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Nora M. Brownell is the co-founder of ESPY Energy Solutions, LLC, a women-owned business providing innovative and highly-skilled consulting services.

Prior to this, Nora Mead Brownell was nominated by President George W. Bush to the Federal Energy Regulatory Commission (FERC) where she served from the time of her confirmation in May 2001 until June 2006 when her term expired.

Ms. Brownell's tenure at the FERC reflects her longstanding and unwavering commitment to fostering competitive markets to serve the public interest. She championed the development of independent transmission organizations for wholesale power. As a leading advocate of responsive and effective independent board governance at RTOs and corporations, Ms. Brownell is a strong proponent of FERC policies that promote investment in national energy infrastructure development.

Prior to FERC, Ms. Brownell served as a member of the Pennsylvania Public Utility Commission (PUC) from 1997 to 2001 and took an active role in the rollout of electric choice in Pennsylvania. In addition to her work establishing the framework for one of the nation's most successful retail electric markets, she supported Pennsylvania's pursuit of competition in local markets for telecommunications, deployment of advanced services, enhancement of services to rural areas, protection of consumers, and advancement of special services.

Ms. Brownell serves on the boards of National Grid PLC, Spectra Energy Partners, and Tangent Energy. She also serves on advisory boards of Morgan Stanley Infrastructure, New World Capital, and TerViva Bioenergy. Previously, Ms. Brownell served on the boards of ONCOR, Comverge, Starwood Energy Fund, and the GridWise Architecture Council. In addition, Ms. Brownell has lectured at the Vermont Law School's Center for Energy and the Environment, the Michigan State University Institute of Public Utilities, the University of Idaho, the Wharton Energy Club, and others.

Ms. Brownell is a native of Erie, Pennsylvania and attended Syracuse University.



Cari M. Dominguez serves on the boards of ManpowerGroup Inc., Triple-S Management Corporation, a managed healthcare company, where she serves as Vice Chair of the Board and Independent Lead Director, and the Calvert SAGE Fund. She is principal of Dominguez & Associates, a management consulting firm providing services to Fortune 500 clients in the areas of talent management, organizational effectiveness, diversity, and government relations. A former Chair of the

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U.S. Equal Employment Opportunity Commission (EEOC), her public service includes two Presidential appointments and unanimous Senate confirmations.

As the chief executive officer of the five-member Commission, she led and directed all policy matters and operational aspects of an agency with a budget of \$325 million and fifty-three offices throughout the United States. The Commission is the Nation's lead agency on all matters pertaining to the coordination and administration of federal equal employment opportunity laws.

She also served in the U.S. Department of Labor in roles including Assistant Secretary of Labor for Employment Standards and Labor Management, and Director of the Office of Federal Contract Compliance Programs. In the latter capacity, she launched and led the Labor Department's Glass Ceiling Initiative, designed to remove invisible barriers from the workplace. Her corporate experience includes various senior human resources positions at Bank of America, including Director of Executive Programs. She was also a partner at two international executive search firms, serving in their financial services, human resources, and board practices.

Ms. Dominguez has served on numerous nonprofit boards, including Loma Linda University and Medical Center, the Leadership Foundation of the International Women's Forum, and the Human Resources Planning Society. She currently serves on the board of the National Association of Corporate Directors, where she chairs the Nominating and Governance Committee and is on the faculty of their Board Advisory Services. A recipient of numerous awards, Hispanic Business Magazine has recognized her as one of the 80 Elite Hispanic Women and one of the 100 Most Influential Hispanics.

She holds B.A. and M.A. degrees from The American University's School of International Service, in Washington, D.C. Ms. Dominguez is also a Fellow of the Advanced Study Program in Public Management of the Massachusetts Institute of Technology. In 2003, she was conferred the honorary degree of Doctor of Humanitarian Service by Loma Linda University.

Polly Povejsil Heath is Chief Financial Officer of the United States Holocaust Memorial Museum. Ms. Heath is responsible for the Museum's financial, budget, investment, procurement and business revenue activities. She also oversees Information Technology and IT security for the Museum.

Prior to joining the Museum in 2015, Ms. Heath held operating and financial management positions at AOL, Inc., The Washington Post Company, and most recently at WETA, Washington's public television and radio broadcaster and the producer of PBS NewsHour and the documentaries of Ken Burns. She began her career on the audit staff of Price Waterhouse & Co. and as a consultant with The Boston Consulting Group.

In 2013, Ms. Heath was appointed to the Board of Directors of CareFirst, Inc., a non-stock health services company which, through its affiliates and subsidiaries, provides health insurance to individuals and groups in Maryland, the District of Columbia and portions of Northern Virginia. CareFirst is the largest health care insurer in the Mid-Atlantic region, serving 3.2 million members, and employs approximately 5,000 associates and contractors in the Washington Metropolitan area. Ms. Heath is chairman of the Audit Committee of Group Hospitalization and Medical Services Inc. (GHMSI), the CareFirst affiliate serving Washington D.C. and its Maryland and Virginia suburbs, and a member of CareFirst's Finance and Audit committees.

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Ms. Heath holds a Master of Business Administration (MBA) from Harvard Business School and a bachelor's degree in public policymaking and economics from Brown University. She is a Certified Public Accountant (CPA).

Ms. Heath lives in Washington, D.C with her husband, Tom Heath, who is a reporter and columnist with The Washington Post.



Dr. Linda Livingstone became dean of the George Washington University School of Business (GWSB) on August 1, 2014. Since arriving at GW, Dean Livingstone led the school in a strategic planning process that identified three themes that will guide the school in the years ahead. GWSB will leverage its location to develop competitive advantage and differentiation by building on the unique capabilities associated with the school's location in the heart of the nation's capital; enhance its global focus to encourage prosperity globally by leveraging existing strengths and building on the school's significant global reputation and reach; and, serve as a catalyst for multi-disciplinary opportunities that enhance innovation and the school's impact on economies and societies.

In support of these priorities, the school has developed a graduate certificate in Capital Markets in partnership with the International Finance Corporation (IFC) and the Milken Institute; redesigned its Healthcare MBA program in collaboration with the GW School of Medicine and Health Sciences, launched the Korean Management Institute, and expanded career services to enhance support for international students. Currently, the Global MBA program is ranked 40th by Bloomberg BusinessWeek, the Online MBA Programs is among the top 25 according to The Princeton Review, the undergraduate and graduate International Business programs are ranked #11 and #15 respectively by U.S. News and World Report, and Military Times selected GWSB as the 27th best business school for veterans in its latest rankings.

Prior to her move to Washington, D.C., Dr. Livingstone served as dean of the Graziadio School of Business and Management at Pepperdine University from June 2002-July 2014. An award-winning teacher, Dr. Livingstone's research interest focuses on creativity in organizations as influenced by the fit between the individual and the organizational environment. She is the author of business textbooks and numerous scholarly articles that have appeared in *Academy of Management Review*, *Academy of Management Journal*, *Journal of Organizational Behavior*, *Journal of Management*, and *Journal of Management Education*. Her views on leadership, women's issues, and business education have been cited in a variety of media outlets including CNN, BusinessWeek, the New York Times, the Los Angeles Times, Bloomberg TV, the Wall Street Journal, Forbes, Financial Times, and the Economist.

Dr. Livingstone received her B.S., M.B.A. and Ph.D. degrees from Oklahoma State University where she played on the varsity basketball team. She also serves on the board of directors for AACSB, the pre-eminent international accrediting body for business schools and is currently past chair of the board.

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Additionally, she serves on the board of Capital Southwest Industrials where she chairs the compensation committee, is a member of the board of Trinity Christian School in Fairfax, VA, and previously served as the chair of the board of directors of Oaks Christian School in Westlake Village, CA where she served on the board for nine years, and on the board of the Graduate Management Admissions Council (administers the GMAT exam). Dr. Livingstone is married to Brad Livingstone, also a graduate of Oklahoma State University where he played varsity basketball, and currently the Dean of Students at Trinity Christian School in Fairfax, VA. They have one daughter, Shelby, who is a junior at Rice University on a volleyball scholarship.



Caren is a serial entrepreneur (start-ups in tech and social impact) most notably co-founder and EVP of enterprise software company, webMethods, Inc. which she grew from her basement to a \$200m global, Nasdaq company with 1,100 team members.

She is founder and CEO of Caren Merrick & Co. where she advises high performing leaders on how to grow themselves, their teams, and their businesses and become board worthy and board ready.

Caren serves on several public company boards including Gladstone Capital (NASDAQ: GLAD), Gladstone Investment (NASDAQ: GAIN), Gladstone Commercial (NASDAQ: GOOD), Gladstone Land (NASDAQ: LAND), Washington First Bank (NASDAQ: WFBI). Caren also serves on the board of the Metropolitan Washington Airports Authority.

Caren is an author and speaker. She is a member of the Steering Committee of Women In Technology's The Leadership Foundry, a selective program to advance women to corporate boards.

Ms. Merrick was named a 2011 Top 100 Technology Titan by Washingtonian Magazine. She received a BA in political science from the University of California, Los Angeles, and has received a Certificate of Director Education from the National Association of Corporate Directors.

Caren is married with two sons and her family loves to sail on their catamaran, Glad In It.

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