



2013
Fall
Policy
Conference

November 20-21, 2013

Fall Policy Conference

November 20 – 21, 2013
The Waldorf Astoria Hotel
New York, NY

Thank You to Our Sponsors



Event Agenda

Wednesday, November 20

2:30 p.m.

Welcoming Remarks

The Honorable Thomas H. Kean,
Former Governor, State of New Jersey
Empire Room, Lobby Level

3:00 p.m.

Women's Economic Empowerment Empire Room, Lobby Level

After years of focus, women make up only a small percentage of corporate board members and senior leaders. Why is this? What needs to happen to drive better balance between men and women?

Moderator:

Beth A. Brooke,
Global Vice Chair, Public Policy,
EY

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Roger W. Ferguson, Jr.,
President and Chief Executive Officer,
TIAA-CREF

The Honorable Paula Stern, Ph.D.,
Founder & Chairwoman,
The Stern Group, Inc.

Dr. Chris Bart,
Founder, Principal and Lead Professor,
The Directors College

Henrietta H. Fore,
Chairman and Chief Executive Officer,
Holsman International

4:15p.m.

Break

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Wednesday, November 20

4:30 p.m.

Business Statesmanship **Empire Room, Lobby Level**

America has many CEOs, but how many of them can be considered statesmen (leaders who engage in and speak out for the common good on key public policy issues, not just company matters)? Why don't more corporate leaders act as statesmen? A March poll of CED Trustees cited concerns over criticism and shareholder pressure for short-term results as impediments to speaking up and out. How can we turn the tides?

Moderator:

The Honorable William H. Donaldson,
Chairman,
Donaldson Enterprises

Peter J. Solomon,
Founder and Chairman,
Peter J. Solomon Company

Duncan L. Niederauer,
Chief Executive Officer,
NYSE Euronext

Jeffrey Sonnenfeld,
Senior Associate Dean for Executive Programs &
Lester Crown Professor in the Practice of Management,
Yale School of Management

Robert S. "Steve" Miller,
Chairman of the Board,
AIG

5:30 p.m.

Wrap-up

Event Agenda

Wednesday, November 20

- 6:00 p.m. **Distinguished Performance Awards Dinner & Reception**
Sponsored Event
- 7:00 p.m. Awards Dinner Honorees:
- Howard Schultz,**
chairman, president and chief executive officer,
Starbucks
- Edward B. Rust, Jr.,**
Chairman and Chief Executive Officer,
State Farm Insurance
- Kendall J. Powell,**
Chairman and Chief Executive Officer,
General Mills
- Daniel F. Akerson,**
Chairman and Chief Executive Officer,
General Motors Company
- Kenneth C. Frazier,**
Chairman of the Board,
President and Chief Executive Officer,
Merck
- Joseph E. Kasputys,**
Chairman,
Economic Ventures, Inc.
Founder,
IHS Global Insight
- 9:00 p.m. **Adjourn**

Fall Policy Conference

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Thursday, November 21

8:00 a.m.

Breakfast: State of the U.S. Economy
Empire Room, Lobby Level

Five years after the financial crisis, concerns of a double-dip recession compete with hopes for renewed growth. Will federal policy ensure a sustained economic recovery, or is there trouble on the horizon? Economists and business leaders sound off.

Moderator:

Michael McKee,

Economics Editor,

Bloomberg Television and Bloomberg Radio

R. Glenn Hubbard,

*Dean and Russell L. Carson Professor of Finance
and Economics,*

Columbia Business School

James S. Turley,

*Former Chairman and Chief Executive Officer,
EY*

Abby Joseph Cohen,

President, Global Market Institute;

Senior Investment Strategist,

Goldman Sachs

Maggie Wilderotter,

Chairman and CEO,

Frontier Communications

9:45 a.m.

Break

Event Agenda

Thursday, November 21

10:15 a.m.

College and Career-Readiness and the Common Core State Standards **Louis XVI Room - 4th Floor**

To date, 45 states plus the District of Columbia and four U.S. territories have adopted the Common Core Standards. These voluntary education standards are an effort to build a stronger academic foundation that will prepare all students across the country for college, careers, and life. But now groups on the left and on the right are trying to derail the implementation. Why is this groundbreaking movement so important; how will it affect our future generations; and will it create a better-educated workforce?

Moderator:

Allan C. Golston,

President, U.S. Program,

Bill & Melinda Gates Foundation

The Honorable Roy Romer,

Former Governor, State of Colorado;

Former Superintendent of Schools, Los Angeles Unified School District

Linda Darling-Hammond,

Charles E. Ducommun Professor of Education,

Stanford Graduate School of Education

Earl G. Graves Jr.,

President & CEO, BLACK ENTERPRISE

Kelli List Wells,

Director, U.S. Education Programs,

GE Foundation

Kathy Havens Payne,

Senior Director, Education Leadership,

State Farm

11:45 a.m.

Break

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Fall Policy Conference

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Thursday, November 21

12:00 p.m.

Keynote Remarks on State of the U.S. Economy

Sam Palmisano,

Former Chairman,

President and Chief Executive Officer,

IBM

Empire Room, Lobby Level

12:30 p.m.

McKinsey Global Institute

Game Changers: Five Opportunities for U.S. Growth and Renewal

To spark a discussion about national priorities and the most effective use of resources, the McKinsey Global Institute, McKinsey's business and economics research arm, sifted through dozens of ideas for re-igniting economic growth. The result is a set "game changers" that can significantly boost GDP, productivity, and job creation by 2020—while building a foundation for prosperity and competitiveness in the decades beyond.

Keynote Speaker

Robert K. Steel,

Deputy Mayor for Economic Development,

New York City

12:45 p.m.

Presentation: Game Changers

Lenny Mendonca,

Director,

McKinsey & Company

Susan Lund,

Principal,

McKinsey Global Institute

Knowledge Partner

McKinsey&Company

Event Agenda

Thursday, November 21

1:00 p.m.

Panel Discussion

Moderator:

Steve Clemons,

Editor, AtlanticLIVE;

Washington Editor at Large,

The Atlantic

Dr. Martin Baily,

Senior Fellow, Economic Studies Program;

Bernard L. Schwartz Chair in Economic Policy Development;

Director, Business and Public Policy Initiative,

The Brookings Institution

Robert D. Hormats,

Former Under Secretary, Economic Growth,

Energy, and the Environment,

U.S. Department of State

Ambassador Carla A. Hills,

Chair and Chief Executive Officer,

Hills and Company International Consultants

Zoë Baird,

President,

Markle Foundation

1:50 p.m.

Closing Remarks

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Dr. Martin Baily re-joined Brookings in September 2007 to develop a program of research on business and the economy. He is studying growth, innovation and how to speed the recovery. He is a Senior Advisor to the McKinsey Global Institute and a Senior Director of Albright Stonebridge Group. He is a member of the Squam Lake Group of financial economists and co-chair of Bipartisan Policy Center's Financial Reform Initiative. In addition, Dr. Baily is a Director of The Phoenix Companies of Hartford, CT.

In August 1999 Dr. Baily was appointed as Chairman of the Council of Economic Advisers. As Chairman, Dr. Baily served as economic adviser to the President, was a member of the President's Cabinet and directed the staff of this White House agency. He completed his term as Chairman on January 19, 2001. Dr. Baily previously served as one of the three Members of the President's Council of Economic Advisers from October 1994 until August 1996.

Baily has served as a Senior Advisor to the McKinsey Global Institute for many years and was an adviser to the Congressional Budget Office from 2006-09. Dr. Baily was a Principal at McKinsey & Company at the Global Institute in Washington, D. C. from 1996 to 1999, and from 2001 to 2007 he was a Senior Fellow at the Peterson Institute where he published books on the European economy and pension reform.

Dr. Baily earned his Ph.D. in economics in 1972 at the Massachusetts Institute of Technology (MIT). After teaching at MIT and Yale, he became a Senior Fellow at the Brookings Institution in 1979 and a Professor of Economics at the University of Maryland in 1989. He is the author of many professional articles and books, testifies regularly to House and Senate committees, and is often quoted in the press.



Zoë Baird has been president of the Markle Foundation since 1998. Under her leadership, Markle has developed collaborations with leaders from diverse sectors to confront major public challenges. Markle has taken on global access to the Internet to avoid a digital divide, reforming the nation's intelligence community to address modern threats and using information technology to improve the quality and cost-effectiveness of health care. Much of Markle's work has been embodied in major federal laws, as well as private sector practices. Now, Ms. Baird and Markle are working on an initiative to identify opportunities for renewal of the American Dream in a networked world by leveraging technology and advancing public and private leadership and individual action.

Ms. Baird's passion for solving large-scale problems and improving people's lives stems from a distinguished career as a lawyer and policy expert in the public and private sectors. After a clerkship with a federal judge, she served in the Office of Legal Counsel, U.S. Department of Justice, and as Associate Counsel to President Jimmy Carter, where she worked on such diverse matters as the constitutional authorities of the president and the release of hostages from Iran. Ms. Baird later was Counselor & Staff Executive at General Electric before serving as Senior Vice

Speakers

President and General Counsel at Aetna. Ms. Baird's extensive national security experience led President Bill Clinton to appoint her to the President's Foreign Intelligence Advisory Board, and both his and the George W. Bush administrations to appoint her to other key advisory committees. Ms. Baird founded Lawyers for Children America, which represents abused and neglected children, and currently is a member of the board of the Council on Foreign Relations, Chubb and Boston Properties, and is an honorary trustee of the Brookings Institution. Originally from Brooklyn, Ms. Baird grew up in the Seattle area and earned an A.B. and a J.D. from the University of California Berkeley.



Dr. Chris Bart is the world's leading researcher on organizational mission statements. He is also the Founder, Principal and Lead Faculty of The Directors College as well as the Founder of the Not-For-Profit Governance Institute.

Dr. Bart has authored the 10 year Canadian business best seller (2003-2013), "A Tale of Two Employees and the Person Who Wanted to Lead Them" as well as the widely acclaimed publication "20 Essential Questions Corporate Directors Should Ask About Strategy (2013)". He also has two new books scheduled for release this fall: "Achieving the Execution Edge: 20 Essential Questions Corporate Directors Need to Get Answered About Strategy Execution; and The Mission Driven Hospital.

A retired Professor of Strategy and Governance from McMaster University's DeGroote School of Business, Dr. Bart has published over 160 articles, cases and reviews. He currently serves as Associate Editor of the International Journal of Business Governance & Ethics. He is also an innovator. He helped establish the Management of Innovation and New Technology Research Centre (MINT~RC) at McMaster and was its first Director. Later, he devised and created the Innovation Management Network; a worldwide association of academics and practitioners who collaborate through the internet on matters of innovation and new technology.

Dr. Bart is listed in Canadian Who's Who. He is currently a Trustee of the Committee for Economic Development of the United States of America as well as Terra Firma Capital Corporation (TII.V) and its Audit Committee. He is a past Director of St. Joseph's Hospital, the Harshman Foundation, the Canadian Foundation for Education and Research on Finance, the United Way of Burlington and Greater Hamilton and Eagle Precision Technologies (a former TSE listed company) where he chaired its Compensation Committee.

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Beth A. Brooke is Global Vice Chair – Public Policy at EY and is a member of the firm's Global Executive Board. Beth has public policy responsibility for the firm's operations in 140 countries. In addition, she has global responsibility for the firm's Diversity and Inclusiveness efforts. She has been named six times to the list of Forbes "World's 100 Most Powerful Women", and was named 2009 Woman of the Year by Concern Worldwide.

During the Clinton Administration, she worked for two years in the U.S. Department of the Treasury, where she was responsible for all tax policy matters related to insurance and managed care. She played important roles in the healthcare reform and Superfund reform efforts.

Throughout her career, Beth has been actively engaged in numerous civic and business organizations. She serves on the Boards of Vital Voices, The Committee for Economic Development, and TechnoServe. Beth is the Co-Chair of the Board of WEConnect International. She serves on the Board of Trustees of the Aspen Institute, the Women's Leadership Board of the Kennedy School at Harvard, and the Women's Advisory Board of the World Economic Forum. She is a member of the inaugural class of the Henry Crown Fellows of The Aspen Institute and the Committee of 200. Beth serves on the board of the Thunderbird School of Global Management as well as the public policy advisory councils for Georgetown University and Indiana University. Beth also served on the International Council on Women's Business Leadership led by Former Secretary of State Hillary Clinton.



Abby Joseph Cohen is president of the Global Markets Institute and senior investment strategist. She serves on the firm's U.S. Retirement Investment Committee and has served on the Partnership Committee. Abby joined Goldman Sachs in 1990 and was named partner in 1998.

Prior to joining the firm, Abby specialized in quantitative strategy and economics at other major financial firms. She began her career as an economist at the Federal Reserve Board in Washington, DC.

Abby's outside activities focus on education and public policy. She serves on the White House-appointed Innovation Advisory Board for economic competitiveness. Abby is the chair of the Board of Trustees of the Jewish Theological Seminary. She serves as a presidential counselor at Cornell University and on the boards of the Weill Cornell Medical College, the Brookings Institution and The Economic Club of New York. Abby is a former board chair of the Chartered Financial Analyst Institute, from which she received the Distinguished Service Award. She is an advisor to the investment committees of Cornell University and Major League Baseball. Abby is on the national board of the Smithsonian Institution and is a member of the Council on Foreign Relations. She is a frequent guest lecturer at several universities and graduate schools of business.

Speakers

Abby earned degrees in economics from Cornell University and The George Washington University. She has received three honorary doctorates, including one in engineering. Abby has been recognized as a leader in U.S. portfolio strategy for two decades and was previously ranked No. 1 by Institutional Investor magazine and Greenwich Associates. Her career is the subject of a Harvard Business School case study and a BusinessWeek cover story. Abby has been honored by many groups, including the Financial Women's Association, New York Stock Exchange and leading financial publications.



Linda Darling-Hammond is Charles E. Ducommun Professor of Education at Stanford University where she has launched the Stanford Center for Opportunity Policy in Education and the School Redesign Network, and served as faculty sponsor for the Stanford Teacher Education Program. She is a former president of the American Educational Research Association and member of the National Academy of Education. Her research, teaching, and policy work focus on issues of school reform, teacher quality and educational equity. From 1994-2001, she served as executive director of the National Commission on Teaching and America's Future, a blue-ribbon panel whose 1996 report, *What Matters Most: Teaching for America's Future*, led to sweeping policy changes affecting teaching in the United States. In 2006, this report was named one of the most influential affecting U.S. education and Darling-Hammond was named one of the nation's ten most influential people affecting educational policy over the last decade. In 2008-09, she headed President Barack Obama's education policy transition team.

Among Darling-Hammond's more than 400 publications are *The Flat World and Education: How America's Commitment to Equity Will Determine Our Future* (Teachers College Press, 2010), winner of the 2011 Grawemeyer Award in Education; *Powerful Teacher Education: Lessons from Exemplary Programs* (Jossey-Bass, 2006); *Preparing Teachers for a Changing World: What Teachers Should Learn and Be Able to Do* (with John Bransford; Jossey-Bass, 2005), winner of the AACTE Pomeroy Award; *Teaching as the Learning Profession* (co-edited with Gary Sykes; Jossey-Bass, 1999), which received the National Staff Development Council's Outstanding Book Award for 2000; and *The Right to Learn* (Jossey-Bass, 1997), recipient of the American Educational Research Association's Outstanding Book Award for 1998. Among recent recognitions, she is recipient of the 2011 Brock International Prize in Education, and the 2009 McGraw Hill Prize for Innovation in Education.

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William H. Donaldson is Chairman of Donaldson Enterprises and Chairman of the Advisory Council of Perella Weinberg Partners. He currently serves as a member of the FDIC Systemic Resolution Advisory Committee and was a member of President Obama's Economic Recovery Advisory Board. During his career, he served as the 27th Chairman of the SEC, Undersecretary of State under Secretary Henry Kissinger, and Council to Vice President Nelson Rockefeller. He was Chairman and CEO of the New York Stock Exchange; Chairman, President and CEO of Aetna Inc.; Co-Founder, Chairman and CEO of Donaldson Lufkin and Jenrette (DLJ); and co-founder of DLJ former subsidiary Alliance Capital Management. He has been director of numerous publically held corporations and privately owned businesses. He has also served on boards of many philanthropic, arts and educational institutions, among them the Ford Foundation, Lincoln Center for Performing Arts, Yale University, and the Aspen Institute. He was the founding Dean and tenured Professor of Management at the Yale Graduate School of Management. Mr. Donaldson served as a first lieutenant in the U.S. Marine Corps in the Far Eastern Theatre (Japan-Korea), as a rifle platoon commander and later as aide-de-camp to the Commanding General of the 1st Provisional Marine Air Ground Task Force. He holds a BA from Yale University, an MBA with distinction from Harvard Business School, and is a Chartered Financial Analyst (CFA).



Roger W. Ferguson, Jr., is President and Chief Executive Officer of TIAA-CREF, the leading provider of retirement services in the academic, research, medical, and cultural fields and a Fortune 100 financial services organization.

Mr. Ferguson is the former Vice Chairman of the Board of Governors of the U.S. Federal Reserve System. He represented the Federal Reserve on several international policy groups and served on key Federal Reserve System committees, including Payment System Oversight, Reserve Bank Operations, and Supervision and Regulation. As the only Governor in Washington, D.C. on 9/11, he led the Fed's initial response to the terrorist attacks, taking actions that kept the U.S. financial system functioning while reassuring the global financial community that the U.S. economy would not be paralyzed.

Prior to joining TIAA-CREF in April 2008, Mr. Ferguson was head of financial services for Swiss Re, Chairman of Swiss Re America Holding Corporation, and a member of the company's executive committee. From 1984 to 1997, he was an Associate and Partner at McKinsey & Company. He began his career as an attorney at the New York City office of Davis Polk & Wardwell.

Mr. Ferguson is a fellow of the American Academy of Arts & Sciences and a member of the Academy's Commission on the Humanities and Social Sciences. He is co-chair of the Committee for Economic Development, and he serves on the boards of International Flavors & Fragrances Inc. and Audax Health and on the advisory board of Brevan Howard Asset Management LLP.

Speakers

He is a board member of the American Council of Life Insurers, the Institute for Advanced Study, and Memorial Sloan-Kettering Cancer Center. He serves as vice chair of the Business-Higher Education Forum and was co-chair of the National Academy of Sciences' Committee on the Long-Run Macro-Economic Effects of the Aging U.S. Population.

Mr. Ferguson is chairman of the Economic Club of New York and a member of the Council on Foreign Relations and the Group of Thirty. He served on President Obama's Council on Jobs and Competitiveness as well as its predecessor, the Economic Recovery Advisory Board.

Mr. Ferguson holds a B.A., J.D., and a Ph.D. in economics, all from Harvard University.



Carla A. Hills is chairman and chief executive officer of Hills & Company International Consultants which provides advice to international firms on investment, trade, and risk assessment issues abroad, particularly in emerging market economies.

Ambassador Hills served in the cabinets of President George H.W. Bush as United States Trade Representative and of President Gerald R. Ford as Secretary of the Department of Housing and Urban Development. She also served as an assistant attorney general in the Civil Division of the Department of Justice in the Ford administration.

Ambassador Hills currently serves on the international advisory board of J.P. Morgan Chase and is a member of the board of Gilead Sciences. She also serves on a number of not-for-profit boards including as co-chair of the Council on Foreign Relations, of the Inter-American Dialogue, and of the International Advisory Board of the Center for Strategic and International Studies, and as Chair of the National Committee on US-China Relations, and as member of the Executive Committee of the Peterson Institute for International Economics and of the Trilateral Commission. Currently she serves as a member of the Secretary of State's Foreign Affairs Policy Board.



Henrietta H. Fore is Chairman of the Board and Chief Executive Officer of Holsman International, a manufacturing, consulting, and investment company. The Holsman companies include the 64-year-old Stockton Products, a manufacturer and distributor of steel and wire products. Ms. Fore serves as Co-Chair of Asia Society and Co-Chair of WomenCorporateDirectors. She is a Trustee of the Aspen Institute and the Center for Strategic and International Studies. She serves on the Corporate Boards of Exxon Mobil Corporation (NYSE: XOM) and Theravance, Inc. (NASDAQ: THRX). In addition, Ms. Fore provides advisory services to several international corporations, including the Coca-Cola Company.

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From 2007 to 2009, Ms. Fore served as the Administrator of the U.S. Agency for International Development (USAID), and Director of United States Foreign Assistance, holding the equivalent rank as Deputy Secretary of State. Ms. Fore was the first woman to serve in these roles. She was responsible for managing \$39.5 billion of U.S. foreign assistance annually, including support to countries recovering from disaster, trying to escape poverty, and engaging in democratic reforms. She oversaw an annual budget of \$12.3 billion, and a staff of approximately 8,000, of whom more than 75 percent worked overseas in USAID field offices. She served on the Boards of the Overseas Private Investment Corporation, and the Millennium Challenge Corporation. Ms. Fore received the Distinguished Service Award in 2009, the highest award the Secretary of State can bestow.

From 2005 to 2007, Ms. Fore served as Under Secretary of State for Management, the Chief Operating Officer for the Department of State. She was responsible for the people, resources, facilities, technology and security of the Department and was the Secretary's principal advisor on management issues.

Ms. Fore served as the 37th Director of the United States Mint in the Department of Treasury from 2001 to 2005. She managed the world's largest manufacturer of coins, medals, and coin products. The United States Mint produced 13 billion coins in 2004 for the nation's trade as well as gold, silver and platinum bullion coins and commemorative coins and medals for investors and collectors. She was elected President of the International Mint Directors. Ms. Fore received the Alexander Hamilton Award in 2005, the Department of Treasury's highest honor for her service as Director of the United States Mint.

Ms. Fore has a Bachelor of Arts degree in History from Wellesley College and a Master of Science degree in Public Administration from the University of Northern Colorado. She received the 2006 Alumnae Award from the Baldwin School, and the 2004 Alumnae Award from the University of Northern Colorado. She has also studied International Politics at Oxford University and studied at Stanford University Graduate School of Business.



Allan C. Golston, president of the United States Program at the Bill and Melinda Gates Foundation, leads the foundation's efforts to ensure that all students receive a high-quality education that leads to success in college and their career. He oversees the U.S. Program's major areas of investment —Education, Pacific Northwest, Special Initiatives, and Advocacy.

Golston's professional background is in finance, health care, and education. He holds an MBA from Seattle University and a bachelor's degree in accounting from the University of Colorado. He is an active community volunteer and serves on the boards of a number of regional and national organizations.



Earl G. Graves Jr. (Butch) is President & CEO of BLACK ENTERPRISE. He joined the company in 1988 after earning his M.B.A. from Harvard University. During his tenure at BLACK ENTERPRISE he has served in many positions, including VP of Advertising & Marketing, and Chief Operating Officer. In 2006 he was promoted to his current position.

Under Butch's guidance BLACK ENTERPRISE has grown from a single-title publication into a robust multimedia company. Today, the company delivers content across six platforms, including magazine publishing; two nationally syndicated television shows; professional development events; an interactive website; the iPad; and digital mobile.

Butch co-founded the Black Enterprise/Greenwich Street Corporate Growth Fund in 2000. This unique private equity firm seeks to finance the growth of established minority-owned or -managed businesses across various industries.

Butch received his B.A. in economics from Yale University in 1984, distinguishing himself both academically and athletically. As a four-year starter and captain of the Yale basketball team, he graduated as the school's all-time leading scorer and the second leading scorer in Ivy League history. He was drafted in the third round by the NBA's Philadelphia 76ers in 1984 and enjoyed a brief professional basketball career with the Milwaukee Bucks and Cleveland Cavaliers.



Bob Hormats was sworn in as Under Secretary of State for Economic, Energy and Agricultural Affairs on September 23, 2009.

Bob was formerly vice chairman of Goldman Sachs (International). He joined Goldman Sachs in 1982.

Bob served as Assistant Secretary of State for Economic and Business Affairs from 1981 to 1982, Ambassador and Deputy U.S. Trade Representative from 1979 to 1981, and Senior Deputy Assistant Secretary for Economic and Business Affairs at the Department of State from 1977 to 1979. He served as a senior staff member for International Economic Affairs on the National Security Council from 1969 to 1977, where he was senior economic advisor to Dr. Henry Kissinger, General Brent Scowcroft and Dr. Zbigniew Brzezinski. Bob was a recipient of the French Legion of Honor in 1982 and the Arthur Fleming Award in 1974.

Bob has been a visiting lecturer at Princeton University and served on the Board of Visitors of the Fletcher School of Law and Diplomacy and the Dean's Council of the John F. Kennedy School of Government at Harvard University. He is also a member of the Council on Foreign Relations.

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Bob's publications include *The Price of Liberty: Paying for America's Wars from the Revolution to the War on Terror*; *Abraham Lincoln and the Global Economy*; *American Albatross: The Foreign Debt Dilemma*; and *Reforming the International Monetary System*. Other publications include articles in *Foreign Affairs*, *Foreign Policy*, *The New York Times*, *The Washington Post*, *The Wall Street Journal*, *American Banker* and *The Financial Times*.

Bob earned a BA with a concentration in economics and political science from Tufts University in 1965. He earned a MA in 1966 and a PhD in International Economics in 1970 from the Fletcher School of Law and Diplomacy.



Glenn Hubbard is dean and Russell L. Carson Professor of Finance and Economics at Columbia Business School. Hubbard received his BA and BS degrees summa cum laude from the University of Central Florida and also holds MA and PhD degrees in economics from Harvard University.

In addition to writing more than 100 scholarly articles in economics and finance, Glenn is the author of three popular textbooks, as well as co-author of *The Aid Trap: Hard Truths About Ending Poverty*, *Balance: The Economics of Great Powers From Ancient Rome to Modern America*, and *Healthy, Wealthy, and Wise: Five Steps to a Better Health Care System*. His commentaries appear in *Business Week*, *the Wall Street Journal*, *the New York Times*, *the Financial Times*, *the Washington Post*, *Nikkei*, and *the Daily Yomiuri*, as well as on television and radio.

From 2001 until 2003, he was chairman of the U.S. Council of Economic Advisers. In the corporate sector, he is on the boards of ADP, BlackRock, KKR Financial Corporation, and MetLife.

Hubbard is co-chair of the Committee on Capital Markets Regulation; he is a past Chair of the Economic Club of New York and a past co-chair of the Study Group on Corporate Boards.

Glenn and his family live in New York.



Tom Kean was named by President George W. Bush to head the National Commission on Terrorist Attacks upon the United States on December 16, 2002. The Commission's work culminated on July 22, 2004, with the release of the 9/11 Commission Report, which quickly became a national bestseller. Its recommendations resulted in the largest intelligence reform in the nation's history. Kean served as the chairman of the 9/11 Public Discourse Project, a nonprofit entity created with private funds to continue the Commission's work of guarding against future attacks.

Speakers

As Governor, Kean was rated among America's most effective state leaders by Newsweek magazine; noted for tax cuts that spurred 750,000 new jobs; a federally replicated welfare reform program; landmark environmental policies; and more than 30 education reforms. He delivered the keynote address at the 1988 Republican National Convention. He was re-elected for a second term by the largest margin in New Jersey state history. While Governor, he served on the President's Education Policy Advisory Committee and as chair of the Education Commission of the States and the National Governor's Association Task Force on Teaching. He remains one of the most popular governors in New Jersey's history.

Tom Kean served as president of Drew University from 1990 until 2005. During Kean's presidency, applications to Drew increased by more than 40%; the endowment nearly tripled; and more than \$60 million was committed to construction of new buildings and renovation of older buildings, principally student residence halls.

Kean currently serves as chairman of the board of Carnegie Corporation of New York. In addition he has served on a number of corporate boards and is chair of the National Campaign to Prevent Teen and Unplanned Pregnancy, co-chair of JerseyCan and is co-chairman with Congressman Lee Hamilton of the National Security Preparedness Group. He serves on the boards of the Environmental Defense Fund and the Seeing Eye and is the former chair of The Robert Wood Johnson Foundation, the nation's largest health philanthropy. He is also a member of the Council on Foreign Relations, American Academy of Art & Sciences and the National Committee on U.S.-China Relations.

He holds a B.A. from Princeton University and an M.A. from Columbia University Teachers College and has served as a trustee of both institutions. Kean is the author of *The Politics of Inclusion*, published by The Free Press and is co-author of *Without Precedent*, published by Alfred A. Knopf, a division of Random House, Inc.



Dr. Susan Lund is the director of research and a Washington, D.C. partner at the McKinsey Global Institute (MGI), McKinsey's business and economics research arm.

Her research focuses on global financial markets, labor markets, and on economic growth. Recent reports have looked at shifting pools of global wealth and the rise of emerging market investors, prospects for US job creation and the future of work, and the long-term growth prospects for African economies. She has authored numerous articles in leading business and academic publications. She is a frequent speaker at conferences on economics and financial markets.

Prior to joining McKinsey, Susan worked extensively in developing economies, including the Philippines, Guinea-Bissau, and rural China.

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Michael McKee is the Economics Editor for Bloomberg Television and Bloomberg Radio, covering market and political developments, economic trends and central banks in the United States and around the globe. He co-anchors Bloomberg's daily "Surveillance" Program and hosts the weekly political program "Bloomberg View"

At Bloomberg, McKee has covered European and Asian economies, Congress, the White House, the Federal Reserve and the Treasury Department. He is a regular at many international economic gatherings, including meetings of the G-7, the World Bank and IMF, APEC, and the World Economic Forum in Davos.

Prior to joining Bloomberg in January 1995, McKee covered politics for 20 years for a variety of news organizations, including Newsweek. He covered Capitol Hill and spent 10 years at the White House reporting on Presidents Ronald Reagan, George H.W. Bush, and Bill Clinton. He has reported from more than 50 countries on six continents.

McKee holds an undergraduate degree from Colorado State University, and has done graduate work in economics at Johns Hopkins University. He is based in New York City.



Lenny Mendonca is a director (senior partner) in the Washington, D.C. and San Francisco offices of McKinsey & Company, a global management consulting firm.

Lenny is currently the leader of McKinsey's U.S. state and local public sector practice. For many years Lenny led the Firm's knowledge development efforts overseeing the McKinsey Global Institute and the Firm's communications, which includes the McKinsey Quarterly, and has served for a decade on the McKinsey Shareholder Council (its board of directors). His client work focuses on service to public sector organizations, and over the course of his career he has helped dozens of government, corporate, and nonprofit clients solve their most difficult management challenges.

Lenny is the Chairman Emeritus of the Bay Area Council and the Economic Institute of the Bay Area, and was vice-chair of the Stanford Graduate School of Business Advisory Council. He serves on the boards of The New America Foundation, The Committee for Economic Development, Common Cause, the Bay Area Science and Innovation Consortium, and The California Business for Educational Excellence Foundation. He is Chairman of Children Now, and he is co-Chairman of California Forward. He is a member of the Council on Foreign Relations and founder and chairman of Fuse Corps.

He received his MBA and certificate in public management from the Stanford Graduate School of Business. He holds an AB, magna cum laude, in economics from Harvard College.

Lenny lives on the Half Moon Bay coast, south of San Francisco, with his wife and two daughters, where he is the founder and owner of the Half Moon Bay Brewing Company.

Speakers



Robert S. Miller is a renowned business executive who has led some of the most successful corporate turnarounds of the last three decades. He has vast experience acting as a chief executive of, and advisor to, numerous troubled companies and as a member of prominent corporate boards. Most recently, Miller served as the Chief Executive Officer of Hawker Beechcraft, Inc. He previously served as both Chairman and CEO at a number of companies, including auto supplier Delphi Corporation, Bethlehem Steel Corp., auto supplier Federal Mogul, and Waste Management Inc., in each case during complex restructuring processes. After beginning his career at Ford Motor Company, Miller was recruited by Lee Iococca to join Chrysler Corporation to lead the financial negotiations that resulted in the 1979 Loan Guarantee Act bailout package that saved Chrysler. While at Chrysler, he served as Chief Financial Officer and later as Vice Chairman. In addition, Miller has served on over a dozen corporate boards, including the American International Group (AIG), the global insurance conglomerate, where he has been Chairman since 2010. Previous board memberships include United Airlines, US Bank, and Reynolds American Tobacco. Miller earned a degree in economics from Stanford University, a law degree from Harvard Law School and a master's of business administration from Stanford Business School.



Duncan L. Niederauer is Chief Executive Officer and a Director of NYSE Euronext. During his tenure as CEO, Mr. Niederauer is proud to have overseen the transformation of the company into an innovative, globally integrated organization with a high-tech, high-touch focus. Prior to his current position, Mr. Niederauer was President and co-Chief Operating Officer of NYSE Euronext with responsibility for U.S. cash equities.

Before joining NYSE Euronext in April 2007, Mr. Niederauer was Managing Director and co-Head of the Equities Division Execution Services franchise at Goldman, Sachs & Co. His career at Goldman Sachs spanned 22 years.

Mr. Niederauer has served on the board of Archipelago Holdings, LLC and Colgate University, and now serves on the board of Operation Hope, The American Ireland Fund and the Congressional Medal of Honor Foundation. His current affiliations include G100, Chief Executive 50, British-American Business Council International Advisory Committee, Partnership for New York City, Committee Encouraging Corporate Philanthropy, Shanghai International Financial Advisory Committee, Museum of American Finance, Pace University President's Council and Fundação Dom Cabral in Brazil.

He earned an MBA from Emory University and a BA from Colgate University. He and his wife, Alison, are the co-chairs of the Newmark School's "Destination of Promise" campaign, which is building a state of the art school for children with autism and related disabilities in Scotch Plains, NJ. They have three children, reside in New Jersey and enjoy beekeeping as a hobby.

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Sam Palmisano was chairman, president and chief executive officer of IBM from 2003 through 2011. He was chairman of the Board from January through September 2012. Under his leadership, IBM achieved record financial performance, transformed itself into a globally integrated enterprise and introduced its Smarter Planet agenda.

Mr. Palmisano began his career with IBM in 1973 in Baltimore, Maryland. In a 39-year career with the company, he held leadership positions that included senior vice president and group executive of the Personal Systems Group, senior vice president and group executive of IBM Global Services, senior vice president and group executive of Enterprise Systems and president and chief operating officer.

Mr. Palmisano is a graduate of The Johns Hopkins University. Among his numerous accomplishments, he was awarded an Honorary Degree of Doctor of Humane Letters from Johns Hopkins University in 2012 and from Rensselaer Polytechnic Institute in 2005. In 2006, he was awarded an Honorary Fellowship from the London Business School.

He has also received a number of business awards, including the Atlantic Council's Distinguished Business Leadership Award in 2009 and the inaugural Deming Cup, presented in 2010 by the W. Edwards Deming Center for Quality, Productivity and Competitiveness at Columbia Business School. He is also an elected member of the American Academy of Arts and Sciences and served as co-chair of the Council on Competitiveness's National Innovation Initiative.



Kathy Havens Payne is the Senior Director of Education Leadership for State Farm® in charge of State Farm's business-education partnerships.

She works directly with State Farm Chairman and CEO Edward B. Rust Jr. in the area of business/education partnerships focused on improving student achievement. Kathy's job involves staff support for his work with multiple national organizations as well as representing State Farm at the staff level on education commissions and task forces. She is also responsible for the direction of State Farm's philanthropic support for education organizations.

She serves on the education advisory board for the National Alliance of Latino Elected Officials (NALEO). She is a Director for Youth Service America, the National Youth Leadership Council, the James B. Hunt Jr. Institute for Educational Leadership and Policy and the Institute for Competitive Workforce at the U.S. Chamber. She is a Trustee for America's Promise Alliance and also serves on the Business-Education Council for The Conference Board. A former school board member and president, Kathy received the 2002-2003 Illinois Board of Education "Those Who Excel" Award for outstanding contributions to education and was named the "2003 Woman of Distinction" for education for her home county in Illinois.

Prior to joining State Farm, Kathy was a twelve-year veteran teacher in the area of Special Education at the secondary level.

Speakers



The Honorable Roy Romer was Governor of Colorado for three terms, from 1986 to 1998, and was the General Chairman of the Democratic National Party from 1997 to 2000. Romer was Chairman of the National Governors Association, Chair of the Educational Commission of the States and the National Education Goals Panel. He served as Superintendent of Schools for the Los Angeles Unified School District from 2000 to 2007. Additionally, he served the state of Colorado as State Representative, State Senator, Commissioner of Agriculture and State Treasurer. Romer was in private business as owner/operator of a ski area, a flight school and aircraft FBO; he was involved in John Deere businesses in several states. Most recently, Romer was Chair of Strong American Schools and joined the College Board as senior advisor in March, 2009. He has a degree in agricultural economics from CSU, a law degree from the University of Colorado and studied ethics at Yale University.



Peter J. Solomon founded Peter J. Solomon Company, L.P. in 1989. Previously, he was Vice Chairman of Lehman Brothers where he was Chairman of its Merchant Banking Division and Co-Chairman of the Investment Banking Division.

From 1978 to 1980, Mr. Solomon was Deputy Mayor of Economic Policy and Development in New York City under Mayor Edward I. Koch. He was also Chairman of the New York City Health and Hospitals Corporation, which operated 17 municipal hospitals. He served as Counselor to the United States Treasury in the Carter Administration in 1980.

Mr. Solomon is Co-Chairman of New York Governor Andrew M. Cuomo's Tax Reform and Fairness Commission, charged with proposing reforms to the state's complex tax code. He also served on Governor Cuomo's Spending and Government Efficiency Commission (SAGE). Mr. Solomon writes frequently about public policy issues.



Jeffrey Sonnenfeld served as full tenured professor at Emory's Goizueta Business School for a decade and a professor at the Harvard Business School for a decade, and is currently the senior associate dean of executive programs as well as the Lester Crown Professor in the Practice of Management for the Yale School of Management, as well as founder and president of the Chief Executive Leadership Institute, a nonprofit educational and research institute focused on CEO leadership and corporate governance.

Professor Sonnenfeld's related research has been published in 100 scholarly articles which appeared in the leading academic journals in management such as *Administrative Sciences Quarterly*, the *Academy of Management Journal*, the *Academy of Management Review*, the *Journal of Organizational Behavior*, *Social Forces*, *Human Relations*, and *Human Resource Management*. He has also authored eight books, including *The Hero's Farewell*, an award-winning study of CEO succession, and another best seller, *Firing Back*, a study on leadership resilience in the face of adversity.

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Robert K. Steel is Deputy Mayor for Economic Development in New York City. He is responsible for the Bloomberg Administration's five-borough economic development strategy and job-creation efforts, as well as its efforts to expand job training, strengthen small business assistance, promote new industries, diversify the economy, and achieve the goals of the New Housing Marketplace Plan, which is designed to build or preserve enough affordable housing for 500,000 New Yorkers by 2014. He spearheads the Administration's major redevelopment projects, including those in Lower Manhattan, Flushing, Hunters Point South, Coney Island, Stapleton, the South Bronx, and Hudson Yards. Deputy Mayor Steel oversees such agencies as the Department of Housing Preservation and Development, Department of City Planning, Department of Small Business Services, NYC Economic Development Corporation and NYC & Company, and he serves as Chair of Brooklyn Bridge Park board.

Prior to his 2010 appointment as Deputy Mayor, Steel was the President and CEO of Wachovia. From 2006 to 2008, Steel was the Under Secretary for Domestic Finance at the U.S. Department of the Treasury. Prior to entering government service, Steel spent nearly 30 years at Goldman Sachs, ultimately rising to become co-head of the U.S. Equities Division and Vice Chairman of the firm. He is a graduate of Duke University and the University of Chicago's Booth School of Business, and has distinguished himself as Chairman of Duke's Board of Trustees, Chairman of the Aspen Institute's Board of Trustees, Senior Fellow at the Harvard Kennedy School of Government, a member of the FDIC Advisory Committee on Economic Inclusion, Chairman of The After-School Corporation, and Co-Founder of SeaChange Capital Partners, an organization dedicated to helping nonprofits grow.



The Honorable Paula Stern is former chairwoman of the U.S. International Trade Commission (ITC) and a distinguished scholar. Dr. Stern founded The Stern Group, Inc. in 1988 and leads its practice, serving national and multi-national companies and organizations on business, political and technological issues that affect their competitiveness in a global economy.

As chairwoman of the ITC, from 1984-1986, and a commissioner for a nine-year term, Dr. Stern analyzed and voted on over 1,000 trade cases involving a broad range of industries and issues. At the time, she was the second highest-ranking woman in the executive branch of the U.S. government.

Dr. Stern is a member of the US State Department's Advisory Committee on International Economic Policy, the US Department of Commerce's Advisory Committee on Renewable Energy and Energy Efficiency, the Executive Committee of the Atlantic Council, the Boards of the Committee for Economic Development, and a member of the Council on Foreign Relations, the Inter-American Dialogue, and the Bretton Woods Committee.

Speakers

Dr. Stern also serves on the Boards of Directors of Avon Products, Inc. and RAC, Inc., and the International Advisory Boards of Lafarge and of Diversified Search. She is a former Board member of Neiman Marcus, CBS, Duracell, Harcourt General, Hasbro, Scott Paper, Walmart, Westinghouse, Avaya and SSMC.

Dr. Stern has a B.A. from Goucher College, an M.A. in Regional Studies from Harvard University, a Ph.D. in International Affairs from Tufts University's Fletcher School of Law and Diplomacy, and honorary degrees in Law from Goucher College and Commercial Science from Babson College. She is a recipient of the Alicia Patterson Journalism Award and the Joseph Papp Award for Racial Harmony from the Foundation for Ethnic Understanding.



James Turley is the former Chairman and Chief Executive Officer of Ernst & Young. He led the firm from 2001 until his retirement in June 2013. Mr. Turley joined Ernst & Young in 1977 and held various positions there until being named Regional Managing Partner for the Upper Midwest in 1994, and for New York in 1998. He was named Deputy Chairman in 2000 and Chairman in 2001.

Mr. Turley holds an undergraduate degree and a master's in accounting from Rice University. He serves on the Board of Directors of the Boy Scouts of America and the Board of Trustees for Rice University, and is chair of the National Corporate Theatre Fund. He also serves on the Committee for Economic Development. He was on the board of Catalyst from 2001-2013, serving as its Chair from 2009-2013, and until his retirement was a member of the Business Roundtable and IBLAC (International Business Leaders Advisory Council for the Mayor of Shanghai), and was co-chair of Russia's Foreign Investment Advisory Council. He also chaired the Governing Board of the U.S. Center for Audit Quality from 2007-2011.

Mr. Turley currently serves on the corporate boards for Citigroup and Emerson Electric Company.

He and his wife, Lynne, have a grown son.

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Kelli List Wells is the Director for U.S. Education Programs for the GE Foundation in Fairfield, CT. Her responsibilities include managing educational partnerships which work with GE communities and leveraging best practices to implement educational strategies nationally.

Wells joined GE in 1995 as an Investment Representative with GE Asset Management. In 1996, she was appointed to Quality where she became a Black Belt in Six Sigma. After her role in Quality she managed International Marketing for Retail Services at GE Financial Assurance. In 2001 she joined the Corporate Citizenship team at GE Capital where she held responsibilities around global programs. In 2004 she was appointed to her current role at the GE Foundation.

Prior to joining GE, Wells was a licensed financial advisor. She has served on numerous boards. She was a member of the executive board of GE's Elfun Volunteer organization in Stamford; President of the Fairfield County Contributions Group, served on the United Way Funds Distribution Committee, served on the Parent Leadership Training Institute Board and served on the Mayor's council for School Readiness. She most recently led the Stamford Achieves initiative in Stamford, CT that brought the community together to look at and address the Achievement Gap. She currently serves on the Board of the Connecticut Academy for Education and on the Advisory Board of the Fairfield County Community Foundation.

Wells received her bachelor's degree in International Relations and Japanese from the University of Massachusetts Amherst. She continued to advance her studies abroad in Japan at Nanzan University in Nagoya, Japan.

Kelli lives in Stamford with her husband, Kyle, and her children, Cameron and Alysa.



Steve Clemons is Washington Editor-at-Large for The Atlantic as well as for the new digital financial publication, Quartz (Qz.com). He writes frequently about politics, economics and foreign affairs and is publisher of the popular political blog, The Washington Note. Clemons also serves as Senior Fellow & Founder of the American Strategy Program at the New America Foundation. He has served as Executive Vice President of the Economic Strategy Institute, Senior Policy Advisor on Economic and International Affairs to Senator Jeff Bingaman (D-NM), was the first Executive Director of the Nixon Center. He is also co-founder and former director of the Japan Policy Research Institute.



Maggie Wilderotter was named Chairman and CEO of Frontier Communications January 1, 2006. She joined the company November 1, 2004 as President and CEO and is a member of the Board of Directors. Formerly, she was Senior Vice President of Worldwide Public Sector at Microsoft.

Mrs. Wilderotter has also served as President and CEO of Wink Communications Inc., leading efforts to develop low-cost, end-to-end e-commerce systems. Before that, her positions included Executive Vice President of National Operations for AT&T Wireless Services Inc., Chief Executive Officer of AT&T's Aviation Communications Division and a Senior Vice President of McCaw Cellular Communications, Inc.

Mrs. Wilderotter serves on the boards of Xerox Corporation and Procter & Gamble Company and on the boards of a number of non-profit organizations. In 2011, she was named to the Directorship 100, and is a member of the Board of Advisors of Boardroom, IQ and the WomenCorporateDirectors (WCD) Global CEO Task Force. FORTUNE magazine included her in its ranking of the "50 Most Powerful Women in Business" in 2009, 2010, 2011 and 2012. In November 2011, The Financial Times named her as one of "The Top 50 Women in World Business." That same month she received "The Business Media Award" from the Women's Media Center. On April 24, 2012, B'nai B'rith International presented her with its "Distinguished Achievement Award."

On October 16, 2012, Mrs. Wilderotter was designated as Chair of the President's National Security Telecommunications Advisory Committee (NSTAC). The designation follows her service as Vice Chair from October of 2010 to 2012.

In December 2012, Mrs. Wilderotter was named a member of the Executive Committee of the Business Roundtable (BRT), an association of chief executive officers of leading U.S. companies with more than \$7.3 trillion in annual revenues and nearly 16 million employees. She is also Secretary, Board of Directors of Catalyst, the leading nonprofit organization with a mission to expand opportunities for women and business.

Mrs. Wilderotter holds a bachelor's degree in economics from Holy Cross College.



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