



EXPANDING DIVERSITY IN THE BOARDROOM

10:00 AM

Teveia Barnes, Foley & Lardner LLP

Linda K. Bolliger, Boardroom Bound

Adela Cepeda, A.C. Advisory Services

Pamela McElvane, P&L Group, Ltd.

Donald Sykes, Action Associates Workforce Consulting, LLC



TEVEIA BARNES
PARTNER
FOLEY & LARDNER LLP

Teveia Barnes is a partner with Foley & Lardner LLP. As a member of the Finance & Financial Institutions Practice, she focuses on commercial lending, banking finance and commercial transactions, including syndications and participations, project financing, asset-based lending, equipment finance, workouts and debtor in possession financing.

Prior to joining Foley, Ms. Barnes served as the associate general counsel and senior vice president of Bank of America where she was a senior manager and member of the policy committee for the Legal Department.

Ms. Barnes is a member of the US Bank Advisory Board for Northern California. She also serves on the Rice University board of trustees and is the chairman of the Audit Committee and a member of the Finance and Nominating Committees. She serves on the boards of directors of the American Conservatory Theater and On Lok, Inc.. She was appointed to the Supreme Court of California Multijurisdictional Practice Committee by Chief Justice Ronald George from 2002 to 2004.

Ms. Barnes has won numerous awards, is extensively published, and is a frequent speaker at Financial Women's Association, Kennedy School, Harvard Law School, Stanford Law School, New York University Law School, American Bar Association, State Bar of California, Association of the Bar of the City of New York, Bar Association of San Francisco, California Minority Counsel Program, Columbus Bar Association, Houston NAACP, Illinois Bar Association, and other professional associations, organizations and law schools throughout the United States.

Ms. Barnes earned her J.D. from New York University School of Law and her bachelor's degree from Rice University, where she was a Cohn Scholar.



LINDA BOLLIGER
CEO & FOUNDER
BOARDROOM BOUND

Ms. Bolliger retired in 2002 from Potomac Professional Services, Inc., a Washington, D.C.-based firm she founded in 1981 that specialized in diversity and workforce inclusion. Previously in 1999 she had turned her attention to working in the public interest when she founded Boardroom Bound®, a Washington, DC-based nonprofit organization. The group's primary purpose is to provide corporate America a platform to advance their success culture to future business leaders in an increasingly diverse world while matriculating diverse candidates from their Boardology® Institute and promoting them for 21st century board service. Their Mission: *"Helping companies find independent, diverse director candidates who are pre-qualified for corporate board service"*.

In 2006 Ms. Bolliger's program was honored on Capital Hill by Women Impacting Public Policy as *"Coalition Partner of the Year"*; and she received from the Nation's Capital Chapter of the National Association of Women Business Owners (NAWBO-NCC) their *"Legacy Leadership"* award. In Athens, Greece she received the *"2000 Business Leadership"* award from the Euro-American Women's Council. Ms. Bolliger has received numerous other awards recognizing her entrepreneurship and promotion of boardroom diversity.

During the 1970's, Ms. Bolliger served as the first woman appointed to a cabinet-level-position in an Illinois city government administration. There she was responsible for supplier/employment diversity.

Ms. Bolliger has served on numerous boards and she is a past President of the Bureau of Rehabilitation, Inc., the "Friends of the DC Commission for Women, NAWBO-NCC and for 22 years, her own company, Potomac Professional Services, Inc. In 2001, she was inducted into the *National Register of Who's Who for Executives*. In 2002 she joined Women Impacting Public Policy (WIPP) as a Coalition Partner. In 2003, she was appointed to the National Advisory Board of the Women's Leadership Exchange. Presently Ms. Bolliger serves on the board of House Craft Technologies, Inc., a Florida-based eCommerce company.



ADELA CEPEDA
PRESIDENT
A.C. ADVISORY, INC.

Adela Cepeda is a director of two families of mutual funds and has been a director of two New York Stock Exchange listed closed-end investment funds. She previously chaired the audit committee of the board of Wyndham International, Inc., which owned and operated hotels and resorts in the U.S., Canada, Mexico and the Caribbean.

Ms. Cepeda is president of A.C. Advisory, Inc. has been a finance specialist since 1980, structuring and executing transactions in the capital markets for corporations and municipalities. As president of A.C. Advisory, she has led the company to a national leadership position in municipal financial advisory services with over \$30 billion in completed transactions. In 2005, the Firm became one of the top 10 municipal financial advisors in the nation. In 2005, Ms. Cepeda founded a full service broker dealer, Alta Capital Group, LLC, focused on the municipal markets.

Ms. Cepeda has extensive community involvement and serves on the boards of Window to the World Communications, Inc. (PBS Channel 11—WTTW), Ravinia Festival Association and The Chicago Community Trust, Chicago's community foundation with over \$1 billion in assets. Ms. Cepeda also has 12 years of service as a commissioner for the Public Building Commission of Chicago.

Ms. Cepeda is an honors graduate of Harvard College with a major in Economics and has an MBA from the University of Chicago School of Business.



PAMELA McELVANE
CEO
P&L GROUP, LTD.

Pamela McElvane is CEO of P & L Group, Ltd a Chicago based business of specialty companies offering an innovative approach to diversity business solutions, serving Fortune 1000 companies.

P&L Publishing was founded in 1996, whose products include *Black MBA Magazine* and *Black IT Professional Magazine*. In a survey of reading preferences of African American MBAs, the award winning *Black MBA Magazine* was ranked the No.1 diversity publication.

To compliment the diversity advertising services, DRi Staffing, Inc. (DRi) was founded in 2002, to provide perm to temp staffing of business professionals and IT and Engineering professionals. DRi Consulting was the final company formed in 2002 that provides strategic management, leadership development and recruitment strategies. Together these companies offer a full suite of diversity business solutions.

Pam has more than 15 years of executive leadership experience within the insurance property and casualty industry. She was known for her business acumen to turn around unprofitable divisions. Pam's has also used her corporate expertise to provide strategic development and organizational consulting for non- profit organizations.

Pam is a director of the Board of Legacy Bancorp, Gamaliel Foundation, Boardroom Bound and American Cancer Society. Pamela speaks and provides board development workshops and seminars for nonprofit organizations, universities and small companies. She has served on more than 15 private and community boards in her career.

Pam was named 2006 Most Influential in Chicago's Black Who's Who and is a recipient of the Rosalee Stern Award given by UC Berkeley for exceptional community service.

Pamela has a B.A. in Social Welfare, and Sociology. She also received her M.B.A. in Finance and International Marketing from University of California Berkley, School of Haas; and a M.A. in Public Policy.



DONALD SYKES
CHAIRMAN & CEO
ACTION ASSOCIATES
WORKFORCE CONSULTING,
LLC

Successful executive with over 30 years of non-profit, public and inter-governmental community action and social planning experience. Senior management and community development consultant to organizations contracting with foundations, corporations and departments of the federal government. Senior Executive Service (SES) manager with experience in managing an \$8 billion dollar Federal office with-in the U.S. Department Human Services. Extensive consultation with community health centers and community based organizations to expand health services. Managed the development of nationally recognized welfare and employment programs. Provided expert leadership to the department in its collaboration in the establishment of HUD & USDA's Empowerment Zone/ Enterprise Community program and DOJ's Weed & Seed program. Provided guidance and support to the department's initiative to address the concerns of minority staff and the communities served. Played a major role in DHHS's Partnership for Rural Opportunities. As a political appointee at the federal level, initiated a number of programs to fight poverty and expand services to others. Success required ability to work effectively in a multi-cultural environment, provide leadership and guidance to a staff of up to 450, and be responsive and accountable to government units and diverse volunteer boards. Facilitated the development of a national information and reporting system for the over 1,000 Community Action Agencies. Provided technical assistance and training to private industry on employment and workforce issues. B.S. from Northern Illinois University & M. S. from U. of Wisconsin, Certificate of Completion from the Minority Business Executive Program at the Amos Tuck School of Business at Dartmouth University.



www.boardroombound.biz

Mission: Helping companies find independent, diverse candidates who are pre-qualified for corporate board service.

Ph: 301-261-7202 – Email: linda@boardroombound.biz

2007 National Directors Institute

“Expanding Diversity in the Boardroom”

March 8, 2007

THE BUSINESS CASE FOR BOARDROOM DIVERSITY

- A. Diverse companies generally perform better because they get the best and the brightest and aren't penalized for not being diverse*
- B. The Race for Talent – A business imperative as the marketplace grows increasingly diverse
- C. Wall Street awards extra points to companies going public that feature diversity in top management and in the boardroom
- D. National Economic Security – America's ability to continue as a superpower is dependent upon moving from monoculture leadership to a diverse leadership model in order to effectively capitalize upon the nation's human capital

TIPS ON HOW TO SOURCE DIVERSITY FOR THE BOARDROOM

Historical Overview – Currently the culture that dominates the vast majority of American Corporate Boardrooms continues to be pale, male and insular despite minor inroads being made by women, ethnic minority men, gays, recent immigrants and the physically challenged. During the era of the “CEO-Centric dominant board model (pre-Enron), most board directors were sourced word-of-mouth via the “old boys” network from the boardroom to the country club. And executive search firms performed just 5.5 per cent of all directorship searches. Post-Enron heralded a decrease in CEO external board service...and search firm sourcing activities increased to 18%. What didn't change was the pool being sourced. Tips on sourcing diverse candidates appears below:

- A. Form a Diversity Advisory Board to both road test individuals for future board service as well as use member skills to mentor executive staff
- B. Prepare executive staff for external board service to gain access to diversity at the board level
- C. Join minority and women's groups such as ethnic Chambers, the Black MBA and CPA Associations and Business & Professional Women's Clubs, respectively
- D. Contact national diversity leaders and organizations dedicated to increasing boardroom diversity

* Research sources include *Business Week*, *Diversity, Inc.*, and Boardroom Bound®.



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Suggested Reading

Books:

No Seat at the Table: How Corporate Governance and Law Keep Women Out of the Boardroom, Douglas Branson, 2006, NYU Press.

Servant Leadership: A Journey into the Nature of Legitimate Power & Greatness, Robert K. Greenleaf, 2002.

America's Competitive Secret: Women Managers, Judy B. Rosener, 1997.
http://www.alibris.com/search/search.cfm?cm_sp=narrow*middle*go

Articles

“A Starting Point...Making a Business Case for Diversity”,
Mauricio Velásquez, President -The Diversity Training Group
<http://www.diversitydtg.com/articles/buscase.html>

“The Business Case for Diversity”, The Chubb Corporation
<http://www.chubb.com/diversity/chubb4450.html>

The Metrics and Case for Diversity Reading Room

<http://www.multiculturaladvantage.com/business-case-for-diversity-recruiting.asp>