsel, Skadden, Arps, Slate, Meagher & Flom LLP
Former Director, Exxon Mobil Corporation, J.P. Morgan Chase & Co., The May
Department Stores, and Verizon Communications, Inc.

Roberta S. Karmel
2011 Sandra Day O’Connor Board Excellence Award
Centennial Professor of Law, Brooklyn Law School
Former Director, New York Stock Exchange

Anastasia D. Kelly
2016 Distinguished Alumna Award
Managing Partner (Americas), DLA Piper
Director, Huntington Ingalls Industries, Inc. and Owens-Illinois, Inc.
**Patricia D. King**  
*2007 Sandra Day O’Connor Board Excellence Award*  
Carmack Waterhouse Professor of Law, Medicine, Ethics, and Public Policy, Georgetown University Law Center  
Former Director, Golden West Financial Corporation

**Gail A. Lione**  
*2017 Sandra Day O’Connor Board Excellence Award*  
Senior Counsel, Dentons  
Director, Badger Meter, Inc., Dohmen, and Sargento Foods, Inc.

**Janiece M. Longoria**  
*2008 Sandra Day O’Connor Board Excellence Award*  
Chairman, the Port Commission of the Port of Houston Authority  
Director, Superior Energy Services, Inc.  
Former Director, CenterPoint Energy, Inc.

**Linda Koch Lorimer**  
*2008 Sandra Day O’Connor Board Excellence Award*  
Former Vice President and Secretary, Yale University  
Director, Pearson  
Former Director, McGraw-Hill, Inc., Sprint, Centel Corporation, and First Colony Life Insurance Company

**Deborah Platt Majoras**  
*2015 Distinguished Alumna Award*  
Chief Legal Officer and Secretary, The Procter & Gamble Company  
Director, Valero Energy Corporation

**Siri S. Marshall**  
*2011 Sandra Day O’Connor Board Excellence Award*  
Former Senior Vice President of Corporate Affairs, General Counsel, and Secretary, General Mills, Inc.  
Director, Equifax Inc.  

**Vilma S. Martinez**  
*2007 Sandra Day O’Connor Board Excellence Award*  
Former Partner, Munger, Tolles & Olson LLP  
Former Director, Anheuser-Busch Companies, Bank of the West, Burlington Northern Santa Fe Railway Company, Fluor Corporation, and Shell Petroleum
Aulana L. Peters  
2007 Sandra Day O’Connor Board Excellence Award  
Former Partner, Gibson, Dunn & Crutcher LLP  
Former Director, 3M Company, Deere & Company, Merrill Lynch & Co., and Northrop Grumman Corporation

Catharine A. Rein  
2008 Sandra Day O’Connor Board Excellence Award  
Former Senior Executive Vice President, MetLife, Inc.  

Toni Rembe  
2008 Sandra Day O’Connor Board Excellence Award  
Former Partner, Pillsbury Winthrop Shaw Pittman LLP  
Former Director, AEGON N.V., APL Limited, AT&T Inc., Pacific Telesis Group, Potlatch Corp., SBC Communications Inc., and Transamerica Corporation

Sheli Z. Rosenberg  
2008 Sandra Day O’Connor Board Excellence Award  
Of Counsel, Skadden, Arps, Slate, Meagher & Flom LLP  

Gloria Santona  
2013 Sandra Day O’Connor Board Excellence Award  
Of Counsel, Baker McKenzie  
Former Executive Vice President and General Counsel, McDonald’s Corporation  
Director, Aon plc

Jane C. Sherburne  
2018 Sandra Day O’Connor Board Excellence Award  
Principal, Sherburne, PLLC  
Former Senior Executive Vice President, General Counsel and Corporate Secretary, The Bank of New York Mellon Corporation; Advisory Board Member, Perella Weinberg Partners; Director, HSBC North America Holdings Inc., HSBC USA Inc., HSBC Bank USA, N.A., and Teledyne Technologies Inc.

Laura Stein  
2007 Sandra Day O’Connor Board Excellence Award  
Executive Vice President and General Counsel, The Clorox Company  
Director, Franklin Resources Inc. and Canadian National Railway Company  
Former Director, Nash Finch Company
Pamela Thomas-Graham
*2015 Sandra Day O’Connor Board Excellence Award
*Founder and CEO, Dandelion Chandelier Digital Media

Frances Fragos Townsend
*2015 Sandra Day O’Connor Board Excellence Award
*Executive Vice President of Worldwide Government, MacAndrews & Forbes Inc.
*Director, Freeport McMoRan Inc., Scientific Games Corporation, The Western Union Company, and SciPlay Corporation

Ann M. Veneman
*2015 Sandra Day O’Connor Board Excellence Award
*Former Executive Director, United Nations Children’s Fund (UNICEF)
*Director, Nestle S.A.
*Former Director, Alexion Pharmaceuticals

Karen Hastie Williams
*2008 Sandra Day O’Connor Board Excellence Award
*Former Partner, Crowell & Moring LLP

Deborah C. Wright
*2009 Sandra Day O’Connor Board Excellence Award
*Former Chairman and CEO, Carver Bancorp, Inc.
*Director, Citigroup Inc.

Alice Young
*2017 Distinguished Alumna Award
*Former Partner and Chair, Arnold & Porter Kaye Scholer LLP
*Former Director, AXIS Capital Holdings Ltd. and Mizuho Trust & Banking Co.

To nominate a woman lawyer for the Sandra Day O’Connor Board Excellence Award, email DirectWomen’s Executive Director, Shawn Taylor Kaminski, at skaminski@directwomen.org.
DIRECTWOMEN

2019 Board Institute
About the Board Institute

Since 2007, DirectWomen has hosted the Board Institute - an annual two-day program with the goal of positioning exceptional senior women lawyers for service as directors of major corporations. The Board Institute is led by Hillary A. Sale, Professor of Law, Georgetown Law School and Professor of Management, McDonough School of Business, Georgetown University; Public Governor, FINRA Board of Governors.

DirectWomen identifies a small group of leading women lawyers from around the country to participate in the annual Board Institute based on an assessment of their ability to provide the experience, independence, and business judgment required for board effectiveness. The Board Institute provides working sessions designed to help participants develop their value proposition and personal board-search strategies. During the Board Institute, participants learn how to demonstrate their considerable skills and experience in ways that will meet the needs of today’s corporate board.

Nearly 200 women have participated in the Board Institute over the past 12 years. More than 31% of the program’s alumnae now serve as directors of major companies including: Visa Inc., Valero Energy Corporation, Andeavor, The TJX Companies, Inc., and Tesla.

At the Board Institute, the class learns from an extraordinary faculty comprised of CEOs, C-suite Executives, and directors of public companies to discuss key issues facing corporate directors about governance, corporate purpose, strategy, and other cutting-edge topics. The class also meets with DirectWomen honorees and alumnae with extensive board experience. In addition, the Board Institute provides opportunities to learn from senior search firm executives.

The following pages highlight these impressive faculty members and the 2019 Board Institute Class.

The application for the 2020 Board Institute is open until December 2, 2019. Visit DirectWomen’s website for more information or email DirectWomen’s Operations and Development Specialist, Laura Beth Hooper, at lbhooper@directwomen.org.
Board Institute Sessions

Elevator Pitches

The participants honed their “elevator pitches” during a session in which directors and search firm members offered their feedback. Faculty members included:

Alan L. Beller, Senior Counsel, Cleary Gottlieb Steen & Hamilton LLP; Director, Travelers

John J. Brennan, Chairman Emeritus and Senior Advisor, The Vanguard Group, Inc.; Director, American Express, The Guardian Life Insurance Company of America, and Rockefeller Capital Management

Herman Bulls, International Director and Vice Chairman, JLL; Director, Comfort Systems USA, Inc. and USAA

Marcy S. Cohen, Chief Legal Officer and Managing Director, ING Financial Holdings Corporation; Director, Keb Hana Bank USA

Thomas T. Daniels, Senior Director and Partner, Spencer Stuart

Cynthia Dow, Managing Director, Global Legal Practice Leader, Boston Area Manager, Russell Reynolds Associates

Lisa M. Fairfax, Alexander Hamilton Professor of Business Law and Director, Corporate Law and Governance Initiative, George Washington University Law School

Suzanne Rich Folsom, Partner, Manatt, Phelps & Phillips, LLP; Director, Equal Future Corp.

Kathleen M. Franklin, Global Ethics and Compliance Strategy Leader, Sony Group; Director, Bank OZK

E. Thames Fulton, Managing Director, RSR Partners

Peggy A. Heeg, Partner, Reed Smith LLP; Former Director, Columbia Pipeline Partners LP and Eagle Rock Energy Partners

Christina M. Ibrahim, Executive Vice President, General Counsel, Chief Compliance Officer, and Corporate Secretary, Weatherford International plc.; Director, PDC Energy, Inc.

Mary Ann Jorgenson, Former Chair, DirectWomen; Former Senior Partner, Squire Patton Boggs; Director, Anthony & Sylvan Pools Corporation

Liza Landsman, Venture Partner, New Enterprise Associates; Director, Applause App Quality, Inc., Choice Hotels International, and Squarespace

Susan S. Lanigan, Chair, Tennessee Education Lottery Commission; Former Executive Vice President and General Counsel, Dollar General Corporation and Chico’s FAS, Inc.; Director, Kirkland’s, Inc. and Simmons First National Corporation

Roberta D. Liebenberg, Immediate Past Chair, DirectWomen; Senior Partner, Fine, Kaplan and Black, RPC

Linda H. Riefler, Former Global Head of Research, Morgan Stanley; Director, CSX Corporation, MSCI Inc., and North American Partners in Anesthesia

Lauren E. Smith, Managing Director, Diversified Search

Brande Stellings, Principal, Vestry Laight

Angela A. Sun, Chief Operating Officer and Partner, Alpha Edison; Director, The Western Union Company

James S. Turley, Former Chairman and CEO, Ernst & Young; Director, Citigroup, Inc., Emerson Electric Co., Intrexon Corporation, Kohler Company, and Northrop Grumman Corporation

Robin Walker-Lee, Former Executive Vice President, General Counsel, and Secretary, TRW Automotive Holdings Corporation; Director, Rexnord Corp. and EMCOR Group, Inc.

Laura A. Weil, Founder and Managing Partner, Village Lane Advisory, LLC; Director, Carnival Corporation & plc, Global Fashion Group Inc., Bamboo Rose Inc., and Daniel’s Jewelers
The Board’s Nominating and Governance Roles

This session provided an overview of the nominating and corporate governance committee and how the committee works within the board. Paneslists discussed the importance of diversity, the theory and reality of independence, and the governance issues facing boards today. Hillary A. Sale, Chair, DirectWomen Board Institute; Professor of Law, Georgetown Law School and Professor of Management, McDonough School of Business, Georgetown University; Public Governor, FINRA Board of Governors, moderated the discussion. Panelists included:

John J. Brennan, Chairman Emeritus and Senior Advisor, The Vanguard Group, Inc.; Director, American Express, The Guardian Life Insurance Company of America, and Rockefeller Capital Management

Herman Bulls, International Director and Vice Chairman, JLL; Director, Comfort Systems USA, Inc. and USAA

Hon. Cynthia A. Glassman, Former Under Secretary for Economic Affairs, US Department of Commerce; Former SEC Commissioner; Director, Discover Financial Services and Navigant Consulting

Liza Landsman, Venture Partner, New Enterprise Associates; Director, Applause App Quality, Inc., Choice Hotels International, and Squarespace

Alan D. Schnitzer, CEO and Chairman of the Board, Travelers

Defining Corporate Purpose: The Role of the Board

Whether it is the Business Roundtable, Blackrock, or corporate governance thought leaders, corporate purpose and the role of corporations in society are key topics of discussion in boardrooms and across the country. This panel explored these issues in the context of the boardroom. Hillary A. Sale, Chair, DirectWomen Board Institute; Professor of Law, Georgetown Law School and Professor of Management, McDonough School of Business, Georgetown University; Public Governor, FINRA Board of Governors, moderated the discussion. Panelists included:

Rochelle B. Lazarus, Chairman Emeritus, Ogilvy & Mather; Director, The Blackstone Group LP and Merck & Co., Inc.

John S. Stroup, President, CEO, and Chairman of the Board, Belden Inc.; Director, Barry-Wehmiller and Rexnord Corporation

Angela A. Sun, Chief Operating Officer and Partner, Alpha Edison; Director, The Western Union Company

James S. Turley, Former Chairman and CEO, Ernst & Young; Director, Citigroup, Inc., Emerson Electric Co., Intrexon Corporation, Kohler Company, and Northrop Grumman Corporation

Women Lawyers as Board Candidates

This session featured search firm leaders who focused on the role of search firms in board placements. Mary Ann Jorgenson, Former Chair, DirectWomen; Former Senior Partner, Squire Patton Boggs; Director, Anthony & Sylvan Pools Corporation, moderated the panel discussion. Participants included:

Janice Reals Elig, CEO, The Elig Group LLC

Susan S. Hart, Executive Search and Leadership Advisory Consultant and Leader, Global Retail, Apparel and Luxury Goods Practice, Spencer Stuart

Alan D. Hilliker, Senior Partner, Board and CEO Practices, Egon Zehnder

Stephen D. Newton, Area Manager, Dallas and Houston, Managing Director, Russell Reynolds Associates
Success Strategies
The DirectWomen alumnae in this session shared their own stories around the board search process – from developing their search strategy and expanding their network, to evaluating and landing opportunities. Lisa M. Fairfax, Alexander Hamilton Professor of Business Law and Director, Corporate Law and Governance Initiative, George Washington University Law School, moderated the panel discussion. Participants included:

Maria C. Green, Former Senior Vice President and General Counsel, Ingersoll-Rand plc; Director, Tennant Company and WEC Energy Group, Inc.

M. Ann Harlan, Former Vice President, General Counsel, and Corporate Secretary, The J.M. Smucker Company; Director, Cleveland-Cliffs Inc., The Gorman-Rupp Company, and FlavorX

Christina M. Ibrahim, Executive Vice President, General Counsel, Chief Compliance Officer, and Corporate Secretary, Weatherford International plc.; Director, PDC Energy, Inc.

Robin Walker-Lee, Former Executive Vice President, General Counsel, and Secretary, TRW Automotive Holdings Corporation; Director, Rexnord Corp. and EMCOR Group, Inc.

Coaching Session
On the second day of the Board Institute, members of the 2019 class participated in a coaching session with DirectWomen honorees, executive board recruiters, and directors. Coaches included:

Alan L. Beller, Senior Counsel, Cleary Gottlieb Steen & Hamilton LLP; Director, Travelers

Angela F. Braly, Co-Founder, The Policy Circle; Former Chair and Chief Executive Officer, WellPoint, Inc. (now known as Anthem); Director, Brookfield Asset Management Inc., Exxon Mobil Corporation, Lowe’s Companies, Inc., and The Procter & Gamble Company

Maureen A. Brundage, Senior Advisor, BarkerGilmore LLC; Former Executive Vice President, General Counsel, Corporate Secretary, and Chief Ethics Officer, The Chubb Corporation; Director, Commerce Insurance Company, Citation Insurance, and MAPFRE USA Corp. and its subsidiaries

Herman Bulls, International Director and Vice Chairman, JLL; Director, Comfort Systems USA, Inc. and USAA

Marcy S. Cohen, Chief Legal Officer and Managing Director, ING Financial Holdings Corporation; Director, Keb Hana Bank USA

Thomas T. Daniels, Senior Director and Partner, Spencer Stuart

Cynthia Dow, Managing Director, Global Legal Practice Leader, Boston Area Manager, Russell Reynolds Associates

Lisa M. Fairfax, Alexander Hamilton Professor of Business Law and Director, Corporate Law and Governance Initiative, George Washington University Law School

Suzanne Rich Folsom, Partner, Manatt, Phelps & Phillips, LLP; Director, Equal Future Corp.

Kathleen M. Franklin, Global Ethics and Compliance Strategy Leader, Sony Group; Director, Bank OZK

E. Thames Fulton, Managing Director, RSR Partners

Lee Hanson, Vice Chairman, Heidrick & Struggles; Director, Analysis Group, Inc.

Peggy A. Heeg, Partner, Reed Smith LLP; Former Director, Columbia Pipeline Partners LP and Eagle Rock Energy Partners

Christina M. Ibrahim, Executive Vice President, General Counsel, Chief Compliance Officer, and Corporate Secretary, Weatherford International plc.; Director, PDC Energy, Inc.

Mary Ann Jorgenson, Former Chair, DirectWomen; Former Senior Partner, Squire Patton Boggs; Director, Anthony & Sylvan Pools Corporation
Susan S. Lanigan, Chair, Tennessee Education Lottery Commission; Former Executive Vice President and General Counsel, Dollar General Corporation and Chico’s FAS, Inc.; Director, Kirkland’s, Inc. and Simmons First National Corporation

Roberta D. Liebenberg, Immediate Past Chair, DirectWomen; Senior Partner, Fine, Kaplan and Black, RPC

Rose McKinney-James, Managing Principal, Energy Works LLC and McKinney-James Associates; Director, MGM Resorts International and Toyota Financial Savings Bank

Helen P. Pudlin, Senior Advisor, BarkerGilmore LLC; Trustee, The Penn Mutual Life Insurance Company

Linda H. Riefler, Former Global Head of Research, Morgan Stanley; Director, CSX Corporation, MSCI Inc., and North American Partners in Anesthesia

Lauren E. Smith, Managing Director, Diversified Search

Brande Stellings, Principal, Vestry Laight

James S. Turley, Former Chairman and CEO, Ernst & Young; Director, Citigroup, Inc., Emerson Electric Co., Intrexon Corporation, Kohler Company, and Northrop Grumman Corporation

Laura A. Weil, Founder and Managing Partner, Village Lane Advisory, LLC; Director, Carnival Corporation & plc, Global Fashion Group Inc., Bamboo Rose Inc., and Daniel’s Jewelers

Honoree Panel

The final highlight was a session with the recipients of the 2019 Sandra Day O’Connor Board Excellence Award, the Distinguished Alumna Award, and the Mary Ann Jorgenson Board Empowerment Award. This session provided the DirectWomen Board Institute Class of 2019 with an opportunity to meet with and learn from a distinguished group of lawyers who have served on corporate boards. The panel was moderated by Anastasia D. Kelly, Managing Partner (Americas), DLA Piper; Director, Huntington Ingalls Industries, Inc. and Owens-Illinois, Inc. Participants included:

Linda L. Addison, Immediate Past Managing Partner, Norton Rose Fulbright US LLP; Director, Globe Life Inc. and KPMG LLP

Alan L. Beller, Senior Counsel, Cleary Gottlieb Steen & Hamilton LLP; Director, Travelers

Angela F. Braly, Co-Founder, The Policy Circle; Former Chair and Chief Executive Officer, WellPoint, Inc. (now known as Anthem); Director, Brookfield Asset Management Inc., Exxon Mobil Corporation, Lowe’s Companies, Inc., and The Procter & Gamble Company

Rose McKinney-James, Managing Principal, Energy Works LLC and McKinney-James Associates; Director, MGM Resorts International and Toyota Financial Savings Bank
Katherine E. Adkins

Katherine E. Adkins, recently retired, was a senior executive with Toyota Financial Services (“TFS”), a publicly listed debt issuer with $120B in assets, the largest non-bank financial institution in the US. Ms. Adkins is known for building high-performance teams and delivering results without increasing budget, litigation risk, or headcount. While at TFS, Ms. Adkins was a member of TFS’s Executive, Enterprise Risk, and Audit Committees and chaired its Global Compliance Committee. She also served on the board of two private company affiliates within Toyota and was a founding board member of Toyota’s Political Action Committee.

Whether acting as a board member, executive, or legal advisor, Ms. Adkins is known for being a proactive and results-driven leader. She led the development of an enterprise compliance function from the ground up within TFS and led the development of a global compliance framework within the Global TFS Group. Because of her strategy, TFS received very positive feedback from its regulators and Adkins led the development of a robust culture of compliance within TFS globally, including board level oversight and support.

With an unwavering passion for business innovation, Ms. Adkins created a grass roots movement within TFS to instill creativity and innovation in the organization. She created and led a 20+ member team that provided training to employees on creativity, led creativity and innovation workshops, and facilitated company-wide innovation events. This work led to the company expansion into MaaS and other mobility platforms.

Ms. Adkins oversaw 300+ employees globally across diverse areas such as procurement, compliance, legal, audit, and outsourcing. As an Audit Committee member, she also took the lead in achieving the move of TFS headquarters from California to Texas with no impact on financial reporting and she led an effort to professionalize the Audit Committee with more robust oversight and governance capabilities.

Giving back to her community, Ms. Adkins has served on the boards of the Dallas Theater Company and Levitt & Quinn, a nonprofit family law center. She is a frequent public speaker at finance industry, legal, and women’s conferences and has been recognized by organizations as diverse as Auto Finance News and Girl Scouts of America. Ms. Adkins has also been selected to join the DirectWomen Board Institute as part of its 2019 class.
Valerie L. Banner is Senior Vice President, General Counsel, and Corporate Secretary at Exterran Corporation (NYSE:EXTN), a global midstream systems and process company in the oil, gas, water, and power markets. She is also a member of the board of directors of Main Street Capital Corporation (NYSE:MAIN), an investment firm providing debt and equity capital to lower middle market and middle market companies, where she sits on the Governance Committee.

Ms. Banner is a global business leader with extensive experience in corporate strategy, governance, international mergers and acquisitions and capital markets transactions, IPOs, and enterprise risk alignment. For more than three decades, Ms. Banner has worked with corporate boards, CEOs, and corporate executives across multiple regulated and unregulated industries, primarily in the international energy and manufacturing, industrial services, and financial services sectors. She has broad functional experience, with reporting lines that currently include governance, mergers and acquisitions, capital markets transactions, enterprise risk, crisis management, compliance, and legal functions. Her expertise is in responding to complex and evolving strategic, governance, and enterprise risk matters, as well as identifying opportunities for growth, innovation, and talent development.

As a leader on Exterran's executive management team, Ms. Banner is one of six senior executives defining and implementing the company's global strategy, running the global business, and overseeing its global operations. In addition, she has substantial governance responsibility, including responsibility for the company's shareholder engagement program, and management of enterprise-level risks. A trusted advisor to Exterran's board of directors, she is secretary to the Nominating and Governance, Audit, and Compensation Committees as well as the board itself. Ms. Banner is also founder and champion of Exterran's Women's Forum, created to develop diverse talent in the energy industry.

As part of her risk management responsibilities, Ms. Banner successfully led the 2016 investigation and restatement of Exterran's financial statements due to its Italian subsidiary's accounting improprieties and resulting SEC investigation, completed in April 2019 with no enforcement action or fine. She led and completed an international arbitration and settlement with the Republic of Venezuela valued in excess of US$500M for expropriated business operations and assets, and a settlement with Venezuela valued in excess of US$400M for joint ventures' expropriated business operations. Ms. Banner also developed a global business risk assessment and management program and a program to protect and maintain the proprietary nature of Exterran's technical expertise. In her previous roles, Ms. Banner led numerous mergers, acquisitions, and capital markets transactions, a significant portion of a spin transaction creating two publicly traded companies, and an IPO following a private equity acquisition.

In addition to serving as a Director of Main Street Capital Corporation, Ms. Banner serves as a Director of several Exterran subsidiaries, including the sole inside Director of its Netherlands international holding company. She is a founder and Co-Chair of the Petroleum Equipment & Services Association ESG Committee and a recipient of the Greater Houston Woodlands Women's Chamber of Commerce Trailblazer award. She is also a member of the National Association of Corporate Directors, Women Corporate Directors, DirectWomen, and Society for Corporate Governance. Ms. Banner received her Bachelor of Business Administration, summa cum laude, from Southern Methodist University and her JD, cum laude, from The University of Texas School of Law. She and her husband have two adult children and reside in Houston, Texas.
Malissia R. Clinton

Malissia R. Clinton is an executive with considerable board experience and over 25 years of practice across multiple industries, including defense, aerospace, intelligence, advanced technologies, and health care. Ms. Clinton is Senior Vice President, General Counsel, and Secretary at Los Angeles-based The Aerospace Corporation, the preeminent Department of Defense advisor for the space enterprise. At Aerospace, Ms. Clinton serves as a strategic partner to the C-suite on a broad range of transactional and governance issues. She is cleared at the TOP SECRET/Sensitive Compartmented Information level. Ms. Clinton also serves on the board of 3D Systems, a leading additive manufacturing solutions company, and is a member of the Compliance Committee of 3D Systems.

Ms. Clinton has specific expertise in ethics and compliance with an emphasis on consent decrees and administrative agreements.

Ms. Clinton has significant board experience at both for-profit and nonprofit organizations. She served on the board of BTL Machine, a privately-held company that did CNC manufacturing for Boeing and other aerospace contractors for nearly three decades, helping them resolve a significant compliance issue. Since 2016, she has served on the board of City of Hope, a leading independent research and treatment center for cancer, diabetes, and other life-threatening diseases. She also is a board member of the Arizona State University Foundation.

In her role at The Aerospace Corporation, Ms. Clinton provides leadership and oversight to the senior management team on issues related to compliance, strategy, ethics, mission, and culture. Ms. Clinton acts as a consigliere to the board of trustees and its committees facilitating communications with the executive team and helping the board guide the Company’s strategy. She reports to the Audit Committee quarterly and is the management liaison for the Governance and Nominating Committee responsible for identifying board candidates, vetting conflicts-of-interest, and ensuring the board is compliant with its fiduciary duties. From 1998 to 2009, Ms. Clinton served in multiple management positions at Northrop Grumman, rising through the leadership ranks to become Senior Counsel for Special Projects in the Office of the General Counsel.

From 1993 to 1998, Ms. Clinton worked at the law firm Tuttle and Taylor. Ms. Clinton, a member of Phi Beta Kappa, earned a bachelor’s degree, summa cum laude, in political science from Arizona State University. She earned her JD at Stanford Law School, where she was an editor of the Stanford Law Review. She is a graduate of the UCLA Anderson School’s Executive Program in Business Management.
Michele L. Connell

Michele L. Connell is a Partner in the global corporate practice and the Managing Partner of the Cleveland office of Squire Patton Boggs, a top 20 global law firm. Ms. Connell’s commercial aptitude, business sense, and global perspective make her a valued asset to boards of directors and to her firm’s leadership team.

Ms. Connell’s business acumen, language skills, and cross-cultural awareness are global in scope. She began her career as a diplomat for the US Department of State, where she advanced the mission of the US Government while serving in the US Embassies in Poland and Honduras. She received the Meritorious Honor Award for her disaster response service following Hurricane Mitch in Honduras. She is fluent in Spanish and proficient in Polish.

Ms. Connell is a recognized expert and strategic advisor on mergers and acquisitions. Through her active international mergers and acquisition practice, Ms. Connell brings expertise on market trends, financing terms, and high-risk regulatory and commercial areas to bear. Ms. Connell’s deep experience crosses multiple geographies, including navigating employment and tax matters in Brazil, joint venture and intellectual property issues in China, and union negotiations in connection with dispositions in Europe. Ms. Connell’s practice includes middle to large market names in the diversified industrial and transportation industries, including original equipment manufacturer, Tier 1 and Tier 2 suppliers in the automotive industry, and chemical and fintech companies. Ms. Connell also guides boards through corporate governance challenges, successfully negotiating with leading shareholder activists and engaging with institutional investors and proxy advisors to advance business imperatives.

Ms. Connell serves as the CEO equivalent of the Cleveland office, one of the largest offices in the firm, where she leads over 250 team members and deploys multi-million dollar budgets to drive revenue creation and advance market share. Ms. Connell’s leadership has resulted in an expanded market share in key growth areas, year over year revenue and productivity increases, and impressive advances in diversity and talent recruitment.

Ms. Connell serves on the boards of multiple nonprofits, including University Hospital Health Systems, Inc., a $4B health system with over 28,000 employees, where she sits on both the Compensation and Governance Committees.

Ms. Connell received the 2018 National Women in Law Award for her innovative leadership and has been recognized as a leading lawyer in Latin America the last two years by the International Financial Law Review’s Energy and Infrastructure: Latin America Guide.
Veronica H. Foley has over 15 years of experience in the energy industry with unique insights in global business development, legal, governance, compliance, and risk management. She has successfully innovated across the value chain, by helping to establish multiple operations across the Middle East and Latin America; unlocking potential in multiple mergers and acquisitions, and strategically helping companies through financial and industry downturns. With extensive experience in business risk management and regulatory affairs, Ms. Foley quickly understands all aspects of an opportunity, not only highlighting project/business risks and value gaps, but also identifying how to close them. This year she was awarded General Counsel of the Year (mid-size law department) by the Association of Corporate Counsel. In 2017, she was recognized nationally as one of the Top 50 General Counsels in Houston by the National Diversity Council and by the Association of Woman Attorneys Foundation as a 2017 Houston Premiere Women in Law honoree.

Ms. Foley serves as Senior Vice President, General Counsel, and Corporate Secretary at Precision Drilling Corporation (“Precision”). Precision is a leading North American oil and gas drilling company listed on the New York and Toronto stock exchanges. Precision provides onshore drilling and completion and production services globally. Ms. Foley serves as an integral member of the executive management team and spends most of her time advising the board of directors, the CEO, and other members of the executive team. She is responsible for implementing strategic business growth initiatives, helping build strong board relations, and overseeing all aspects of corporate governance, legal, and compliance functions.

She has expertise in corporate governance, securities law, strategic legal and business planning, including mergers, acquisitions, divestitures, and corporate financial transactions. She manages a $5M+ annual litigation budget and is responsible for establishing strategy for concurrent multi-million-dollar cases. She is also responsible for integrating and overseeing such allied corporate functions as insurance, enterprise risk management, and workers’ compensation. She also acts as Precision’s Chief Compliance Officer, and as such, she further advises on internal and external regulations, corporate investigations, including anti-corruption laws and SEC regulations.

Prior to joining Precision, Ms. Foley worked as an attorney with Norton Rose Fulbright LLP, a global legal practice providing prominent corporations and financial institutions with a full business law service. In private practice, she represented several international companies in internal investigations before the Department of Justice and the Federal Trade Commission. She also handled litigation and international investment arbitration matters before the International Centre for Settlement of Investment Disputes, an arm of the World Bank, and the International Chamber of Commerce.

Ms. Foley is a native Spanish speaker and is also proficient in French and Portuguese. She has lived in Australia, Colombia, and France. Her international background and her experience working with multinational companies give her a deep understanding of the challenges and opportunities of conducting business across borders.

Ms. Foley holds a BA degree in Psychology and French from Baylor University, and a JD degree cum laude from South Texas College of Law. She serves on the boards of various educational and professional institutions, including the Houston Bar Foundation – the charitable arm of the Houston Bar – and Girls Inc. of Greater Houston, where she currently acts as Vice Chair.
Susan Harte is a Senior Vice President in CBRE’s global Location Advisory and Transactions Services group. CBRE Group, Inc. is the world’s largest commercial real estate services and investment firm. With more than 90,000 employees and $21.3B in revenue, it has been included in the Fortune 500 since 2008, ranking #146 in 2019.

Combining expertise in commercial real estate and economic development, Ms. Harte elevates the corporate real estate function to an executive advisory role by assisting her clients in achieving better business outcomes by integrating strategic planning techniques and implementation frameworks to drive internal stakeholder consensus around better business location decisions. Ms. Harte manages major projects involving complex multi-jurisdictional competitive strategies and has structured and negotiated over one billion dollars in location incentives such as real estate tax abatements, sales tax exemptions, and specialty bond financing, for her clients’ projects.

Ms. Harte’s location economics experience spans more than 23 years. Prior to joining CBRE, Ms. Harte served as the Director of the Business Economic Incentives Practice at Jones Lang LaSalle having joined the company after seven years with the New York City boutique law firm of Stadtmauer Bailkin. She also served a term as the Director of National Incentives Practice at the nation’s fourth largest accounting firm, Grant Thornton. Ms. Harte started her career in economic development as Director of Industry Development for New York State’s chief economic development agency, Empire State Development, where she represented the State of New York in large-scale development and retention projects. Prior to moving to New York, Ms. Harte worked as Counsel for Reebok, Far East, in Hong Kong where she managed the company’s manufacturing contracts. Ms. Harte then moved to Tokyo to fill the foreign associate position at the law firm of Miyake & Yamazaki working on US/Japan joint ventures and technology transfers where she gained strong Japanese conversational ability.

Throughout her career, Ms. Harte often presents to the boards of directors of her client companies as well as representing them before dozens of quasi-governmental boards and economic development benefit granting authorities.

Ms. Harte’s career is complimented by her commitment to community service and charitable involvement. As the founding chairman of City Harvest’s “Square Feet to Square Meals” fundraising campaign, Ms. Harte received the 2005 Heart of the City award. She formerly served on the Board of Trustees of Trailblazers, a 501(c)(3) experiential education organization that has been sending inner-city youth to summer camp for over 125 years.

Ms. Harte graduated with honors from the University of Richmond and received her JD from the George Mason School of Law and Economics.
Carolyn B. Herzog

Carolyn Herzog is a highly-valued business executive in the technology industry. She has over 20 years of global business experience, with substantial expertise in cybersecurity and privacy, ethics and compliance, corporate governance, regulatory compliance, crisis management, strategic planning, customer and partner engagement, management excellence and succession planning, and business sustainability. Because of her extensive international exposure, Ms. Herzog has a unique global focus and understanding of the distinct cultural differences that can impact business culture.

Ms. Herzog is the Executive Vice President, General Counsel, Corporate Secretary, and Chief Compliance Officer at Arm, the world's leading semiconductor IP company. Arm is a uniquely global company with an ecosystem of global partnerships. At Arm, Ms. Herzog leads a team of over 90 professionals in a highly transformational business and is responsible for providing guidance on all legal and public affairs matters for the company, corporate strategy, and business initiatives. As an Executive Committee member, Ms. Herzog leads in driving appropriate governance, and company direction on key objectives, including cybersecurity, corporate governance, and regulatory affairs. Ms. Herzog acts as Chair or Executive Sponsor for the following committees: AI Ethics Steering Committee (Chair), Compliance Committee (Chair), Security Council (Executive Sponsor), Energy Use and Climate Committee (Executive Sponsor), and Women's Initiative (Executive Sponsor) and is an Executive Committee member on the following committees: Investment Committee and Sustainability Committee. As Secretary to the board of directors, Ms. Herzog advises on a variety of company governance matters unique to a private UK company with a public Japanese parent company, SoftBank Group Corporation. Prior to joining Arm, Ms. Herzog was the Vice President, Chief Compliance Officer, and Deputy General Counsel at Symantec Corporation (“SYMC”), the global leader in cybersecurity, based in the company's headquarters in Mountain View, California. She led teams at Symantec through the public company’s significant transformation in three major offices. Ms. Herzog was instrumental in leading numerous acquisition integrations and divestments for Symantec. She was Head of Legal for Symantec’s Europe, Middle East, and Africa (“EMEA”) region from 2008-2013. Ms. Herzog also led numerous functions for Symantec, including public sector, product legal, global security services, employment law, litigation, ethics and compliance, data privacy, license compliance, consumer, enterprise sales, and mergers and acquisitions integration. She joined Symantec through its public company acquisition of AXENT Technologies, where, as General Counsel, she successfully led AXENT’s acquisition by Symantec.

Ms. Herzog’s global business experience at Arm and Symantec have been informed by her earlier international work at the World Bank, where she was responsible for health and education projects in the Africa Department, and her work at the International Law Institute, a leading nonprofit, non-political provider of training and technical assistance in international law, international economics, and other aspects of international relations, serving a global constituency.

She is an advisory board member to IPWatch Systems Corporation; has served on the board for the National Cyber Security Alliance; and has been recognized as a Distinguished General Counsel by the Director's Roundtable.

Ms. Herzog has lived across the US and in Europe and is open to serving on the board of directors of a corporation located outside of the US. Ms. Herzog graduated from the University of Wisconsin, Madison with a JD and received her BA from Washington University in St. Louis.
Diane C. Honda

Diane Honda is currently the Chief Administrative Officer, Corporate Secretary, and General Counsel responsible for Human Resources, Compliance and Legal at Barracuda Networks, Inc. Barracuda Networks is recognized worldwide as a leading provider of email and data protection, and network and application security software for cloud-based, local and SaaS infrastructures.

Ms. Honda’s strategic leadership, technical, and operational expertise contributed to the successful initial public offering, four years of growth as a public company, and the acquisition of Barracuda by Thoma Bravo, a private equity firm. Ms. Honda has broad business acumen through technical, business operations, and management experience in software engineering, quality assurance, information technology, human resources, channel marketing, financing, legal, compliance, and real estate management.

Ms. Honda is a strategic Corporate Secretary with board restructuring, management, activist shareholder, and corporate governance experience. Ms. Honda provides deep expertise in the areas of employee and public relations, mergers and acquisitions, crisis management, information and application security, and data privacy.

Ms. Honda also owns a small retail store business (convenience store and gasoline station) located in California, with revenue in excess of $4M annually.

Ms. Honda currently serves as a Trustee and Clerk of the Governing Board of the Las Lomitas School District in Menlo Park, California. During her tenure, the Governing Board successfully raised and now manages $130M in public bonds to dramatically improve and modernize school facilities. Ms. Honda also serves as the Secretary of the board of a nonprofit organization sanctioned by the US Figure Skating Association, and established the Junior Board which provides leadership development and community involvement opportunities for teenagers. Ms. Honda has previously served on the board and Audit Committee of a nonprofit educational foundation which raises over $2M annually to support high quality public education. In this role, she worked with auditors to successfully complete the first financial audit of the foundation.

Ms. Honda is a graduate of Carnegie Mellon with degrees in Applied Math/Computer Science and Industrial Management. She also holds a JD, cum laude, from Santa Clara University School of Law. Ms. Honda has attended leadership development and strategic marketing programs at the Ross School of Business at the University of Michigan and the Harvard Business School. Ms. Honda has been recognized as one of the Silicon Valley Business Journal’s 100 Women of Influence in 2019, and received the General Counsel Impact Award from The Recorder, an ALM publication, for her work in Barracuda Network’s successful IPO.
Lily Yan Hughes

Lily Yan Hughes, a direct report to the CEO, is responsible for Arrow’s global legal and compliance organization, and is a member of the Executive Committee. A Fortune 109 company with 20,000+ employees worldwide, Arrow guides innovation forward for over 200,000 leading technology manufacturers and service providers. With 2018 sales of $30 billion, Arrow develops technology solutions that improve business and daily life.

Previously, Ms. Hughes reported to the CEO and was a member of the Executive Team of Public Storage (NYSE:PSA) – a component of the S&P 500 and FT Global 500. She provided leadership and oversight for all legal and internal audit matters, including board, corporate securities, governance, capital markets, litigation, employment, real estate, compliance, operations, intellectual property, mergers and acquisitions, business continuity, enterprise risk management, government affairs, investor relations, and external communications. The 30+ legal and internal audit teams reported to her.

Public Storage is a real estate investment trust with market cap of $43B+ based in California. Public Storage owns and operates 2,400 retail stores/self-storage properties in 38 states and 223 storage facilities in Western Europe under the “Shurgard” brand. Public Storage also owns a 42% common equity interest in PS Business Parks, Inc. (NYSE:PSB), with market cap of $4.7B+.

Ms. Hughes was a trusted advisor to the two public company boards of Public Storage and PS Business Parks and attended their meetings. She also provided leadership and oversight for the legal team based in Brussels, Belgium supporting Shurgard Europe, including an IPO in October 2018, raising over 500M Euros.

Prior to joining Public Storage in January 2015, Ms. Hughes served in roles of increasing responsibilities for almost 18 years in the legal department of Ingram Micro, an Orange County-based former Fortune 100 and the world’s largest wholesale information technology and mobile devices distributor, with $46B+ in annual sales and over 30,000 employees, serving customers in 160 countries. Ms. Hughes’s last role was Vice President and Associate General Counsel, Corporate, Mergers and Acquisitions, and Finance, the #2 corporate lawyer of the company, with primary legal responsibilities for board matters, securities, governance, finance, treasury, tax, strategic partnerships, and executive compensation matters and as global legal lead on all mergers and acquisitions transactions.

Ms. Hughes was also a Corporate and Securities Partner with the national law firm of Manatt, Phelps & Phillips focused on serving the financial services industry, including national and state community banks. She serves on the global board of the Association of Corporate Counsel (“ACC”) and has previously served as President and a member of the board of directors for seven years with one of the largest chapters of ACC. She has also served as a member of the Audit and Program Committees of the national American Heart Association based in Dallas, Texas.

Ms. Hughes has also been recognized by numerous publications and organizations, including named in 2018 as General Counsel of the Year by the National Women in the Law Awards; in 2017 as Public Company General Counsel of the Year by the Los Angeles Business Journal.

Ms. Hughes is an immigrant from Kowloon City, Hong Kong, moving to the US when she was 11.
Stacy J. Kanter

Stacy J. Kanter is an Independent Board Director and former Head of the Global Capital Markets practice at Skadden, Arps, Slate, Meagher & Flom. Under Ms. Kanter's leadership, the Capital Markets business nearly doubled, and the practice significantly enhanced its position as a market and thought leader, including being named as a Capital Markets Group of the year in 2018 by an industry publication. Throughout her career, Ms. Kanter solidified her reputation as a creative problem solver and consensus builder in complex bet-the-company situations. Ms. Kanter is a respected advisor to boards and C-suite executives and a highly experienced board member in the nonprofit space.

Ms. Kanter is a member of the board of directors and Nominating and Corporate Governance Committee and Chair of the Audit Committee of Applied Therapeutics, Inc. (NASDAQ: APLT), a clinical stage biopharmaceutical company. She is seeking additional board opportunities where her independent director, audit committee, and governance experience as well as her capital markets and transactional expertise will enable her to be a strong contributor.

In her role as Head of Global Capital Markets, Ms. Kanter was responsible for the work performed on behalf of major corporations, private equity firms, and investment banks on highly sophisticated transactions, including securities offerings, liability management, corporate restructurings, and mergers and acquisitions. Ms. Kanter also advised boards, CEOs, and other senior executives on general corporate matters, including corporate governance, disclosure and risk management. She provided counsel to clients across virtually every industry sector such as Becton Dickinson, BlackRock, DuPont, Express Scripts, Gilead Sciences, HSBC Securities, Pfizer, Realogy, Revlon, and Rite Aid.

Naming Ms. Kanter as a Dealmaker of the Year in 2013 for transforming Realogy from a troubled real estate business into the biggest private equity-backed IPO of 2012, The American Lawyer hailed her as “a critical player who pumped out a steady stream of solutions in the midst of an ever-changing situation,” which involved designing and achieving consensus for several novel transactions to optimize a highly leveraged capital structure over the course of four years.

In addition to her operating leadership responsibilities at Skadden, Ms. Kanter also served on the firm’s Policy Committee (its governing board) and Compensation Committee. For much of the last decade, she also chaired its Global Diversity and Inclusion Committee where she played a leading role in shaping today’s hiring and talent development policies and practices.

Ms. Kanter’s nonprofit board work has been extensive and tireless. She is a founding member of Brooklyn Law School’s Women’s Leadership Circle and trustee, treasurer, and chair of the Governance, Finance and Audit Committees of Congregation Rodeph Sholom. She has also served on the boards of the New York Law Institute and Rodeph Sholom School as well as on the advisory boards of the University at Albany School of Business and the Women in Law Empowerment Forum.

Ms. Kanter recently received the 2019 Woman Who Dared Award from the National Council of Jewish Women New York, in recognition of her “dynamic leadership in law and business” and “courageous, compassionate and powerful leadership role in empowering and inspiring other women.”
Christine B. LaFollette

Christine B. LaFollette is an independent director and accomplished corporate attorney with proven business expertise working with companies and their boards of directors. Ms. LaFollette has served on the firm-wide management committee of Akin Gump Strauss Hauer & Feld LLP, one of the world’s largest law firms with more than 900 lawyers, and is currently the Partner-In-Charge of Akin Gump’s Houston office.

As a corporate attorney, Ms. LaFollette specializes in mergers and acquisitions, capital market and private financing transactions, and corporate governance, including compliance with the Sarbanes-Oxley Act and the Dodd-Frank Act, periodic reporting, proxy solicitation, audit and compensation committee standards, insider trading requirements of the federal securities laws, and shareholder activists matters. Ms. LaFollette has been a leader throughout her career helming a significant number of multibillion-dollar deals.

Spending much of her career in the boardroom and with C-suite executives, Ms. LaFollette has been sought after for board service. She is a member of the board of directors of Holly Energy Partners (NYSE: HEP), serving on the Compensation Committee and Conflicts Committee and attending all Audit Committee meetings. HEP provides petroleum product and crude oil transportation, terminaling, storage, and throughput services throughout the US.

In addition to her leadership and expertise, Ms. LaFollette is also respected for her integrity and core values not only in business but also in the community. Ms. LaFollette is a frequent author, moderator, and speaker on topics facing directors in today’s boardroom as well as for Akin Gump Energy Briefings. She is frequently recognized, including being named a finalist in Houston Business Journal’s inaugural Women Who Mean Business awards, inducted into the Most Influential Women Hall of Fame by the Greater Houston Women’s Chamber of Commerce, named by the Houston Business Journal among the Top Women in Energy, and named by The M&A Advisor Female Dealmaker of the Year.

Ms. LaFollette believes in being involved in her business and personal community and is active in nonprofit charitable, community, and civic activities. She is a founder and board member of the Texas TriCities Chapter of the National Association of Corporate Directors, which provides director programming and opportunities for peer-to-peer learning and interaction. Ms. LaFollette is also on the Audit Committee of the board of directors of the World Affairs Council of Houston, which provides programs and education regarding US and international affairs to the Houston business community and students. Ms. LaFollette was a former advisory member of Women in Energy in Houston, an active chapter to promote women in business. She was also the past Chair of the board of stewards for St. Luke’s United Methodist Church and Co-Chair of its successful $35M capital campaign.
Suzette M. Long

Suzette M. Long is a seasoned executive in the C-suite of a Fortune 50 US publicly traded company with revenue in 2018 of $54.7B. Caterpillar is the world’s leading manufacturer of construction and mining equipment, diesel and natural gas engines, industrial gas turbines, and diesel-electric locomotives, and also provides financing and related services. She has extensive experience in the areas of strategy development and execution and leadership of a global team serving the needs of a global business.

Presently, she is the Chief Legal Officer, General Counsel, and Corporate Secretary of Caterpillar Inc. She reports to the Chairman and CEO of Caterpillar and is one of eight members of Caterpillar’s Executive Office responsible for setting corporate wide strategy. Ms. Long is a trusted advisor to Caterpillar’s Board of Directors and Executive Office. She is responsible for leading the company’s Legal Services, Global Security, and Global Government & Corporate Affairs Divisions. Ms. Long has extensive experience with conducting global business and strategically building effective teams across multiple cultural and language differences.

As the Chief Legal Officer, she is responsible for setting the strategy and vision for global legal, security, and public policy matters and leads more than 650 employees serving a company of more than 100K employees. She is adept at facilitating business success and profitable growth by building and sustaining highly functioning teams focused on supporting the various needs of the business. In her role, she collaborates cross-functionally with multiple reporting and operating segments to develop and implement business practices, policies, and procedures that support the company’s strategy and values.

Ms. Long is a member of the board of directors of the US Chamber Institute for Legal Reform, an advocate for civil justice reform in the US and abroad. She is also a member of The Conference Board, Chief Legal Officers Council, a member-driven think tank.

Ms. Long first joined Caterpillar in 2004 as an attorney in the legal department. She has served in a number of senior corporate attorney positions for multiple business units and operations in markets around the world. In February 2017, Ms. Long was named the Interim General Counsel of Caterpillar and in August 2017, the board elected her to Chief Legal Officer, General Counsel, and Corporate Secretary. Prior to joining Caterpillar she was an attorney with Gallagher & Kennedy in Phoenix, Arizona.

Ms. Long earned a BS and JD from Arizona State University and a MS in Toxicology from the University of Arizona. She has completed Caterpillar’s Executive Leadership Program through Stanford’s Graduate School of Business.
Susan Marsch is a senior executive with 25 years of global business and legal experience in the C-suite assisting public and privately held companies in the technology (software and hardware), telecommunications, manufacturing, and operations sectors. These companies have ranged from start-ups to a Fortune 500, all with significant international operations. The breadth of this experience qualifies Ms. Marsch as a candidate for a variety of boards. And, as a licensed CPA, Ms. Marsch qualifies as an audit committee financial expert.

Her career has a demonstrated track record in leading successful management initiatives, including mergers, acquisitions and divestitures, strategic plans, and the implementation of intellectual property programs. She also brings deep corporate governance experience through her extensive work with corporate boards and their related committees throughout her career, as an advisor and a member of management.

Ms. Marsch has spent the largest part of her career in executive level leadership roles, including three public companies as General Counsel. Ms. Marsch was most recently at Flex Ltd. (fka Flextronics International) (NASDAQ: FLEX), a Global Fortune 500 supply chain solutions/contract manufacturing company with revenues of approximately $24B, a global workforce of over 200,000, and operations in over 30 countries. Ms. Marsch joined Flex in March 2011 and had primary responsibility for all corporate and board related matters including strategic planning, mergers and acquisitions, securities, corporate governance, and executive compensation. She was significantly involved in the execution of multiple acquisitions and divestitures and was a member of the CEO’s Acquisition Committee.

Ms. Marsch was a key member of the team that led a number of transformative initiatives for Flex, including the formation and spin-off of a SAAS start-up that focused on mitigating supply chain problems. She continued as a Director of the holding company (Elementum Holdings Ltd) and established an innovative equity incentive structure in conjunction with the spin-off process to drive revenue to the start-up.

Prior to Flex, Ms. Marsch was Senior Vice President, General Counsel, and Chief Ethics Officer at UTStarcom, Inc. (NASDAQ:UTSI), a $2.5B global leader in IP-based telecommunications and handset manufacturing with large business operations in China where she spent significant time. She was responsible for worldwide legal affairs, advising the company’s management and board of directors on strategic and corporate governance matters. She was also responsible for managing the company’s extensive patent portfolio (over 3000 patents) and implementing worldwide compliance programs.

Prior to UTStarcom, Ms. Marsch served as General Counsel and Corporate Secretary at several California-based technology companies including Redback Networks (NASDAQ:RBK) (International telecommunications equipment provider, sold to Ericsson), AltaVista Company (sold to Yahoo!) and start-ups: Beatnik, Inc. and Firefly Mobile.

Ms. Marsch served on the board of directors of the Ronald McDonald House Charities from 2004 to 2012 and chaired the Audit Committee during her tenure on the board. From 2016 to 2018, she served on the board of directors of UPWARD, a global organization providing support to senior-level women. And, she was Co-Founder and Co-Chair of the Women’s General Counsel Forum of Watermark (Silicon Valley based network for women executives) from 2004 to 2016. Ms. Marsch is a graduate of both the University of Michigan Law School (with honors) and Ross School of Business. She also attended the Stanford Graduate School of Business, Executive Program.
Georgette Chapman Phillips

Georgette Chapman Phillips is the Kevin L. and Lisa A. Clayton Dean of Lehigh University’s College of Business. Dean Phillips is a seasoned executive and administrator with considerable managerial and financial oversight experience. Dean Phillips also has a breadth of experience and expertise in commercial real estate and urban planning. Her administrative knowledge coupled with her subject matter expertise allows her to analyze business issues from several vantage points.

As Dean, Ms. Phillips has bottom line financial, academic, and management responsibilities for all aspects of the business school. Dean Phillips has extensive experience overseeing a budget and financial reporting with responsibility for managing the business school’s $35M budget and has raised over $20M in her five years as Dean. She overhauled the financial reporting lines of the business school to better realign money to mission. Dean Phillips has considerable management experience overseeing a team of 140 employees and has significant capability in strategic planning. Since taking the role in 2014 Dean Phillips has overseen the implementation of major strategic initiatives such as the expansion of both the undergraduate and graduate programs as well as creation of the Executive Education program. In doing so she has regular interaction with her Dean’s Advisory Council and the Board of Trustees for Lehigh University.

In addition to her current role, Dean Phillips has held several administrative appointments including Vice Dean and Director of the Undergraduate program at Wharton where she managed a 30-person staff, oversaw the budget and financial controls for the undergraduate division, and played an extensive role in fundraising. Prior to serving as Vice Dean she was chair of the Real Estate where she managed curriculum, faculty, and real estate industry engagement.

Dean Phillips is also an award-winning teacher of courses in real estate law and urban planning. In addition to her role as Dean, she is a professor in both the Perella Department of Finance in the College of Business and in the Africana Studies Program in the College of Arts and Sciences. Before joining Lehigh University, Dean Phillips was the David B. Ford Professor of Real Estate, and Professor of Legal Studies at Wharton and Professor of Law at the University of Pennsylvania Law School. Dean Phillips has published widely on issues involving real estate and public policy. This academic experience draws on and amplifies her knowledge of the public and private aspects of real estate and urban planning, most notably the secondary mortgage market. She has served as an expert witness and has provided industry consultancy in this area.

Dean Phillips served 11 years as a Trustee of Bryn Mawr College. In addition, she has served on several nonprofit and advisory boards, including St. Mary’s Episcopal Church, Commonwealth Youth Choirs, and the American College of Real Estate Lawyers.

Dean Phillips is a sought-after speaker and frequently lectures internationally on topics in commercial real estate and urban planning as well as international business topics including the impact of technology on both industry and education. Dean Phillips has been featured in the Washington Post, Biz Ed, Fast Money, and other press outlets. She was selected to speak at the Aspen Ideas Festival where she was named an Arthur Vining Davis Fellow.

Dean Phillips received her JD from Harvard Law School and her BA in Political Science and Hispanic Studies from Bryn Mawr College.
Karyn Smith

Karyn Smith is a skilled public company executive with more than 25 years of experience working with high growth companies, having spent the last decade inside companies focused on innovating and disrupting established industries. Ms. Smith has been a facilitator and participant in the boardroom for over 20 years, helping to guide companies through the operational and legal challenges associated with growth, scaling, and global expansion. She brings particular expertise in corporate governance, mergers and acquisitions, and risk management. She also has extensive experience with global expansion, talent management, compensation, regulatory compliance, and cybersecurity. Ms. Smith is qualified to serve on the board of directors of domestic and foreign corporations, as well as any of the three board committees mandated for US public companies.

Ms. Smith serves as General Counsel, Chief Compliance Officer, and Corporate Secretary of Twilio Inc. (NYSE:TWLO), a cloud communications platform company, where she leads the legal, government affairs, regulatory compliance, privacy, and trust and security teams. She also served as Interim Chief People Officer from 2016 to 2017, during Twilio’s first year as a public company. Ms. Smith reports directly to the CEO and is a member of the senior leadership team.

Prior to Twilio, Ms. Smith was Vice President and Deputy General Counsel at Zynga (NASDAQ:ZNGA), an online game company, where she oversaw all corporate matters and led Zynga through its $1B IPO in 2011. Prior to Zynga, Ms. Smith was a partner of Cooley LLP, an Am Law 100 firm, where she represented emerging growth companies at all stages of growth, from formation through liquidity event and beyond.

Ms. Smith has been recognized numerous times for her leadership, including most recently the National Women in Law’s thought leadership award in 2018. She earned her Bachelor of Journalism from the University of Missouri, Columbia, and her JD cum laude from Santa Clara University School of Law.

Ms. Smith currently sits on the board of the Business Software Alliance, the leading advocate for the global software industry before governments and in the international marketplace.
Michelle M. Warner

Michelle M. Warner is a highly accomplished senior executive with over two decades of business experience with international public companies operating in over 50 countries. She has been a key participant in developing cross-functional mergers and acquisitions teams and building world class transaction and integration processes and practices. As a member of the C-suite, Ms. Warner has a solid track record of navigating companies through material, complex, and sensitive matters, including major transactions, joint ventures, and shareholder activism. Ms. Warner was elected in May 2019 to serve a three-year term as a member of the board of directors of MKS Instruments, Inc., a publicly traded provider of instruments, subsystems, and process control solutions used in advanced manufacturing.

Ms. Warner most recently served as Senior Vice President, General Counsel, and Corporate Secretary of USG Corporation (NYSE: USG), a leading manufacturer of building products and innovative solutions, until its acquisition by privately held Gerb. Knauf KG in April 2019. In that role, she was responsible for all legal affairs of the company. As a member of USG’s management executive committee, Ms. Warner contributed to the company’s overall business strategy and operational initiatives, setting the annual budget and long-range plan and making decisions of strategic importance for USG. She also regularly engaged with management of USG’s 50/50 joint venture in Asia, Australasia, and the Middle East on strategy, governance, and legal matters. While at USG, Ms. Warner utilized her legal and business experience in managing the $675M sale of a major division, assisting in the development of a new growth-oriented strategy and acting as a key leader in the $7B sale of the company.

Prior to joining USG in January 2016, Ms. Warner was Corporate Vice President, Deputy General Counsel, and Corporate Secretary of Motorola Solutions, Inc. (NYSE: MSI), a leading global public safety communications company, which she joined in 1997. While at Motorola she led the company’s most significant global transactions, including large-scale spin-offs, divestitures, outsourcings, acquisitions, and joint ventures, that ultimately transformed then Motorola, Inc. from a communications conglomerate to a focused public safety solutions leader. As Corporate Secretary for both USG and Motorola Solutions, Ms. Warner has over nine years of experience working closely with boards and their committees on governance, audit, and executive compensation matters, board fiduciary duties, risk oversight, shareholder engagement, executive transition, and shareholder activism. Ms. Warner advised USG and Motorola Solutions on their capital allocation strategies, including share repurchase programs, and played a key role in the $1B private equity investment in Motorola Solutions.

Ms. Warner is a valued business leader, with the ability to communicate and interact effectively at all levels of an organization. She serves on the board of directors for Logan Square Preservation, a nonprofit organization, is Chair of the President’s Council, and an ex officio member of the board of trustees of the Museum of Science and Industry, Chicago, and serves on the board of advisors of Denison University. Ms. Warner also served as a director of the USG Foundation and Motorola Solutions Foundation.

Ms. Warner graduated from Northwestern University School of Law, where she served as articles editor for the Journal of International Law and Business. She graduated cum laude with a BA in Economics from Denison University, where she was a member of Phi Beta Kappa.
About the DirectWomen Alumnae Network

Much of the work of finding a seat on a corporate board takes place after the conclusion of the Board Institute. DirectWomen is dedicated to supporting the alumnae of its Board Institute by providing them with opportunities to network with professionals in their field, remain abreast of current trends in corporate governance, and submit their resumes for board opportunities. For more information about any of the initiatives below, please contact Laura Beth Hooper at lbhooper@directwomen.org.

Board Search Announcements
Corporate leaders and partnering nonprofits periodically contact DirectWomen for help finding eligible director candidates. When we receive these requests, we alert the Alumnae Network and encourage those interested to submit updated resumes.

Quarterly Calls
DirectWomen hosts Quarterly Calls to reinforce what alumnae learned at the Board Institute and to help them to stay “on track” with their board search. The calls provide an opportunity for alumnae to learn from those who have successfully secured boards seats, share challenges and successes, and discuss topics of interest to the group.

Past calls have addressed how to determine which board is the right fit for your skill set and style, the keys to effectively interviewing for a board seat, how to take advantage of online tools in your board search, and strategies for conducting successful board searches.

Regional Groups
DirectWomen organizes its alumnae into six regional groups. Regional co-chairs organize informal get-togethers for alumnae as well as occasional formal regional events. The groups facilitate networking and generate board opportunities on a regional level.
DirectWomen Alumnae

**Linda L. Addison**  
*2012, Southwest & Northeast Regions*  
Immediate Past Managing Partner, Norton Rose Fulbright US LLP  
Director, Globe Life Inc. and KPMG LLP

**DeLisa Alexander**  
*2011, Southeast Region*  
Executive Vice President and Chief People Officer, Red Hat, Inc.

**Susan Alexander**  
*2012, Northeast Region*  
Executive Vice President, Chief Legal Officer, and Corporate Secretary, Biogen, Inc.  
Director, Invacare Corporation

**Pinney Allen**  
*2007, Southeast Region*  
Former Partner, Alston & Bird LLP

**Priscilla Almodovar**  
*2008, Northeast Region*  
CEO, Enterprise Community Partners

**Marlene Alva**  
*2007, Northeast Region*  
Senior Counsel, Davis Polk & Wardwell LLP

**Abigail Arms**  
*2011, Southeast Region*  
Former Partner, Shearman & Sterling LLP

**Virginia L. Aronson**  
*2009, Midwest Region*  
Former Partner, Sidley Austin LLP

**Catharine Biggs Arrowood**  
*2009, Southeast Region*  
Partner, Parker Poe Adams & Bernstein LLP

**Cynthia H. Augustine**  
*2007, Northeast Region*  
Global Chief Talent Officer, FCB Global

**Marcia Backus**  
*2016, Southwest Region*  
Senior Vice President, General Counsel, and Chief Compliance Officer, Occidental Petroleum Corporation

**Michelle A. Banks**  
*2015, California Region*  
Former Executive Vice President and Global General Counsel, The Gap, Inc.  
Senior Advisor, BarkerGilmore LLC

**Jana Cohen Barbe**  
*2016, Midwest Region*  
Partner and Former Global Vice Chair, Dentons  
Director, Invitation Homes

**Hilarie Bass**  
*2012, Southeast Region*  
Founder, Bass Institute on Diversity and Inclusion  
Former Co-President, Greenberg Traurig, LLP

**Roya Behnia**  
*2016, Northeast Region*  
Former Senior Vice President, General Counsel and Corporate Secretary, Pall Corporation

**Sherry F. Bellamy**  
*2011, Northeast Region*  
Counsel, Parker Poe Adams & Bernstein LLP

**Laurel Bellows**  
*2016, Midwest Region*  
Managing Principal, The Bellows Law Group, P.C.

**Carolyn Berger**  
*2011, Northeast Region*  
Former Justice, Delaware Supreme Court

**Rosemary T. Berkery**  
*2009, Northeast Region*  
Former Chairman, UBS Bank USA and Vice Chairman, Wealth Management Americas  
Director, Fluor Corporation, Mutual of America Life Insurance Company, and The TJX Companies, Inc.

**Emily Berlin**  
*2008, Southeast Region*  
Former Executive Vice President and Director, Helm Holdings International  
Former Director, Birks Group Inc.

**Susan L. Blount**  
*2014, Southwest Region*  
Interim Executive Director, Center for Women in Law at the University of Texas  
Former Executive Vice President and General Counsel, Prudential Financial, Inc.  
Director, Cavco Industries, Inc.

**April Miller Boise**  
*2018, Midwest Region*  
Senior Vice President, Chief Legal Officer, and Corporate Secretary, Meritor, Inc.  
Director, The Federal Home Loan Bank of Cincinnati
Susan G. Boswell  
2007, Southwest Region  
Partner, Quarles & Brady LLP

Angenee F. Bouchard  
2015, Pacific Northwest Region  
Co-Founder, PartyKroo

Sharon Y. Bowen  
2008, Northeast Region  
Partner, Seneca Women  
Co-Chair, NYSE Board Advisory Council  
Director, Intercontinental Exchange, Inc.

Wendy Breuder  
2015, Southwest Region  
Arizona President and Head of Corporate Real Estate & Resource Location Strategy, MUFG Union Bank

Maureen A. Brundage  
2016, Northeast Region  
Senior Advisor, BarkerGilmore LLC  
Former Executive Vice President, General Counsel, Corporate Secretary, and Chief Ethics Officer, The Chubb Corporation  
Director, Commerce Insurance Company, Citation Insurance, and MAPFRE USA Corp. and its subsidiaries

Shirley H. Buccieri  
2008, California Region  
Former Partner, Gibson, Dunn & Crutcher LLP

Kathleen F. Burke  
2015, Northeast Region  
Senior Vice President, General Counsel, and Corporate Secretary, MKS Instruments, Inc.

Janet L. Carrig  
2017, Southwest Region  
Former Senior Vice President Legal, General Counsel, and Corporate Secretary, ConocoPhillips  
Director, EQT Corporation

Sheila C. Cheston  
2015, Southeast Region  
Corporate Vice President and General Counsel, Northrop Grumman Corporation

Yen D. Chu  
2018, Northeast Region  
Senior Vice President and General Counsel, Equinox Holdings, Inc.

Shauna Johnson Clark  
2017, Southwest Region  
Head of Employment and Labor Practice, Norton Rose Fulbright US LLP

Rachel G. Clingman  
2017, Southwest Region  
Senior Vice President, General Counsel, and Corporate Secretary, Noble Energy

Marcy S. Cohen  
2014, Northeast Region  
Chief Legal Officer and Managing Director, ING Financial Holdings Corporation  
Director, Keb Hana Bank USA

Connie R. Collingsworth  
2009, Pacific Northwest Region  
Chief Business Operations Officer, Bill & Melinda Gates Foundation  
Director, Premera Blue Cross and Banner Corporation

Susan Comparato  
2012, Northeast Region  
Senior Vice President and US General Counsel, Argo Group  
Former Director, Syncora Holdings Ltd.

Kelly McNamara Corley  
2017, Midwest Region  
Former Executive Vice President, General Counsel and Corporate Secretary, Discover Financial Services

Karen O. Cottle  
2007, California Region  
Senior Counsel, Sidley Austin LLP

Mary B. Cranston  
2007, California Region  
Chair Emeritus, Pillsbury Winthrop Shaw Pittman LLP  
Director, Visa Inc., The Chemours Company, MyoKardia, Inc., CSAA Insurance Exchange, and Aretec Group, Inc.

Pamela F. Craven  
2012, Northeast Region  
Former Chief Administrative Officer and General Counsel, Avaya Inc.  
Director, Amber Road, Inc.

Ann M. Cresce  
2011, Midwest Region  
General Counsel, Bcause LLC

Elizabeth H. Crowell  
2011, Southwest Region  
Former Partner, Foley Gardere

Barbara Daniele  
2015, Northeast Region  
Former Senior Vice President and General Counsel, GE Capital Americas
Ann D. Davidson
2015, Southeast Region
Senior Vice President, General Counsel, and Corporate Secretary, L-3

Natalia Delgado
2012, Northeast Region
Adjunct Senior Research Scholar, Columbia Law School

Mary J. Dent
2018, California Region
CEO & Director, Green Dot Bank

Janet Dhillon
2011, Northeast Region
Chair, Equal Employment Opportunity Commission
Former Executive Vice President, General Counsel, and Corporate Secretary, Burlington Stores, Inc.

Carol DiBattiste
2012, Northeast Region
General Counsel & Chief Compliance, Privacy, and People Officer, comScore, Inc.

Emily D. Dickinson
2011, Northeast Region
Former Senior Vice President and General Counsel, PetSmart, Inc.

Rhea K. Dignam
2008, Southeast Region
Former Regional Director, Atlanta Regional Office, US Securities and Exchange Commission

Sarah C. Dodds-Brown
2015, Northeast Region
Executive Vice President and Managing Counsel, General Counsel’s Organization, American Express Company

Deneen L. Donnley
2017, Southwest Region
Chief Legal Officer, General Counsel, and Corporate Secretary, USAA

Sheri H. Edison
2014, Midwest Region
Executive Vice President and General Counsel, Amcor PLC
Director, AK Steel

Tracey Edwards
2016, California Region
Former Managing Principal Global Shared Services and Global CKO, Deloitte

Ulrika Ekman
2012, Northeast Region
Founder, Embla Advisors

Meena L. Elliott
2015, California Region
Senior Vice President, Chief Legal, Administrative Officer, and Corporate Secretary, Aviat Networks, Inc.

Kimberly T. Ellwanger
2011, Pacific Northwest Region
Former Senior Director of Corporate Affairs and Associate General Counsel, Microsoft
Director, Heritage Financial Corporation

Randa Fahmy
2011, Northeast Region
President, Fahmy Hudome International LLC
Founder, Makeup America!

Barbara Finigan
2014, Northeast Region
Strategic Advisor and Former Executive Vice President, Chief Legal Officer, and Corporate Secretary, Hasbro, Inc.

Louise R. Firestone
2017, Northeast Region
Senior Vice President, Legal Affairs, and General Counsel, LVMH Moet Hennessy Louis Vuitton Inc.

Suzanne Rich Folsom
2016, Northeast Region
Partner, Manatt, Phelps & Phillips, LLP
Director, Equal Future Corp.
Former Director, AMG Advanced Metallurgical Group N.V. and VELUXE, LLC

Jane Landes Foster
2007, Northeast Region
Former Managing Partner, Stradley Ronon Stevens

Kathleen M. Franklin
2007, Northeast Region
Global Ethics and Compliance Strategy Leader, Sony Group
Director, Bank OZK

Michelle Friel
2014, Southeast Region
Founder and CEO, GIRSA Group, LLC

Patricia Frobes
2007, Pacific Northwest Region
Former Group Senior Vice President and General Counsel, The Irvine Company
Former Director, Zions Bancorporation

Hilda C. Galvan
2018, Southwest Region
Partner-in-Charge Dallas, Jones Day
Elisa D. Garcia  
2011, Northeast Region  
Chief Legal Officer, Macy’s, Inc.  
Director, Dollarama Inc.  

Cynthia Gibson  
2016, Southeast Region  
Former Executive Vice President, Chief Legal and Business Affairs Officer, Scripps Networks Interactive  
Director, The Trust Company of Tennessee and SmartBank  

Kayla Gillan  
2014, Southeast Region  
Former Principal, Leader of Investor Resource Institute, PricewaterhouseCoopers  

Lena G. Goldberg  
2008, Northeast Region  
James M. Collins Senior Lecturer, Harvard Business School  

Deborah A. Golden  
2009, Midwest Region  
Executive Vice President, General Counsel, and Corporate Secretary, GATX Corporation  
Director, Midland States Bancorp, Inc.  

Storrow M. Gordon  
2009, Southwest Region  
Former General Counsel, Executive Vice President and Corporate Secretary, Electronic Data Systems Corporation  
Director, InfraREIT, Inc.  

Ashley C. Gould  
2016, California Region  
Chief Administrative Officer, JUUL Labs  

Carol Graebner  
2008, Southwest Region  
Former Executive Vice President and General Counsel, Direct Energy  

Laurel L. Grammig  
2012, Southwest Region  
Counsel, Bailey  

Maria C. Green  
2015, Midwest Region  
Former Senior Vice President and General Counsel, Ingersoll-Rand plc  
Director, Tennant Company and WEC Energy Group, Inc.  

Anirma Gupta  
2016, California Region  
General Counsel, Tanium, Inc.  

Alyce C. Halchak  
2008, Northeast Region  
Director, Gibbons P.C.  

Sara Hanks  
2011, Southeast Region  
Chief Executive Officer and Founder, CrowdCheck Inc.  

M. Ann Harlan  
2011, Midwest Region  
Former Vice President, General Counsel, and Corporate Secretary, The J.M. Smucker Company  
Director, Cleveland-Cliffs Inc., The Gorman-Rupp Company, and FlavorX  
Former Director, Eatem Foods Corporation  

Nesa Hassanein  
2007, Pacific Northwest Region  
Vice President and General Counsel, Bow Tie Partners  

Katherine Hatton  
2011, Northeast Region  
Vice President, General Counsel, and Secretary to the Board, Robert Wood Johnson Foundation  

Peggy A. Heeg  
2009, Southwest Region  
Partner, Reed Smith LLP  
Former Director, Columbia Pipeline Partners LP and Eagle Rock Energy Partners  

Carrie Hightman  
2012, Midwest Region  
Executive Vice President and Chief Legal Officer, NiSource Inc.  

Stephanie C. Hildebrandt  
2012, Southwest Region  
Senior Vice President, General Counsel, and Secretary, Archrock, Inc.  
Former Director, WildHorse Resource Development Corporation, Rice Midstream Partners LP, and TRC Companies  

Elizabeth Holtzman  
2008, Northeast Region  
Counsel, Co-Chair Government Relations Group, Herrick, Feinstein LLP  

Marie Oh Huber  
2014, California Region  
Senior Vice President Legal Affairs, General Counsel, and Secretary, eBay Inc.  
Director, James Campbell Company LLC and Portland General Electric
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<thead>
<tr>
<th>Name</th>
<th>Year, Region</th>
<th>Previous Position/Role</th>
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<tbody>
<tr>
<td>Mary Ann Hynes</td>
<td>2007, Midwest Region</td>
<td>Senior Counsel, Dentons Former Director, GHD Group Pty Ltd.</td>
</tr>
<tr>
<td>Christina M. Ibrahim</td>
<td>2018, Southwest Region</td>
<td>Executive Vice President, General Counsel, Chief Compliance Officer, and Corporate Secretary, Weatherford International plc. Director, PDC Energy, Inc.</td>
</tr>
<tr>
<td>Julie M. Jacobs</td>
<td>2008, Southeast Region</td>
<td>Executive Vice President and General Counsel, Verizon Media Inc.</td>
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<tr>
<td>Julie S. Janson</td>
<td>2011, Southeast Region</td>
<td>Executive Vice President and Chief Legal Officer, Duke Energy Corporation Director, Ohio National Financial Services</td>
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<td>2011, Southwest Region</td>
<td>Lawyer and Member, Dickinson Wright PLLC</td>
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<td>2017, California Region</td>
<td>Former Partner, WilmerHale</td>
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<td>Bina Kalola</td>
<td>2012, Northeast Region</td>
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<td>Alyce C. Katayama</td>
<td>2009, Midwest Region</td>
<td>Former Partner, Quarles &amp; Brady LLP</td>
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<tr>
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<td>2015, Southeast Region</td>
<td>Former Executive Vice President and General Counsel, Altria Group Inc.</td>
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<tr>
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<td>2018, Northeast Region</td>
<td>Executive Vice President, Chief Legal Officer, and Secretary, Alnylam Pharmaceuticals, Inc.</td>
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<td>Anastasia D. Kelly</td>
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<td>2016, California Region</td>
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<td>2009, Midwest Region</td>
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Thanks for making every day one more step forward.

We applaud the great work of DirectWomen and congratulate today’s honorees.

Diversity & Inclusion is among our corporate values. We believe that the highest-performing teams are diverse and the most productive workplaces are inclusive.

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“We don’t accomplish anything in this world alone... and whatever happens is the result of the whole tapestry of one’s life and all the weavings of individual threads from one to another that creates something.”

— Sandra Day O’Connor

Ballard Spahr is proud to support DirectWomen, the Sandra Day O’Connor Board Excellence Award Luncheon, and the hard working women like you who create change.
Advancing a Culture of Inclusion

We are proud to congratulate Brookfield board member, Angela Braly, on the Sandra Day O'Connor Board Excellence Award.

To all of the honorees, thank you for your outstanding work in advancing the value of diversity on corporate boards.
We proudly support DirectWomen and the 2019 Board Institute

and join in congratulating this year’s honorees

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We congratulate this year’s honorees and applaud DirectWomen’s efforts to increase the representation of women on corporate boards.
Congratulations

We are pleased to support DirectWomen and congratulate today’s honorees, Linda L. Addison, Alan L. Beller, Angela Braly, Rose McKinney-James and PNC.
BUILDING A BETTER FUTURE.

DLA Piper believes that a more diverse and inclusive legal profession means a better future for us all. Through our retention and advancement programs and with a flexible approach to work-life integration, we provide our lawyers with opportunities to excel.

DLA Piper is pleased to support DirectWomen and their mission to increase the representation of women on corporate boards.

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GEORGETOWN LAW
is proud to support
DirectWomen
and congratulates this year’s
Institute Members
and Honorees
Kirkland & Ellis is proud to sponsor DirectWomen’s 2019

Sandra Day O’Connor Board Excellence Award Luncheon

Congratulations to this year’s honorees.
Congratulations to KPMG independent director Linda Addison and all of the Sandra Day O’Connor Board Excellence Award honorees. Thank you for bringing diversity of thought and informed perspectives to the boardroom. Learn more at kpmg.com/us/BLC.

Anticipate tomorrow. Deliver today.
RESPECT IS OUR STANDARD.
DIVERSITY GIVES US PERSPECTIVE.
INCLUSION DRIVES SUCCESS.

Respect for everyone is required. When we’re committed to one another, we can only go higher, farther and faster. We’re proud to congratulate Angela Braly for being recognized at the Sandra Day O’Connor Board Excellence Luncheon. Your leadership and commitment helps make Lowe’s a great place to shop, work and invest…for everyone.

ANGELA BRALY
DIRECTOR OF LOWE’S COMPANIES, INC. SINCE 2013 AND CHAIR OF THE SUSTAINABILITY COMMITTEE
MGM Resorts International congratulates Rose McKinney-James on her Sandra Day O’Connor Board Excellence Award from DirectWomen. We are proud to support DirectWomen’s continuing efforts to increase the presence of women on corporate boards and change the world for the better.
Empowering women in boardrooms and in the workplace.

As a proud sponsor of DirectWomen, we congratulate this year’s Distinguished Alumna, our Immediate Past Managing Partner Linda Addison, who has blazed a path to success for those who have followed her.

Law around the world
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We are proud to sponsor the Sandra Day O’Connor Board Excellence Awards Luncheon and support DirectWomen as it works to increase the representation of women lawyers on corporate boards.
Committed to Empowering Women

Congratulations to the recipients of the Sandra Day O’Connor Board Excellence Award, the Mary Ann Jorgenson Board Empowerment Award and the Distinguished Alumna Award. Additionally, we commend Board Diversity Award honoree, PNC.

We also celebrate our partner, Michele Connell, on her appointment to the DirectWomen 2019 Board Institute.

Squire Patton Boggs is proud to have been involved with DirectWomen since its inception and applaud its commitment to increasing the representation of women lawyers on corporate boards.
Inspiring excellence in the board room

Congratulations to Travelers board member Alan L. Beller for receiving the “Mary Ann Jorgenson Board Empowerment Award.”
proudly supports
DirectWomen
and it’s
Sandra Day O’Connor
Board Excellence Award Luncheon
Honoring
Angela Braly
Rose McKinney-James
Linda L. Addison
Alan L. Beller
and
PNC
We are proud to support

DirectWomen’s 2019 Sandra Day O’Connor Board Excellence Award Luncheon

and congratulate all of the honorees and members of this year’s class
Supporting visionaries in the pursuit of excellence

We are proud to support the **Sandra Day O’Connor Board Excellence Award Luncheon**

Davis Polk is proud to support DirectWomen and congratulates all of today’s honorees.
Congratulations to Distinguished Alumna Award recipient, Linda L. Addison.

We’re proud to support DirectWomen and their contributions towards increasing diversity in the corporate space.

We thank all of today’s honorees for their continued leadership in our communities.

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Latham & Watkins is proud to support DirectWomen Board Institute and the Sandra Day O’Connor Board Excellence Award Luncheon
At Littler, diversity is at work

We know that the best solutions are created by bringing together diverse backgrounds, perspectives, and experiences. With a culture that prioritizes inclusivity and collaboration comes an environment where ideas are sought and shared, developed and improved, resulting in better answers for your business.

Morgan Lewis

WE ARE PROUD TO SUPPORT DIRECTWOMEN in its mission to increase representation of women on corporate boards.

We warmly congratulate today’s honorees:

Angela Braly — recognized leader in business and healthcare

Rose McKinney-James — seasoned small business leader and clean energy advocate

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“The rewards could extend far beyond gender equity – delivering better, balanced corporate decision-making at a time when business is playing a greater leadership role in society.”

– Orrick’s Lynne Hermle, commenting on California legislation mandating more women on public boards, *The San Jose Mercury News*

WE’RE PROUD TO SUPPORT DIRECTWOMEN.
We see equal.

At P&G, we aspire to build a better world for all of us—a world free from gender bias, with equal voice and equal representation for all individuals.

Congratulations to our Director, Angela Braly, and all the honorees for their leadership in gender equality.

www.PG.com

ADVANCING DIVERSITY

We are proud to support DirectWomen’s work to position leading women lawyers to serve on corporate boards.
Skadden is proud to support DirectWomen and congratulates today’s honorees: Linda L. Addison, Alan L. Beller, Angela Braly, Rose McKinney-James and PNC.
Toyota is honored to support DirectWomen’s Sandra Day O’Connor Board Excellence Award Luncheon and proudly salutes all those who work to advance diversity on corporate boards.


We are honored to serve one of the most diverse communities in the world — the United States military, veterans and their families. Our commitment to diversity starts at the top, because understanding our members helps us serve them better.

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Diverse & distinctive

White & Case is proud to support DirectWomen

Our diverse community of legal and professional staff at White & Case are a source of strength, vital to our ability to represent and advise clients across the world.

Diverse & distinctive

Barack Ferrazzano proudly supports DirectWomen’s mission and is honored to be part of its continued growth and success.

Congratulations to:

Angela Braly and Rose McKinney-James
Sandra Day O’Connor Board Excellence Award

Linda L. Addison
Distinguished Alumna Award

PNC Financial Services Group, Inc.
Board Diversity Award

Alan L. Beller
Mary Ann Jorgenson Board Empowerment Award

Diversity Drives Business

Congratulations to the 2019 Sandra Day O’Connor Board Excellence Award honorees. Your leadership is inspiring.

Bechtel is one of the most respected global engineering, construction, and project management companies. We believe that the more variety of thought, people, and ideas you have, the more extraordinary the results you will achieve.

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Caterpillar is proud to support DirectWomen’s work to advance corporate board diversity and the Sandra Day O’Connor Board Excellence Award Luncheon.

Congratulations to all of the 2019 award winners.

CBRE proudly supports DirectWomen in achieving gender parity on corporate boards. We join in congratulating this year’s Sandra Day O’Connor Board Excellence Luncheon honorees and Board Institute class for their commitment to advancing diversity in the workplace.

Hogan Lovells is proud to support DirectWomen.

The National Settlement Team at Huntington Bank is a proud supporter of DirectWomen and the Sandra Day O’Connor Board Excellence Award Luncheon.
Jones Day proudly supports DirectWomen and its mission to increase the representation of women on corporate boards.

Why Jones Day? Binding energy, conviction, and credibility arising from shared professional values.

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Lewis Brisbois is proud to support DirectWomen and congratulates all the award recipients being honored at the 2019 Sandra Day O’Connor Board Excellence Award Luncheon. We celebrate their accomplishments and commitment to advancing diversity in the workplace.

LewisBrisbois.com

WE PROUDLY SUPPORT THE DIRECTWOMEN’S MISSION TO ADVANCE FAIRNESS AND EQUALITY
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Pillsbury consistently ranks among the top firms for diversity. We take pride in our past honorees.

CONGRATULATIONS
2019 DirectWomen Honorees!
Snell & Wilmer is proud to support DirectWomen and its commitment to advancing board diversity.

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Snell & Wilmer

Congratulations to PNC for their continued success on diversity and inclusion and the receipt of the Board Diversity Award.

Torys is proud to support DirectWomen’s mission and the Sandra Day O’Connor Board Excellence Award Luncheon.

Torys is proud to support DirectWomen in its mission to increase the presence of women on corporate boards.

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Vorys, Sater, Seymour and Pease LLP
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Celebrating Inspirational Leaders

Congratulations to the 2019 Sandra Day O’Connor Board Excellence honorees, whose dedication and achievements inspire and encourage us to push past limits and achieve our goals.

We share their commitment to advancing diversity and equality in the workplace.

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