2016 Sandra Day O’Connor Board Excellence Award Luncheon

DIRECTWOMEN
Accelerating Board Opportunities for Women

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Welcome to the 2016 Sandra Day O’Connor Board Excellence Award Luncheon
Overview

OUR MISSION

The mission of DirectWomen is to increase the representation of women attorneys on corporate boards. We identify, develop and support a growing group of accomplished women attorneys who provide the experience, independence and diversity required for effective board service. Importantly, DirectWomen serves as a resource for companies seeking qualified women attorneys to serve on their boards.

DirectWomen develops and facilitates two signature events:

DIRECTWOMEN BOARD INSTITUTE

Using rigorous selection criteria, each year DirectWomen identifies a select group of distinguished women lawyers to attend the DirectWomen Board Institute. The women are chosen on the basis of demonstrated professional accomplishments, leadership, sound analytical judgment, and the other professional and personal attributes needed to make substantial contributions to board deliberations. Each year’s class represents a diversity of experience across the business and legal spectrums and across the country.

At the Institute, the class meets with an extraordinary faculty comprised of leading business executives, directors and academics to exchange ideas and discuss key issues relating to corporate governance, audit committee practice, executive compensation trends and other cutting-edge topics. The class also meets with DirectWomen Honorees and Alumnae, who have extensive board experience. A critical component of the Board Institute is the opportunity to meet with senior executives of leading national and regional search firms.

DirectWomen’s Alumnae build on the Board Institute through the annual Alumnae Institute and regional events. The DirectWomen Alumnae leverage the Institute experience to enhance their profile and increase their opportunities for selection for board service.

THE SANDRA DAY O’CONNOR BOARD EXCELLENCE AWARD LUNCHEON

At the Luncheon, DirectWomen presents two awards that celebrate women lawyers who have championed the advancement of diversity in the boardroom.

The Sandra Day O’Connor Board Excellence Award is named for the first woman Associate Justice, who broke so many barriers for women. The Award honors highly accomplished women lawyers who have served with distinction as directors of public companies.

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 Institute.
DirectWomen’s Work Extends Beyond These Signature Events:

REGIONAL EVENTS

DirectWomen’s national impact has been enhanced by its regional board programs. DirectWomen has hosted programs in St. Louis, Houston, San Francisco, Philadelphia, Chicago, and Silicon Valley. These events typically consist of a panel of leading executives and directors, including DirectWomen Board Institute Alumnae, followed by a networking reception. Panels are held on topics of interest to DirectWomen’s core audience of women attorneys, featuring effective strategies for positioning oneself for board service and the role that General Counsel can play in promoting diversity on their own company’s board. Upcoming events are currently being planned for Seattle and New Jersey.

COMMITTEE WORK

DirectWomen is fortunate to enjoy the support of an extensive volunteer network:

- The Advisory Board serves as the primary governance body for the organization, and oversees all activities of DirectWomen.
- The Class Committee and Selection Committee work together to recruit and select the members of each year’s Board Institute class.
- The Honoree Committee selects recipients of DirectWomen’s signature awards.
- The Development Committee is responsible for all fundraising, including sponsorships and grants.
- The Finance Committee oversees DirectWomen’s financials and its budget.
- The Alumnae Committee represents DirectWomen’s alumnae network, plans the Alumnae Institute, and fosters participation in its events.
- The Marketing Committee is responsible for DirectWomen’s brand and social media presence.
- The International Boards Committee works to expand DirectWomen’s sphere of influence and provide exposure for our Alumnae to be considered as potential candidates for international boards.
Strategic Partners

DirectWomen was founded in 2007 as a project of the American Bar Association. Over the past nine years, our network has grown to include over 150 Board Institute Alumnae, 36 recipients of awards presented at the Sandra Day O’Connor Board Excellence Award Luncheon, leaders of the business community, including CEOs and directors, and a vibrant group of volunteers.

Since 2010, DirectWomen has been a project of the Tides Center. Catalyst and the ABA’s Commission on Women in the Profession continue to be important strategic partners for DirectWomen.

CATALYST

Founded in 1962, Catalyst is the leading nonprofit organization accelerating progress for women through workplace inclusion. With operations in the United States, Canada, Europe, India, Australia, and Japan, and more than 800 supporting organizations, Catalyst is the trusted resource for research, information, and advice about women at work. Catalyst annually honors exemplary organizational initiatives that promote women’s advancement with the Catalyst Award.

ABA COMMISSION ON WOMEN IN THE PROFESSION

The Commission was created in August 1987 to assess the status of women in the legal profession, identify barriers to advancement, and recommend to the ABA actions to address problems identified. Hillary Rodham Clinton, the first chair of the Commission, set the pace for the Commission to change the face of the legal profession by issuing a groundbreaking report in 1988 showing that women lawyers were not advancing at a satisfactory rate. From this report, the Commission found that a variety of discriminatory barriers remained a part of the professional culture, that a significant increase in the number of women attorneys would not eliminate these barriers, and that a thorough reexamination of the attitudes and structures in the legal profession was needed. The Commission provides specific strategies and concrete solutions to women lawyers, law firms, corporations, and bar associations to create a level playing field for women lawyers and increase their opportunities to succeed. Bobbi Liebenberg, Chair of DirectWomen, and Mary Cranston, 2007 Alumna and 2013 Honoree, have both served as Chair of the Commission.
Making the Case for DirectWomen

WHAT IS DIRECTWOMEN?
The mission of DirectWomen is to increase the representation of women on corporate boards. DirectWomen identifies leading women lawyers from around the country who are able to provide the experience, independence, business judgment and diversity required for effective board service and good corporate governance. It serves as a resource for companies seeking qualified women attorney board candidates who will improve corporate governance and increase shareholder value.

WHY WOMEN ATTORNEYS ON BOARDS?
Research by Catalyst and many other organizations, including McKinsey, Credit Suisse, and Thomson Reuters, shows that companies with the most women board members, especially those with three or more women, financially outperform, on average, those with the fewest women board members. Other research shows a positive correlation between gender-diverse teams and problem-solving, group performance and innovation. It is therefore clear that gender-diverse boards are good for business performance. There is also a correlation between higher percentages of female directors and increased gender diversity throughout the corporation. Recent studies also confirm that inclusion of a lawyer-director on a corporate board contributes to increased firm value and a better-informed perspective on litigation and regulation risks.

WHY IS DIRECTWOMEN SO IMPORTANT?
The percentage of women on S&P 500 boards is still less than twenty percent. Among the companies included in the Russell 3000, only 13% of board members are women; and 32% of the companies have no women directors. Also, fewer than ten percent of Lead Directors are women and only three percent of Board Chairs are women. Most board appointments are based on recommendations from existing board members or the CEO, who are usually men. They frequently consider other men in their social circle/peer group for board service and women are often overlooked as candidates. Also, there is very little turnover on boards. That’s why we need an organization that focuses on identifying qualified women attorney board candidates and providing them with a platform that enhances their profile and opportunities for board selection. DirectWomen is that organization.
2015 Catalyst Census: Women and Men Board Directors
Board Seat Analysis

BOARD SEATS AT S&P 500 COMPANIES

Analysis is based on companies in the S&P 500 index at the time of their 2015 annual meetings as disclosed in proxy statements filed with the SEC. Data are provided by the EY Center for Board Matters. The S&P 500 is owned by Dow Jones LLC Indices. All reasonable steps were taken to ensure the accuracy of the data.

NEW DIRECTORSHIPS AT S&P 500 COMPANIES

Analysis is based on companies in the S&P 500 index at the time of their 2015 annual meetings as disclosed in proxy statements filed with the SEC. A directorship was considered new if the director was not listed in the company’s prior year proxy statement. Data are provided by the EY Center for Board Matters. The S&P 500 is owned by Dow Jones LLC Indices. All reasonable steps were taken to ensure the accuracy of the data.
**2015 Catalyst Census: Women and Men Board Directors**

**Company Analysis**

**PATH TO PARITY: S&P 500 INDEX BY BOARD GENDER DIVERSITY**

**ON THE PATH TO PARITY**
These companies are at or approaching 50% women on their boards, which is parity.

**WOMEN DIRECTORS**

<table>
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<th>14.2%</th>
<th>24.6%</th>
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<tr>
<td>30%+</td>
<td>ONE</td>
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<tr>
<td></td>
<td>ZERO</td>
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**NOT ON THE PATH TO PARITY**
These companies fall far short of 50% women on their boards, which is parity.

Analysis is based on companies in the S&P 500 index at the time of their 2015 annual meetings as disclosed in proxy statements filed with the SEC. Data are provided by the EY Center for Board Matters. The S&P 500 is owned by Dow Jones LLC Indices. All reasonable steps were taken to ensure the accuracy of the data.

**Research Partners:** Abercrombie & Fitch; AT&T Inc.; Bank of America; Bloomberg; BMO Financial Group; The Boston Consulting Group; Cardinal Health, Inc.; Chevron Corporation; Credit Suisse; Debevoise & Plimpton LLP; Dell Inc.; Deutsche Bank AG; EY; Halliburton; Hewlett Packard Company; IBM Corporation; KeyBank; Kimberly-Clark Corporation; McDonald’s Corporation; Novo Nordisk; PAREXEL; Sodexo; State Street Corporation; UPS; Verizon

The Catalyst Research Center for Equity in Business Leadership examines and documents workforce demographics and their impact on employees, companies, communities, and society.

The findings, views, and recommendations expressed in Catalyst reports are not prepared by, are not the responsibility of, and do not necessarily reflect the views of the funding organizations.

**How to cite this product:** Catalyst. 2015 Catalyst Census: Women and Men Board Directors. New York: Catalyst, 2016.
In Catalyst’s 2016 Report, ‘Gender Diversity on Boards in Canada: Recommendations for Accelerating Progress,’ eleven specific recommendations are set forth. These recommendations have been adopted by the Government of Ontario, and are republished here.

Recommendations

Companies and Business Leaders: Set Goals and Champion Women

1. Set the following specific targets by the end of 2017, and achieve them within three to five years:

   a. 30% women board directors for all issuers that currently have at least one woman director.19
   b. One woman board director for all issuers that currently have zero women board directors.

2. Use at least one mechanism—such as director term and/or age limits—to facilitate board renewal.

3. Establish a written policy describing how the company specifically plans to increase representation of women on its board.

4. Review board recruitment policies:

   a. Require that lists of potential board candidates consist of at least 50% women candidates with the skills and profile sought, and include women from diverse communities.
   b. Require that women—including women from diverse communities—comprise at least 50% of the interview pool for every open board position.
   c. Implement board effectiveness assessments, including gap analysis using skills matrices.
   d. Leverage broad networks—not just the usual suspects—to connect supply with demand.

5. Champion senior executive women for board service by:

   a. Reassessing and removing restrictions on external board service.
   b. Implementing programs to match talent with board vacancies, for both executive and non-executive director seats.
6. **Address gender equity at all levels of the organization by:**

   a. Reviewing, on a continual basis, recruitment, promotion, and talent development systems to ensure they are unbiased.

   b. Investing in inclusive leadership training.

   c. Monitoring and tracking promotion rates, aiming for proportional promotion and retention at each level.

   d. Evaluating and addressing pay equity by:

      i. Conducting periodic pay equity studies to determine if there are wage gaps and, if so, providing funds to rectify them.

      ii. Implementing “no negotiations” policies and paying for work, not potential.

      iii. Adopting pay transparency policies.

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Governments: Define Goals, Track Progress, and Be Role Models for Issuers

7. **Drive greater awareness among broader stakeholder groups and the general public by implementing an action-oriented public awareness campaign. Government has an important role to play in promoting understanding and action on these issues.**

8. **Reinforce and encourage the setting of specific targets, board renewal mechanisms, and written policies as a strong call to action for issuers.**

9. **Ensure progress continues to be tracked and published, as the Ontario Securities Commission (OSC) has done, on an annual basis to maintain transparency of corporate governance practices relating to the representation of women.**

10. **If sufficient progress is not made, particularly toward a 30% target, consider more stringent legislative or regulatory approaches.**

11. **Model exemplary behaviour by reviewing appointments to their own agencies, boards, commissions, and Crown corporations, and setting a minimum goal of at least 40% women in these bodies by the end of 2019.**
Welcome from the Chair
DirectWomen

Dear Friends:

As the Chair of DirectWomen, I am delighted to welcome you to our seventh Sandra Day O’Connor Board Excellence Award Luncheon. We have much to celebrate. We will honor Paula Boggs and Jamie Gorelick, two outstanding women lawyers who are currently serving with distinction as independent directors of large public companies. These honorees provide visible proof of the enormous benefits women lawyers bring to board service. In addition, we will be honoring Stasia Kelly with our Distinguished Alumna Award, which honors a highly accomplished alumna of the DirectWomen Board Institute.

We are also celebrating the extraordinary graduates of our 2016 Board Institute, which was held over the last few days. The Institute provides a highly-respected credential of board readiness, and our many Alumnae demonstrate that there is no shortage of experienced, qualified women who can ably serve as directors. We are extremely proud that 23% of the Alumnae of our first five Board Institutes now serve on large company boards as independent directors.

The work and programming of DirectWomen highlight the sound business judgment and strategic thinking that women lawyers bring to corporate boards. A number of recent studies have found that having lawyers serve on corporate boards results in enhanced financial performance, greater stability in management, and reduction of litigation exposure. Moreover, achieving gender diversity on a board has a salutary domino effect, as it increases both the number and compensation of women executives, officers, and senior managers. Simply put, having more women lawyers serve on the boards of public companies leads to better decision-making and increased innovation.

Unfortunately, the number of women holding seats on S&P 500 boards continues to hold steady at less than 20%. Equally distressing is the fact that there has been no uptick in the number of female corporate executives. DirectWomen is committed to ensuring that corporate boardrooms and the C-suite reflect the gender diversity of the workforce and society at large. Working together, I am confident that we can and will move the needle to increase the representation of women on corporate boards.

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

Bobbi Liebenberg
Chair, DirectWomen
Dear Friends:

On behalf of the DirectWomen Board Institute, thank you for joining us today to celebrate our 2016 Honorees.

The Board Institute is an annual program for women interested in public company board service. Board Institute members are selected through an application process that includes letters of reference from, for example, CEOs and public company directors. The women lawyers who become DirectWomen Board Institute members are extremely talented business women, and, as a quick look at our successful alumnae reveals, they are becoming talented company directors.

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

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, will continue to prosper and grow. 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 2016 DirectWomen Board Institute a success.

Hillary A. Sale  
Chair, DirectWomen Board Institute
Welcome from the Chair
Honoree Committee

Dear Friends:

In selecting recipients of this year’s Sandra Day O’Connor Board Excellence Award and Distinguished Alumna Award, the Honoree Committee has the pleasure of considering many individuals that have served as leaders and role models for increasing board diversity.

For our longstanding Sandra Day O’Connor Board Excellence Award, our Committee identifies individuals who have a multitude of strengths: strong Board experience and leadership; impressive professional credentials; exemplar in their commitment to the community; and dedication to advancing women in the legal profession or more generally. We keep as our lodestar, Sandra Day O’Connor, the person for whom the Award is named. This year, we are proud to present this award to two individuals with deep experience in the law: Paula Boggs, former General Counsel of Starbucks Coffee Company and a member of the board of Avid Technology, Inc.; and Jamie Gorelick, a partner at Wilmer Hale and a member of the Boards of Amazon.com, Inc. and Versign, Inc.. As you’ll see from their biographies, which follow this section, these women exemplify the qualities we seek to recognize through this Award.

DirectWomen also is proudly presenting the Distinguished Alumna Award to Stasia Kelley, an alumna of its Board Institute, class of 2012. Stasia represents the talents and accomplishments of our alumnae. Ms. Kelly is the Co-Managing Partner (Americas) of DLA Piper and sits on two public company boards, Owens-Illinois and Huntington-Ingalls.

Please join me in congratulating the honorees.

Connie R. Collingsworth
Chair, Honoree Committee
Welcome from the Co-Chairs
DirectWomen Alumnae Committee

Dear DirectWomen Alumnae,

As we celebrate the seventh Sandra Day O’Connor Board Excellence Award Luncheon, we also recognize our amazing alumnae. You are nationally and internationally recognized as outstanding leaders and accomplished business women, as well as experts in your field.

The opportunity to network and exchange best practices as DirectWomen alumnae creates lasting value as we continue to develop national and regional programs that support the DirectWomen mission of increasing representation of talented and accomplished women on corporate boards.

It is our continued dialogue that makes clear the solid business case that diversity creates positive business results. Our work is important and we are making a difference. We are making progress and we will continue to make progress by working together.

Again, congratulations to all of the talented women who form the DirectWomen Alumnae Association. A special welcome to the 2016 DirectWomen Board Institute Class that joins our group today. Each of you continues to be a powerful voice for positive change.

On behalf of the DirectWomen alumnae, a special congratulations to the 2016 DirectWomen honorees, Jamie Gorelick, Paula Boggs, and Stasia Kelly.

Thank you for all that you do to support DirectWomen.

Best Regards,

Katherine Hatton
Co-Chair, DirectWomen Alumnae Committee

Carolyn J. Johnsen
Co-Chair, DirectWomen Alumnae Committee
2016 Distinguished Alumna Award
DirectWomen is pleased to present its second Distinguished Alumna Award to Anastasia D. Kelly, a 2012 Alumna of the Board Institute. This Award honors a DirectWomen Board Institute Alumna who exemplifies the talents and accomplishments of our Alumnae.

Anastasia D. Kelly
Co-Managing Partner (Americas), DLA Piper
Director, Owens-Illinois Inc. and Huntington Ingalls Industries

“Direct Women embodies what we all know to be true and wholeheartedly support—companies, organizations, countries, no matter the entity or group, all make better decisions when there is diversity of thought at the table—beginning with gender diversity and encompassing the diversity of background, education, thought and experience that each of us brings. It has always amazed me how long it has taken the rest of the world to understand and embrace this concept and I applaud Direct Women and the women in this room and those who came before and will follow, for continuing to forge the path that will lead to true and lasting change and result in many more of us being in more boardrooms around the world.”

Anastasia D. Kelly, Co-Managing Partner (Americas) at DLA Piper, is the former Vice Chairman of American International Group (AIG), a role she held until the end of 2009. In this role, she was responsible for the global legal, compliance and regulatory functions, government relations, communications, corporate affairs and human resources. Ms. Kelly joined AIG in September, 2006 as Executive Vice President, General Counsel and Chief Regulatory and Compliance Officer. She assumed her additional responsibilities in January, 2009. Prior to AIG, Ms. Kelly was Executive Vice President and General Counsel of MCI/WorldCom, where she served as the Chief Legal Officer in the restructuring of the company from 2003 until its acquisition by Verizon in 2006.
Prior to MCI, Ms. Kelly was Senior Vice President and General Counsel of Sears, Roebuck and Co. where she restructured the legal and compliance teams. Before her tenure at Sears, Ms. Kelly served as the Senior Vice President, General Counsel and Corporate Secretary at Fannie Mae. At Fannie Mae, she centralized the company’s legal and compliance function and upgraded the talent across Fannie Mae’s five offices nationwide. Prior to joining Fannie Mae, Ms. Kelly was a partner and associate with Wilmer, Cutler & Pickering (now Wilmer Hale) where her practice spanned several areas of law, including regulation of financial institutions and securities firms and corporate and securities. Ms. Kelly was also associated with Carrington, Coleman, Sloman & Blumenthal, of Dallas, where her practice encompassed general and business litigation.

Ms. Kelly received her law degree magna cum laude from George Washington University, where she was a member of the Order of the Coif and the George Washington Law Review. She received her undergraduate degree cum laude from Trinity University in Washington, DC. She serves as a director of Owens-Illinois, the world’s largest manufacturer of glass packaging, and Huntington Ingalls Industries, builder of more ships in more ship classes than any other U.S. naval shipbuilder.

Ms. Kelly is a director and past Co-Chair of the Washington Lawyers’ Committee (WLC), past Chair of Equal Justice Works, and a director of the Leadership Council on Legal Diversity. She is on the Board of the Center for Law, Economics and Finance at George Washington University Law School.
2016
Sandra Day O’Connor
Board Excellence Award
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 U.S. 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 U.S. 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.”
“It is difficult to discern a serious threat to religious liberty from a room of silent, thoughtful schoolchildren.”

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.

1981 Burger Court
Standing, from left to right: Associate justices John Paul Stevens, Lewis F. Powell, Jr., William H. Rehnquist, and Sandra Day O’Connor

Photograph by Robert Oakes, National Geographic Society,
Courtesy of the Supreme Court of the United States
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 U.S. 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.
“Plain and simple, corporate board diversity equals better decisions and thus a surer shot at achieving the mission. Thanks DirectWomen for all you do to promote board diversity. Corporate America is better for it.”

Paula Boggs is the founder of Boggs Media, LLC, a business that manages her music, speaking, and other creative business activities. She is a Philanthropist, Fundraiser, Public Speaker, Lawyer and Musician. She is also a Board Member of numerous for-profit and non-profit organizations.

Paula Boggs served as Executive Vice President, General Counsel and Secretary, Law and Corporate Affairs at Starbucks Corporation from 2002 to 2012. Her prior professional experience includes serving as Vice President, Legal, for Products, Operations and Technology at Dell Computer Corporation, and as a partner at the law firm of Preston Gates & Ellis, LLP. She also had a 14-year career in public service, including serving as an Assistant U.S. Attorney, and in various capacities as an attorney for the U.S. Army, the Department of Defense and the White House Office of Legal Counsel. She served eight years as a Regular Officer in the United States Army, and earned Army Airborne wings and a Congressional appointment to the US Naval Academy – among America’s first women to do so.

Paula Boggs is a graduate of the University of California at Berkeley School of Law (Boalt Hall), and earned a bachelor’s degree in International Studies (economics, energy policy) from Johns Hopkins University. She was also an adjunct professor at the University of Washington School of Law.

Since leaving Starbucks, Paula Boggs has volunteered for a presidential campaign as a national surrogate, serves on for-profit and non-profit boards, and raises and gives money in support of causes she champions. In 2013, President Obama appointed her to the President’s Committee on the Arts and the Humanities.
Paula Boggs has written and recorded two music CD’s (16 songs), and owns the U.S. Copyrights. She is also a Voting Member, National Academy of Recording Arts and Sciences, Pacific Northwest Chapter.

Her current civic and professional activities include:

**Current Boards:** Member, President’s Committee on the Arts and the Humanities (2014-Present); Avid Technology, Inc. (2015-Present); KEXP (Public Radio Station licensed by University of Washington) Advisory Council & Board (2007-Present: Board Secretary, Co-Chair, Capital Campaign); Santa Fe University of Art and Design, Business Programs Advisory Board (2016-Present).

**Past Boards:** Johns Hopkins University Board of Trustees (1998-2016): Past Chair, Audit & Insurance Committee, Chair, Student Life Committee; member of Executive and Academic Affairs Committees, Co-Chair, JHU Legacy Society, Member, JHU Capital Campaign Executive Committee, member, Peabody Institute National Advisory Board member; American Red Cross National Board of Governors; Sterling Financial Corporation (NASDAQ); White House Council for Community Solutions; School of Rock LLC; Premera Blue Cross: Chaired, Investment and Compensation Committees; Pinnacle Holdings Inc. (NASDAQ); Seattle Art Museum; Association of Corporate Counsel; Georgetown (TX) Economic Development Commission: Chair, 2001-2002; Georgetown (TX) Public Library Foundation; Vice-Chair 1998-2000; Greater Seattle YMCA); Vice-Chair, Washington State Equal Justice Coalition; Legal Aid for Washington (LAWFUND) Board President 2006-2008.

**Other:** Johns Hopkins University Emerita Trustee (2016-Present); Johns Hopkins University Peabody Institute and Carey Business School Dean Search Committee Member; NAACP Life Member; Donor and Creator, The Boggs Fellowship, 1998-Present (Given to HBCU graduates or underrepresented persons of color who pursue graduate studies in the physical, biological or engineering sciences at Johns Hopkins University); Loren Miller Bar Association Member; American Bar Association House of Delegates (1993-Present); Association of Corporate Counsel (ACC) Docket Editorial Advisory Board; Lincoln Center Institute 2010 Imagination Award Advisory Panel; Co-Chair, Washington State Campaign for Equal Justice; Mentor, Guiding Lights Weekend; Presidential Classroom for Young Americans, Volunteer Instructor; Chair, Law & Government Cluster, Greater Seattle YMCA Black Achievers Program.
2016 Sandra Day O’Connor
Board Excellence Award Honoree
Jamie Gorelick

“To provide truly effective leadership, a board needs to anticipate the risks and opportunities that lie ahead, which can, and often do, come from unexpected places. A board is best equipped to spot them when its members have a breadth of perspectives and experiences. Without a diverse membership, a board limits its ability to address risks from all possible angles, and to seize opportunities with creativity and agility.”

Jamie Gorelick is a partner at WilmerHale in Washington, where she chairs the Regulatory and Government Affairs Department. A litigator by training, she is listed as one of the “Best Lawyers in America,” a “Super Lawyer,” and a “Washington Legend in the Law.” She handles matters at the intersection of law and policy and counsels on governance, ethics and compliance, cybersecurity and national security issues. She was one of the longest serving Deputy Attorneys General of the United States and was General Counsel of the Defense Department. Earlier, she was Counselor to the Deputy and Assistant to the Secretary of Energy as well as Vice Chair of a Department of Defense Task Force. She was also a member of the 9/11 Commission. She is a member of the Defense Policy Board, the senior advisory panel to the Secretary and has served on numerous other government boards and commissions.

She is on the boards of Amazon and VeriSign and was a member of the boards of United Technologies Corp., Schlumberger, Ltd, and Fannie Mae and has been honored for her board leadership by the National Association of Corporate Directors. She is Chair of the Urban Institute Board and has been a member of many other non-profit boards. She is a member of the Council on Foreign Relations and the Trilateral Commission.
2015 Sandra Day O’Connor Board Excellence Award Honorees

Pamela Thomas-Graham
New York, NY

Frances Fragos Townsend
New York, NY

Ann M. Veneman
New York, NY

2015 Board Diversity Honoree

General Electric Company

2015 Distinguished Alumna Honoree

Deborah Platt Majoras
Cincinnati, OH
2013 Sandra Day O’Connor
Board Excellence Award Honorees

Mary B. Cranston
San Francisco, CA

Gloria Santona
Chicago, IL

2011 Sandra Day O’Connor
Board Excellence Award Honorees

Helene L. Kaplan
New York, NY

Roberta S. Karmel
New York, NY

Siri S. Marshall
Minneapolis, MN
2009 Sandra Day O’Connor
Board Excellence Award Honorees

Ambassador Charlene Barshefsky
Washington, DC

Edith E. Holiday
Washington, DC

Suzanne Nora Johnson
San Francisco, CA

G.G. Michelson

Deborah C. Wright
New York, NY
2008 Sandra Day O’Connor Board Excellence Award Honorees

Betsy Z. Cohen
Philadelphia, PA

Janiece M. Longoria
Houston, TX

Linda Koch Lorimer
New Haven, CT

Catherine A. Rein
New York, NY

Toni Rembe
San Francisco, CA

Karen Hastie Williams
Washington, DC
2007 Sandra Day O’Connor Board Excellence Award Honorees

Barbara M. Barrett
Paradise Valley, AZ

Beverly C. Chell
Indian Wells, CA

Andrea S. Christensen
New York, NY

Maryellen C. Herringer
Piedmont, CA

Lisa A. Hook
Washington, DC

Patricia A. King
Washington, DC
2007 Sandra Day O’Connor
Board Excellence Award Honorees

Ambassador
Vilma S. Martinez
Buenos Aires, Argentina

Victoria A. Morrison
Newark, NJ

Honorable
Aulana A. Peters
Los Angeles, CA

Sheli Z. Rosenberg
Chicago, IL

Laura Stein
Oakland, CA

Kathryn D. Wriston
New York, NY
About the 2016 DirectWomen Board Institute
The centerpiece of the DirectWomen initiative is the DirectWomen Board Institute, an annual multi-day program designed to position a group of exceptional women for service as corporate directors. The most recent DirectWomen Board Institute was held at the Waldorf Astoria in New York from October 19-21, 2016.

The participants honed their “elevator pitches” during a session with Hillary A. Sale, Chair, DirectWomen Board Institute, Walter D. Coles Professor of Law and Professor of Management at Washington University in St. Louis, and Member, FINRA Board of Governors. Directors, including DirectWomen alumnae, and search firm members offered their feedback. Faculty members included: Herman Bulls, Vice Chairman, Americas and an International Director at Jones Lang Lasalle, Inc., and a Director of Comfort Systems USA, Computer Sciences Corporation, and USAA; Mary B. Cranston, Retired Senior Partner and Immediate Past Chair of Pillsbury Winthrop Shaw Pittman LLP and a Director of Visa Inc., The Chemours Company, CSAA Insurance, the Aretec Group, and MyoKardia, Inc.; E. Thames Fulton, Managing Director of RSR Partners’ Board of Directors practice; Cynthia T. Jamison, Chairman of the Board of Directors of Tractor Supply Company, and a Director of Office Depot, Darden Restaurants, Inc., and Big Lots, Inc., and retired CFO of AquaSpy, Inc.; Mary Ann Jorgenson, Retired Partner at Squire Patton Boggs, a Director of Anthony & Sylvan Pools Corp., and Immediate Past Chair, DirectWomen; Eileen A. Kamerick, Director of Associated Banc-Corp and Legg Mason Closed End Mutual Funds and former CFO of ConnectWise.com, Inc.; Stacey J. Mobley, Director of the International Paper Company, Nuclear Electric Insurance, Ltd., and HP Inc., and retired Senior Vice President, Chief Administrative Officer & General Counsel of DuPont; Erika Rottenberg, former Vice President, General Counsel and Secretary of LinkedIn and a Director of Twilio and Wix.com; Thomas L. Sager, former General Counsel and Senior Vice President of the DuPont Company and Partner at Ballard Spahr LLP; Brande Stellings, Vice President, Corporate Board Services at Catalyst; Laura A. Weil, Founder and Managing Partner of Village Lane Advisory LLC and a Director of Carnival Corporation, Carnival plc, and Christopher & Banks Corporation; and Anne D. Williams, President, Global Merchant Services and Loyalty at American Express Company and a Director of Illinois Tool Works Inc.

The next session focused on nominating and corporate governance committees and their role in the board structure. Participants included Cynthia T. Jamison; Eileen A. Kamerick; Mark D. Ketchum, Retired President and Chief Executive Officer of Newell Rubbermaid Inc. and Lead Director of Mondelēz International; George F. MacKenzie, Retired Vice Chairman & Chief Financial Officer of Hercules, Incorporated, Non-Executive Chairman of the Board of American Water Works Company, Inc., and a Director of Safeguard Scientifics, Inc., Tractor Supply Co., and C&D Technologies, Inc.; Stacey J. Mobley; and John K. Welch, Retired President and CEO of Centrus Energy Corp. and a Director of Huntington Ingalls Industries. Hillary A. Sale moderated this session.

Institute members heard from DirectWomen Board Institute Alumnae in a session focused on board search strategies moderated by Peggy A. Heeg, Partner at Norton Rose Fulbright US LLP, a Director of Columbia Pipeline Partners LP, and a Commissioner of the Texas Lottery Commission; Elisa D. Garcia, Chief Legal Officer of Macy’s, Inc. and a Director of Dollarama Inc.; Stephanie C. Hildebrandt, Partner at Norton Rose Fulbright US LLP and a Director of Rice Midstream Partners LP and TRC Companies, Inc.; Sylvia J. Kerrigan, Executive Vice President, General Counsel and Corporate Secretary of Marathon Oil Corporation and a Director of Team, Inc.; and Susan S. Lanigan, Retired Executive Vice President of Dollar General Corporation and a Director of Kirkland’s, Inc. and the Chair of the Tennessee Education Lottery Commission, shared their stories around the board search process, from developing their search and expanding their network, to evaluating and securing opportunities.
The next session addressed the role of search firms in board placements with E. Thames Fulton, Bonnie W. Gwin, Vice Chairman and Co-Managing Partner, Global CEO & Board Practice at Heidrick & Struggles; and Susan S. Hart, Executive Search Consultant and Co-Leader, Global Retail, Apparel and Luxury Goods Practice at Spencer Stuart. Mary Ann Jorgenson moderated this session.

A session addressing the board’s role in the strategic process ended the day. Led by Hillary A. Sale, participants discussed how the board can effectively engage in the development of the corporation’s strategy and oversee its implementation. Participants included Herman Bulls; Janet Hill, Principal at Hill Family Advisors, Retired Vice President of Alexander & Associates, Inc., and a Director of The Wendy’s Company, Echo360, Inc., Dean Foods Company, Esquire Bank, and Carlyle Group Management L.L.C.; Jean-Paul L. Montupet, a Director of Lexmark International, Inc., Wabco Holdings Inc., Assurant, Inc., and IHS Markit Inc., and Retired Executive Vice President of Emerson Electric Co.; Alan D. Schnitzer, Chief Executive Officer and Director of the Travelers Companies, Inc.; Frances Fragos Townsend, Executive Vice President, Worldwide Government, Legal and Business Affairs at MacAndrews & Forbes Incorporated and a Director of The Western Union Company, Scientific Games Corporation, and Freeport-McMoRan Inc.; and Laura A. Weil.

On the second day of the Board Institute, members of the 2016 class participated in a networking session with search firm members, directors, and others. This session allowed them to apply the knowledge and skills they gained during the Board Institute.

The final highlight was a session with the recipients of the Sandra Day O’Connor Board Excellence Award and Distinguished Alumna Award. This session, moderated by Connie R. Collingsworth, General Counsel and Executive Leadership Team Member of the Bill & Melinda Gates Foundation and a Director of Banner Corporation and Premera Blue Cross, provided the DirectWomen Board Institute Class of 2016 with an opportunity to meet with and learn from a distinguished group of women lawyers who have served on corporate boards. Participants included Paula Boggs, retired Executive Vice President, General Counsel and Secretary of Starbucks Coffee Company and a Director of Avid Technology, Inc.; Jamie S. Gorelick, Partner at Wilmer Cutler Pickering Hale and Dorr LLP and a Director of Amazon.com and VeriSign, Inc.; and Stasia D. Kelly, Co-Managing Partner (Americas) of DLA Piper and a Director of Owens-Illinois, Inc. and Huntington Ingalls Industries, Inc.
2016 DirectWomen Board Institute Participants
Marcia E. Backus

Marcia E. Backus is Senior Vice President, General Counsel, Corporate Secretary and Chief Compliance Officer at Occidental Petroleum Corporation, where she is responsible for the company's global Law and Compliance department. Marcia is an experienced executive with a breadth of experience on challenging corporate issues, who integrates business, financial and risk allocation considerations in discussions and decision making. She is a member of Occidental's key executive group which sets corporate strategy, including assessing all potential corporate acquisitions and divestitures.

Marcia's role includes being the business lead on structuring and negotiating some of the most significant settlements and transactions for the company, including a settlement of $1 billion from the Republic of Ecuador in 2016. As General Counsel, Marcia has oversight of Occidental's litigation, as well as legal support of acquisitions and divestitures, capital markets activity, commodity marketing, finance and treasury, securities and Human Resources. She is also a strategist for crisis-management for Occidental's operations in the U.S., Middle East and Colombia. Having served as General Counsel of one of the country's largest independent oil and gas producers, she has an in-depth understanding of the energy industry.

As Corporate Secretary, Marcia leads engagement with investors and is the company lead on all corporate governance matters. A trusted advisor to Occidental's Board of Directors, she is Secretary to the Corporate Governance and Nominating Committee, Audit Committee, and Executive Compensation Committee, as well as the board itself. Marcia has developed significant expertise in executive compensation and Board risk oversight.

As Chief Compliance Officer, Marcia directs the company's enterprise-wide compliance and ethics program.

Prior to joining Occidental, Marcia was at Vinson & Elkins LLP law firm for many years, in key leadership positions. In addition to serving on the global Management Committee, which makes all key decisions for the firm (including partner compensation), she was chair of the Partnership Admissions Committee (responsible for decisions regarding promotion to partnership), head of the 100-lawyer energy practice group (responsible for profitability of that group), located in the U.S., China, London, Moscow and the Middle East, and co-head of the 300-lawyer corporate practice group. She played an instrumental role working with McKinsey & Company in restructuring the firm, providing strategic analysis for future locations and practice growth. Through this experience, Marcia gained insight in capital allocation.

Marcia is ranked among the Leading Business Lawyers in oil and gas and energy by both Chambers USA and Chambers Global and was named 2012 Lawyer of the Year in mergers and acquisitions by The Best Lawyers in America.

Marcia is a co-founder of the Center for Women in Law at the University of Texas Law School and a Trustee of the University of Texas Law School Foundation. She also serves on the board of the Houston Grand Opera.

Marcia graduated from the University of Texas at Austin with a bachelor’s degree in history (summa cum laude) and a juris doctor with honors.
Jana Cohen Barbe

Jana Barbe serves as Global Vice Chair of Dentons, the largest law firm in the world. Since the inception of Dentons, Jana has been integrally involved in the development and implementation of a strategic vision that created a top tier global legal business comprised of a 7500-attorney law firm and multiple ancillary companies. She has done so by balancing aspiration and ambition with fiscal responsibility and, in the process, has earned a reputation for her integrity, her candor and her pragmatism. In her governance role for this billion-dollar, international business, with 141 locations serving 58 countries and comprised of more than 13,500 lawyers and staff persons, Jana is known for her ability to build consensus and is frequently called upon to navigate differences among diverse global regions.

In addition to serving on the Global Board of Dentons, the Global Advisory Committee and the U.S. Board, Jana chaired the firm’s Financial Institutions Sector - the largest sector of the law firm and its economic driver - as well as its pre-eminent real estate practice. Jana skillfully led both during the economic downturn of the past decade and did so in a manner that both preserved and protected the firm’s brand while positioning the firm to maximize opportunities on behalf of its clients during the anticipated, and now realized, recovery. As a real estate professional who advises many leading global financial institutions and insurance companies, Jana is widely acknowledged as one of the most influential and highly regarded practitioners in real estate law. Her highly specialized substantive expertise bridges tax, corporate, partnership, finance and real estate law further enhancing her business acumen. As one Firm client put it, “Jana is unique in that she sees things from many different directions, anticipating issues and opportunities. Jana asks all the right questions and is very practical and solution-oriented, which makes her so effective on delivering sound advice to complex matters.”

Equally committed to serving her community, Jana is the president emerita of Thresholds, Illinois’ oldest and largest provider of supportive services and housing to individuals with severe and persistent mental illnesses and one of the Chicagoland area’s most visible and well-respected non-profits. Jana led Thresholds’ prominent board comprised of Chicago community leaders from 2013 - 2015, a time when Thresholds had an operating budget of $80 million, a staff of over 1000, and was recognized as one of the Chicago Tribune’s “Top Workplaces” and one of Chicago’s “101 Best and Brightest Companies to Work For”. Her service to Thresholds, which serves more than 9,500 adults and youths each year, has spanned more than 25 years.
Roya Behnia

Ms. Behnia served as SVP, General Counsel and Corporate Secretary of Pall Corporation, a NYSE-traded, Fortune 1000/S&P 500 company, until its acquisition by Danaher Corporation in September 2015. Pall makes complex filtration solutions for life sciences and industrial markets with operations and sales worldwide. A member of the seven-person executive team responsible for global strategy, Ms. Behnia led the legal, compliance, information security, internal audit and risk management functions. Ms. Behnia also served as SVP of Rewards Network Inc. (NASDAQ: Chicago, Illinois), a digital business/financial services company and was a member of the executive management committee. There, she led the legal, compliance, human resources and risk management functions. Previously, she was Group General Counsel of a $1 billion segment of SPX Corporation consisting of seven global industrial businesses.

Ms. Behnia has advised boards throughout her career, including on M&A, capital allocation, bankruptcy, risk governance and shareholder activism. She is deeply experienced in corporate governance, executive compensation and risk oversight. She has worked closely with compensation committees to structure executive compensation programs aligned to company strategy; nominating/governance committees to revamp corporate governance structure and board processes; and audit committees on enterprise risks. Ms. Behnia has also advised boards on emerging cyber security risks and the cross-border use of data, having managed global information security functions.

Ms. Behnia is an expert in global M&A and complex commercial transactions. She led the strategic sales of Pall and Rewards Network as well as significant bolt-on and platform acquisitions and divestitures all over the world. The sale of Pall was the largest industrial deal in the last decade. At SPX, she led the company's first acquisition in China and subsequently gained significant expertise in all strategic issues related to acquisitions and joint ventures in EMEA and Asia (particularly China), including IP risks, government regulation and business culture. She also has extensive experience negotiating complex commercial, intellectual property and real estate transactions globally and has established green fields operations in emerging markets.

Ms. Behnia has worked in an international context since 1998. In addition to international transactions, she led restructuring projects in the UK, North America, the EU and China and advised executives on commercial alliances in Japan, China and Europe. Ms. Behnia led a department with a significant footprint in EMEA and Asia Pacific and has advised on global alliances, intellectual property protection, EU data privacy, FCPA and other matters that affect all global companies. As a result of these experiences, her education in international relations and her own family background, Ms. Behnia has a unique global focus and sensitivity to cultural nuances. She speaks Farsi fluently and has working knowledge of Spanish.

Ms. Behnia has developed extensive crisis management experience. Within the first few months at Rewards Network, Ms. Behnia successfully resolved class action litigation to forestall bankruptcy, advised the Board throughout and implemented pivotal business changes in the aftermath, including revamped customer communication and sales training. She has led similar efforts with other troubled companies.

Earlier in her career, Ms. Behnia was a partner at Kirkland & Ellis. She has been a lecturer in law at the University of Chicago Law School, a member of its Visiting Committee and is a columnist for the ABA Journal on innovation. She graduated from the University of Chicago Law School with honors in 1991 and Harvard University with an AB, magna cum laude, in government in 1987. Corporate Board Member magazine named Ms. Behnia a “Top General Counsel to Watch” in 2013.
Laurel G. Bellows

Ms. Bellows is Founder and Managing Principal of the Bellows Law Group, P.C. which she leads as a business person, lawyer and entrepreneur. Ms. Bellows is nationally recognized for her expertise in executive compensation, talent retention and integration in connection with mergers and acquisitions. She is conversant with the importance of melding economic interests with the imperative of attracting and retaining talent.

Ms. Bellows identifies and implements creative responses to corporate disrupters. Most recently she launched a national initiative to assist global corporations to find business solutions to unintentional corporate recruitment of forced and bonded labor. Ms. Bellows founded the American Bar Association’s Task Force to Combat Human Trafficking in the United States, working with corporations to adopt best business practices, and risk assessment tools to preserve business reputation and address anticipated government regulation related to supply chains.

Laurel Bellows is former President and Chairman of the Board of the 400,000 member American Bar Association. She founded the ABA’s Task Force on Cybersecurity to address the business risks and concerns attendant to growing cyberattacks and increased government regulations. Her current focus is on the rapidly changing security needs of business and customers. She was an early advocate of risk assessment relating to corporate cyber security, response to government regulation and BOYD (Bring Your Own Device) protocols.

Given her significant interest in cross border business transactions, particularly involving employment and recruitment, Ms. Bellows currently serves on the Council and Executive committee of the Spanish speaking Inter-American Bar Association. She also serves on the President’s Council of the Union International des Avocats.

Ms. Bellows was honored to accept an appointment by former Prime Minister Gordon Brown to the Commission on Global Citizenship, founded and Chaired by Minister Brown. The Commission presented its report on the status of the UN Declaration of Human Rights directly to Secretary-General Ban Ki-moon in April 2016.

A few of her many accolades include acknowledgement by Crain’s Chicago Business on their annual list of most influential business leaders in Chicago for the past 20 years. Along with United Nations Secretary-General Ban Ki-moon and Special Envoy for the Great Lakes Region of Africa, Mary Robinson, she received the inaugural Lexis Rule of Law Award in 2012. Due to her representation of broker/dealers and expertise in the commodities industry, Ms. Bellows was nominated by the Chicago Mercantile Exchange to Chair the Commodities Futures Trading Commission. (President Clinton appointed Mary Shapiro.) Ms. Bellows is experienced in highly regulated industries.

As former President and Chairman of the Board of the American Bar Association she served at various prior times as Chair of the Finance Committee of the Board (budget of $100 million+), member of the Audit Committee, Chair of the Pension Review Committee (moving from a Defined Benefit to Defined Contribution Employee plans), and Chair of the ABA’s 550 member policy making House of Delegates.

Ms. Bellows holds a B.A. from the University of Pennsylvania, and a J.D. from Loyola University School of Law of Chicago. Ms. Bellows speaks Spanish.
Maureen Brundage

Maureen Brundage is an accomplished senior executive with large multinational public company and international law firm management experience. She has expertise in crisis and risk management, corporate governance, capital markets transactions, mergers, acquisitions, securities and insurance.

Maureen is the former Executive Vice President, General Counsel, Corporate Secretary & Chief Ethics Officer of The Chubb Corporation, which, until its acquisition in January 2016, was a Fortune 300, NYSE listed company and parent of a global group of property and casualty insurance companies. Chubb had operations in 25 countries and $14.3 billion in revenues. Maureen was one of Chubb's highest ranking executives, being one of four direct reports to its CEO, as well as being a member the Executive Committee and Chair of the senior management Administrative Committee. She oversaw legal, regulatory, state government affairs, corporate secretary and compliance, with a multimillion dollar budget and a worldwide team of 135. She retired from Chubb after completion of its acquisition and integration related work.

During her over 10 years at Chubb, Maureen served as a key strategic advisor to the Board and Board Committees on CEO succession planning, shareholder proposals, negative ISS say on pay recommendations governance and other matters. She also played a critical role in Chubb's $28.3 billion acquisition, including merger negotiations, due diligence, obtaining required approvals, integration planning and post-closing transition matters. She also successfully resolved multiple state investigations into Chubb's market practices, as well as the Washington State Department of Insurance's threatened revocation of Chubb's license to sell insurance.

Maureen was a guiding force in the development of Chubb's global enterprise risk management process, as a founding member of Chubb's Enterprise Risk Management Group. She also enhanced Chubb's privacy and data security risk management as a member of the Executive Data Security Incident Response Team. In addition, she developed and implemented worldwide anti-bribery and economic sanctions programs. She also served as advisor to Chubb's Hispanic & Latino Employee Resource Group.

Prior to joining Chubb, Maureen was a partner at White & Case LLP, one of the world's leading law firms, where she headed the 150+ member Global Securities Law Practice Group. She advised multinational companies in numerous industries on a wide variety of corporate transactions, including debt and equity offerings and M&A, in addition to playing a key advisory role in a multiyear fraud investigation and its remediation.

Maureen serves on the Board of Directors and Compensation Committee of the Jersey Battered Women's Service, Inc. She also was a Board member of several Chubb subsidiary companies. In addition, she is a member of the Society of Corporate Secretaries & Governance Professionals and the Leadership Council on Legal Diversity.

Maureen graduated from New York University School of Law, where she was editor-in-chief of its Annual Survey of American Law. She received her B.A. in Economics from Fordham University, graduating summa cum laude and was a member of Phi Beta Kappa. She also spent a year at The London School of Economics.
Tracey Edwards

Tracey Edwards has held multiple global leadership roles during her 30+ years at Deloitte. She created, grew, and/or reinvented many different businesses and served on the Board of Directors and the Global, Finance, and Risk Committees at Deloitte.

Ms. Edwards managed several complex international business units during her career at Deloitte, creating new products and services, delivering superior operating results and developing and deploying game changing strategies and business turnarounds. Ms. Edwards’ developed and deployed Deloitte’s near-shore/off-shore strategy for both back office and revenue generating personnel resulting in a 6,000 person operation in India. While leading the Asia Pacific Tax group she significantly grew revenue and profitability during a time of business disruption due to the Asian financial crisis, SARS, Sarbanes Oxley, and the Avian Flu. She reinvented an international tax offering, including its marketing, underlying technology, processes, and delivery model resulting in a vibrant, competitive and profitable business. Ms. Edwards led and redesigned global procurement, delivering over a billion dollars of savings. Critical to the success of a professional services organization is its knowledge management systems; Ms. Edwards transformed a fractured knowledge management organization into a single coherent business unit which was externally recognized as best in class. The transformation resulted in improved speed to market, increased win rates, and enhanced profitability across the enterprise.

The results Ms. Edwards delivered during these assignments had several things in common: the ability to successfully manage change, effectively navigate diverse cultures, and deal with crises all while leading and growing teams and delivering financial results. More important though was not only Ms. Edwards’ ability to identify the strategic opportunity but her ability to turn the opportunity into reality.

The training and development of people is something to which Ms. Edwards is enthusiastically committed. She drove an unprecedented Talent agenda within Deloitte, as exhibited by ability to acquire, develop and retain top talent, cultivating them into future leaders. Over her career Ms. Edwards led the design and redesign of many technical, leadership and management programs.

Ms. Edwards has served on the Deloitte; US Broad of Directors, US Operating Committee and US Executive Committee. She was the Diversity and Inclusion leader for Deloitte Global and sat on a variety of committees with a range of oversight activities including: all senior level promotions, pension fund investment, and technology strategy and investment.

Over her career Ms. Edwards has been assigned to San Jose, Dallas, New York City, Hong Kong, and Hyderabad India.

Ms. Edwards was born in the United Kingdom and raised in Canada and the US. She earned her B.A. in Biological Sciences from UC Santa Barbara and J.D. and LL.M. from Golden Gate University. She is admitted to practice law in California. She has been invited three times to Fortune’s Most Powerful Women in Business conference and a winner of the YWCA TWIN award.
Suzanne Rich Folsom

Suzanne Rich Folsom is General Counsel, Chief Compliance Officer & Senior Vice President - Government Affairs at U.S. Steel. Since joining the company in 2014, Folsom has played a key leadership role in U.S. Steel's commitment to achieving significantly reinvigorated business growth, due largely to a long-established record for transformative action throughout her career. In addition, Folsom is focused on ensuring the company's transformation efforts are informed by comprehensive oversight mechanisms to ensure legal, regulatory, compliance, and corporate governance accountability.

Folsom is a trusted business advisor because of her legal acumen, and her proven business savvy. She leads labor negotiations, oversees the corporate secretary function, environmental affairs and corporate security, manages joint ventures worldwide, and advises on cyber issues, including coordinating the company's follow-on actions post a major cyber breach. Folsom's efforts last year resulted in the first business-friendly change to trade enforcement legislation in thirty years. Moreover, as the executive responsible for the business performance of U.S. Steel's real estate division, Folsom achieved positive 2015 results.

Her business experience encompasses diverse industries: financial services, defense contracting, real estate, manufacturing, and others. Prior to U.S. Steel, Folsom was EVP, General Counsel and CCO at ACADEMI, a private paramilitary security firm and successor to the company known as Blackwater. Working with the newly constituted Board, Folsom was able to spearhead a massive compliance overhaul that led to the successful completion of an independent monitorship and regained the government's trust.

Folsom previously led AIG's regulatory and compliance team in helping to remediate the company's material weaknesses during the financial crisis. As Deputy GC and Chief Regulatory and Compliance Officer, she worked with the Board and C-Suite, to install a new regulatory/compliance program for the company and its 3,000-plus subsidiaries. As a result of these efforts, not one single asset in 145 countries was seized. Folsom established an operating department and controls; dealt with hundreds of regulatory bodies around the world; and was an interlocutor with key government officials.

In addition, Folsom served as a key participant in AIG’s transformation efforts, including negotiations with the Federal Reserve that led to the “bailout” of AIG, and then the repayment of the debt to the federal government. In particular, she was a critical member of the transformation team that led the complex restructuring of AIG’s two major foreign life insurance entities into special purpose vehicles which led to an IPO and an asset divestiture.

Prior to AIG, Folsom led the anti-corruption and governance initiatives at the World Bank, where she served as Counselor to its President and Director of the Department of Institutional Integrity.

Folsom has also served as Chief of Staff to Her Majesty Queen Noor of Jordan; First Family Liaison to the U.S. Presidential Inaugural Committee; Special Assistant to Mrs. Barbara Bush; and Chief of Staff to the Republican National Committee Co-Chair. She practiced law with two major law firms.

Folsom has served on numerous non-profit boards. She has been honored by multiple professional publications and organizations for her work on issues critically relevant to Boards, including cyber-security, crisis management, governance, and regulatory and compliance. Folsom has published widely in the area of governance and is a frequent media commentator on corporate ethics and governance.

She received her political science degree from Duke University and her J.D. from the Georgetown University Law Center (cum laude).
Cynthia Gibson
Cynthia Gibson is the Executive Vice President and Chief Legal Officer of Scripps Networks Interactive. She manages the company’s global business and legal affairs, government affairs, external relations and internal audit departments, with staff in Knoxville, New York, Chevy Chase, London, Warsaw and Singapore. The company is a leading developer of high-profile content for multiple lifestyle media platforms, including television, digital, mobile and publishing, with well known brands including Food Network, HGTV, Travel Channel, Cooking Channel, DIY Network, Fine Living Italy and Asian Food Channel. Based in Knoxville, she reports to Chairman, Chief Executive Officer and President Ken Lowe. A proven C-Suite leader, she serves on the CEO's Executive Committee and the COO's Operational Committee.

Gibson is a member of the Supervisory Board of TVN S.A., a leading television and digital broadcast company based in Warsaw, Poland. She also serves as a member of the board of directors for The Trust Company, a trust and wealth management firm based in Knoxville Tennessee. She is a member of the National Association of Corporate Directors, Women Corporate Directors, Women in Cable Telecommunications and the National Association for Multi-Ethnicity in Communications.

Gibson has also been recognized as one of the “Most Powerful Women in Cable” by Cablefax. She participated in the Women in Cable Telecommunications Senior Executive Summit at the Stanford University Graduate School of Business and in the Cable Executive Management Program at Harvard Business School. While in private practice, she was recognized as among “The Best Lawyers in America” and named one of the Top 50 Women Attorneys in Ohio and the Top 25 Women Attorneys in Cincinnati.

Active in the philanthropic community, nationally, Gibson is a member of the board of trustees of United Way of America. In Tennessee, she serves on the Governor's Foundation for Health and Wellness and the board of Complete Tennessee. In Knoxville, she is a founding member of the Women of Tocqueville and serves as a member of the board of directors for the United Way of Greater Knoxville. She is also a trustee of the Episcopal School of Knoxville board, serving as Secretary. She also serves on the Boards of Directors of the West High School Foundation and the Alliance for Better Non-Profits.

Gibson earned her Juris Doctor degree from the University of Virginia, School of Law. She has a bachelor’s degree in history from Wake Forest University.
Ashley C. Gould has over seventeen years professional experience and more than a decade of business experience in the life sciences industry, where she has been a member of a number of executive teams of both private and public companies.

As a trusted advisor to boards of directors, Ms. Gould has addressed issues associated with fiduciary duties of board members, management compensation, Congressional investigations, governance issues and audit committee matters. She has a thorough grasp of the many issues confronting corporate boards of directors and substantial experience evaluating and addressing those issues.

While at 23andMe, Ms. Gould successfully led the company through four rounds of venture capital financing. She also testified before the Congressional Energy and Commerce Committee on the subject of direct-to-consumer genetic testing and subsequently initiated and ran the company’s government affairs program. During her tenure at Hyperion Therapeutics, a Nasdaq listed company, Ms. Gould oversaw major corporate transactions, including an acquisition and the ultimate sale of the company. At Hyperion Ms. Gould was extensively involved in product quality and supply chain management and managed the successful resolution of significant litigation against the company.

As a member of the management team at Raptor Pharmaceuticals, also a Nasdaq listed company, Ms. Gould partners with her colleagues on strategic planning. She also leads several administrative functions, including healthcare compliance, government affairs, and has in the past also lead human resources and communications departments.

Ms. Gould has substantial experience identifying and grappling with the difficult and varied issues facing companies operating in the pharmaceutical and medical device fields. She has a unique ability to assess any issue confronting companies from a business, regulatory, compliance and legal perspective given her professional training, management through bet the company experiences and cutting edge initiatives and high emotional intelligence guiding thinking and problem solving.

Ms. Gould started her career at Wilson Sonsini Goodrich & Rosati PC in Palo Alto, California. She graduated in the top 10 percent of her glass from the University of San Francisco School of Law and with a Bachelor of Science from the University of California at Berkeley.

Ms. Gould joined the board of directors in 2016 of San Francisco based Huckleberry Youth Programs, a not-for-profit organization entering its 50th year of service to youth.
Anirma Gupta

Anirma Gupta is an accomplished business executive with broad experience in the technology industry. She has managed challenging corporate, business and legal issues, always focused on driving to strong business resolutions. She is skilled in strategic analysis of technology, products, business strategy, risk management, and regulatory and compliance matters.

Ms. Gupta is currently General Counsel at Tanium Inc., a revolutionary cyber security and systems management software company that offers real time incident response and endpoint management based on a unique peer to peer architecture. She leads multiple initiatives at Tanium, including advising on company business strategy and implementation, managing global compliance initiatives and building Tanium's legal function to address a broad range of global legal and corporate issues as Tanium grows domestically and internationally. Through her experience at Tanium Inc., Ms. Gupta has developed a keen understanding of the cyber security issues facing Tanium’s customers and the value of effective cyber security education and solutions.

Prior to joining Tanium Inc., Ms. Gupta was at Intuit Inc. where she was responsible for intellectual property, marketing, strategic transactions, regulated product offerings and advising on technology strategy and partnerships in her role as Vice President, Deputy General Counsel, and as a member of the leadership team of Intuit. Prior to Intuit, Ms. Gupta was at Sun Microsystems, where she led strategic patent portfolio development.

Ms. Gupta is Co-Founder and Board member of ChIPs, a non-profit dedicated to the development and advancement of women in the fields of technology, policy and intellectual property. Ms. Gupta has also been recognized by multiple organizations, as a leader in technology and intellectual property law.

Ms. Gupta has a B.S. degree in Electrical Engineering, from the University of Maryland and earned her J.D. from Georgetown University.
Karen King

Karen King is a Managing Director of Silver Lake, the global leader in technology investing, with over $24 billion in assets under management. Karen is a key strategic advisor to the Managing Partners at Silver Lake on all crucial matters, including in their roles as Board members at Silver Lake portfolio companies.

Karen represented Silver Lake on the Board of Serena Software, a publicly reporting company, and helped lead the sale of Serena to HGGC. Karen served on Serena’s Compensation Committee and worked closely with the CEO and CFO and other senior management throughout her tenure on the Board.

Karen joined Silver Lake over 12 years ago and is currently the Chief Legal Officer. She is ingrained in all of the firm’s strategies including its large-cap tech fund, energy and resource innovation fund, tech middle market fund, and debt fund for later-stage growth companies. In addition, Karen regularly advises senior management of many of Silver Lake’s portfolio companies. Karen is integrally involved in all aspects of the firm’s business, including fundraising, deal execution, portfolio monitoring and liquidity. She has been directly involved in every major transaction announced by the firm, including but not limited to Dell/EMC, Skype and Seagate. Karen is regularly called upon to help deal with difficult, complicated and/or sensitive matters. Among other things, she is a member of the firm’s task force to address cybersecurity risks. She has also been involved in multiple CEO transitions, acquisitions, financings, investigations, bet the company litigation, and other major or complex events at a myriad of companies.

Karen has spoken on numerous panels and has been featured or interviewed in a number of articles. In 2012, she was invited to be the keynote speaker at the Daily Journal’s reception for the Top 100 Lawyers in California. In 2013, she was given the Women of Achievement award by Legal Momentum. And in 2015, she was named by the Recorder as one of the Women Leaders in Tech Law.

Prior to joining Silver Lake, Karen spent a number of years as a corporate lawyer at Simpson Thacher and Bartlett, focusing on capital markets transactions, including IPOs, convertible bond offerings, and high yield debt financings, as well as domestic and cross-border mergers and acquisitions. She also advised several large public companies on their ongoing reporting obligations, including Agilent Technologies. Karen worked in each of the New York, London and Palo Alto offices of Simpson Thacher and spent a brief time in its Hong Kong office. She was one of nine attorneys to launch the firm’s Palo Alto office.

Karen is bi-cultural in background, born to an American mother and a native-born Japanese father. She was raised largely in the U.S. but spent three years in Tokyo, attending the American School in Japan.

Karen earned her bachelor’s degree in Public Policy Studies from Duke University. She also received a certificate in German and studied abroad in Berlin. Karen serves on the Board of Advisors to Duke’s Sanford School of Public Policy, in addition to being an alumni interviewer on behalf of the Duke University Admissions Office. Karen is also a graduate of Harvard Law School.

Karen is a Director and the Board Secretary for the Portola Valley Theater Conservatory, and previously served on the Board of the San Jose Rep Theater. In addition, she is Vice Chair of the Board, Chair of the Network Development Committee, and was recently the Head of the Search Committee, which hired a new CEO, for the American Leadership Forum - Silicon Valley, where she is also a Senior Fellow.

Karen is looking to bring her skills and experience to, and become actively engaged in, the board of a large and active public company.
Susan Lindberg

Susan Lindberg is general counsel and corporate secretary for Eni US Operating Co. Inc., and is part of the U.S. executive team for Eni SpA, a major integrated energy company based in Italy. She has 18 years of experience at major U.S. and international companies across upstream and midstream oil and gas sectors, collaborating on growth, restructuring and startup initiatives. She has advised boards of directors, and has held leadership positions on multiple nonprofit boards.

At Eni, Lindberg’s responsibilities extend to the company’s operations in North and South America. She has played a critical legal, business and risk management role in company transforming deals: $4.8 billion acquisition that tripled the company’s U.S. presence, Eni’s entry into new countries, and groundbreaking joint development agreement enabling the company’s first foray into shale gas.

Lindberg partnered with global Eni management to develop strategy in response to the Gulf of Mexico drilling moratorium in 2010. She also provided leadership in a major U.S. restructuring/workforce reduction, and pioneered an information governance system.

Before joining Eni, Lindberg worked in the natural gas pipeline business at Duke Energy (2002-2006) and at Enron Corp. (1998-2002). She developed strategies for new services as part of a commercial team, handled post-merger integration and organizational restructuring, collaborated with leadership on risk strategy, and led regulatory and industry advocacy initiatives.

She began her career in the Energy Section of Akin, Gump, Strauss, Hauer & Feld LLP (1992-1998), developing expertise across a broad spectrum of the upstream oil and gas, and midstream businesses.

Lindberg currently sits on the boards of two Eni asset holding companies, and on the advisory board of the Institute for Energy Law. She also serves on the board and nominations/governance committee for Houston nonprofit Children At Risk, where she won its Public Law & Policy Center Award for writing human trafficking legislation. She served on the boards for the Mercury chamber orchestra and DiverseWorks Art Space, including as Chair for two years.

Lindberg earned her law degree from the University of Texas Law School, and her Bachelor of Arts degree, with high honors in Plan II, from the University of Texas at Austin.
Lorraine McGowen

Lorraine McGowen is a senior bankruptcy lawyer and a well-known leader of the international dialogue on diversity in the legal profession. A partner in the global law firm of Orrick, Herrington & Sutcliffe, she served two terms on the firm’s 11-member Board, and before that was the practice group leader of Orrick’s bankruptcy and debt restructuring practice group. As a Board member, Ms. McGowen was responsible for oversight of the firm’s $1 billion business, with 2,500 employees in 25 markets worldwide. She worked with other Board members to develop and implement the firm’s long-term strategy and execution priorities, consider and approve mergers and practice group acquisitions, the opening and closing of offices, the admittance of new partners, to determine partner compensation, approve and oversee budgets and the firm’s financial affairs, and to adopt and implement firm policies, and ensure effective leadership transitions and succession planning. She helped guide a period of unprecedented growth and innovation at the firm, including the opening of the first global insourcing center of a U.S. law firm.

She has chaired Orrick’s award-winning diversity & inclusion committee for a decade, and was instrumental in developing and launching, among other innovative programs and initiatives, the nation’s first legal career fair focused exclusively on veterans and military spouses who are lawyers. Savoy Magazine recognized Ms. McGowen as one of the nation’s most influential black lawyers and the New York City Bar Association named her its 2012 Diversity & Inclusion Champion. Ms. McGowen is described by colleagues, clients and others as “tireless,” “ubiquitous,” “driven, determined, dedicated and devoted” and “a multi-faceted, multi-dimensional, multi-successful person on so many levels.”

For over 30 years, Ms. McGowen has advised leading financial institutions, syndicated lender groups, creditor committees and other parties from the U.S., Europe, Asia and Africa seeking to maximize their recovery or reduce their exposure. She has been the lead bankruptcy lawyer advising companies (including their boards) seeking to acquire financially distressed companies or assets. Ms. McGowen interfaces with auditors, government regulators, investment bankers and others, and develops and implements mediation and litigation strategies, and negotiates reorganization plans and complex corporate and finance documents. Recent notable engagements include representing multinational bank syndicates in connection with the restructuring of major toll roads, the acquisition of a $6 billion toll road by an Australian firm, representing financial institutions, municipalities and others in the global Lehman insolvency proceedings, representing a South African company in connection with its $3.4 billion acquisition of a mineral sands business, and representing financial institutions in connection with the restructuring of Puerto Rico’s $72 billion indebtedness.

Ms. McGowen is a frequent speaker and author on bankruptcy and insolvency matters and serves as an Editor of the newly launched Bloomberg Bankruptcy Treatise. Ms. McGowen has also served as an industry leader and speaker on issues relating to enhancing diversity in the legal profession and has a long history of community and civic service. She serves on the Board of Trustees of the New York Lawyers for the Public Interest, where she also sits on its Executive Committee and Finance Committee. She recently completed serving on the Board of Trustees of Stuart Country Day School of the Sacred Heart, where she created and served as chair of its audit committee, chaired its financial aid committee and serves on its Finance Committee. She also serves on the Boards of Advisers for the Institute for Inclusion in the Legal Profession, the Vance Center for International Justice of the New York City Bar Association, and Legal Outreach.

Ms. McGowen received her J.D. from Columbia University School of Law and her B.S.F.S. from Georgetown University. Ms. McGowen is a member of the New York and District of Columbia Bar.
Janet L. Miller

Janet L. Miller is the Chief Legal Officer and Corporate Secretary for University Hospitals. She is a member of the executive team who turned around a 6 hospital system and transformed it into the nearly $4B health care system it is today. The health delivery system now includes teaching hospitals (academic medical center); 14 wholly-owned hospital locations; multiple joint ventures, affiliations and investment relationships; over 250 health center and physician offices; and, more than 25,000 employees. Services range from traditional inpatient and outpatient modes to high-tech virtual and tele-health modes. Janet is a trusted advisor to the UH parent, hospital and other subsidiary Boards. She also is responsible for internal audit, corporate legal, claims & litigation and enterprise risk management for the System.

As part of the UH Executive Council, Janet develops, reviews and implements business strategies. She has provided strategic, tactical and legal advice in connection with the acquisition of 5 hospitals and their related entities within a 2 year period, including multiple physician and foundation organizations. When UH embarked on its $2 billion Vision 2010 program, Janet provided guidance for the construction and start-up operations of 2 new hospitals and multiple medical office buildings. During her tenure, she has provided advice on divestitures of hospitals, health plans and joint ventures and the closing of a hospital; acquisitions of hundreds of physician practices; and healthcare regulations throughout the System. Under Janet’s leadership, the claims, litigation & clinical risk management division developed state-of-the-art initiatives leading to improved patient care and reduced number of professional liability lawsuits, saving the System over $225 million to date. The Health Sciences & Research division focuses on the growing research, commercialization and innovation areas of the System. The department provides ongoing education to physicians, residents, nurses and business people in the System designed to reduce risks and related costs.

Janet currently serves on the Boards of Western Reserve Assurance Co, Ltd., SPC. (a Cayman Island insurance company primarily providing professional liability coverage); Ursuline College; and, the YWCA of Greater Cleveland, among others. In the past, she has served on the Boards of multiple hospitals and health care entities in the UH system (including joint venture entities) as well as her family’s real estate development and construction companies.

Prior to joining University Hospitals, Janet was a partner with the law firm of Jones Day in Cleveland where she also served as the Cleveland Office Administrative Partner for Financial Matters.
Aleksandra Miziolek

Aleks Miziolek leverages the strategic skills developed as a member of the Global Leadership Team of a NYSE listed, $3.3B automotive supplier along with her M&A and corporate governance experience representing multinational industrial clients for 30+ years to help Boards of Directors and companies achieve superior results. She is a trusted advisor to Boards of Directors and CEOs and a global leader in corporate development, governance and risk mitigation. Ms. Miziolek is known for her ability to establish excellent business relationships with Boards of Directors, CEOs and senior corporate and business unit management.

Ms. Miziolek is SVP, General Counsel, Secretary and Chief Compliance Officer of Cooper-Standard Holdings Inc., a $3.3B global automotive supplier listed on the New York Stock Exchange with 30,000 employees in over 20 countries. She interacts extensively with the Cooper-Standard Board of Directors in connection with strategy, governance and risk mitigation matters. Prior to joining Cooper Standard in 2014, Ms. Miziolek was a partner with the AmLaw 200 firm of Dykema Gossett where she served as the Director of the Automotive Industry Group leading over 140 professionals focused on serving the automotive industry. During her tenure as Director of the Automotive Industry Group, Ms. Miziolek established a disciplined revenue growth strategy and achieved a 28% increase in automotive revenues for the firm. While at Dykema, she also held a number of leadership positions including as a member of Dykema’s Executive Board, Director of the firm’s Business Services Department, Director of Associate Development and member of multiple strategic committees. Ms. Miziolek also represented a number of public companies working closely with their boards of directors in connection with mergers and acquisitions, review of strategic alternatives, public offerings and financing transactions. Ms. Miziolek was recognized by Chambers USA in Corporate/M&A from 2006 until 2013 as well as Best Lawyers in America® in Corporate, Compliance and Governance, 2005-2013.

Ms. Miziolek serves on the boards of several non-profits within her community, including the Citizens Research Council of Michigan (where she also serves as Vice-Chair) and Inforum, Center for Leadership.

Ms. Miziolek graduated from Wayne State University Law School with a Juris Doctor, Summa Cum Laude, where she served as the Editor-in-Chief of the Wayne Law Review. Ms. Miziolek is fluent in Polish, Spanish and English.
Sloane Perras is a seasoned corporate executive with extensive leadership in retail brands and global logistics companies with expertise in cyber security and privacy, corporate governance, risk mitigation and complex regulatory environments. Ms. Perras is the Chief Legal Officer & Corporate Secretary for two commonly owned, privately held iconic franchise brands, The Krystal Company and On The Border Mexican Grill & Cantina. As part of the executive teams, she regularly reviews the companies’ financial controls, reads the balance sheets and is very familiar with the flow of revenue through the businesses. Ms. Perras also has oversight responsibility for Krystal’s Risk management function, including enterprise-wide risk management. She implemented the first shared services arrangement for her private equity's portfolio of 7 commonly owned restaurant companies providing strategy for regulatory compliance and HR policy review with risk mitigation.

Following the departure of her predecessor at Aaron’s, Inc. ("AAN"), Ms. Perras stepped in as Acting General Counsel and executive team member. Both before and during her time as Acting General Counsel, Ms. Perras worked closely with Aaron’s CEO and Board of Directors on matters of corporate governance, including reporting direct to the Audit Committee on cyber risk and privacy issues until her departure to create the Legal department at Krystal.

From 2002 through 2011, Ms. Perras worked in companies involved in the global supply chain. She was the Vice President, Assistant General Counsel & Assistant Corporate Secretary of Americold Logistics, LLC and corporate counsel of Expeditors International of Washington, Inc. ("EXPD") as well as representing logistics companies in private practice. At Americold, she served as a key team member in the IPO readiness and IPO and secured indenture offering of the largest global logistics REIT and the resulting integration of two industry powerhouses. Throughout her supply chain background, she also had responsibility to address significant regulatory and compliance matters, often around global enforcement protocol.

Ms. Perras has a Bachelor of Science in Finance from the University of Florida and earned her law degree, Cum Laude, from the University of Georgia School of Law. She is a recognized leader promoting diversity in her community and industry, receiving recognition as Krystal’s executive liaison for its Women's Group and the Metro Atlanta Chamber of Commerce, the 2015 Diversity Champion by the Atlanta Business Chronicle and the Counsel on Call In-House Woman of the Year in 2013.
Catherine A. Sazdanoff

Catherine is an experienced global healthcare executive and board member. She is Chief Business Officer at Strata Oncology, Inc., a precision medicine company, where she is part of the senior executive team and manages corporate and business development, marketing, public relations, clinical operations and legal. She is also an independent director and member of the Audit Committee of the Board of Directors of Meridian Bioscience, Inc. (NASDAQ: VIVO), a diagnostics and life sciences company, and serves on the Advisory Board of Neurocern, Inc., a dementia population health company. Catherine is involved in several volunteer organizations, including Chicago Innovation Mentors @ MATTER, supporting healthcare startups within the MATTER incubator and in the broader community of university and clinical research institutions; the Life Sciences Advisory Council of Springboard Enterprises, which supports female entrepreneurs.

Catherine previously held senior corporate roles at Takeda Pharmaceuticals and Abbott Laboratories in corporate and business development, legal, compliance, and global finance functions. She led strategy development and deal execution in transformative M&A (e.g., Takeda $13B acquisition of Nycomed S.A. for geographic expansion; Takeda $9B acquisition of Millennium Pharmaceuticals for enhanced oncology revenue and capabilities; Abbott $7B acquisition of Knoll Laboratories, expanding global presence and assets including mega-blockbuster Humira). She also built and led business development teams in R&D and commercial collaborations, across multiple therapeutic areas such as CNS, cardiovascular, metabolic, GI, renal, respiratory and immunology, continuing to take hands-on responsibility in structuring, diligence, negotiation and governance of critical partnerships. Catherine also led global restructuring and organization design (e.g., achieving WW cross-functional recurring savings of >$500 MM while reporting to Global CFO; global organization design, build, and management as senior member of Abbott Office of Ethics & Compliance), conducted enterprise risk assessments and internal investigations, and created strategy and led execution of successful litigation including antitrust, IP, employment, mass tort, as well as shareholder and government actions.

In addition to her corporate work, Catherine previously provided advisory and consulting services on strategy development, corporate development, transactions and other aspects of building and growing a business. Her clients included a specialty pharmaceutical company in women’s health, a mobile health company in pharmaceutical clinical research, and a startup company developing novel pain management therapy.
Marguerite Woung-Chapman is Senior Vice President of Land Administration/Computer Assisted Drawing services (CAD), the General Counsel and Corporate Secretary of EP Energy Corporation (NYSE:EPE). EP Energy is a leading North American oil and natural gas producer whose team has a passion for finding and producing the oil and natural gas that enrich people's lives. EP Energy is active in fast-emerging unconventional resource areas and in all phases of the exploration and production value chain. Ms. Woung-Chapman is a member of the executive committee responsible for EP Energy's strategic direction and management. This same leadership team effectuated the acquisition by private equity firms of the former oil and gas E&P assets of El Paso Corporation for approximately $7.15 billion dollars in 2012, created a new standalone private company from those assets and then took that company public in 2014 as EP Energy. Ms. Woung-Chapman also advises the EP Energy Board of Directors and is responsible for the company's legal, ethics and compliance, government affairs, land administration and CAD functions.

Prior to EP Energy, Ms. Woung-Chapman served as Vice President – Legal Shared Services and Corporate Secretary of El Paso Corporation. Prior to its merger with Kinder Morgan, Inc., El Paso was a NYSE-listed, Fortune 100 international energy company. At El Paso, Ms. Woung-Chapman had overall responsibility for corporate law, litigation, environmental law and employment law matters. In this role, she also served as a member of the Board of Directors for several domestic and international El Paso subsidiaries, with overall responsibility for maintaining their corporate existence and regulatory compliance. She was the chief governance advisor to the Board of Directors of El Paso as well as for the Board of Directors of its NYSE-listed master limited partnership, El Paso Pipeline Partners, L.P. Prior to entering into the energy industry, Ms. Woung-Chapman started her career as an attorney at the former law firm of Arter & Hadden.

Ms. Woung-Chapman was re-elected to the Board of Directors for the Girl Scouts of San Jacinto Council (GSSJC) as the Board's Vice-Chair in 2016. Ms. Woung-Chapman's relationship with the Girl Scouts, the pre-eminent leadership development organization for girls, is longstanding - first through her daughter and then through her own commitment as an adult member to building girls of courage, confidence and character who make the world a better place. She has served on the GSSJC Board of Directors previously from 2008 to 2014, chaired the Human Resources and Board Development Committees and was a member of the Executive Committee and the Philanthropy Committee.

Ms. Woung-Chapman received her J.D. degree from Georgetown University Law Center and her B.S. degree from Georgetown University.

In 2014, Ms. Woung-Chapman received an “Influential Woman Leader” award from the Oil and Gas Diversity Council. She was also a finalist in 2013 for the Texas General Counsel Forum Magna Stella Award for Major Transaction. Ms. Woung-Chapman was also featured in Women Looking Ahead Magazine 2011-2012 as a Houston's Most Powerful and Influential Female Lawyer Honoree.
Mallun Yen

Mallun Yen is a senior executive, public company officer, founder, advisor, intellectual property strategist and lawyer focused on driving growth and disrupting industry conventions. She has led organizations ranging from early stage start-ups to Fortune 10 enterprises in developing, launching and scaling new products and businesses, with a particular focus on using data, analytics and collaboration to foster innovation and growth, drive better decision-making and shift behaviors.

Currently EVP and Chief Business & Product Officer of RPX Corporation (Nasdaq: RPXC ), Mallun has worked with the founding team since inception and helped steer the company to an initial public offering in 2011. She is known for leading the transformation of an industry to adopt a market-based, data-driven approach for reducing risk from patents, including by developing a number of novel products, including an A-rated, Lloyd's-backed insurance business, that helped triple the company's revenue in four years to over $250M and grow the RPX network of member companies from the initial three to over 250 across a variety of sectors. Mallun led the evolution of the pricing, sales and support models for the core business, resulting in expansion of the customer base to include new segments as well as growth and expansion of existing segments. She also leads or has led the teams responsible for corporate development, strategy, syndicated acquisitions, M&A, insurance, regulatory and policy, data analysis, and market intelligence.

Mallun also led the team that sourced, negotiated and closed the industry's largest syndicated deal with Rockstar, a patent holding entity formed by five major technology companies. In this complex syndicated transaction, RPX built a consortium of over 40 US and foreign licensee participants and acquired for $900M the remaining 4,000+ Nortel patent assets owned by Rockstar, resulting in the dismissal of dozens of legal actions, avoidance of numerous future cases, improvement of strained corporate relationships, prevention of further splintering of assets, and savings of hundreds of millions of dollars.

Prior to RPX, Mallun spent eight years at Cisco where, as Vice President of Worldwide Intellectual Property and Deputy General Counsel, she built and led the teams responsible for intellectual property protection of Cisco's technology, products and innovation around the world including in the areas of strategy, development, prosecution, portfolio, disputes, licensing, acquisitions, pools, standards and policy. She led the shift in Cisco's IP strategy to advance its business objectives and create competitive differentiation, which marked the company's transformation into a global IP leader. A key contributor to Cisco's renowned M&A organization, which acquired and integrated over 60 companies during her tenure, Mallun led the teams responsible for evaluating and valuing target companies' intellectual assets as well as subsequent intellectual property protection of acquired innovation, technologies and products.

Mallun is a co-founder and board director of RPX Risk Retention Group, a liability insurance corporation serving as a risk transfer entity for writing patent risk policies. She is or has been a member of Credit Suisse’s New Markets Advisory Board, Stanford University’s Rock Center for Corporate Governance International Advisory Council and UC Berkeley Law's Berkeley Center for Law and Technology Advisory Board.

She is also CEO and a board director of ChIPs , a 501(c)(3) organization she founded in 2005 dedicated to advancing women at the intersection of law, technology and regulatory policy. The now 1,200+ member global organization has the dual purpose of increasing diversity and inclusion in these fields as well as accelerating the progress of innovation that benefits our society.

After earning a JD from UC Berkeley School of Law, Mallun clerked for the Honorable Ronald M. Whyte for the US District Court in San Jose, California.
About the 2016 Alumnae Institute
The DirectWomen Alumnae Institute provides an annual opportunity for past Board Institute participants to network and discuss current trends in corporate governance. The most recent DirectWomen Alumnae Institute was held at the Waldorf Astoria in New York from October 20-21, 2016.

Betsy Berkhemer-Credaire, President of Berkhemer Clayton Inc. and author of “The Board Game-How Smart Women Become Corporate Directors,” opened the Alumnae Institute with a keynote. Berkhemer-Credaire has twenty years of experience in executive search, much of it focused on corporate boards. She provided insights on what it takes to get on a board.

The next session focused on what it takes to get on a board, and featured distinguished directors discussing the qualifications and experience they look for in searching for a new director. Participants included Peggy Foran, Chief Governance Officer, Senior Vice President and Corporate Secretary of Prudential Financial, Inc. and a Director of Occidental Petroleum Corporation; Allan Tanenbaum, Of Counsel to Taylor English Duma LLP, Managing Partner and General Counsel of Equicorp Partners, LLC, and a Director of DSW, Inc.; and Alfred Zollar, Executive Partner with SIRIS Capital Group, LLC and a Director of PSEG Incorporated, Stratus Technologies, and Pulse Secure. Deborah Epstein Henry, President of Flex-Time Lawyers LLC, moderated the panel.

On the second day of the Alumnae Institute, participants enjoyed a networking session with search firm members, directors, and others. This session allowed them to meet new Board Institute class members and apply the new skills and knowledge gained from previous sessions.

The final highlight was a session with the recipients of the Sandra Day O’Connor Board Excellence Award and Distinguished Alumna Award. This session, moderated by Connie R. Collingsworth, General Counsel and Executive Leadership Team Member of the Bill & Melinda Gates Foundation and a Director of Banner Corporation and Premera Blue Cross, provided the DirectWomen Board Institute Class of 2016 with an opportunity to meet with and learn from a distinguished group of women lawyers who have served on corporate boards. Participants included Paula Boggs, retired Executive Vice President, General Counsel and Secretary of Starbucks Coffee Company and a Director of Avid Technology, Inc.; Jamie S. Gorelick, Partner at Wilmer Cutler Pickering Hale and Dorr LLP and a Director of Amazon.com and VeriSign, Inc.; and Stasia D. Kelly, Co-Managing Partner (Americas) of DLA Piper and a Director of Owens-Illinois, Inc. and Huntington Ingalls Industries, Inc.
DirectWomen Alumnae
ALUMNAE ON LARGE COMPANY BOARDS

Rosemary Berkery
Director, Fluor Corporation
Vice Chairman, Wealth Management Americas and Chairman, UBS Bank USA

Emily Berlin
Director, Birks Group Inc.
Senior Consultant, Global Power Generation, SoEnergy International, Inc.
Director, Birks Group Inc.

Connie Collingsworth
Director, Banner Corporation
General Counsel and Executive Leadership Team Member
Bill & Melinda Gates Foundation

Mary Cranston
Director, The Chemours Company
Director, MyoKardia, Inc.
Director, Visa, Inc.
Firm Senior Partner and Past Chair, Pillsbury Winthrop Shaw Pittman LLP

Pamela Craven
Director, Amber Road, Inc.
Retired Chief Administrative Officer and General Counsel, Avaya Inc.

Sheri H. Edison
Vice President, General Counsel and Secretary
Bemis Company, Inc.
Director, AK Steel

Kimberly Ellwanger
Director, Heritage Financial Corporation

Patricia Frobes
Director, Zions Bancorporation
Retired Senior Vice President & General Counsel, The Irvine Company

Elisa D. Garcia C.
Director, Dollarama Inc.
Chief Legal Officer, Macy's Inc.

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

Storrow Gordon
Director, InfraREIT, Inc.
Retired Executive Vice President, General Counsel and Corporate Secretary of Electronic Data Systems Corporation

Ann Harlan
Lead Director, The Gorman Rupp Company
Director, Eatem Corporation
Retired Vice President, General Counsel and Corporate Secretary, The J.M. Smucker Company

Peggy Heeg
Director, Columbia Pipeline Partners LP
Partner, Norton Rose Fulbright US LLP

Stephanie C. Hildebrandt
Director, Rice Midstream Partners LP
Director, TRC Companies, Inc.
Partner, Norton Rose Fulbright US LLP

Mary Ann Hynes
Director, GHD Group Pty Ltd.
General Counsel, Archdiocese of Chicago

Stasia Kelly
Director, Huntington Ingalls Industries, Inc.
Director, Owens-Illinois, Inc.
Co-Managing Partners (Americas), DLA Piper
**Sylvia J. Kerrigan**  
Director, Team, Inc.  
Executive Vice President, General Counsel and Corporate Secretary, Marathon Oil Corporation

**Susan S. Lanigan**  
Director, Kirkland’s, Inc.  
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Director, Sempra Energy  
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Director, Summit Midstream Partners, LP  
Director, Tesoro, Inc.  
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Your work, and commitment to excellence, is expanding the world of possibilities for the next generation of women.

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WashULaw also salutes all members of the 2016 DirectWomen Board Institute and the Sandra Day O’Connor Luncheon Honorees.
We are proud to support the

DirectWomen’s 2016 Sandra Day O’Connor Board Excellence Award Luncheon

and congratulate all of the honorees
WilmerHale proudly supports DirectWomen and the Sandra Day O'Connor Board Excellence Award Luncheon.

Congratulations to WilmerHale Partner Jamie Gorelick and all of this year’s honorees, who have served with distinction as independent directors of public companies and have worked to advance the value of diversity in board positions.
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Congratulations
We are pleased to support DirectWomen and congratulate today’s honorees.

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DirectWomen’s mission to increase the representation of women on corporate boards around the country

Diversity = Strength

Mayer Brown is proud to support DirectWomen’s Sandra Day O’Connor Board Excellence Award Luncheon and its celebration of board diversity.
WE ARE PROUD TO SUPPORT DIRECTWOMEN in its mission to increase the representation of women on corporate boards.

We warmly congratulate today’s honorees
Paula Boggs
Jamie S. Gorelick
Stasia Kelly

“If I’ve learned anything in my career, it’s that nothing worthwhile in life comes easy. That’s just the way it is. This isn’t about a money grab. It’s about doing the right thing, the fair thing. It’s about treating people the way they deserve to be treated, no matter their gender.”

– Carli Lloyd
Co-captain, United States Women’s National Soccer Team

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Fighting the good fight. Making a difference every day. It’s what we believe in, and why PNC is so proud to be a part of DirectWomen.

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Since 2007, DirectWomen has worked to provide education and networking opportunities to give more women a voice in the boardroom.

Reed Smith is a proud supporter of DirectWomen and will continue to push for board diversity.
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Because differences matter.™

Snell & Wilmer is proud to support DirectWomen and its commitment to advancing board diversity.
We are proud to support the

DirectWomen’s 2016 Sandra Day O’Connor
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and congratulate the honorees:

Board Excellence Award Honorees: Paula Boggs • Jamie S. Gorelick
Distinguished Alumna Honoree: Stasia Kelly

Congratulations to
today’s honorees:

Jamie Gorelick
Stasia Kelly
Paula Boggs

We’re proud to sponsor DirectWomen. We thank all the honorees for their leadership in our communities.
Venable proudly supports

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and joins with them in congratulating the Sandra Day O’Connor Board Excellence Award, and the DirectWomen Distinguished Alumna Award honorees.

Venable salutes DirectWomen in its mission to advance the role of women attorneys through promoting diversity in corporate positions.

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Paula Boggs, Jamie S. Gorelick and Stasia Kelly
We are proud to support DirectWomen’s Sandra Day O’Connor Board Excellence Award Luncheon.

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Avid is proud to congratulate Paula Boggs and all the honorees of the Sandra Day O’Connor Board Excellence Award.

Hats off to you!
Congratulations to all of the 2016 Sandra Day O’Connor Board Excellence Award honorees and the 2016 Board Institute Class. Your dedication to advancing the rights of all women is inspiring. Bechtel proudly supports DirectWomen’s mission to increase the representation of women on corporate boards.

DirectWomen’s 2016 Award Recipients

Sandra Day O’Connor Board Excellence Award
Distinguished Alumna Award

We are proud to support DirectWomen, and we congratulate this year’s award winners.
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Congratulations to the honorees for their achievements in advancing board opportunities for women.

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