



CHIEF HUMAN
RESOURCES OFFICER
ACADEMY

XVIII

Faculty Directory

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Formerly EVP & Chief Human Resources Officer

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The RBL Group

Rensis Likert Professor

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Formerly Chief Human Resources Officer

Cardinal Health, Inc.

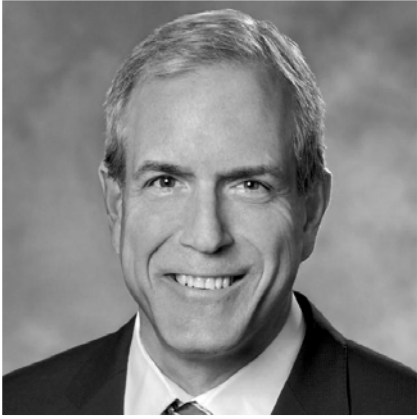
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Dan Yager

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BILL ALLEN

SENIOR PARTNER



Bill Allen has served in CHRO roles at listed companies for nearly 20 years and spent more than a third of his career outside the U.S. This experience has made him a sought-after executive advisor to private equity investment firms, including Sun Capital Partners, ICV Partners, and The Everstone Group.

Having served in eight roles during a 12-year tenure with PepsiCo, Bill counts this American multinational as his corporate “hometown”. Later, while leading the HR function at A.P. Møller-Mærsk (a diversified \$60B Danish conglomerate with 110,000 employees in 120 countries), he architected and implemented an operating system anchored in leadership, talent and performance that fueled the enterprise’s cultural and business transformation. At Atlas Air Worldwide Holdings, Bill was a key driver behind the capability buildout that allowed for the company’s dramatic growth between 1997 and 2003. At Macy’s Inc., he was deeply involved in a successful CEO succession, introduced an omnichannel-centric approach to talent, and drove a massive value-enabling restructuring of the HR function.

Bill is a frequent guest lecturer in business schools at Harvard, Auburn, Penn and Copenhagen universities. This fellow of the National Academy of Human Resources (NAHR) has actively participated in public policy development by serving on the boards of the: American Health Policy Institute, Health Transformation Alliance, and HR Policy Association. Bill also chaired the boards of the American Chamber of Commerce (Denmark) and the Consortium for Global Talent. He currently serves on the boards of NAHR, AI-powered recruitment startup GoGig, and private equity-owned Horizon Air Freight.

Be deliberate and decisive about the changes you make.

Bill Allen



Lucien Alziari

Executive Vice President & Chief Human Resources Officer

Lucien is Executive Vice President and Chief Human Resources Officer of Prudential Financial, a Fortune 50 financial services company located in Newark, New Jersey.

A U.K. citizen, Lucien has over 30 years of experience in major international companies. From 2012 to the beginning of 2017, he was Executive Vice-President and Chief Human Resources Officer of A.P. Moller-Maersk, a global shipping and energy conglomerate located in Copenhagen, Denmark, with operations in over 130 countries and around 90,000 employees worldwide. From 2004 to 2012, he was the Chief Human Resources Officer and Head of Corporate Responsibility for Avon Products Inc., based in New York City. Prior to this, he held increasingly responsible roles with Mars Confectionery in the U.K. and PepsiCo Inc. in New York, Vienna and Dubai. From 2016 to 2021, Lucien was a non-executive Director of C&J Clarks International, a UK - based global footwear company with around \$2 Bn in revenues. He is also a Fellow and Director of the National Academy of Human Resources, a founding member of HR50 and recently concluded a three year term as Chair of the Board of Advisors of the Center for Executive Succession at the University of South Carolina.



Richard L. Antoine
Formerly Global Human Resources Officer, Procter & Gamble

Richard Antoine is President of AO Consulting, a human resources consulting firm working with CEO's and Chief HR Officers on leadership, talent development, and HR strategy. He is the Past President of the National Academy of Human Resources, the organization which recognizes outstanding and sustained excellence in Human Resources. Mr. Antoine retired from Procter & Gamble in 2008 after a 39 year career in Supply Chain and HR - most recently after 10 years as P&G's Global HR Officer reporting to the CEO, AG Lafley. During his P&G career, Mr. Antoine lived in several US locations and Kobe, Japan.

Mr. Antoine serves on the Board of IRC4HR. He also serves on the Advisory Boards of the University of Wisconsin College of Engineering and the University of Wisconsin Center for Brand and Product Management as well as the Human Resources Policy Institute (HRPI) HRPI at Boston University. Mr. Antoine is also a Trustee of the Procter & Gamble Employee Retirement Fund and a member of the P&G Diversity Advisory Board. He was elected a Fellow in the National Academy of Human Resources in 2004 and is a member of Personnel Roundtable (PRT). Mr. Antoine has a Bachelor of Science Degree in Chemical Engineering from the University of Wisconsin and an MBA from the University of Chicago.

Mr. Antoine and his wife of 50 years live in Longboat Key Florida.

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Marcia J. Avedon

**Executive Vice President and Chief Human Resources, Marketing and Communications Officer
Trane Technologies (formerly Ingersoll Rand)**

Marcia J. Avedon is executive vice president and chief human resources, marketing and communications officer at Trane Technologies plc. In her current role, she is responsible for global human resources strategies that enable the company's business goals and support the needs of employees around the world. She also provides leadership to the communications, corporate social responsibility, strategic marketing and government affairs functions to enhance and protect the company's overall brand and reputation.

Since joining the company in 2007, Marcia has helped establish a distinguished, award-winning company culture. Most recently, Marcia served as senior vice president of human resources, communications and corporate affairs for Ingersoll Rand. Under her leadership, Ingersoll Rand delivered premier performance while maintaining world-class employee engagement and a stellar reputation among employees, customers and shareholders.

Prior to Ingersoll Rand, Marcia was chief human resources officer at Merck & Co., with global responsibility for human resource strategies, programs and policies. Marcia has more than 30 years of experience leading organizational transformation, talent and succession management, culture change, corporate social responsibility and communications. She has held previous leadership roles at Honeywell, Anheuser-Busch Companies, and Booz Allen Hamilton.

Marcia serves on the Board of Directors for Generac Power Systems. She previously served on the corporate boards of GCP Applied Technologies, Lincoln Financial, and the Center for Creative Leadership, including chairing several board committees. In addition, she is active in community and professional associations including serving on the boards of the HR Policy Association, the Center for Executive Compensation and previously on the Cornell University Center for Advanced Human Resources Studies and the Belk School of Business at University of North Carolina Charlotte. She was the inaugural chair of the University of South Carolina's Center for Executive Succession where she continues to serve on the board.

Marcia holds a bachelor's degree in psychology from University of North Carolina at Wilmington, and a master's degree and a Ph.D. in industrial and organizational psychology from George Washington University. She is a Fellow of the National Academy of Human Resources and received several other prestigious awards and recognition for her professional contributions.

Kathleen (Katy) Barclay

Katy Barclay currently serves as a member of the Board of Directors for Five Below and Kontoor Brands. She was previously CHRO and Senior Vice President of The Kroger Co., a \$110B grocery retail company, from 2010 until her retirement in late 2015. Before joining The Kroger Co. in 2010, Katy served as the CHRO and Senior Vice President of Global Human Resources for General Motors from 1998 to 2010.

Katy was inducted into the National Academy of Human Resources in 2000 and is the former Chair of the Academy's Board of Directors. Katy served on the Boards of The Christ Hospital Network, the Cincinnati Symphony Orchestra, the United Way of Greater Cincinnati, and the Women's Leadership Council for the American Heart Association. She is a three-time recipient of *Automotive News'* 100 Leading Women, and a recipient of the MSU Distinguished Alumni award. In 2013, Katy was the recipient of the YWCA's Career Woman of Achievement Award.

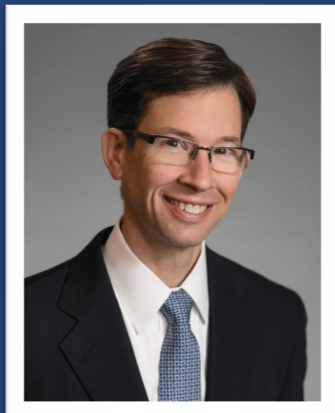
Katy earned a bachelor's degree in Business from Michigan State University and an MBA from the Massachusetts Institute of Technology.

Katy has two adult sons and lives in Michigan and Florida.



Timothy J. Bartl

PRESIDENT AND CEO



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Timothy J. Bartl is President and CEO of HR Policy Association the nation's leading public policy association of senior human resource executives, representing nearly 400 of the largest companies operating within the United States and globally. The Association focuses on the development of U.S. human resources and employment public policy, primarily at the federal level. At the same time, the Association uses the collective strength of its membership to facilitate chief human resource officer education and enrichment, and achieve market-based improvements in HR practices as well as developing unique member offerings such as its Retiree Health Access program.

Mr. Bartl joined the Association in 1997, and prior to helping found its Center On Executive Compensation in 2008, he served as the Association's Assistant General Counsel and Vice President of Corporate Affairs, concentrating on executive and employee compensation, government relations, employment rights and retirement security matters.

Mr. Bartl served as Chief Executive Officer of HR Policy Association's Center On Executive Compensation, a research and advocacy organization comprised of more than 130 HR Policy Association members dedicated to providing a reasoned perspective on executive compensation. In that role, he oversaw the Center's operations, policy and best practice development and federal advocacy activities involving executive compensation design, disclosure, governance and taxation. He is also a frequent writer and speaker on the subject.

In addition to his work with the Association and Center, Mr. Bartl is also a Partner of Tributary LLP, an association management firm specializing in health care, employment, compensation, benefits and labor law.

Mr. Bartl formerly served as Legislative Director and Counsel to former Rep. Steve Gunderson (R-WI), and is a graduate of Marquette University and the University of Minnesota Law School. He was elected a fellow of the National Academy of Human Resources in 2017.

Lisa M. Buckingham



Lisa M. Buckingham served as Chief People, Place & Brand Officer for Lincoln Financial Group from December 2008 until her retirement in March 2021. During her tenure, she was responsible for all human resources practices and policies and for overseeing the corporation's brand and advertising, enterprise communications, consumer insights and corporate social responsibility activities, as well as foundation, facilities, aviation, and corporate strategic real estate areas. Buckingham also led Lincoln's business continuity and enterprise crisis management initiatives. A member of the Senior Management Committee, she reported directly to President and Chief Executive Officer Dennis R. Glass.

Buckingham began her career in retail, where she forged a foundation in human resources and labor relations. Prior to joining Lincoln, she held several executive level positions in human resources and organizational development at Thomson Reuters, where her accomplishments were rooted in the company's technology transformation from print to digital and offshoring to further streamline the organization, improve experience, and drive global efficiencies. Buckingham earned her Bachelor's degree from Georgetown University. Her areas of deep professional interest include board engagement, organizational development, total rewards strategies, culture, diversity, inclusion and belonging, digital transformation, change management, talent management, branding, wellness, engagement, and strategic communications.

Honors & Awards:

2021: Distinguished HR Executive Award with co-founders of People +Work Connect

2020: Named to the 50 Boldly Inspirational Leaders list by Employ Humanity

2020: Ranked number 2 on the Top 25 Global CHRO list by N2Growth and Stanford Graduate School of Business

2018: Elected a fellow of the National Academy of Human Resources (NAHR)

2017: Named HR Executive of the Year by *Human Resource Executive* magazine

2015: Included on Forbes' list of the Top 10 CHROs

2012: Named Pennsylvania Woman of the Year by the Pennsylvania Diversity Council

Public Board Experience:

Board Member, Lincoln Life and Annuity Company of New York: 2019 to 2021

Kevin Cox

Chief Human Resources Officer, GE



Kevin Cox is the Chief Human Resources Officer for GE. Appointed in February of 2019, Kevin is responsible for leading GE's global HR organization, including Talent Management, Leadership Development and Learning, Compensation and Benefits, Employee Relations and Security.

Kevin has been a leader in Human Resources for nearly three decades, focused on driving business results through the unique intersection of strategy, talent, and culture. With a distinct focus on leadership, his areas of expertise include developing top talent, succession planning for critical roles, helping organizations thrive in dynamic conditions and leading large-scale complex change.

Prior to joining GE, Kevin served as the Chief Human Resources Officer at American Express for 14 years. Previously, he spent 16 years at Pepsi-Cola and the Pepsi Bottling Group (PBG), where he held positions leading strategy, business development, technology, and Human Resources. He played a significant role in the successful initial public offering of PBG in 1999.

In addition, Kevin has extensive corporate board experience, having served on the boards of the Kraft Heinz Company, Corporate Executive Board (CEB), Virgin Mobile USA, American Express Global Business Travel, and Chefs' Warehouse.

Active in several professional organizations, Kevin serves as Chairman of the Health Transformation Alliance, as a board member of the Human Resources Policy Association and as a member of Gartner's CHRO Leadership Board. He is also a former chair and current advisory board member of the Cornell University Center for Advanced Human Resources Studies, and co-founder and board member of the University of South Carolina's Center on Executive Succession.

Kevin is a recipient of the 2015 Distinguished Human Resource Executive Award from the Academy of Management (AOM). This annual award honors executives who have made significant contributions in the field of HR practice, research and education. In 2009, he was named a Fellow of the National Association of Human Resources.

Kevin holds a Master's of Labor and Industrial Relations from Michigan State University and a Bachelor of Arts from Marshall University. He is based in Boston and Connecticut, where he and his family enjoy their involvement with a wide range of charitable organizations in the community. His passion for learning to play the guitar has given way to his current obsession with pursuing his private pilot's license.



Biography

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Michael D'Ambrose
Chief Human Resources Officer
Executive Vice President, Human Resources
The Boeing Company

Michael D'Ambrose is the chief human resources officer and executive vice president of Human Resources for The Boeing Company. In this role, he is responsible for the company's leadership and learning, talent planning, employee and labor relations, total rewards, and diversity and inclusion initiatives. In addition, he oversees the company's Enterprise Services organization, which includes security and fire protection; facilities and asset management; global real estate; internal supply chain; executive flight operations; environment, health and safety; and transportation, warehousing and logistics. He is also a member of the company's executive council.

D'Ambrose has been a leader in human resources for over three decades, focused on leveraging innovative human strategies to influence business strategy, empower leaders, embrace change and deliver business results. He is a passionate advocate for diversity and inclusion and brings deep expertise in talent management, succession, compensation, M&A, labor/union negotiations, and creating high performing teams that drive extraordinary results.

Prior to joining Boeing in 2020, D'Ambrose spent almost 14 years as the senior vice president and chief human resources officer for Archer Daniels Midland (ADM), where he oversaw global human resources, helping to lead a corporate culture of innovation, inclusion and integrity. Previously, he served in a series of executive-level business and HR positions, including chief human resources officer at Citigroup, First Data and Toys 'R' Us Inc., along with senior HR roles at Travelers Mortgage Services and Ingersoll-Rand Corporation. He also served as the CEO of Shadow Broadcasting Services and as chief operating officer for Westwood One, Inc.

In addition, D'Ambrose has extensive corporate board experience, serving on the board of directors for Jobs for America's Graduates (JAG) as chair of the Resource



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Richard R. Floersch

SENIOR STRATEGIC ADVISOR

Richard R. Floersch is Senior Strategic Advisor to HR Policy Association and its Center On Executive Compensation. Rich joined the Association in January 2016 from McDonald's, where he was Executive Vice President, Chief Human Resources Officer.

Mr. Floersch served as Executive Vice President and Chief Human Resources Officer of McDonald's Inc. for over a decade, leading the company's commitment to its people during a critical and successful period for the company. Mr. Floersch and his global team led programs critical for retention, development and cultivating the next generation of McDonald's leaders. He also oversaw the resources and opportunities offered to employees at company-owned restaurants to help them reach their personal and professional goals.

In addition to his 12 years with McDonald's, Mr. Floersch served as Senior Vice President of Human Resources for Kraft Foods International from 1998 to 2003. Previously, he was Vice President of Corporate Compensation at Philip Morris. A leader in the broader HR industry, Mr. Floersch served as Vice Chair of the HR Policy Association and as the Chair of its Center On Executive Compensation, and on the Board of Directors at Skills for Chicagoland's Future, a non-profit initiative to match local employers with qualified unemployed job seekers in the Chicago metro area. He also served as a member of the Executive Committee of the Personnel Roundtable and was elected a fellow of the National Academy of Human Resources in 2009.

Mr. Floersch earned his bachelor's and master's degrees in Business Administration from the State University of New York at Buffalo.



Mirian Graddick-Weir is formerly the executive vice president, Human Resources at Merck, where she had responsibility for all aspects of human resources for 68,000 colleagues located in over 90 countries. Mirian joined Merck in 2006 from AT&T, where she was executive vice president of Human Resources and Employee Communications. Prior to that role, she spent 20 years at AT&T holding numerous positions in HR and multiple operational roles.

Mirian is a member of the Board of Yum! Brands, Inc. and Booking Holdings, Inc. She serves on the Foundation Board of the Society for Industrial/Organizational Psychology (SIOP) and is a senior advisor to the Jersey Battered Women's services (JBWS) organization. Previously, Mirian served as the Chair of the HR Policy Association and the National Academy of Human Resources (NAHR). In 2001, she was elected as a NAHR Fellow and in 2016 she was elected as a Distinguished Fellow of the Academy, the highest honor in the HR Profession.

Mirian earned a bachelor's degree in psychology from Hampton University, a master's degree and a Ph.D. in industrial/organizational psychology from Pennsylvania State University.

Executive Biography

Tracy Keogh

Chief People Officer and Growth Partner
Great Hill Partners



Tracy Keogh is the Chief People Office and Growth Partner for Great Hill Partners, a Boston-based private equity firm investing in high-growth companies across the software, digital commerce, financial technology, healthcare and digital infrastructure sectors. Tracy focuses on talent development and people strategy for the firm and the portfolio companies.

Prior to joining Great Hill in 2021, Tracy was Chief Human Resources Officer at HP for ten years. She had worldwide responsibility for HP's strategic human resources function and employee communications. She led HR including culture and engagement, people operations, organization effectiveness, total rewards, talent and global inclusion, equity and diversity.

Prior to her role at HP, Tracy was the Senior Vice President of Human Resources at Hewitt Associates (acquired by Aon), the world's largest provider of human resources consulting services. Previously, Tracy led HR at Bloomberg LP, the financial data, news, and analytics provider. Prior to joining Bloomberg, she was Vice President of Human Resources for Analog Devices and Sapient Corporation. In addition to her human resources background, she has a wide range of leadership experiences in operations, sales, marketing and management consulting at a number of organizations.

In 2018, Tracy was appointed to the Board of Directors for Cisive, a global provider of human capital management and risk management solutions. She is also on the Boards of the HR Policy Association, HR Policy Institute and the National Academy of Human Resources (NAHR).

In 2015, Tracy was recognized by *Human Resources Executive* magazine as HR Executive of the Year. That same year, she was inducted as a Fellow into the National Academy of Human Resources. Previous honors include Tracy being named to the Top 50 Most Powerful Women in Technology by the National Diversity Council and being recognized as a global Top 10 Breakaway Leader in Human Resources by Evanta. In 2019, Tracy was awarded a Gold Stevie Award for HR Executive of the Year by the American Business Awards and was named HR Leader of the Year by Digiday.

Tracy holds a Master's degree in Business Administration from the Harvard Business School and a Bachelor's degree in Psychology from Smith College. She also attended the University of Geneva in Switzerland.

Tracy is based in Boston, Massachusetts.

Pamela (Pam) Kimmet

Chief Human Resources Officer

Pam Kimmet is the Chief Human Resources Officer for Manulife and is a member of Manulife's Executive Leadership Team.

In her role as Chief Human Resources Officer, Pam is responsible for overseeing the Company's Human Resources function and providing leadership to the people and culture elements of the Company's transformation.

Prior to joining Manulife as CHRO, Pam served as the Chief Human Resources Officer at Cardinal Health, Inc., a global health care services and products company. Pam previously led the HR functions at Coca-Cola Enterprises, The Bear Stearns Companies, Inc. and Lucent Technologies. Pam also held a range of strategic HR roles at Citigroup and General Motors. She served as a member of Manulife's Board of Directors from March 2016 to September 4, 2018 and as a member of Perspecta's Board of Directors from June 2018 to May 2021.

Pam serves as Chair of the HR Policy Association, and she was also the past Chair of the Association's Center for Executive Compensation. Additionally, she serves on the boards for the Center for Advanced Human Resources Studies at Cornell University, and the Center for Executive Succession at the University of South Carolina. In 2009, Pam was named a Fellow in the National Academy of Human Resources. Pam is a member of the Board of Directors of Perspecta, Inc., a leading information systems and mission services provider to the U.S. Government. She holds an MBA from Michigan State University and a Bachelor of Science in Industrial and Labor Relations from Cornell University.





Charles F. Lowrey

Chairman and Chief Executive Officer
Prudential Financial, Inc.

Charles F. Lowrey is Chairman and CEO of Prudential Financial, Inc. Prior to assuming his current roles, Lowrey served as executive vice president and chief operating officer of Prudential's International businesses. Previously, he was executive vice president and chief operating officer of Prudential's U.S. businesses. Lowrey also served as president and CEO of PGIM, Prudential's global investment management business, and earlier as CEO of its real estate investment business, PGIM Real Estate.

Before joining Prudential in 2001, Lowrey was a managing director and head of the Americas for J.P. Morgan's Real Estate and Lodging Investment Banking group, where he began his investment banking career in 1988. Earlier, Lowrey spent four years as a managing partner of an architecture firm he founded in New York City. During this time, he became a registered New York architect.

Lowrey received an MBA from Harvard University, a master's degree in architecture from Yale University and a bachelor's degree in architecture from Princeton University.

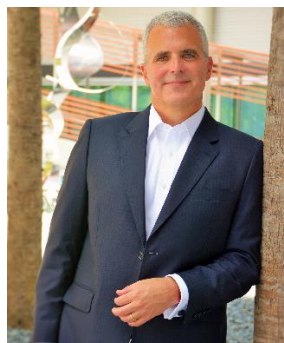


Anthony J. Nyberg, Ph.D.
Professor and Distinguished Moore Research Fellow
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Dr. Anthony J. Nyberg is a Distinguished Moore Research Fellow and Professor at the Darla Moore School of Business at the University of South Carolina, where he teaches Negotiations, Compensation and Performance Management, and Research Methods. Dr. Nyberg is an expert in applying quantitative methods to research focusing on how organizations compete through human capital resources, specifically through C-Suite succession and the strategic role of pay and performance management in attraction, retention, and motivation.

Dr. Nyberg's work has been published in the *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Journal of Management*, and *Harvard Business Review*, among others. He serves as an Associate Editor for the *Academy of Management Journal* and on the Editorial Boards for the *Journal of Applied Psychology*, the *Journal of Management*, *Africa Journal of Management*, and *International Journal of Human Resource Management*. He has received numerous awards for teaching, reviews, and research including for best dissertation and best published manuscript. He has been named a *Featured Scholar* and a *Breakthrough Rising Star* by the University of South Carolina, and received the *Early Career Achievement* award from the HR division of the Academy of Management. His research has been highlighted in major media outlets, including Business Week, Time Magazine, National Public Radio, US News & World Report, Harvard Business Review, and CNBC.

Anthony received his doctorate in Management and Human Resources from the University of Wisconsin-Madison. Prior to that he received an MBA from Tulane University where he focused on Accounting and Marketing. He also holds a Bachelor of Arts in philosophy and mathematics from St. John's College in Annapolis, Maryland. Prior to earning his Ph.D., Anthony served for nine years as the managing partner for an international financial services firm based in Northern California, where he held Series 7, 24, 55, and 63 licenses. During that time, he was also a licensed Mediator and served as an Arbitrator for the National Association of Securities Dealers, and earned his Certified Financial Analyst designation.





Mary George Opperman serves as the Vice President and Chief Human Resources Officer for Cornell University, which employs approximately eighteen thousand staff and faculty on campuses in Ithaca, Geneva (NY), New York City and Qatar, as well as dozens of research facilities across the country and beyond.

Mary is committed to advancing an equitable workplace culture and advances this goal as an advocate for employees, and an ambassador with the local and regional communities. Her portfolio at Cornell includes oversight of the Division of Human Resources, the Office of Inclusion and Belonging, Institutional Equity and Title IX Compliance, and the Center for Regional Economic Advancement. Mary is passionate about creating a culture of belonging at Cornell that values and supports employees as whole persons, and in turn, is mindful of the connection between the workplace, the individual, and the community in which we live.

Mary is an active supporter of her community and has served on numerous boards of local and national organizations. She is currently serving on the boards of Tompkins County Area Development, the Southern Tier Regional Economic Development Council, the Legacy Foundation of Tompkins County, the Sciencenter, the Boyce Thompson Institute, the National Academy of Human Resources Foundation and Ithaca College. She is also a member of the Governing Body for the New York HR Leadership Summit and the ILR Advisory Council.

Prior to joining Cornell in 1996, Mary spent 13 years in the human resource function at Harvard University. She is a fellow of the National Academy of Human Resources and is certified by the Society for Human Resource Management as a senior professional in human resources. She has a bachelor's degree from the State University of New York at Oneonta in political science and a master of science degree in organizational behavior from Cornell University.



Christy Pambianchi is executive vice president and chief people officer (CPO) at Intel Corporation. As CPO, she is responsible for driving Intel's people strategy and fostering a vibrant culture focused on bold innovation, flawless execution, and continuous development and learning.

Pambianchi was previously at Verizon, where she served as executive vice president and chief human resources officer (CHRO). During her time there, she reimagined Verizon's HR mission and practices, delivering an enterprise strategic transformation workforce plan to stay at the forefront of the digital transformation. In addition, she ran Verizon's internal COVID-19 response. In April 2020, Pambianchi joined as founding CHRO with cross-industry HR leaders from Accenture, Lincoln Financial Group and ProCore to launch the People+Work Connect platform, creating the first business-to-business platform for HR leaders to work together to accelerate talent movement and reduce negative impacts on mass unemployment.

Prior to Verizon, Pambianchi was most recently an executive vice president of People & Digital at Corning Inc., forming a dual role leading human resources and information technology to create a digital transformation roadmap. Earlier, Pambianchi served in other senior leadership roles at Corning, including as CHRO for 12 years.

Before joining Corning, Pambianchi spent 10 years at PepsiCo Inc., starting in labor and employee relations field roles in multiple regions before moving into corporate organization capability and, finally, providing HR support for a companywide IT transformation.

Pambianchi holds a bachelor's degree from Cornell University's School of Industrial and Labor Relations. She serves on the boards of the National Academy of Human Resources Foundation, the Center for Advanced Human Resource Studies at Cornell University for the School of Industrial and Labor Relations, the HR Policy Association, the Health Transformation Alliance, and the Center for Executive Succession at the University of South Carolina, Darla School of Management. She also serves as a board member of the Lumina Foundation, an organization committed to increasing the percentage of citizens in the U.S. with post-secondary education and credentials. Pambianchi has also been active in the FIRST robotics program, serving five years as head coach at the high-school level for FTC Team 5484 and as a tournament director. In 2017, she was installed as a fellow to the National Academy of Human Resources.

Eva Sage-Gavin



Eva Sage-Gavin is senior managing director of Accenture's Global Talent and Organization consulting practice. She leads the team that helps Accenture's clients harness digital technologies and evolve their workforces to innovate, unlock new sources of value and "lead in the new." She also plays a pivotal role in shaping the practice's market strategy, including offerings and investments. Sage-Gavin is honored to be recognized as a Top 100 HR Tech Influencer by HR Executive for shaping the world of HR Technology and helping to determine its future.

Sage-Gavin has more than three decades of broad experience in Fortune 500 global consumer, technology and retail corporations. She has served in C-suite roles and as a Chief HR Officer at Gap, Inc., PepsiCo, Disney Consumer Products, Sun Microsystems and Xerox.

A former senior advisor at Boston Consulting Group (BCG), Sage-Gavin contributed to BCG's CEO Advisory practice, directly coaching CEOs. She also served as a senior advisor to G100 companies, supporting CEOs, board directors and chief human resource officers.

The first female member of multiple public technology company boards, Sage-Gavin served as Co-chair of Women Corporate Directors, Bay Area chapter.

Sage-Gavin is executive in residence at the Cornell University School of Industrial and Labor Relations, is the former chair of the Center for Advanced Human Resource Studies and is a recipient of the William B. Groat award for lifetime achievement in the field of human resources. She is a guest lecturer at Stanford University's Graduate School of Business and at the Santa Clara University Leavey School of Business. Sage-Gavin serves on the advisory board of Aspen Institute's UpSkill America and is a Fellow of the National Academy of Human Resources.

Eva holds a bachelor's degree in industrial and labor relations from Cornell University.



LIBBY SARTAIN

Former CHRO, Yahoo! Inc, Southwest Airlines; Compensation Committee Chair, ManpowerGroup Inc.; Director, Society for Human Resource Management Foundation, AARP Inc., Chair AARP Foundation

Libby Sartain is now an independent director and active business advisor after a distinguished 40-year career in human resources. As CHRO of both Yahoo! and Southwest Airlines, Sartain led significant business transformation initiatives. Both Yahoo! and Southwest were listed on the Fortune 100 Best Companies to Work for in America and the Fortune 500 during her tenure. Sartain is a director of ManpowerGroup and AARP, SHRM Foundation and Chairs the AARP Foundation. Sartain was named a fellow of the National Academy of Human Resources (1998) and is an NACD Board Leadership Fellow. In 2020, she was honored by the National Association of Corporate Directors (NACD) in the Directorship 100. Sartain coauthored several books in HR and leadership topics. She is a frequent speaker and is often quoted in the business media as a thought leader in human resources.

JILL B. SMART



After spending over 33 years at Accenture, Jill retired from the organization and is currently the President of the National Academy of Human Resources (NAHR), the founder and CEO of JBSmart Consulting, LLC. a Director at EPAM Systems, a Director at AlixPartners, a Director at HireRight, and a member of the Cerity Partners Advisory Board

The National Academy of Human Resources is the organization where individuals and institutions of distinction in human resources are recognized for professional achievement by election as a "Fellow of the NAHR". In addition, the NAHR furthers the HR profession through numerous educational activities as well as research initiatives.

JBSmart Consulting LLC is focused on consulting and coaching Chief Human Resources Officers and other business leaders on a variety of subject matter areas related to organizational talent and all human resources functions such as organizational design, talent development, leadership development, and HR transformation.

Based in Philadelphia, EPAM Systems, Inc. (NYSE: EPAM), a leading global product development and platform engineering services company, is focused on delivering results through best-in-class software engineering, combined with innovative strategy, consulting and design capabilities. With 25 years of experience in the information technology industry, EPAM's 28,000 people serve their customers in over 25 countries across North America, Europe, Asia and Australia.

AlixPartners is a results-driven global management consulting firm that specializes in helping businesses successfully address their most complex and critical challenges. Clients include companies, corporate boards, law firms, investment banks, private equity firms and others. Founded in 1981, AlixPartners is headquartered in New York, and has offices in more than 20 cities around the world. Jill is a representative of strategic investment partner La Caisse de dépôt et placement du Québec ("CDPQ"), which handles the Canadian province's \$308 billion in pension plan and insurance program investments.

HireRight is the market-leading provider of on-demand employment background checks and screening. With clients in over 200 countries and territories, nearly fifty percent of the Fortune 100 use HireRight's services. Based in Irvine, California HireRight has offices around the globe.

Based in New York, Cerity Partners is an SEC-registered investment advisor offering independent, comprehensive financial advice to individuals and their families, businesses and their employees, and non-profit organizations. Cerity Partners has been recognized by The Financial Times, Forbes, Worth, Investment News, and Private Asset Management as one of the leading and/or fastest growing independent wealth managers in the United States.

Jill retired from Accenture in 2014. At the time of her retirement, she had been Accenture's Chief Human Resources Officer for 10 years, with overall responsibility for the full employee lifecycle of all Accenture people globally—including resource planning, recruitment, on-boarding, training and development, staffing and deployment, performance management, engagement and retention, succession planning and transitions. She was also a member of Accenture's Global Management Committee.

Under Jill's leadership, Accenture's global headcount grew from 100,000 to 289,000, with offices and operations in more than 200 cities in 56 countries. Jill delivered for Accenture during periods of explosive growth, often hiring more than 5,000 people per month, and also successfully navigated a major economic contraction. In addition, Jill oversaw a comprehensive shift in Accenture's talent strategy to focus on emerging markets.

To better support Accenture's dramatic growth and evolution, Jill transformed the HR function—improving HR's agility at changing with the business, boosting the efficiency of HR's processes, and enhancing the career experience of HR practitioners—while also reducing cost.

Before being appointed chief human resources officer in September 2004, Jill was Managing Director of HR delivery, which entailed overall responsibility for human resources operations and people development. From 2000 until 2003, she was head of the company's People Enablement business practice, which included training and knowledge management.

Prior to assuming HR management roles, Jill spent most of her career at Accenture leading business integration consulting work for clients in the financial services, federal and state government, transportation and health services industries. Her client experience focused primarily on integrating strategy, technology business processes, functional applications and human performance components to lead clients through major change initiatives.

From 2017 through 2019, Jill was an Advisory Board member of JB Training Solutions, a Chicago-based learning and development company that develops employees throughout their entire life cycle - from entering the workforce all the way to succeeding as an executive, through training programs that build stronger leaders, powerful communicators, and exceptional employees in a multigenerational workforce.

From 2015 until its sale in 2018 Jill was on the board of Alexander Mann Solutions (AMS). Based in London, AMS helps companies and individuals fulfill their potential through talent acquisition and management, providing solutions across the entire talent life cycle—from strategic workforce planning and employer branding, to assessment and selection, to on-boarding and employee engagement.

Jill is a Fellow and Director of the National Academy of Human Resources, a Fellow of the Human Resources Policy Institute (HRPI), a member of the Peer Roundtable for CHROs (PRT), a member of the G100 Talent Consortium Advisory Board, and has been a Director of the HR Policy Association (HRPA). Jill has been an active member of HR50 and the RBL Institute.

Jill is and has been very involved at the University of Illinois. She held a six-year gubernatorial appointment on the Board of Trustees of the University of Illinois system from 2015 until 2020, is on the board and has been a Director and Officer of the Alumni Association, is on the Gies College of Business Dean's Business Council (and has served as the Council's Chair) and serves on the board of the University's Chicago Athletic Association Board. She has served as an adjunct faculty member and has been on the Advisory Council of Illinois Business Consulting (IBC).

Jill is also a guest faculty member of the University of Michigan Ross School of Business Global Human Resources Executive Program.

Jill is a Trustee of Chicago's Goodman Theatre, and is active in The Chicago Network. She has also been on the Board of Fenwick High School.

Jill received an MBA from the University of Chicago and a bachelor's degree in business administration from the University of Illinois.

Skip Spriggs

Skip Spriggs is an experienced CEO, Board Director and subject matter expert in several areas, including executive and human resources leadership, diversity and inclusion and corporate board diversity. He is the former president and CEO of [The Executive Leadership Council](#), the preeminent membership organization for black CEOs, board directors, and senior black executives dedicated to growing the number of global black executives in C-Suites, on corporate boards, and in global enterprises.



Mr. Spriggs has served in senior business roles at Fortune 500 companies across diverse industries over the last 35 years. He served as Senior Executive Vice President and Chief Human Resources Officer at TIAA, where he led all aspects of human resources strategy and execution for the company's global workforce. He joined TIAA from Boston Scientific, where he was Chief Human Resources Officer and a member of the Executive Management Team.

Mr. Spriggs has held executive leadership roles at The Home Depot, Levi Strauss & Co. and CIGNA Corp., where he was Senior Vice President of Human Resources, Chief Diversity Officer and President of the Cigna Foundation. He started his career in human resources with UPS.

Mr. Spriggs is the Compensation Committee Chair of the ProSight Global, Inc. board (NYSE: PROS), Audit Committee Chair of the Washington Nationals Philanthropies Board and serves on the Advisory Panel of Centurion Health. His past board service includes TIAA, FSB (TIAA Direct), Savannah State University's College of Business Administration, the Institute for Corporate Productivity and the human resources advisory board for the University of South Carolina's Moore School of Business. He is a National Academy of Human Resources Fellow and holds a bachelor's degree in business administration from Towson University.

MARA SWAN



Mara Swan is an accomplished and versatile executive with over two decades of broad leadership experience at the C-suite level within the services and consumer packaged goods industries. Swan has deep expertise with strategy development and execution, CEO and board room issues, culture and workforce strategy, executive succession planning, corporate messaging and communications, executive recruitment and compensation, ESG, D, E&I and matters of enterprise risk and controls, as well as P&L management.

From 2009 until March of 2020, Swan served as EVP, Global Strategy and Talent at ManpowerGroup, a global workforce solutions company with 28,000 employees across 80 countries and revenues of \$20 billion, where she had responsibility for Strategy, HR, Marketing, PR & Communications, ESG, Thought Leadership, Risk Management and responsibility for the Right Management brand. She was a key member of the four-person executive operating committee which drove substantial increased margin expansion in an industry with declining gross profit.

Prior to ManpowerGroup, Swan was SVP, Global HR at MolsonCoors Brewing Company. Since October 2020, Ms. Swan serves as the President of Xcceleration, LLC and advises on human capital strategy, talent, D, E & I, compensation, workforce productivity and performance issues. In May 2021, Swan joined Stonepeak Infrastructure Partners as a Senior Operating Partner focused on talent.

Swan was appointed to the board of BrightView Holdings, Inc. (NYSE: BV) a \$2.5 billion commercial landscaping firm, in May 2019, where she also serves on the compensation committee. In July 2020, Swan was appointed to the advisory board of ULINE, (\$6B) North America's largest distributor of shipping and business supplies. Swan has been on the board of GOJO Industries, a manufacturer of PURELL and other hand hygiene products, since 2011. The company has grown three-fold during her tenure on the board and as compensation chair, she recently led them through a non-family member CEO transition. Swan was appointed to the board of TRAC Intermodal, a Stonepeak Infrastructure Partners company, in May 2021. Swan was the Executive Chair of the Center on Executive Compensation until her retirement. In 2012, she was inducted as a fellow of the National Academy of Human Resources and was also named HR Executive of the Year by HR Executive Magazine. In 2015, she was named one of the fifteen most influential and prominent women leading human resource functions.

Swan is a graduate of the University of Buffalo business school and the University of Minnesota – Minneapolis, where she graduated with a master's degree in Industrial Relations.



Retired Senior Vice President, Human Resources
Chair of the Prudential Foundation

Sharon C. Taylor recently retired as senior vice president, Human Resources, Prudential Financial, Inc., and chair of The Prudential Foundation. She was the top HR Officer reporting to the Chairman and was accountable for HR policies, strategies, programs and infrastructure that support Prudential's domestic and international businesses.

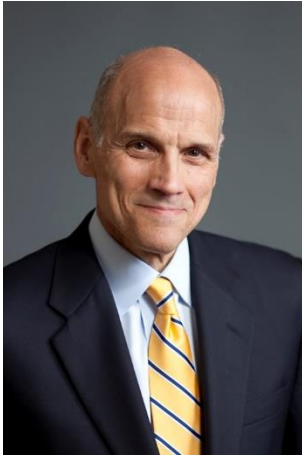
Taylor was also accountable for oversight of Prudential's Office of Corporate Social Responsibility, which includes the company's foundation, impact investments, corporate contributions and employee engagement initiatives. Prudential has provided over \$800 million in Foundation grants and nearly \$2 billion in impact investments to address the needs of underserved individuals and create enduring solutions to pressing social challenges.

Prudential's Global Security and Executive Transportation functions also fell under Taylor's purview, and she chaired several key committees, including the Human Resources Policy Committee and Risk Committee. She was one of three fiduciaries of the firm's \$13 billion pension plan and chaired the Company's Investment Oversight Committee, which oversaw the investment strategy and performance of the assets in the firm's pension and employee savings plans.

Prior to Taylor's current appointment, she served as corporate vice president, Human Resources, accountable for leading Human Resources' 13 Centers of Excellence. She also led the firm's global business continuation function and management internal control functions. A champion of leadership development and diversity and inclusion, Taylor was a key architect of Prudential's global leadership, succession management and diversity and inclusion strategies. She was also a founding member of the company's Black Leadership Forum. She has received numerous awards for her commitment to leadership development, mentoring and creating pathways of opportunity for the underserved. In 2010, she was inducted into the National Academy of Human Resources, which recognizes those who have distinguished themselves in the field and given back to the profession.

Taylor served on the Executive Committee of the Newark Regional Business Partnership and is the immediate past chair of the Newark Alliance. She is a member of Smart Set, a national woman's organization, and serves as President of the North Jersey Chapter. She also sits on the boards of the Montclair Art Museum, the Congressional Black Caucus Foundation and the Executive Leadership Council. Additionally, she serves on the Board of Visitors of her Alma Mater, Temple University. In October 2017, she was inducted into Temple's Gallery of Success, which honors the outstanding achievements of university alumni. In 2012, she was elected to the Board of Directors of New Jersey Resources, a Fortune 1000 company that provides safe and reliable natural gas and clean energy services. She also serves as Chairperson of NJR's Compensation Committee. Taylor was recently elected as a director of the Horizon of New Jersey Foundation Board.

Taylor graduated magna cum laude from Temple University, where she earned a bachelor's degree in foreign languages.



Charles G. Tharp, Professor of the Practice - Management and Organizations, Boston University Questrom School of Business.

In addition to his role at Boston University, Tharp serves as a Senior Advisor to the Center On Executive Compensation, a Washington D.C. based research and policy organization. Tharp has over 25 years of corporate experience, including key human resource positions with General Electric, PepsiCo, Pillsbury, and Bristol-Myers Squibb, where he served as Senior Vice President of Human Resources. Tharp also served as the interim Executive Vice President of Human Resources for Saks, Incorporated. Earlier in his career he served as an executive compensation consultant for the global consulting firm of Towers Perrin. Tharp has held teaching appointments at Cornell University and Rutgers University and has taught graduate level courses in executive compensation and HR leadership.

Tharp holds a Ph.D. in Labor and Industrial Relations from Michigan State University, L.L.M. from the University of Connecticut School of Law, J.D. from the Quinnipiac School of Law, Master's in Economics from Wayne State University, and a BA from Hope College where he was Phi Beta Kappa and a Baker Scholar. In 1998 Tharp was elected a Fellow of the National Academy of Human Resources and in 2010 was elected a Distinguished Fellow of the Academy, the highest honor in the HR profession. He previously served as President of the Academy.



Dave Ulrich

Dave Ulrich is the Rensis Likert Professor at the Ross School of Business, University of Michigan and a partner at the RBL Group (<http://www.rbl.net>) a consulting firm focused on helping organizations and leaders deliver value. He has published over 200 articles and book chapters and over 30 books. He edited Human Resource Management 1990-1999, served on editorial board of 4 Journal and on the Board of Directors for Herman Miller (16 years), has spoken to large audiences in 90 countries; performed workshops for over half of the Fortune 200; coached successful business leaders, and is a Distinguished Fellow in the National Academy of Human Resources. He is known for continually learning, turning complex ideas into simple solutions, and creating real value to those he works with in three fields.

Organization. With co-authors, he has influenced thinking about modern organizations (*Reinventing the Organization*) by empirically showing how organization delivers 4 times business results over talent (*Victory Through Organization*), defined organizations as bundles of capabilities (*Organization Capability*) and worked to delineate capabilities of talent management (*Why of Work; Talent Accelerator*), culture change (*GE Workout*), learning (*Learning Organization Capability*), and collaboration (*Boundaryless Organization*).

Leadership. With colleagues, he has also articulated the basics of effective leadership (*Leadership Code* and *Results Based Leadership*), connected leadership with customers (*Leadership Brand*), shown how leadership delivers market value (*Why the Bottom Line Isn't*), shapes investor expectations with an ability to measure leadership (*Leadership Capital Index*), and synthesized ways to ensure that leadership aspirations turn into actions (*Leadership Sustainability*).

Human Resources. He and his colleagues have shaped the HR profession and he has been called the “father of modern HR” and “HR thought leader of the decade” by focusing on HR outcomes, governance, competencies, and practices (*HR Champions; HR Value Added; HR Transformation; HR Competencies; HR Outside In*). He spearheaded a “gift” book on the future of HR (*The Rise of HR*) distributed to over 1,500,000 HR professionals), in which 70 thought leaders freely shared their insights.

Most recently, he posts new articles and insights each Tuesday on LinkedIn (over 150).

Honors include:

2021: *Lifetime Achievement Award from Institute of Management Studies

*#3 (out of 200) thought leader in 2021 by PeopleHum

**Most Influential Global HR Leader, 2021” sponsored by PeopleFirst and HRD Forum

- *"Honorary Member" of IFTDO (500,000 person training/development organization)
- 2020: *Distinguished Fellow (one of 15 total), National Academy of Human Resources
 - *Michael R. Losey Excellence in Human Resource Research Award by SHRM
 - *Honorary Doctorate from Utah Valley University
 - *Initiated the *Dave Ulrich Impact Award* by the Academy of Management to honor contribution in HR
- 2019: *Named one of the 100 top influencers in HR (in leadership & development category)
 - *Named one of the top 20 influential HR leaders
 - *Ranked #1 thought leader in HR by HRD Connect
- 2018: Named one of the 20 most influential business professors in the world by top-business-degree (#13)
- 2017: *Named to the Thinkers50 "Hall of Fame", a recognition of lifetime achievement in influencing management
 - *Chartered Fellow of the Human Resources Institute of New Zealand
- 2016: Presidential lecture "in defense of organization" for Utah Valley University
- 2015: *Named the most "influential HR thinker of the decade"
 - *Listed in Thinkers50 as management thought leader
 - *Commencement Speaker Southern Virginia University
- 2014: *Ranked #1 speaker in Management/Business by Speaking.com
 - *Commencement speaker, University of Michigan Ross School of Business
- 2013: *Lifetime Leadership Award from the *Leadership Forum at Silver Bay*
 - *Listed in Thinkers50 as a management thought leader
- 2012: Lifetime Achievement Award from HR Magazine for being the "father of modern human resources"
- 2011: *Ranked #1 most influential international thought leader in HR by HR Magazine
 - *Listed in Thinkers50 as a management thought leader
 - *Ranked in Top 100 Thought Leaders in Trustworthy Leadership Behavior
- 2010: *Nobels Colloquia Prize for Leadership on Business and Economic Thinking
 - *Lifetime Fellowship in Australia Human Resources Institute (AHRI)
 - *Ranked #1 most influential international thought leader in HR by HR Magazine
 - *Kirk Englehardt Exemplary Business Ethics Award from Utah Valley University
 - **Why of Work* (co-authored with Wendy Ulrich) was #1 best seller for Wall Street Journal and USA Today
- 2009: *Listed in Thinkers 50 as a management thought leader
 - *Ranked #1 most influential person in HR by HR Magazine
- 2008: *Ranked #1 most influential person in HR by HR Magazine
- 2007: *Lifetime Achievement Award from American Society of Training and Development (ASTD)
 - *Honorary Doctorate from University of Abertey, at Dundee Scotland
- 2006: *Ranked #1 most influential person in HR by HR Magazine in vote by influential HR thinkers
 - *Dyer Distinguished Alumni Award from Brigham Young University, Marriott School of Management
- 2005: *Ranked #2 management guru by Executive Excellence
 - *Named by Fast Company as one of the 10 most innovative and creative thinkers of 2005
- 2002-2005 President, Canada Montreal Mission, Church of Jesus Christ of Latter-day Saints
- 2001: Ranked #1 management educator and guru by Business Week
- 2000: *Lifetime achievement award from World Federation of Personnel Management
 - *Listed in Forbes as one of the "world's top five" business coaches
- 1998: *Society for Human Resource Management award for Professional Excellence for lifetime contributions
 - *Lifetime achievement (PRO) award from International Association of Corporate and Professional Recruitment, and Employment Management Association
- 1997: *Warner W. Stockberger Lifetime Achievement Award from International Personnel Management Association

Dave and Wendy live in Alpine, Utah, have 3 children and 10 grandchildren.

e-mail: dou@umich.edu

Executive Biography

Carole Watkins

Board Member | Delta Dental Plan of Ohio, Renaissance Health Service Corporation and Franklin University(Current)
Certified Retirement Coach/CHRO Coach (Current)
CHRO | Cardinal Health, Inc. | (Retired 2016)



Ms. Watkins currently serves as an independent director on the board of Delta Dental of Ohio and is on the Executive and Nominating and Governance Committees. She also serves as an independent director on the board of Renaissance Health Service Corporation and serves on the Audit/Finance and the Governance Committees. In addition, she serves on the board of Franklin University and chairs the HR committee.

She is also active in a number of professional HR groups, serving on the Board of the National Academy of Human Resources (NAHR) and on the Executive Committee of the Global Peer Roundtable (PRT) for CHROs.

Ms. Watkins is also engaged in coaching new CHROs as well as Coaching Executives as they plan for retirement and succession.

As chief human resources officer (CHRO) of Cardinal Health, Ms. Watkins reported directly to the Chairman and CEO. She started with the company in 1996 and assumed the CHRO role in 2005 after progressing through several promotions, and taking on leadership positions in Human Resources and other high level corporate functions. Ms. Watkins also served on the Executive Committee and the Strategy and Innovation Council, both led by the CEO. During the time she was in the CHRO role, the company underwent several transformations, including two CEO transitions, two large divestitures, and numerous acquisitions.

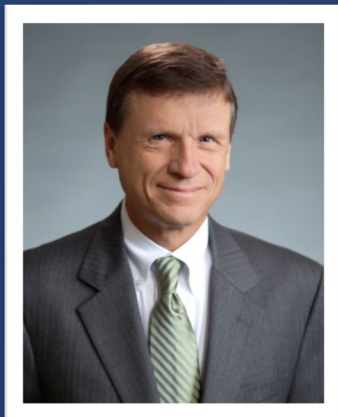
As CHRO, Ms. Watkins had global and enterprise-wide leadership responsibility for all of HR, as well as Corporate Communications, Security, Real Estate, Facilities and Aviation. In addition, she played a vital role with the Board of Directors, serving as the management advisor to the HR and Compensation Committee, handling all executive compensation recommendations, attending all Cardinal Health Board meetings, and leading talent management and succession planning, including CEO succession. Cardinal Health is a highly acquisitive company, and the Board recognized that talent is critical to the success of any acquisition or other form of corporate growth. In due diligence Ms. Watkins was thus called upon by Cardinal's management team and Board to evaluate both the talent and corporate culture, and then to assist the acquired company and its leaders as it was being assimilated into Cardinal's culture and management structure. She also served on the Cardinal Health Foundation Board for many years, and as its Chair from 2001 to 2005. Prior to joining Cardinal Health, Ms. Watkins gained more than 20 years of Human Resources experience with other leading companies including The Limited, O. M. Scott & Sons and Huntington Banks.

In 2013, Ms. Watkins received two significant honors. First, she was named a Woman of Achievement by the Central Ohio YWCA, an award recognizing women who have made extraordinary contributions to families, workplaces and communities. Second, she was inducted as a Fellow into the National Academy of Human Resources (NAHR), the highest honor given to CHROs, recognizing her achievements and contributions to the profession. In addition, in 2015, Ms. Watkins received the Pillar Award as non-profit board executive of the year in Columbus, Ohio. And, in 2017 she received the HR Lifetime Achievement Award from Columbus CEO Magazine.

Ms. Watkins is also very active in the community. She serves on the Global Board of Serious Fun Children's Network (camps for children with serious illness founded by Paul Newman), and served on the board of Flying Horse Farms (one of the SFCN camps) for 10 years including 3 years as Chair. She is also a Trustee for Franklin University, where she is Chair of the Human Resources Committee. In addition, she volunteers with the American Heart Association, primarily on the Central Ohio "Go Red for Women" campaign, having chaired the 2008 Central Ohio "Go Red for Women" campaign/luncheon. She also served on the Board of Action for Children for over ten years, including as Chair from 2006 –2008, and on the Board of The Childhood League from 2010–2014.

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Daniel V. Yager

SENIOR ADVISOR, WORKPLACE POLICY AND CEO EMERITUS

Dan Yager is the former Chief Executive Officer of HR Policy Association and current Senior Advisor of Workplace Policy. In his 30 years with the Association, he has become a nationally recognized expert on employment policy issues.

Mr. Yager has been involved in the legislative arena in Washington since 1976. He joined the Association in 1988 after serving six years on the minority staff of the House Education and Labor Committee, the last three of which he served as Minority Counsel. Mr. Yager has authored several books on labor relations and teaches association training courses on the law of collective bargaining and labor dispute planning. In 2014, Mr. Yager was elected a Fellow of the National Academy of Human Resources, the organization where individuals of distinction in human resources are recognized for exceptional professional achievement. He is a graduate of the University of Nebraska and received his J.D., *cum laude*, from the University of Santa Clara School of Law in 1975. He is a member of the District of Columbia Bar and the California State Bar.