

About the Board Institute

Since 2007, DirectWomen has hosted the Board Institute - a two-day program with the goal of positioning exceptional women lawyers for service as directors of major corporations. The Board Institute is led by Hillary A. Sale, Agnes Williams Sesquicentennial Professor of Leadership and Corporate Governance and Professor of Management, Georgetown University; Director, Cboe U.S. Securities Exchanges, CFE and Cboe SEF; Advisory Board Member, Foundation Press.



DirectWomen identifies a small group of leading women lawyers to participate in the annual Board Institute based on an assessment of their ability to provide the experience, independence, and business judgment required for board effectiveness. The Board Institute provides working sessions designed to help participants develop their value proposition and personal board-search strategies. During the Board Institute, participants learn how to demonstrate their considerable skills and experience in ways that will meet the needs of today's corporate boards.

Over 270 women have participated in the Board Institute over the past 16 years. Our Board Institute alumnae have held nearly 200 board seats for major companies including: Visa Inc., American Express Company, McKesson Corporation, Valero Energy Corporation, The TJX Companies, Inc., Marathon Petroleum, and Williams.

At the Board Institute, the class meets with an extraordinary faculty composed of CEOs, C-suite executives, and directors of public companies to discuss key issues facing corporate directors such as the board's nominating and governance role, ESG, and other relevant topics. The class also meets with DirectWomen alumnae with extensive board experience and key board search executives.



The following pages highlight these impressive faculty members and the 2023 Board Institute Class.

The Application for the 2024 Board Institute is open until November 20, 2023. Visit DirectWomen's website for more information or email DirectWomen's Marketing Associate, Anna Bower Richardson, at arichardson@directwomen.org.

Board Institute Sessions

Elevator Pitches

The participants honed their “elevator pitches” during a session in which directors and search firm members offered their feedback. Faculty members included:

Thomas T. Daniels, Partner and Board Director, Spencer Stuart

Sarah C. Dodds-Brown, Executive Vice President and Deputy General Counsel, American Express Company; Director, Party City Holdco, Inc.

Cynthia Dow, Managing Director and Boston Hub Leader, Russell Reynolds Associates

Sheri H. Edison, Former Executive Vice President and General Counsel, Amcor plc.; Director, Cardinal Health, Inc. and Union Pacific Corporation

Thames Fulton, Managing Director, RSR Partners

Elisa D. Garcia, Chief Legal Officer, Macy's, Inc.; Director, Dollarama Inc.

Maria C. Green, Former Senior Vice President and General Counsel, Ingersoll Rand; Director, Fathom Digital Manufacturing Corporation, Littelfuse, Inc., Tennant Company, and WEC Energy Group, Inc.

Lily Yan Hughes, Assistant Dean of Career Services, Syracuse University College of Law; Former Senior Vice President, Chief Legal Officer, and Corporate Secretary, Arrow Electronics, Inc. and Public Storage; Director, NUBURU, Inc.

Stacy J. Kanter, Former Head of Global Capital Markets and Co-Chair Global Diversity Committee, Skadden, Arps, Slate, Meagher & Flom LLP; Director, Applied Therapeutics, Inc.

Anastasia D. Kelly, Senior Advisor to the Chair and Executive Director of Client Relations, DLA Piper; Director, Huntington Ingalls Industries, Inc.

Susan S. Lanigan, Former Executive Vice President and General Counsel, Dollar General Corporation and Chico's FAS, Inc.; Director, Kirkland's, Inc. and Simmons First National Bank Corp.

Roberta D. Liebenberg, Senior Partner, Fine, Kaplan and Black, RPC; Principal, The Red Bee Group

Kim Lubel, Former Chairman and CEO, CST Brands, Inc.; Director, Arcosa Inc., PBF Energy, Inc., and Westlake Corporation

Claudia Pici Morris, Consultant, Board Advisory Services, Spencer Stuart

Stephen D. Newton, Managing Director, Russell Reynolds Associates

Trevor S. Norwitz, Partner, Wachtell, Lipton, Rosen & Katz

Hillary A. Sale, Agnes Williams Sesquicentennial Professor of Leadership and Corporate Governance and Professor of Management, Georgetown University; Director, Cboe U.S. Securities Exchanges, CFE and Cboe SEF; Advisory Board Member, Foundation Press

Lauren E. Smith, Managing Director, Board Practice, Diversified Search Group

Jill Soltau, Former CEO, J.C. Penney Company, Inc. and JoAnn Stores Inc.; Director, Southwest Airlines Co., AutoZone, Inc., and Kirkland's, Inc.

Brande Stellings, Principal, Vestry Laight LLC

Laura A. Weil, Managing Partner, Village Lane Advisory, LLC; Director, Carnival Corporation & plc, Daniel's Jewelers Inc., Global Fashion Group SA, and Pearl Holdings Acquisition Corp

Andrea L. Zopp, Managing Partner, Cleveland Avenue; Director, Federal Home Loan Bank of Chicago, Intelligent Growth Solutions, and Relativity ODA LLC



The Board's Nominating and Governance Roles

This session provided an overview of the nominating and corporate governance committee and how the committee works within the board. In addition to key governance issues, the panel also discussed strategies for women lawyers seeking board seats. **Hillary A. Sale**, Co-Chair, DirectWomen Board Institute Committee; Agnes Williams Sesquicentennial Professor of Leadership and Corporate Governance and Professor of Management, Georgetown University; Director, Cboe U.S. Securities Exchanges, CFE and Cboe SEF; Advisory Board Member, Foundation Press, moderated the discussion. Panelists included:



Shelley G. Broader, Former CEO and President, Chico's FAS, Inc.; Director, Dutch Bros Coffee Inc., IFCO Systems, Inspire Medical Systems, Inc., and Loblaw Companies Ltd.

Susan E. Chapman-Hughes, Technology Industry Advisor; Former Executive Vice President, Global Head of Digital Capabilities, Transformation and Operations, Global Commercial Services, American Express Company; Director, The J.M. Smucker Company and Toast, Inc.

Alan D. Schnitzer, Chairman and CEO, The Travelers Companies, Inc.

Jill Soltau, Former CEO, J.C. Penney Company, Inc. and JoAnn Stores Inc.; Director, Southwest Airlines Co., AutoZone, Inc., and Kirkland's, Inc.

The Board's Environmental, Social, and Governance Roles

Environmental, social, and governance (ESG) issues are on the top of every board's agenda. From diversity and inclusion to climate change to the board's role in how the company relates to all of its stakeholders, boards are leaning into these topics and engaging deeply. This panel did the same. **Hillary A. Sale**, Co-Chair, DirectWomen Board Institute Committee; Agnes Williams Sesquicentennial Professor of Leadership and Corporate Governance and Professor of Management, Georgetown University; Director, Cboe U.S. Securities Exchanges, CFE and Cboe SEF; Advisory Board Member, Foundation Press, moderated the discussion. Panelists included:

Arnold W. Donald, Former Vice Chair, President, CEO, and Chief Climate Officer, Carnival Corporation & plc; Director, Bank of America Corporation

John Frascotti, Former President, Chief Operating Officer, and Board Member, Hasbro, Inc.; Director, Party City Holdco, Inc. and The Children's Place

Kim Lubel, Former Chairman and CEO, CST Brands, Inc.; Director, Arcosa Inc., PBF Energy, Inc., and Westlake Corporation

Rafael Santana, President and CEO, Wabtec Corporation; Director, The Travelers Companies, Inc.

Women Lawyers as Board Candidates

This session featured search firm leaders who focused on the role of search firms in board placements. **Roberta D. Liebenberg**, Senior Partner, Fine, Kaplan and Black, RPC; Principal, The Red Bee Group LLC, moderated the panel discussion. Panelists included:

Chuck Gray, Partner, US CEO and Board Practice Leader, Egon Zehnder

Claudia Pici Morris, Consultant, Board Advisory Services, Spencer Stuart

Stephen D. Newton, Managing Director, Russell Reynolds Associates

John S. Wood, Vice Chairman, Heidrick & Struggles



Success Strategies

The DirectWomen alumnae in this session shared their own stories around the board search process – from developing their search strategy and expanding their network, to evaluating and landing opportunities.

Susan S. Lanigan, Former Executive Vice President and General Counsel, Dollar General Corporation and Chico's FAS, Inc.; Director, Kirkland's, Inc. and Simmons First National Bank Corp., moderated the panel discussion. Panelists included:

Sheri H. Edison, Former Executive Vice President and General Counsel, Amcor plc.; Director, Cardinal Health, Inc. and Union Pacific Corporation

Eve N. Howard, Global Head of Capital Markets Practice, Hogan Lovells US LLP; Director, Cogent Communications Holdings, Inc.

Karyn Smith, Former General Counsel, Twilio; Director, Icertis

Marguerite N. Woung-Chapman, Former Senior Vice President, General Counsel, and Corporate Secretary, Energy XXI Gulf Coast, Inc.; Director, Chord Energy Corporation and Summit Midstream Partners, LP



Coaching Session

On the second day of the Board Institute, members of the 2023 class participated in a coaching session with DirectWomen honorees, executive board recruiters, and directors. Coaches included:

Thomas T. Daniels, Partner and Board Director, Spencer Stuart

Cynthia Dow, Managing Director and Boston Hub Leader, Russell Reynolds Associates

Sheri H. Edison, Former Executive Vice President and General Counsel, Amcor plc.; Director, Cardinal Health, Inc. and Union Pacific Corporation

Suzanne Rich Folsom, Senior Strategic Advisor to the CEO, Philip Morris International Inc.; Former Senior Vice President and General Counsel, Philip Morris International Inc.; Director, Equal Future Corp.

Thames Fulton, Managing Director, RSR Partners

Maria C. Green, Former Senior Vice President and General Counsel, Ingersoll Rand; Director, Fathom Digital Manufacturing Corporation, Littelfuse, Inc., Tennant Company, and WEC Energy Group, Inc.

Eve N. Howard, Global Head of Capital Markets Practice, Hogan Lovells US LLP; Director, Cogent Communications Holdings, Inc.

Marie Oh Huber, Senior Vice President, Chief Legal Officer, General Counsel, and Secretary, eBay Inc; Director, Portland General Electric

Lily Yan Hughes, Assistant Dean of Career Services, Syracuse University College of Law; Former Senior Vice President, Chief Legal Officer, and Corporate Secretary, Arrow Electronics, Inc. and Public Storage; Director, NUBURU, Inc.

Stacy J. Kanter, Former Head of Global Capital Markets and Co-Chair Global Diversity Committee, Skadden, Arps, Slate, Meagher & Flom LLP; Director, Applied Therapeutics, Inc.

Anastasia D. Kelly, Senior Advisor to the Chair and Executive Director of Client Relations, DLA Piper; Director, Huntington Ingalls Industries, Inc.

Susan S. Lanigan, Former Executive Vice President and General Counsel, Dollar General Corporation and Chico's FAS, Inc.; Director, Kirkland's, Inc. and Simmons First National Bank Corp.

Roberta D. Liebenberg, Senior Partner, Fine, Kaplan and Black, RPC; Principal, The Red Bee Group

Teri P. McClure, Former Senior Vice President, General Counsel, and Chief Human Resources Officer, UPS; Director, Fluor Corporation, GMS, Inc., JetBlue Airways Corporation, and Lennar Corporation

Stephen D. Newton, Managing Director, Russell Reynolds Associates

Trevor S. Norwitz, Partner, Wachtell, Lipton, Rosen & Katz

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SA, and Pearl Holdings Acquisition Corp

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Avenue; Director, Federal Home Loan Bank of Chicago, Intelligent Growth Solutions, and Relativity
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