STANFORD CENTER ON LONGEVITY

# MEMBERS OF THE ADVISORY COUNCIL

## JAMES (JIM) A. JOHNSON, COUNCIL CHAIRMAN

*Chairman & Chief Executive Officer, Johnson Capital Partners*

Jim Johnson has chaired the Advisory Council of The Stanford Center on Longevity since 2011. He is Chairman of Johnson Capital Partners and serves on the board of Goldman Sachs Group. He is the Chairman Emeritus of The Kennedy Center and The Brookings Institution. He has 105 years of combined New York Stock Exchange board experience including UnitedHealth and Target. He was Vice Chairman, Chairman and CEO, and Executive Committee Chairman of Fannie Mae; Managing Director at Lehman Brothers; Executive Assistant to Vice President Mondale; and a faculty member at Princeton University. He has a BA from the University of Minnesota and an MPA from the Woodrow Wilson School, Princeton. Jim lives in Washington and has a 30-year-old son, a Stanford alum.

## RODNEY ARMSTEAD

*Principal, Armstead & Esslinger Health Consultants*

Dr. Armstead is currently a Principal with Armstead & Esslinger Health Consultants, LLC focused on strategic, financial & operational planning/consultation to entities that are managing complex populations, specifically dual-eligibles (Medicare & Medicaid), patients receiving Long Term Services & Support (LTSS), Aged, Blind & Disabled (ABD) and Seniors & Persons with Disabilities (SPD) utilizing automated solutions via web to improve coordination of services, health outcomes and quality of life with sustained reduction in total medical expense trend. Prior to his current role, Dr. Armstead spent eight years with UnitedHealth Group, his last role with Optum in January 2012 to help lead the company's initiatives focused on improving care provider collaboration, patient care quality and population health in communities. Dr. Armstead is a dedicated health care professional committed to driving quality, cost-effective health care. He previously served as president of the Northeast Region for UnitedHealthcare Community & State, and as senior vice president of the Western Region Plan Operations for the organization. Before joining UnitedHealth Group, Dr. Armstead was appointed the first director, Office of Managed Care, HCFA, Department of Health & Human Services for the William J. Clinton Administration. He also held the position of executive vice president and chief health officer for the Watts Health Foundation. A board-certified general internist, he received his undergraduate degree from the University of California, Irvine and his medical degree from Michigan State University College of Human Medicine. He is a member of the Alpha Omega Alpha Honor Medical Society and a fellow of the American College of Physicians. Dr. Armstead volunteers his time promoting education. Currently, he is a member of the advisory board for the Stanford Center on Longevity, Stanford, CA.

### KATHERINE AUGUST-DEWILDE

*Vice Chair and Director, First Republic Bank*
*Independent Corporate Board Member*
Katherine August-deWilde is vice chair of First Republic Bank (NYSE:FRC), and an experienced independent corporate board member with both publically and privately held companies. In 1985 she was instrumental in the launch of First Republic, and served as its president from 2007 to 2015, growing the enterprise value in excess of 25 percent per year. In 2007 First Republic was sold to Merrill Lynch at 3.7X book value; three years later, along with First Republic's chairman and CEO, Ms. August-deWilde led a management buy-back at 1X book value. Prior to joining First Republic, she was CFO at the PMI Group and a consultant for McKinsey & Company in San Francisco and London. Since assuming her role as vice chair of First Republic in 2016, Ms. August-deWilde has focused additional time on her board portfolio, which includes TriNet Group, Inc. (NYSE:TNET), Sunrun (NASDAQ:RUN), Equilar Inc., and Eventbrite. She is also a member of the Advisory Council of the Stanford Graduate School of Business; Catalyst Corporate Board Resource; and the Committee of 200. She has been a board member of the Clayman Institute for Gender Research; vice chair of Town School for Boys; trustee of the Boys and Girls Clubs of San Francisco and the Carnegie Foundation for the Advancement of Teaching; and a member of the policy advisory board of the Center for Real Estate and Urban Economics, University of California, Berkeley. Ms. August-deWilde holds a BA from Goucher College and an MBA from Stanford Graduate School of Business.

### KENNETH J. BACON

*Co-Founder and Managing Partner, Railfield Realty Partners*
Mr. Bacon is co-founder and managing partner of Railfield Realty Partners, an advisory and asset management firm that specializes in mortgage and real estate finance. Prior to starting Railfield Realty Partners Mr. Bacon served as Executive Vice President of the Multifamily Mortgage Business at Fannie Mae, where he oversaw a $195 billion portfolio. Mr. Bacon serves a Presiding Director of Comcast and is a member of the board of Forest City Enterprises. In addition to his business activities, Mr. Bacon also is active in several non-profit and trade groups serving on the boards of the Corporation for Supportive Housing and the Real Estate Executive Council. Mr. Bacon has a Bachelor of Arts in Anthropology from Stanford University (1976), an MBA from Harvard Business School and MSc in International Relations from the London School of Economics where he studied as a Marshall Scholar. A former Stanford trustee, Mr. Bacon continues to be active at Stanford University as a member of the Stanford Parent's Advisory Board. Mr. Bacon and his wife Judy reside in Washington, DC and are the parents of Daniel (Stanford 2010) and Kimberly (Stanford 2015).

### KATHLEEN BROWN

*Partner, Government and Regulatory Healthcare Financial Services & Banking, Manatt, Phelps & Phillips, LLP*

Ms. Brown's practice focuses on business counseling, government and regulatory affairs, particularly as they relate to the healthcare, energy and financial services industries. Ms. Brown brings to her practice a background that includes 18 years as a senior executive in the banking and financial services industry and 16 years of public-sector experience, including a term as California's state treasurer. Ms. Brown joined Manatt after more than 12 years at Goldman Sachs, Inc., a global investment banking and securities firm, where she served as chairman of Midwest Investment Banking and, prior to that, as managing director and head of the firm's Western Region Public-Sector and Infrastructure Group. Ms. Brown also held various senior positions with Bank of America, including president of the private bank. During her tenure with Goldman Sachs, she worked closely with healthcare institutions in California and the Midwest in both an investment banking and strategic advisory capacity, with a particular focus on helping firms navigate the challenges and leverage the opportunities presented by healthcare reform. She also worked with energy clients and participated in over $4.2 billion of water and power bond financings, working extensively with municipal utilities in California, including on projects to meet California's renewable energy standards. Ms. Brown's experience in the government arena includes serving a term as California state treasurer, where she managed a $25 billion bond portfolio, oversaw a $32 billion cash management fund and served as a trustee on the boards of CALPERS and CALSTRS, two of the largest pension funds in the nation. During that time she was co-chair of the Council of Institutional Investors. She was the Democratic Party nominee for Governor of California in 1994, the co-chair of the Presidential Commission on Capital Budgeting, a commissioner of the Los Angeles Board of Public Works, and a two-term member of the Los Angeles Board of Education. Before beginning her campaign for treasurer, Ms. Brown was an attorney in the New York and Los Angeles offices of a global law firm, where she was a member of the Capital Markets Group specializing in public and corporate finance. Ms. Brown earned a BA in History from Stanford University (1967); and a JD from Fordham University School of Law.

### MANDELL CRAWLEY

*Managing Director and Chief Marketing Officer, Morgan Stanley*

Mandell Crawley joined Morgan Stanley in October 1992 as a High School Intern and now serves as Chief Marketing Officer for the Firm. Prior to this assignment, Mr. Crawley was Head of National Business Development and Talent Management for Morgan Stanley Wealth Management (MSWM) where he led an organization responsible for driving revenue and asset growth across the firm's industry leading platform and improving the proficiency of our financial advisors, sales support, and field leadership talent. Mr. Crawley held a succession of roles within the Business Development Organization as both a Regional and Divisional Business Development Manager for several key geographical markets across the wealth management unit. He was also Head of U.S. Fixed Income Sales and Distribution for MSWM's Capital Markets Group, overseeing a large coverage team specializing in Interest Rates, Credit, Asset Back, Structured Products, and Municipal Bond Securities. In aggregate, Mr. Crawley spent 14 of his 22 years working within Fixed Income Capital Markets in various producing and managerial capacities. He is a member of MSWM's Management Committee, Field Management Operating Committee, Private Banking Advisory Board, Global Product Review Committee and the Multicultural Client Strategy Committee. Mr. Crawley received an MBA with honors from Fordham University and a B.A. in Economics from Northeastern Illinois University. He resides in Westchester County, NY with his wife Alison, and twin daughters, Jordyn and Jaedyn, and is a proud native of Chicago.

**NATALIE NAFTZGER DAVIS**

*Attorney and Community Volunteer*

Ms. Davis graduated from Stanford University with a BA in International Relations (1978), and earned her JD from USC in 1982. Ms. Davis was a litigation and antitrust partner at Sheppard, Mullin, Richter & Hampton in Los Angeles. Ms. Davis has been a long-time supporter of Stanford, serving as a volunteer on many of her class reunion committees and for The Stanford Challenge outreach efforts in Los Angeles. Ms. Davis has longstanding family connections to Stanford including her grandparents '02, '04, her father '47, her sister Sandra '82, her husband, Phil '80 (Political Science), and her middle daughter Brooke '14. In addition to her involvement with Stanford, Ms. Davis has served on a number of boards, including the Board of Directors of Children's Hospital Los Angeles and the Board of Governors of the Children's Hospital Los Angeles Research Institute. Ms. Davis currently serves on The Board of Trustees of Westridge School on the Executive Committee and chairs the Strategic Planning Committee. Ms. Davis and her husband Phil reside in San Marino, California and are the parents of three daughters.

**KARI DOHN DECKER**

*Executive Director, Corporate Responsibility, JPMorgan Chase & Company*

Ms. Decker currently serves as Managing Director, Corporate Responsibility for the Western Region of JPMorgan Chase, managing the firm's global philanthropy, corporate responsibility and government relations teams in the West. Ms. Decker has worked over the twenty years in the arena of government affairs, public policy and business development. Prior to her current position, Ms. Decker was Managing Director at APX Environmental Markets, a leading global provider of environmental market infrastructure for the global carbon and renewable energy markets. Before joining APX, Ms. Decker spent five years with Rose & Kindel, an international public affairs and communications firm. Ms. Decker served as Director of Policy and Senior Advisory to California Governor Gray Davis, where she led numerous initiatives relating to California's economy, infrastructure, competitiveness, international trade, education and energy. She was also Undersecretary for the California Trade and Commerce Agency. Before her return to California, Ms. Decker spent over a decade in Washington, DC and was a senior appointee for President Clinton, serving as a Senior Policy Advisor on international trade and then Deputy Assistant Secretary for Policy and Planning in the Office of U.S. Secretary of Commerce William M. Daley. In 1997 she led the United States delegation to the annual G-7 Jobs conference in Kobe, Japan. Ms. Decker also served as Senior Policy Advisor on international trade and economic issues to U.S. Secretary of Commerce Ron Brown and U.S. Secretary of Commerce Mickey Kantor. Ms. Decker also worked as a senior staffer in the U.S. Senate, serving as Trade Counsel to the Chairman of the Senate International Trade Subcommittee, and Legislative Counsel to Senator Max Baucus (D-MT). From 1991 to 1993 she was an Associate with the law firm, O'Melveny and Myers in its Washington, DC office practicing international trade law. Ms. Decker graduated from Stanford University with a bachelor's degree in International Relations (1986). She earned a Juris Doctorate with Honors and an LLM in International and Comparative Law from Duke University School of Law. Ms. Decker currently serves as a member of the Board of Directors of the Civil Justice Association of California and as an External Advisory Council member for the Stanford Center on Longevity.

### DAVID DEWILDE

*Private Investor*

Mr. deWilde is currently a private investor and a management consultant focused on executive search and leadership assessment. Mr. deWilde recently taught in the leadership development program at the Stanford Graduate School of Business. In 1989 he founded Chartwell Partners International, an executive search firm that served private equity investors and public companies recruiting CEOs and other senior management. In 1999 Chartwell was acquired by LAI and ultimately Monster.com. Earlier, Mr. deWilde's career spanned law, financial services, and government. In 1981 he joined Fannie Mae as EVP Policy and Planning and helped launch a successful turnaround. Earlier Mr. deWilde served as Deputy Commissioner of the FHA until he was appointed President of Ginnie Mae in 1976. An investment banker at Lehman Brothers and later a Managing Director of Lepercq de Neuflize & Co., Mr. deWilde was involved in the creation and sale of the first conventional mortgage-backed securities. He began his career as a lawyer on Wall Street at Curtis, Mallet-Prevost, Colt and Mosle, before moving to Washington. Mr. deWilde has served as a director of several public and private corporations in financial services, real estate and the fashion industry; and chaired the board of St. Luke's School. Mr. deWilde and his wife Katherine August-deWilde have four terrific children. Mr. deWilde has an AB from Dartmouth College; a JD from the University of Virginia Law; and an MS in Management (Sloan Fellow) from Stanford Graduate School of Business (1984).

**KIMBERLY (KIM) OLSON DORGAN**

*Managing Director, SIGNAL Group*

Kimberly Olson Dorgan is a Managing Director at SIGNAL Group, a government relations, public affairs and communications firm in Washington, DC where she provides strategic advice on public policy, legislation, regulation and politics to a diverse client base.  Board memberships include the Transamerica Corporation and Bipartisan Policy Center Action, the advocacy arm of a Washington-based think tank.  Prior to joining SIGNAL in 2015, Ms. Dorgan spent 16 years at the American Council of Life Insurers, a large financial services trade association.   She was the second ranking executive and Senior Executive Vice President of Public Policy where her responsibilities included overseeing overall direction of the Association, managing senior staff on current industry issues, identifying emerging issues, developing strategies and timelines for projects.  She served as the trade association's chief liaison with the Senate, House of Representatives and Administration.  Ms. Dorgan is a Washington State native.  She has a MA in International Affairs (business and economics) from The George Washington University and a BA in History from Washington State University.

**MARY JANE ELMORE**

*Former General Partner and Present Consultant, Institutional Venture Partners*

Mary Jane Elmore, was one of the first women venture capital partners on the West Coast, joining the venture capital firm of Institutional Venture Partners (IVP), Menlo Park, California in 1982. She has invested broadly in all stages and areas of information technology companies throughout her career. She served as a General Partner in eight IVP funds and on the Board of Directors of numerous private and public information technology companies.

Prior to joining IVP, Ms. Elmore was a marketing manager at Intel Corporation's Development Systems Division. She was part of a small team of professionals across all divisions of Intel that worked closely with the sales force to achieve market leadership of Intel microprocessors. Currently Ms. Elmore is an advisor to the IVP funds and a private angel investor. She is a member of The Broadway Angels, a group of experienced female angel investors. She is on the Advisory Council of the Stanford Graduate School of Business and the Stanford Center on Longevity Advisory Council. She has also served as a Director of the Western Association of Venture Capitalists (WAVC); the Stanford University Business School Trust; the Board of Trustees of Sacred Heart Schools, Atherton, California; and the Purdue University Mathematics Advisory Council. Ms. Elmore was a member of the inaugural class of Stanford's Distinguished Career Institute and spent full time at Stanford in 2015.Ms. Elmore earned a B.S. in Mathematics from Purdue University and an M.B.A. from Stanford University. Ms. Elmore supports philanthropies that advance education at all levels and is passionate about the visual arts.

## MATT FELOWES

*Consumer finance expert and founder and CEO of United Income*

Matt Fellowes is a consumer finance expert and the founder and CEO of United Income. Prior to founding United Income, Matt was the Chief Innovation Officer at Morningstar and the founder and CEO of HelloWallet, an award-winning financial guidance software company acquired by Morningstar Inc. in 2014. Earlier in his career, Matt was a Fellow at the Brookings Institution and an adjunct professor of public policy at Georgetown University and George Washington University. Matt currently sits on the Board of Directors of Fellowes Inc. and a number of advisory councils. His consumer finance work has been published in academic journals and covered in top media around the world, including feature stories in *The Wall Street Journal, Economist, The New York Times*, NBC Nightly News, CBS Evening News, and ABC World News, among many others. Matt has testified in front of the U.S. Congress and State Houses across the country and advised dozens of elected officials, businesses, and banking regulatory agencies on consumer finance issues. A native of Chicago, he holds a PhD from the University of North Carolina at Chapel Hill, an MPP from Georgetown University, and a BA from St. Lawrence University. In addition to receiving numerous awards for his work, Matt had the honor of being selected by the Huffington Post as a Top 100 Game Changer and a “Tech Titan” by the Washingtonian. He lives in Washington, DC with his wife and two daughters.

## JANE FONDA

*Actress, Activist, Advocate, Author, and Fitness Guru*

Ms. Fonda’s acclaimed work on stage and screen has earned her Oscars (Best Actress in 1971 for *Klute* and in 1978 for *Coming Home*) and an Emmy for her performance in *The Dollmaker*. Ms. Fonda returned to Broadway in 2009 and received a Tony Award nomination for her role in *33 Variations*. Ms. Fonda’s philanthropy includes founding the Georgia Campaign for Adolescent Pregnancy Prevention (G-CAPP) aiming to reduce the high rates of adolescent pregnancy in Georgia. Ms. Fonda has also established the Jane Fonda Center for Adolescent Reproductive Health at the Emory School of Medicine in Atlanta. She has been a clear and strong advocate for empowerment of women and girls. Along with Gloria Steinem and Robin Morgan, she co-founded Women’s Media Center and she sits on the board of Eve Ensler’s V-Day: Until The Violence Stops, a global effort to stop violence against women and girls. In 1994, Ms. Fonda was named Goodwill Ambassador for the United Nations Population Fund. Ms. Fonda revolutionized the fitness industry with the release of the best-selling *Jane Fonda’s Workout* in 1982, followed by 23 home exercise videos, 13 audio recordings, and five books. In 2005 she published her memoir, *My Life So Far*. In her latest book, *Prime Time*, she offers a comprehensive guide to living life to the fullest, particularly beyond middle age. Ms. Fonda currently resides in Los Angeles.

**CHRISTOPHER HARTE**

*Chairman, Harte-Hanks, Inc.*

Mr. Harte is chairman of the board of Harte-Hanks Inc. (a direct marketing and shopper publishing company) and has served on its board since 1993. He spent much of his career in the newspaper business, most recently as publisher of the *Minneapolis Star Tribune*, and previously as publisher of the *Portland Press Herald, Akron Beacon Journal,* and *Centre Daily Times*. He began his newspaper career as managing editor of *The Stanford Daily* and was a reporter for the Associated Press, and a manager at the *Miami Herald*, *Knight-Ridder*, and the *Austin American-Statesman*. Mr. Harte has served as a Director of Crown Resources Corp., Geokinetics Inc., and numerous private companies. He has been restoring prairie at his ranch west of Austin for 25 years. He is a director of Outward Bound USA and the Austin Community Foundation and was previously a director of the National Audubon Society. Mr. Harte joined the Dallas office of McKinsey & Company after receiving an MBA from The University of Texas at Austin. He received his BA from Stanford University in Political Science (1969).

**RUSSEL (RUSS) HILL**

*Chairman, CEO, Halbert Hargrove Global Advisors LLC*

Mr. Hill received his BA in Economics from Stanford University and his MBA from the Stanford Graduate School of Business. Mr. Hill's affiliations and service include: past President of Stanford Business School Alumni Association, past President of Family Service of Long Beach, past President of Long Beach Rotary, past Chairman of SCAN Healthplan as it grew from annual revenues of $22 million to over $280 million prior to its conversion to a Medicare Advantage plan, co-founder of William Hill Winery, Founding Vice-Chairman/Treasurer and three-term Chairman of the Long Beach Aquarium of the Pacific. He served as Chair of the Long Beach Memorial Medical Center, Community Hospital of Long Beach, and Miller Children's Hospital Governing Boards until June of 2014. Mr. Hill is currently Chair of the Investment Committee for Memorial Care Health Systems, a multi-fund $2.4B portfolio and is the lead consultant for a family office with approximately $1.5B in investable assets. He is also currently Chair of the International Center for Wealth Advisory Excellence. Mr. Hill was awarded the Accredited Investment Fiduciary Analyst™ designation by the University of Pittsburgh-affiliated Center for Fiduciary Studies.

**JOEL HYATT**

*CEO, Co-Founder and Chairman of Globality, Inc.*

Joel Hyatt is a serial entrepreneur who has successfully launched and scaled several disruptive companies. Each was inspired by his belief that there are private sector solutions to pressing societal issues. *BusinessWeek* recognized him as one of the top 50 business leaders in the United States. Joel is currently CEO, Co-founder and Chairman of Globality, Inc., which is building a new ecosystem for global trade in business services. Globality's mission is to make globalization work by enabling small and midsize companies to participate in the global economy — helping them grow, create jobs and foster innovation. Previously, he was CEO and Co-founder of Current Media. Under Joel's leadership, Current TV grew to 70 million subscriber households, won two Emmy® Awards and received several accolades for outstanding investigative journalism. Prior to Current Media, he was CEO and Co-founder of Hyatt Legal Services and Hyatt Legal Plans — the largest provider of employer-sponsored group legal plans at over 200 Fortune 500 companies, serving 10 million families (acquired by MetLife). He was also a faculty member at Stanford University's Graduate School of Business, teaching highly popular entrepreneurship courses. He also taught legal ethics and professional responsibility at Stanford Law School. Joel presently serves on the Boards of the Rand Corporation and Stanford University Hospital.

**FRANK (GARD) JAMESON**

*Author and Professor, University of Nevada, Las Vegas*

Dr. Jameson received his PhD from Pacifica Graduate Institute in 2005. He teaches Chinese and Indian philosophy in the Philosophy Department at the University of Nevada, Las Vegas. Prior to his tenure at UNLV, Mr. Jameson spent 25 years practicing as a Certified Public Accountant and Director of Financial Planning at Piercy, Bowler, Taylor & Kern and Touche Ross. He is the author of three books, *Footprints on the Sands of Time*, the story of his mentor, Dr. Raymond M. Alf, Phaethon, *Our Mythic Moment*, an ancient Greek tale that illuminates our current predicament, and *Monkey, Our Mythic Moment*, the grand epic of China. Mr. Jameson helped found and chairs the boards of the Children's Advocacy Alliance, the Interfaith Council of Southern Nevada and the Nevada Institute for Spirituality in Healthcare. He is the Treasurer and Cofounder of VMSN (Volunteers in Medicine in Southern Nevada). Mr. Jameson also helped found the Nevada Community Foundation. Mr. Jameson also serves on the board of the Stillpoint Center for Spiritual Development and the Alf Museum of Life in Clarement, California; and is a minister at the Grace Community Church in Boulder City, Nevada. Mr. Jameson has a BA in Religious Studies from Stanford University (1975). Mr. Jameson's greatest joy is his wife, Florence and their two children, Michael and Julia.

**LEWIS B. KADEN**

*Former Vice Chairman, Citigroup Inc.*

Lewis B. Kaden is former Vice Chairman of Citigroup Inc. Since he joined Citigroup in 2005, he has had, for all or part of the time, oversight responsibility for global functions as well as several businesses including the Japan franchise and Citi Alternative Investments (CAI). He served as the Chairman of the Citi Foundation, the Institutional Client Group's Public Sector Group, the Business Practices Committee and the Controls and Compliance Committee. Additionally, Mr. Kaden advised the Citigroup CEO on a range of strategic and franchise matters. Mr. Kaden is the Lead Independent Director of ArcelorMittal, Chairman of the Board of Trustees of the Markle Foundation and Vice Chairman of the Board of Trustees of the Asia Society. Before joining Citigroup, Mr. Kaden was a partner at Davis Polk & Wardwell. Previously, he was a Professor of Law at Columbia University from 1976 to 1984 and Director of Columbia's Center for Law and Economic Studies from 1980 to 1984. He served as a moderator for the Public Broadcasting System's Media and Society Seminars, including the "Ethics in America" series which won a Peabody award. Additionally, Mr. Kaden served as Chairman of the United States Government Overseas Presence Advisory Panel (1999-2000), the Industrial Cooperation Council of the State of New York, and Governor Mario Cuomo's Commission on Competitiveness (1987- 1992.) Mr. Kaden graduated from Harvard College and Harvard Law School, where he was an editor of the Law Review. During 1963-64, he was the John Harvard Scholar at Emmanuel College, Cambridge University.

### BERNADETTE (BERNIE) KELLER

*Director and Founding Member, Chicago Transplant Ethics Consortium*

Bernadette (Bernie) Keller is a Director and Founding Member of the Chicago Transplant Ethics Consortium, a Board Member of Life Matters Media, and a former member of the Northwestern Memorial Medical Ethics Committee and National Organ Transplant Round Table. She is currently enrolled at the University of Chicago Graham School where she is engaged in course work in Ethics and End of Life issues. Ms. Keller was born and raised in Rochester, New York and attended college in upstate New York. She lived in Boston, Massachusetts for 23 years and was in the Real Estate Development Business in Boston where she held positions in sales, marketing and management. Ms. Keller currently resides in Chicago with her husband, Bill Daley.

### ANNE KENNER

*Attorney at Law; Civics Teacher, Gateway High School*

From 1986-2000, Anne Kenner served with the United States Department of Justice as an Assistant United States Attorney, Criminal Division. Based first in New York and then in San Francisco, Anne specialized in narcotics, organized crime, and white-collar fraud prosecutions. In San Francisco, she also served as the Chief of Appeals. From 2003-2009, Anne was an Adjunct Professor at Hastings College of the Law, University of California, where she taught Criminal Procedure. In 2009, Anne joined the faculty at Gateway High School, a public charter school in the San Francisco Unified School District, where she taught Civics for six years. While at Gateway, Anne earned a clear single subject teaching credential from the California Commission on Teacher Credentialing. From 2005 to 2011, Anne served as a Trustee of the World Affairs Council of Northern California. She is also a former Trustee of the Katherine Delmar Burke School in San Francisco, and the Friends of the San Francisco Public Library. Anne's husband, Jim Scopa, is a venture capitalist specializing in the medical sciences. Anne and Jim have two adult children, Sally and Will, and two far less mature Australian Shepherds. Ms. Kenner obtained her AB from Harvard College, and her JD from the University of California, Berkeley.

**JODEE KOZLAK**

*Executive Vice President, Human Resources, Target Corporation*

Ms. Kozlak is Executive Vice President of Human Resources for Target and a member of its Executive Committee. In this role she sets the strategy for enterprise talent management and organizational design and alignment as well as team culture and employment brand. Ms. Kozlak supports the corporation's retail and credit card segments, including stores, supply chain, headquarters and international operations. Ms. Kozlak joined Target in 2001 as Director of Employee Relations and Employee Relations General Counsel. She was named Vice President, Human Resources and Employee Relations in 2005 and Executive Vice President, Human Resources reporting to the CEO in 2006. She is also a trustee of the Target Foundation. Prior to joining Target, Ms. Kozlak was a partner in the litigation practice of Greene Espel, PLLP, a Minneapolis law firm. She also previously served as a senior associate at Oppenheimer Wolff & Donnelly and a senior auditor at Arthur Andersen & Co, both in Minneapolis. Ms. Kozlak is Past President of the Board of Directors of The Guthrie Theater and a member of the Board of Overseers for the Carlson School of Management. She is also on the boards of C.H. Robinson Worldwide Inc., a global transportation and logistics provider, and OneVillage, a non-profit focused on microfinance. Ms. Kozlak received a B.A. degree in Accounting from the College of St. Thomas in 1985 and earned her JD from the University of Minnesota in 1990.

**VINCENT MAI**

*Chairman and Chief Executive Officer, Cranemere, LLC*

Mr. Mai is the Chairman and CEO of Cranemere, LLC since the firm was founded in January 2012. Prior to joining Cranemere, Mr. Mai was at AEA from 1989 to the end of 2011. He joined AEA as CEO and became Chairman in 1998. AEA is one of the oldest private equity firms in the U.S. with offices in New York, London, Munich and Hong Kong. AEA focused on implementing successful operating improvements in its portfolio companies and working in close partnership with management teams to build businesses. These elements established AEA as one of the most successful global middle market private equity investment firms in the last twenty years. Mr. Mai served as Chairman of the Investment Committee for the 2006 Investment Program; and has served on the boards of many of AEA's portfolio companies. Before joining AEA, Mr. Mai was a Partner at Lehman Brothers. He was head of that firm's international investment banking activities and co-head of all of its investment banking activities. Before assuming management responsibilities at Lehman, Mr. Mai worked with a broad range of European and U.S. businesses on their strategic and capital-raising needs. Mr. Mai started his career at S.G. Warburg & Co. in London, where he became an Executive Director. During that period, he worked closely with Sir Siegmund Warburg, one of the co-founders of AEA. Mr. Mai is involved in several not-for-profit activities. He is Chairman of the Board of Sesame Workshop, producers of Sesame Street, a leading children's educational television program featured in more than one hundred countries. Mr. Mai also serves on the boards of the International Center for Transitional Justice and the Juilliard School. He was a director and currently a member of the Council on Foreign

Relations. For 10 years during the 1990's, Mr. Mai was a director of The Carnegie Corporation of New York, and Fannie Mae. Mr. Mai, who grew up in South Africa, is a Chartered Accountant and was educated at the University of Cape Town.

### TED MATHAS

*Chairman, President and Chief Executive Officer, New York Life Insurance Company*

Ted Mathas is Chairman of the Board, President, and Chief Executive Officer of New York Life Insurance Company, the nation's largest mutual life insurer with more than $540 billion in assets under management. As chief executive, Mr. Mathas is responsible for running all aspects of the company, including U.S. and Mexico operations. The core business includes life insurance, retirement income, investment management, and long-term care insurance. Mr. Mathas has been a director of the company since July 2006. In July 2007, Mr. Mathas was named President by the Board of Directors. He became Chief Executive Officer on July 1, 2008. On June 1, 2009, Mr. Mathas became Chairman of the Board of Directors, retaining the title of President and CEO. In August 2014, Mr. Mathas was appointed a member of the Federal Advisory Committee on Insurance, a group of state legislators and regulators, insurance executives, college professors and consumer advocates that advises the Federal Insurance Office of the U.S. Department of the Treasury. He also serves on the boards of The Financial Services Roundtable, where he is a member of the board's Executive Committee; the American Council of Life Insurers; the U.S. Chamber of Commerce; the American Museum of Natural History; the Partnership for New York City; the Norfolk Collegiate School; and the Hackley School. Mr. Mathas graduated with an A.B. from Stanford University, with distinction, in 1989. He received a J.D. from the University of Virginia in 1992, where he was a member of the Virginia Law Review and the Order of the Coif.

### APRIL MCCLAIN-DELANEY

*Washington Director, Common Sense Media, Inc.*

Ms. McClain-Delaney serves as Washington Director of Common Sense Media, Inc. Prior to joining Common Sense, Ms. McClain-Delaney spent 15 years working in the communications arena in various roles. She then spent five years with Orion Network Systems as Vice President and Director. Ms. McClain-Delaney worked for three years as an FCC attorney with Cohn & Marks, a boutique broadcast and cable firm. In the 1990s Ms. McClain-Delaney co-founded USAT, an international satellite-based Internet services company. More recently, Ms. McClain-Delaney has worked on children's issues in the nonprofit sector. She oversees the Delaney Family Foundation fund and has served on multiple boards, including those of the Children's Hospital Foundation, the Community Foundation of the Capital Region, the Boys & Girls Clubs of the Washington Metropolitan Area, Discovery Creek's Children's Museum, and Family Life Services. Ms. McClain-Delaney also serves on the Georgetown Law Board of Visitors. She is licensed to practice law in Washington, D.C. and New Jersey and is a Member of the Federal Communications Bar Association. Ms. McClain-Delaney holds a bachelor's degree in communications from Northwestern University and a law degree from Georgetown Law Center.

**DOREEN MCELVANY**

*Former Vice President, Metromedia Co.*

Ms. McElvany was the former Vice President of Metromedia Company, and the former President of Rastar Productions at Columbia Picture. She has served on the boards of KCET/PBS, the Nature Conservancy of Alaska, and the Nature Conservancy of California. Ms. McElvany is a longtime supporter of the Center for Non-Proliferation Studies at the Middlebury Institute of International Studies. She received her BA in Russian Studies at UC Davis.

**IRENE MECCHI**

*American Writer*

Ms. Mecchi is an American writer who has written for print, television, live-action film and theatre. Her feature film writing credits are on Disney's *The Lion King*, *The Hunchback of Notre Dame* and *Hercules*. She is co-author of *The Lion King*, Broadway, directed by Julie Taymor. The show won six Tony Awards – including Best Musical. Having celebrated its fifteenth anniversary, on Broadway, the show is one the most successful titles in entertainment history, with a remarkable worldwide footprint. Currently, there are nine productions on stages around the world. With a cumulative gross in excess of $5 billion, the title has already earned more than the biggest hit films in movie history: more than *The Lord of the Rings* trilogy combined, more than the six *Star Wars* films combined, and more than *Avatar* and *Titanic*, the #1 and #2 highest-grossing films in movie history, combined. Ms. Mechhi adapted the Broadway musical, *Annie*, for ABC and earned a writing credit on Pixar's 2012 release, *Brave* – which won the Oscar for best Animated film. She is currently adapting the classic *A Star Is Born* as a stage musical for Warner Theatricals and is working on an original feature at Lucasfilm that will be released in 2015. A third-generation San Franciscan, Ms. Mecchi earned a degree in theatre from the University of California at Berkeley and continued her studies at the American Conservatory Theatre in San Francisco.

**THOMAS E. MOORE, III**

*Managing Director, First Republic Bank*

Mr. Moore is a Managing Director and Investment Consultant with First Republic Investment Management, managing investments for private clients, foundations and endowments in the U.S. and abroad.  With over 25 years of banking and investment experience, his expertise includes comprehensive asset allocation, managing and overseeing various types of global equity, fixed income and alternative product portfolios and financial and estate planning. Prior to joining First Republic in late 2013, Mr. Moore was a Director and Investment Representative with Barclays Wealth for 5 years and also a Principal and Financial Advisor with Bernstein Global Wealth Management from 1998 to 2009.  At both former firms, he also advised and managed investments for sophisticated U.S. and global client relationships.  From 1988 to 1998 Mr. Moore was with the New York Stock Exchange where as a Managing Director of the NYSE he was responsible for US new business development and strategies, managing US

Listed company relationships and was a member of the Eligibility Review Committee charged with reviewing the qualifications of companies and approving their listing on the NYSE. In the 7 years prior to his NYSE experience, 1981 to 1988, he was a credit and lending officer with several New York based money center banks, including The Bank of New York and Citibank, completing Citibank's extensive Credit Training Program. Mr. Moore holds a Bachelor's degree in Economics from Stanford University (1981). Mr. Moore is very active in numerous educational, cultural and charitable organizations. He currently serves as an Advisory Council member of the Stanford University Center on Longevity, an Executive Board member of the Elton John AIDS Foundation, a Trustee of Jewish Home Lifecare.

### NINA NASHIF

*Managing Director, Sandbox Industries*

Nina Nashif is a Managing Director at Sandbox Industries, a start-up foundry and early-stage venture capital firm, where she leads new business development and strategic initiatives. She is also the Founder and CEO of Healthbox, a business platform created to stimulate global innovation and entrepreneurship in the health care industry. Ms. Nashif's background includes more than ten years of global business experience within very different organizational settings. Prior to joining Sandbox, she was on the executive leadership team of Sg2, a private healthcare analytics and consulting firm, where she founded and led the international division based in London, England. While at Sg2, she worked with both the public and private health care sectors in more than ten countries around the world, including the United Kingdom, United Arab Emirates, Thailand, Singapore, Hong Kong and Australia. Her professional experience also includes tenure as a consultant to the leadership team of the Health Authority Abu Dhabi, Director of Market Development in the International Services Division of The Methodist Hospital in Houston, Texas and Co-Founder of a Turkish cotton textile business in New York/Istanbul. She is a member of the International Women's Forum, on the Life Sciences Advisory Board of Springboard and involved in local civic organizations that support education, women and children. Ms. Nashif received her undergraduate degree from the University of Illinois at Urbana-Champagne and her Master of Science in Health Administration from Washington University School of Medicine in St. Louis, Missouri.

### CATHERINE B. REYNOLDS

*Chairman and CEO, The Catherine B. Reynolds Foundation*

Catherine B. Reynolds brings to the world of philanthropy the same energy and entrepreneurial spirit that ensured her success in the realm of commerce. As the leader of two businesses, Mrs. Reynolds created a new and affordable way for Americans to finance a college education. A bold, innovative thinker, she developed a privately-funded supplement to government student loan programs. Through her vision and perseverance, hundreds of thousands of Americans have been able to attend the college of their choice. In only one decade, this creative approach to private educational financing revolutionized student lending and spawned a multibillion-dollar industry. Mrs. Reynolds devotes her time and abilities primarily to philanthropic pursuits. She was selected by Businessweek as one of the most philanthropic living Americans and the first self-made woman ever to make their list. Mrs. Reynolds' efforts on behalf of higher education have been recognized by honorary degrees from Georgetown University, Morehouse College and Willamette University, as well as the NYU Gold Medal presented to her upon induction into The Sir Harold Acton Society. She is also the recipient of the Woodrow Wilson Award for Corporate Citizenship, bestowed annually by the Woodrow Wilson International Center for Scholars. Mrs. Reynolds has served as a member of the U.S. Secretary of Education's Commission on the Future of Higher Education. Mrs. Reynolds was selected as 2011 Washingtonian of the Year, honoring "local heroes whose good works and generous spirits make Washington a great place to live and work."

### JOHN (JACK) ROWE, FOUNDING CHAIRMAN

*Professor, Department of Health Policy and Management, Columbia University Mailman School of Public Health*

From 2000 until his retirement in late 2006, Dr. Rowe served as Chairman and CEO of Aetna, Inc., one of the nation's leading health care and related benefits organizations. Before his tenure at Aetna, from 1998 to 2000, Dr. Rowe served as President and Chief Executive Officer of Mount Sinai NYU Health, one of the nation's largest academic health care organizations. From 1988 to 1998, prior to the Mount Sinai-NYU Health merger, he was President of the Mount Sinai Hospital and the Mount Sinai School of Medicine in New York City. Before joining Mount Sinai, he was a Professor of Medicine and the founding Director of the Division on Aging at the Harvard Medical School, as well as Chief of Gerontology at Boston's Beth Israel Hospital. Currently, Dr. Rowe chairs the MacArthur Foundation's Research Network on an Aging Society and chairs the Institute of Medicine's Forum on Aging, Disability and Independence. He was elected a member of the Institute of Medicine of the National Academy of Sciences and a Fellow of the American Academy of Arts and Sciences. In addition, he serves on the Board of Trustees of the Rockefeller Foundation and is a former member of the Medicare Payment Advisory Commission (MedPAC). Dr. Rowe is also Chairman of the Board of Trustees at Marine Biological Laboratory in Woods Hole, Massachusetts. Rowe is Founding Chairman of the Center on Longevity's External Advisory Council.

### VICTORIA SANT

*Co-Founder and President, The Summit Foundation & The Summit Fund of Washington*

Ms. Sant is the co-founder and President of The Summit Foundation and The Summit Fund of Washington. The Summit Foundation provides support for international adolescent leadership training, reproductive health initiatives, and the conservation of the Mesoamerican Reef ecosystem. Further, the Summit Fund of Washington focuses its efforts on improving the health and sustainability of the Anacostia River and preventing teen pregnancy in the District of Columbia. Ms. Sant is President of the National Gallery of Art. She is a member of the Board of The Phillips Collection, Vital Voices Global Partnership, The National Campaign to Prevent Teen Pregnancy, Foundation for Art and Preservation in Embassies (FAPE), The Brookings

Institution, The International Center for Research on Women (ICRW) and Kakenya Center for Excellence. Ms. Sant is a Chair of the Stanford In Washington Council and also serves on the World Wildlife Fund National Council, the National Geographic Council of Advisors, The Woods Institute for the Environment Advisory Council, the International Council of MoMA (Museum of Modern Art) and is a member of ArtTable. Mrs. Sant completed her term on the Stanford University Board of Trustees in 2007; and was a board member of Population Action International from 1979 to 2008. She is also an Emeritus member of The Community Foundation for the National Capital Region. She received her BA in History (1961) and did graduate work in Speech Pathology and Audiology, both from Stanford University. She lives with her husband, Roger W. Sant, in Washington, DC.

**MAUREEN SCHAFER**

*President, The Schafer Company*

Ms. Schafer is President of The Schafer Company. She is formerly Chief Corporate Development Officer at LifeNexus, Inc., a health care technology company dedicated to mobile personal health information. Previously, Ms. Schafer led the Cleveland Clinic Nevada as its Chief Emerging Business Officer since 2010. Cleveland Clinic established their presence in Las Vegas, Nevada in 2009 after Ms. Schafer, as the CEO of Keep Memory Alive (KMA), led the $100 million acquisition of the organization today known as the Cleveland Clinic Lou Ruvo Center for Brain Health and its support organization KMA. As Chief Emerging Business Officer, Ms. Schafer coordinated future Nevada and western U.S. expansion, development and partnership opportunities for the Cleveland Clinic. Ms. Schafer joined KMA in 2007 as its Chief Operating Officer, during a time when the organization was in the first stages of an $80 million capital project with architect Frank Gehry. Over the next two years, Ms. Schafer was elevated to CEO and built an internal operations team that enabled construction and future medical operating requirements to be met. Nationally, Ms. Schafer is an advisory member of the O’Connor Judicial Selection Initiative, a board founded and Chaired by former Supreme Court Justice Sandra Day O’Connor that protects judicial independence. She is also an advisory member of the Stanford Center for Longevity. Ms. Schafer is the Chairman of the Chairman’s Council for Conservation International, an organization with a presence in approximately 40 countries working to enhance human wellbeing and life on the planet in partnership with governments, institutions and corporations. She is also an advisory member of the GWU Athletics National Advisory Council. Ms. Schafer also leads a community-based leaders organization, the Council for a Better Nevada, an organization comprising Nevada’s leading CEOs and industry leaders whose purpose is to engage private, public and non-profit sector resources to positively impact Nevada issues of critical community interest. Within Nevada, Ms. Schafer serves on the Agassi Charter Academy school board, Volunteer’s in Medicine and is Chairman of the Nevada Community Foundation. Past board engagements have included being a founding Governor appointed Commissioner of the Nevada Commission on Homeland Security in 2003, where she served until 2012. She also participated in the Nevada Base Realignment and Closure (BRAC) committee led by Congressman Gibbons to maintain Nevada’s military base holdings.

Ms. Schafer received her MBA and BS in Exercise Science from the George Washington University in Washington D.C. She attended her undergraduate studies while on a soccer scholarship and was also a member of the women's lightweight varsity crew team. Past pursuits include competing in the Hawaii Ironman world championships, competitive cycling and ultra-distance marathons. Born in Indiana and raised outside of Chicago, she has lived in Las Vegas since 1999 and has a daughter.

### JEFF SCHROEDER

*Chief Administrative Officer, Goldman Sachs*

Mr. Schroeder has been Chief Administrative Officer at Goldman Sachs since 2007. Mr. Schroeder is a member of the Management Committee and the Client & Business Standards Committee. Previously, Mr. Schroeder was Chief Operating Officer of the Securities Division for four years. Mr. Schroeder has been at Goldman Sachs for over 25 years and has held a broad range of leadership positions. He was named managing director in 1999 and partner in 2000. In 2011 Mr. Schroeder served as co-chair of his Stanford 25th Reunion Special Gift committee. Mr. Schroeder also serves as a Trustee of Oak Knoll Scholl of the Holy Child. Mr. Schroeder earned his BA in Political Science from Stanford University (1986) and an MPPM from Yale University. Mr. Schroeder and his wife Angela (MBA Stanford University 1990) live in Summit, New Jersey with their six children.

### ANDREW SIEG

*Managing Director, Head of Global Wealth & Retirement Solutions, Bank of America Merrill Lynch*

Mr. Sieg is Head of Global Wealth & Retirement Solutions (GWRS) for Bank of America Merrill Lynch. GWRS provides a comprehensive set of investment products and services, as well as retirement solutions, to the Company's clients and financial advisors globally. Mr. Sieg first joined Merrill Lynch in 1992 as an analyst in the Global Wealth Management business, later serving in senior strategy and field leadership roles during the next 13 years. Before rejoining the company in 2009, Mr. Sieg led the Emerging Affluent Client Segment within Citigroup Global Wealth Management from 2005 to 2009. Prior to his career at Merrill Lynch, Mr. Sieg served in The White House as an aide to the assistant to the President for Economic and Domestic Policy. Mr. Sieg earned a Bachelor of Science in Economics from Penn State University. He also holds a Master in Public Policy (MPP) degree from the Harvard Kennedy School (HKS) and serves as a member of the HKS Dean's Council. Mr. Sieg serves on the boards of ReadWorks.org, a non-profit dedicated to ensuring students in our nation's neediest public schools have literacy skills to compete and succeed in life, and The Peter Westbrook Foundation, which helps inner-city children develop life skills through the sport of fencing, academic support and mentoring. Mr. Sieg also represents Bank of America Merrill Lynch on the board of the Global Coalition on Aging, an organization of industry leaders committed to advocating for aging populations and to reshaping how society prepares for this profound demographic shift.

### ANNE BENNETT SPENCE

*Managing Director, Cambridge Associates, LLC*

Cambridge Associates, LLC is a global investment consulting firm that works with endowed institutions and family offices. At Cambridge Associates, she leads the areas of governance and strategic/operational planning for nonprofit, endowed institutions including universities, colleges, foundations, hospitals, independent research institutes, and museums. Before joining the firm in 1981, Ms. Spence was a consultant at Bain & Company. Prior to that, she was Associate Dean of Harvard College, a financial position focusing on the undergraduate college. She has authored numerous research reports and working papers on such topics as the economics of research universities, competitive factors, conflicts of interest, the effect of "fair value" accounting on asset values, governance in the post-SOX era, and the implications of a market decline on institutions highly dependent on endowment. Ms. Spence is an Overseer and serves on the audit committee of the Beth Israel Deaconess Medical Center in Boston, one of the Harvard teaching hospitals. She is also on the Board of the Christian A. Johnson Endeavor Foundation, which funds liberal arts colleges and the performing arts. Previously she served on the Board of New York City Performing Arts Spaces, a web-based venture aimed at sourcing performance space for musicians, actors, and dancers (now merged with "Fractured Atlas"); the Zellerbach Family Foundation, which funds community programs and the arts in the Bay area; and several independent schools. Raised in China, Taiwan, Israel, Nigeria, and Washington, D.C., she holds a BA in economics from Wellesley College, an MA in East Asian Studies from Harvard University, and an MBA from Stanford University Graduate School of Business (1975).

### WARREN E. (NED) SPIEKER, JR.

*Founder and Former Chairman and CEO of Spieker Properties*

Ned Spieker is the founder and former Chairman and CEO of Spieker Properties (NYSE), one of the largest owner operators of commercial property in the U.S. The company focused on development, ownership and operations of office, industrial and shopping centers in the western United States. Spieker Properties was sold in 2001 to another public company, which became then the largest public real estate company in the U.S. Today Ned is the founder and Chairman of Continuing Life communities, a seniors community company that operates large-scale seniors communities in California. Ned also owns and operates agriculture properties including, rice, almonds, cattle and wine grapes. He also invests and serves on the boards of several early and mid-stage tech companies. Ned and his wife of 49 years, Carol, met at UC Berkeley where they both graduated. They have four married children (all Cal grads) and 13 grandchildren who all live in California. Both Carol and Ned serve on several civic and philanthropic boards, including U.C. Berkeley Foundation, Menlo School and Sacred Heart School. Ned received the award for the Alumnus of the Year from the Haas School of Business at UC Berkeley, REIT Person of the Year from Realty Stock Review and real estate Deal Maker of the Year from San Francisco Business Times. Ned has also served on the board of several public companies including Trammel Crow, Equity Office, Health Care Properties along with his company, Spieker Properties.

### LINDA TARPLIN

*Co-Founder, Tarplin, Downs and Young, LLC*

Tarplin, Downs and Young, LLC was co-founded in January of 2006; Ms. Tarplin has been a leading healthcare consultant since 1993. Prior to that, she served in senior positions in the White House and the Department of Health and Human Services under two Republican Presidents. Ms. Tarplin was Special Assistant for Legislative Affairs to President George H.W. Bush, serving as the White House liaison to the Congress on health care issues. She also served under both Presidents Bush and Ronald Reagan in legislative and policy positions in the Department of Health and Human Services. Ms. Tarplin served in the Office of Legislative Affairs as the Deputy Assistant Secretary for Legislation overseeing legislative policies affecting the Department. Before joining the Reagan Administration, she was responsible for health care legislation for a Republican member of the Ways and Means Committee. In 1993, Ms. Tarplin was a founding principal of the OB-C Group (founded as O'Brien & Calio) and had built and managed their health care practice until the formation of the new firm.

### ALLEN THORPE

*Managing Director, Hellman & Friedman, LLC*

Mr. Thorpe is a Managing Director of Hellman & Friedman and leads the Firm's New York office. His primary areas of focus are Healthcare and Financial Services. Mr. Thorpe is a Director of Pharmaceutical Product Development, Inc., Emdeon, Inc., Sheridan Holdings, Inc., and Artisan Partner's Asset Management, Inc., and is a member of the Advisory Boards of Grosvenor Capital Management Holdings, LLLP and Stanford Center on Longevity. Mr. Thorpe was formerly a Director of Gartmore Investment Management Limited, Mitchell International, Inc., Mondrian Investment Partners, Ltd., Vertafore, Inc., Activant Solutions and LPL Investment Holdings, Inc. Prior to joining the Firm in 1999, Mr. Thorpe was a Vice President with Pacific Equity Partners in Australia and was a Manager at Bain & Company. Mr. Thorpe graduated from Stanford University with an AB in Public Policy (1992) and earned an MBA from the Harvard Business School where he was a Baker Scholar.

### SOLOMON TRUJILLO

*Chief Executive Officer, Trujillo Group, LLC*

Mr. Trujillo is an international business executive with three decades' experience as a CEO of large market cap global companies in the US, the EU, and Asia-PAC. A digital pioneer operating in the telecommunications, technology, and media space, Mr. Trujillo has been a long-time champion of high-speed broadband and a pioneer and innovator of smart phone and the mobile Internet to stimulate productivity and innovation across all sectors of the economy. Mr. Trujillo currently sits on corporate boards in the US, EU, and China – including Target, Western Union and ProAmerica Bank in the U.S.; WPP plc in the EU, and Silk Road Technologies in China, where he is board chairman. Mr. Trujillo has managed operations in more than 25 countries. After graduating from the University of Wyoming, where he earned a B.S. in Business and an MBA in Finance, Mr. Trujillo went to work for AT&T. Seven years later, he became the youngest executive officer in the history of the company. Following the break-up of the Bell monopoly in 1984, Mr. Trujillo joined US West, one of seven Bell operating companies established by the divestiture, working his way up to chairman, CEO, and president of the telecommunications giant. In this role, Mr. Trujillo was America's first US-born Hispanic to serve as CEO of a Fortune 200 company. In 2001, Mr. Trujillo joined the Board of Orange SA, a Paris-based multinational wireless giant with 50 million customers in 19 countries throughout Europe, Africa, and the Middle East. Two years later, Mr. Trujillo moved to the CEO position to prepare the company for acquisition, becoming the first American to lead a CAC-40 company. Mr. Trujillo served most recently as CEO of Telstra Corporation, Australia's largest media-communications enterprise, where he completed the privatization of a previously government-owned monopoly and led the transformation of a traditional telecommunications utility into an integrated media-communications company. In addition to his current board memberships, Mr. Trujillo has served on the corporate boards of PepsiCo, EDS Gannett, Bank of America, US West, and Orange and the advisory board of Alcatel. Mr. Trujillo has been a trade policy advisor to the Clinton and the second Bush administrations, trustee of Boston College, and currently serves on the advisory board of UCLA's School of Public Policy and the Tomas Rivera Policy Institute, a California-based think tank that addresses Latino issues in North America. Mr. Trujillo has also served as a commissioner on the Colorado Commission of Higher Education and on the boards of business groups and state and regional economic development groups in the western states of the US. In recognition of his lifetime commitment to workplace diversity, Mr. Trujillo received the Ronald H. Brown Corporate Bridge Builder Award from President Clinton in 1999. Mr. Trujillo's achievements in the privatization and transformation of Telstra were recognized by his selection as "CEO of the Year" for 2008 by Australian Telecom Magazine. Most recently, Mr. Trujillo received the first Brillante Award for Excellence from the National Society of Hispanic MBAs at the Society's annual conference and career expo on October 15, 2011. Mr. Trujillo was ranked by Hispanic Business magazine as one of the 100 Most Influential Hispanics in the United States.

### GAUTHIER VINCENT

*Principal (Owner), Deloitte*

Gauthier Vincent leads Deloitte's Wealth and Retirement Consulting Practice in the US. He has 20 years of experience in financial services as a consulting partner, an investment banker and a Private Banking executive. He hasadvised a number of leading wealth management firms and businesses in North America including Merrill Lynch, JPMorgan, Citi, Wilmington Trust, and Credit Suisse. His expertise is in customer growth and operating strategies. He has worked extensively in US, Canada, Europe and Asia. He is an alumnus of Booz & Co., Citi Private Bank, Credit Suisse Investment Bank, MarakonAssociates and the World Bank. Gauthier has published extensively on the wealth management industry, including: Digital Disruption in Wealth Management (2014); 10 Disruptors in Wealth Management (2015); Robo-Advisors: Capitalizing on a growing opportunity (2015); Generational Wealth (2015). Gauthier spoke on the topic of digital disruption and roboadvice at the InVestconference in NY (Digital and the

the HNW, June 2015; New Trends in Robo, June 2016) , the MMI conference in NY (RoboAdvisors: Industry Changers of Also-Rans? October 2015), and the Fin Tech conference in Miami (10 Disruptors, October 2015).

### NORMAN VOLK

*Chairman, The John A. Hartford Foundation, New York, and Member of the Hartford Board (1979)*
On June 11, 1997, Mr. Volk was elected President of the Foundation and on June 7, 2002, his fellow Trustees elected him Chairman. He serves on the Evaluation, Finance and Governance Committees and is also the Chairman of the Committee on Grants. The Hartford Foundation is the nation's leading private funder of education and training in aging and health. In the past 30 years, the Foundation has committed more than $400 million to over 200 organizations for programs to enhance and expand the training of doctors, nurses, social workers and other health professionals who care for elders, and promote innovations in the integration and delivery of services for all older people. Mr. Volk has been president of Chamberlain & Steward Associates, Ltd., an asset advisory firm, since 1985. Prior to that, he was a Senior Vice-President of Bessemer Trust Company for 13 years. He is currently a Trustee of Valparaiso University, as well as a member of the National Council of the College of Nursing. Mr. Volk also serves on New York University's College of Nursing Advisory Board. He was recently inducted as an Honorary Member of Sigma Theta Tau International, the Honor Society of Nursing. Mr. Volk received his B.A. degree from Indiana's Valparaiso University and his M.A. from Marquette University in Milwaukee. In 2004, he received an Honorary Doctor of Laws Degree from Valparaiso.

### GERALDINE (GERRI) WALSH

*President, FINRA Investor Education Foundation*
*Senior Vice President, FINRA Investor Education*
Gerri Walsh is Senior Vice President of Investor Education at the Financial Industry Regulatory Authority (FINRA). In that capacity, she manages FINRA's investor education initiatives, including developing and implementing new programs, creating interactive tools for investors, publishing print and online educational materials, and coordinating with government and non-profit partners. She also serves as President of the FINRA Investor Education Foundation, where she manages the Foundation's grant making and programmatic efforts to educate and protect investors. Her work focuses especially on research to advance understanding of the relationships among financial literacy, financial capability and financial well-being; leveraging distribution channels to distribute effective, unbiased financial education resources; and incubating scalable, sustainable programs focused on traditionally underinvested groups of Americans, including young adults, women, Native Americans and members of the U.S. military. She joined FINRA in May 2006. Prior to joining FINRA, Ms. Walsh was Deputy Director of the Securities and Exchange Commission's Office of Investor Education and Advocacy (OIEA) and, before that, Special Counsel to the Director of OIEA. She also served as a senior attorney in the SEC's Division of Enforcement, investigating and prosecuting violators of the federal

securities laws. From 1989 to 1994, Ms. Walsh was an associate with Hogan & Hartson (now Hogan Lovells LLC), a Washington, DC law firm. She received her J.D. from NYU School of Law in 1989 and her B.A. from Amherst College in 1985. She is a member of the New York and District of Columbia bars. She volunteers on the Board of Gifts for the Homeless, Inc. (a non-profit organization dedicated to helping the homeless in the greater DC area).

**LAYSHA WARD**

*Executive Vice President & Chief External Engagement Officer, Target*

Laysha Ward is Executive Vice President and Chief External Engagement Officer for Target and a member of the company's senior leadership team. She leads Target's commitment to integrate corporate citizenship into its daily operations with direct responsibility for sustainability, diversity and inclusion, service and philanthropy, and other key reputational strategies. Ms. Ward is a member of the Executive Leadership Council; Alpha Kappa Alpha Sorority; The Links, an international woman's service organization; the International Women's Forum; and the Advisory Board for the Aspen Institute Latinos and Society Program. She also sits on the for-profit board of directors for Denny's Corporation. Ms. Ward received her bachelor's degree in journalism from Indiana University and a master's degree in social services administration with an emphasis in management and public policy from the University of Chicago.

**MICHAEL (MIKE) WEISSEL**

*Executive Vice President, Optum*

Head of the Consumer Solutions Group

Michael Weissel is an Executive Vice President and CEO of Optum's Consumer Solutions Group. The Consumer Solutions Group provides solutions to help sponsors improve population health and empowers consumers to take ownership of their health. Prior to joining Optum, Mr. Weissel was with leading international management consulting firm Oliver Wyman for 17 years. He founded Oliver Wyman's Health & Life Sciences practice in 2007, and served as managing partner and global leader for that practice until 2013. Mr. Weissel has provided strategic leadership on a wide range of issues for health care system participants, with a specific emphasis on payers, health services and enablement companies. He has deep industry experience in health care reform, exchange and distribution strategies, value-based healthcare, customer and account management activities and organizational transformation. Prior to Oliver Wyman, he was a Certified Public Accountant and associate partner at Price Waterhouse. Mr. Weissel holds an MBA from Duke University and a BA from the University of Massachusetts.

### KYUNG H. YOON

*CEO and Founder, Talent Age Associates*

Kyung H. Yoon is CEO and Founder of Talent Age Associates based in Silicon Valley, providing creative talent strategies for Fortune 500, multinational corporations, and mid-cap/venture backed companies in the technology, fashion, consumer, lifestyle and financial industries. Kyung is regularly engaged as a corporate director, advisor, executive search and organizational consultant, bringing creativity, global vision and innovative, value-added solutions to her clients around the world who are facing disruptions from technology innovations and globalization. She is a multi-cultural and multi-lingual leader who combines a unique blend of business, artistic and cultural expertise, spanning the Americas, Europe and Asia. Kyung has developed relationships with the most creative and innovative players in Silicon Valley and with influential business, artistic and cultural leaders from a wide range of communities around the world.

## EMERITUS MEMBERS

### DONALD KENNEDY

*President, Emeritus and Bing Professor of Environmental Science, Stanford University*

Donald Kennedy is the Bing Professor of Environmental Science and President emeritus at Stanford University. He received AB and Ph.D. degrees in biology from Harvard. His research interests were originally in animal behavior and neurobiology – in particular, the mechanisms by which animals generate and control patterned motor output. His research group explored the relationship between central "commands" and sensory feedback in the control of locomotion, escape, and other behaviors in invertebrates. Among the issues considered were: How environmental variables that could not be "anticipated" by the animal's genetic endowment could be compensated in fixed behavioral patterns and whether certain circuit arrangements for a given class of motor output were favored in different evolutionary outcomes.

In 1977 Dr. Kennedy took a 2 1/2 year leave to serve as Commissioner of the U.S. Food and Drug Administration. This followed an increasing academic interest in regulatory policy regarding health and the environment, which included the chairmanship of a National Academy of Sciences study on alternatives to pesticide use and membership on the World Food and Nutrition Study. Following his return to Stanford in 1979, Dr. Kennedy served for a year as Provost and for twelve years as President, a time marked by renewed attention to undergraduate education and student commitment to public service, and successful completion of the largest capital campaign in the history of higher education. During that time Kennedy continued to work on health and environmental policy issues, as a member of the Board of Directors of the Health Effects Institute (a non-profit organization devoted to mobile source emissions), Clean Sites, Inc. (a similar organization devoted to toxic waste cleanup), and the California Nature Conservancy.

His present research program, conducted partially through the institute for International Studies, consists of interdisciplinary studies on the development of policies regarding such trans-boundary environmental problems as: major land-use changes; economically-driven alterations in agricultural practice; global climate change; and the development of regulatory policies. He co-directs the Environmental Studies Program in the Institute for International Studies, and oversaw the introduction of the environmental policy quarter at Stanford's center in Washington, DC in 1993.

Dr. Kennedy is a member of the National Academy of Sciences, the American Academy of Arts and Sciences, and the American Philosophical Society. He holds honorary doctorates from several colleges and universities. He served on the National Commission for Public Service and the Carnegie Commission on Science, Technology and Government.

### THE HONORABLE GEORGE P. SCHULTZ

*Distinguished Fellow, Hoover Institution, Stanford University*

George Shultz has had a distinguished career in government, academia and business. He held four different cabinet posts, taught at three of United States' greatest universities, and was president of a major engineering and construction company. He began his service to the nation as a Marine. Early in his career, he served as a senior staff economist on President Eisenhower's Council of Economic Advisors. He taught at the Massachusetts Institute of Technology and the University of Chicago, where he was dean of the business school. He resumed public service under President Nixon as Secretary of Labor, Director of the Office of Management and Budget, and Secretary of the Treasury. He left government service in 1974 to become president and director of the Bechtel Group, Inc. He held two key positions in President Reagan's administration: Chairman of the President's Economic Policy Advisory Board and Secretary of State. His awards include the Medal of Freedom, the nation's highest civilian honor, and the Seoul Peace Prize. He has been a Distinguished Fellow at the Hoover Institution at Stanford since 1989. He received a BA from Princeton University and PhD in industrial economics from MIT.