



NACD CHAPTERS

Celebrating Leadership and Director Communities
from Coast to Coast

Published By



“Someone is sitting in the shade today because someone planted a tree long ago.”

-WARREN BUFFETT

NACD extends its deep gratitude to the volunteer leaders of its chapters.

Their dedication and ambassadorship help NACD deliver high-level educational experiences to director communities across the United States in support of exceptional board leadership today and for years to come.

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Note: NACD.DC designates a director who is NACD Directorship Certified.

For membership information, please contact join@nacdonline.org or call 571.367.3708.

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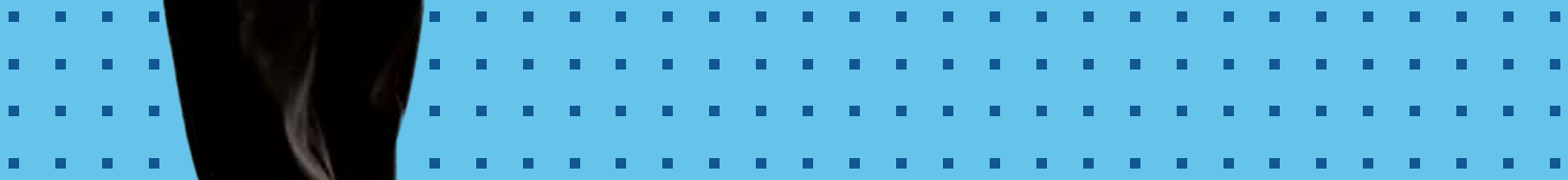
DRIVE CHANGE

NACD Directorship

Certification® is more than a credential. It is a commitment to excellence in the boardroom and a declaration to your peers and stakeholders that you are prepared to meet the biggest challenges facing boards today

▶ certification.nacdonline.org

Nadja West, NACD.DC
Director
Johnson & Johnson



Welcome!



This salutation carries two meanings here. First, you’re warmly invited into the pages of this publication—the first *Directorship* “mini magazine” in NACD history devoted to celebrating one of our most widely enjoyed member benefits: our chapter network. Second, the “welcome” applies to the unassailable access you each have to more than 20 chapters across the country, always ready to greet you with open arms and add value to your NACD experience and, what’s more, your directorship journey.

Led by boards of directors comprising NACD members in the dozens of communities where our chapters thrive, these regional centers of gravity for your experience as a director are in the business of providing unparalleled content that enriches your ongoing educational journey as a board member. They do this while encompassing you in a community of people who serve actively in roles like yours, sit on the same board committees as you, and face board-level challenges and opportunities across multiple industries, just as you do. At the same time, the diversity across the network, in ways both visible and not, produces an essential tapestry that enriches the lives of those who engage with these communities.

The good news is that every NACD member has access to our chapters. The variety and relevance of the hundreds of director-centric programs and unique events offered year-round and the diversity of the thousands of directors engaging through the network create an active and welcoming community ready to support and enrich your directorship journey. Whether you live in a chapter location full-time, or are just passing through for business or pleasure, you are able to take part in an element of the NACD membership proposition that is critical to the robust and deep experience offered to you.

Simply put, the NACD Chapter Network is where highly engaged directors deepen their local connections and bring powerful governance ideas to life. The chapters convene boardroom peers and leading experts to forge meaningful professional relationships, share insights, and learn together from real-world experience.

Together with my team (pictured below), I take great joy and pride in seeing the chapters come to life in these pages and every day through the hard work of our volunteer leaders and their chapter staff.

Enjoy this supplement to your fall issue of *Directorship*, where we (re)introduce you to our NACD chapters, celebrate what they bring to you as a member, and highlight the leaders who operate these local communities. We can’t wait to see you at one of the hundreds of programs hosted in-person and virtually across the year by these chapters.

And the timing could not be better. NACD has declared December of this year as “Chapter Celebration Month.” Stay tuned for a variety of highlights and features to come beyond this publication

They—we all—await you with open arms.

Warmly,



Susan Paley
Vice president, NACD Chapter Network



Julie Pitts
SENIOR REGIONAL DIRECTOR



Mary Jacobson
REGIONAL DIRECTOR



Cynthia Falardeau
REGIONAL DIRECTOR



Hannah Geyer
ASSOCIATE DIRECTOR, CHAPTER
NETWORK AND CENTERS



Danielle Whaley
CHAPTER CONTENT AND
COMMUNICATION ASSOCIATE

Celebrating Our Chapters at Summit



NACD National leadership, with select representatives of the nearly 400 board members leading NACD's more than 20 chapters, convene at the NACD Summit 2022

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“By engaging in the NACD Chapter Network, I have found a broader sense of purpose and teaming around that purpose. It’s empowering to me to be part of our broader mission of empowering directors and transforming boards.”

—DORLISA FLUR, NACD.DC,
CHAIR OF THE NACD
CAROLINAS CHAPTER

“

“If you are a director of a corporation, you have to continuously improve, and meeting with other chapter leaders and other board members in the chapter I think is *essential* to just stay on top of what’s going on.”

—FRANK JAEHNERT, NACD.DC,
NACD CHICAGO CHAPTER BOARD

“

“Members tell me all the time they come back to their chapter because that’s where the connectivity happens, the connection, the community, and of course, great content.”

—SUSAN PALEY,
VICE PRESIDENT, NACD
CHAPTER NETWORK

“

“The NACD Chapter Network is really the boots on the ground for governance, because while the national organization does a great job of putting together the intellectual property and great director education, it’s the chapters where that all gets applied.”

—LAUREN SMITH, NACD.DC, IMMEDIATE PAST PRESIDENT OF THE NACD FLORIDA CHAPTER



“

“I’m very active in and I love the NACD chapters. I’m involved in the chapters in both Texas and in Florida, because I serve on corporate boards in both states. I live in Texas, and I’ve made new connections in the Florida area simply through NACD. While I may not be labeled as a Floridian, NACD has been the catalyst to expanding my network and horizons and connecting me with a whole new chapter and a whole new set of directors in a new area.”

—SAMANTHA HOLROYD, NACD.DC, NACD TEXAS TRICITIES CHAPTER BOARD



NACD Chapter and National staff

“Chapters are essential to the connectivity that NACD represents. We feel that when directors speak to directors, magic happens. They get to know one another, so wonderful connectivity, connections, and opportunities arise. But also, there’s this heightened learning that happens from the sharing of experiences from their boardrooms. NACD chapters really are the heart of NACD.”

—KIMBERLY SIMPSON, NACD CHIEF OPERATING OFFICER, GENERAL COUNSEL AND CORPORATE SECRETARY



NACD Atlanta Chapter

Our journey is picking up speed. Our chapter brand vision several years ago was to become the center of gravity for board development excellence in the Atlanta business ecosystem.

The depth and quality of our leadership board and our sponsors has helped us build relationships and trend leading programming with the Federal Reserve, Delta Airlines, Emory University, the University of Georgia, the Atlanta Metro Chamber, Home Depot, private equity firms, Coca-Cola Co., Business Executives for National Security, the Atlanta Business Chronicle, and UPS just to name a few.

During the pandemic our chapter moved swiftly to create a high number of virtual programs with the help of our sponsors and chapter board members. Our success in engaging members not only in our geography but from many other chapters was a hallmark of our commitment to innovation. The engagement for these “just-in-time relevant topics” helped us get on the calendars of a larger base of attendees with the help of our sponsors. Leading experts on supply chain disruption, remote work productivity, digital transformation that enables growth, cybersecurity best practices, risk management, and strategic scenario planning were just a few of our topic-rich pivots.

We carried on with that approach coming out of the pandemic by adding a very effective hybrid delivery experience with features that kept our attendance high and the feedback positive. Again, we sought to make other chapters aware of our solutions in hopes they might use



“We proudly serve our 800+ members with events, programming, and networking that prepare directors to address boardroom challenges.”

—BETSY CAMP AND MILTON JONES, NACD ATLANTA CHAPTER CO-CHAIRS



Renee Glover, former NACD Atlanta Chapter board member, and Raphael Bostic, president of the Federal Reserve Bank of Atlanta (as shown from left to right)

a similar system as a tool. Our resource base for a broader range of content experiences for members coupled with sponsor rich subject matter experts, will be a catalyst for higher member engagement. The Atlanta region business ecosystem continues to represent industry diversity and a rapidly developing venture capital hub which together, is going to be a wellspring for connecting to leadership with our local NACD brand.

We will be shaping our forward strategy to align with the national NACD initiatives to broaden our alliances with other Fortune 500 companies, fast-growing players in venture



Milton Jones (chapter co-chair), Bob Wright, Sandy Magnus, Betsy Camp (chapter co-chair), and Jim Boone (chapter board member) (as shown from left to right)

OUR CHAPTER BRAND VISION SEVERAL YEARS AGO WAS TO BECOME THE CENTER OF GRAVITY FOR BOARD DEVELOPMENT EXCELLENCE IN THE ATLANTA BUSINESS ECOSYSTEM.

capital, health care, financial technology, real estate, and transportation so that leading edge programs can attract more member engagement and region C-suite participation.

We value the relationships we have built with other NACD chapters and the engaging, forward-thinking programming ideas that are happening throughout chapter system. There is nothing stopping our momentum! ■



Linda Welty (former chapter board member), Eric McCarthy (chapter board member), Marisol Angelini, NACD.DC (chapter board member), Becky Blalock (chapter board member), and Benjamin Pring (as shown from left to right)

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CO-CHAIR



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- Marisol Angelini, NACD.DC
- Cindy Baerman, NACD.DC

- Kelly Barrett
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- Jim Boone
- Mario Concha
- Connie Engel
- Eric McCarthy
- Pat Robinson

Lenora Kopkin
CHAPTER ADMINISTRATOR

atlanta.nacdonline.org



NACD Capital Area

Launched in 2003, NACD Capital Area serves public, private, and nonprofit directors with world class programming, access to thought leadership, and a wide spectrum of board discussions.

NACD members in the Capital Area enjoy being part of a community of directors, driven by a common purpose: to be connected as the trusted network of economic leaders who are committed to implementing transformative change in the boardrooms they serve.

The Capital Area is one of NACD’s fastest-growing markets. Our diverse membership fosters collaborations across all sectors of directors, investors, and governance stakeholders. Members are pacesetters in board governance and chapter events provide invaluable networking as a resource for learning about trends in governance and best board practices.

Building upon almost two decades of great programming in the Capital Area, this past year’s events included a fireside chat with Nazzic S. Keene, CEO of Science Applications International Corp., a panel discussion on talent acquisition and retention, and what boards need to know about cryptocurrency.

NACD Capital Area recently held the first in-person member meetup in more than three years on September 15, 2022, at a restaurant in Tysons, VA. Goodwin Procter cohosted more than 40 members who enjoyed networking and connecting. In collaboration with our board of advisors, local ambassadors, and our valued sponsors and strategic partners, 2023 programming will

“

“Our local members are exposed to both the planned direction and challenges facing leaders.”

—DEB DUNIE, NACD.DC,
NACD CAPITAL AREA
ADVISORY BOARD
CHAIR



Maria Clarke, NACD.DC (chapter advisory board member, center), joins members at Fogo de Chão on Sept. 15, 2022, in Tysons, Virginia.



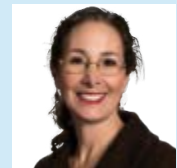
NACD members attend a Capital Area event on Sept. 15, 2022, in Tysons, Virginia.

include a variety of programming and engagement opportunities both virtually and in-person.

Visit capitalarea.nacdonline.org to learn more about our supportive sponsors and strategic partners. ■



BOARD OF ADVISORS



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ADVISORY BOARD CHAIR

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- Julian Ha, NACD.DC
- Melody Jones, NACD.DC
- Jim Schleckser, NACD.DC



NACD members attend a Capital Area event at Fogo de Chão on Sept. 15, 2022, in Tysons, Virginia.

capitalarea.nacdonline.org

NACD Carolinas Chapter

Based in Charlotte, our not-yet-10-year-old chapter has continued to grow and mature through the difficulties of the past few years. The COVID-19 pandemic jolted our familiar cadence of local panel discussions and incentivized us to test, learn, and innovate our programming and member engagement. Our efforts have driven strong attendance and membership engagement growth while attracting a record number of premium sponsors and committed board members. We adapted to deliver the NACD's mission of empowering directors and transforming boards in the Carolinas—and beyond.

YOUTHFUL CHAPTER WITH SOLID FOOTINGS

Chartered in March 2013, NACD Carolinas is the newest of NACD's independent chapters. Organized two years earlier, as a satellite of the Research Triangle Chapter, founding Chapter President Sue Cole (now NACD board chair) and eight local directors successfully championed Charlotte's importance as a business hub and gateway to both Carolinas as a basis for the new chapter.

The Carolinas Chapter soon settled into a cadence of six core programs and occasional dinners, with annual attendance in the mid-to-high 200s. It benefitted from a strong, continuing base of sponsors and founding director presence through 2019.

INNOVATING PROGRAMMING TO STAY RELEVANT

Looking back, the year 2020 started with a prescient topic for our only in-person program: "Preparation for an Economic Downturn: It's Not If, But When." The COVID-19 pandemic soon rocked the US economy and shut down meetings. Like others, we pivoted our program delivery to virtual, ultimately delivering 10 planned programs and cosponsoring a joint chapter two-part virtual round table on Black chapter presidents' perspectives on race relations. In our year-end tally, our virtual chapter programs had sustained similar-sized attendance (approximately 35 people per event) while the joint programs exposed us to a national director audience.

In 2021, we introduced a new blockbuster, "Take It from the Top" series, focused initially on our corporate board member companies



NACD Carolinas supports the first hybrid program hosted by Nucor Corp., the then newest NACD corporate board member in the chapter area, on May 31, 2022. Tom Barkin, president and CEO of the Federal Reserve Bank of Richmond; Dorlisa Flur, NACD.DC (chapter president); Stick Williams (retired NACD Carolinas Chapter board member); and James Frias (chapter board member), retired chief financial officer of Nucor (as shown from left to right)

and then broadened to feature other Carolinas leaders in intimate fireside chats. The series delivered our three highest attendance programs (more than 100 each) with a national draw: Sue Gordon, former principal deputy director of National Intelligence; Brian Moynihan, Bank of America chair and CEO; Tom Barkin, Federal Reserve Bank of Richmond president and CEO (chapter year 2022).

This year has focused on further experimentation with program delivery. We successfully held our in-person "welcome back" program in February 2022 (attended by 57). In May, we had our first hybrid program and are committed to further program delivery experimentation to serve our full Carolinas membership and beyond. We have exceeded our attendance goals to date by more than 50 percent, tracking to exceed 500.

CONNECTING WITH OUR MEMBERS PURPOSEFULLY

Virtual meetings enabled us to deliver quality educational events, but virtual breakouts were a poor substitute for personal connections and camaraderie at in-person events. As attendance outside the Carolinas increased, we needed a more purposeful approach to engaging Carolina members and subscribers to



NACD Carolinas hosts a kick-off reception with Hilton Head directors on May 17, 2022, at Whisper Creek Spa. Julie Jones, Roberta Bowman, Jen Wolfe, Dorlisa Flur, NACD.DC (chapter president), Catharine de Lacy (chapter board member), Lori Kelleher, Lynn Clarke, Christopher Melton, Eric Thompson (as shown from left to right in the front row); Stephen Evans, Bruce Cole, John Brogan, Charles Harvey, and Mike Magsig (as shown from left to right in the back row)

ensure they returned when we reconvened.

We established a chapter data and analytics platform to track who attended chapter programs and aggregate what we knew about our members, subscribers, and guests. Simultaneously, we created a member engagement committee to act on the data. Earlier this year, we established a chapter LinkedIn page to connect with members.

Leveraging our member engagement capabilities, we introduced member-led director cohort discussions, which were initially, topic-focused virtual dialogues (e.g., succession, activists) among an intimate group of 10 directors. Recently, we identified geographic concentrations among the approximately 50 percent of primary chapter members outside Charlotte (serving five metropolitan areas within 100–200 miles) and are encouraging local director events. We kicked off at Hilton Head in May 2022 with a core group of 12 directors, who have since met for a self-facilitated cybersecurity exchange. We plan to use this as a model for Charleston and, potentially, Columbia or Greenville in 2023. We see a virtuous cycle of these members engaging with sponsored programs on a hybrid basis or driving to Charlotte. We have already exceeded our Carolinas member engagement goals by more than 20 percent, with an added 50 percent beyond the Carolinas.

GROWING AND DIVERSIFYING OUR SPONSORS

Our single premium sponsorship level encourages broad partnerships that provide valuable stability from the combined eight accounting and compensation firms that stood with us through the pandemic. Four new sponsors have since joined, bringing complementary benefits, law, risk, and online platform expertise—and giving us our most extensive, most diverse group ever. Multi-sponsor collaborations are adding a fresh dimension to our programs.

STRENGTHENING OUR CHAPTER BOARD

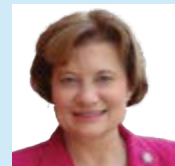
Our volunteer board has faithfully led the chapter through the crisis and is poised to drive its second decade. With two recent appointments, we are at our charter maximum (15) for the first time. We have intentionally built a diverse board, including five women and four people of color. A third of our chapter board is NACD Directorship Certified, with two more directors in process. Our combined executive expertise spans from entrepreneurs to major public companies, financial services to industrial, and all major C-suite roles. Our complementary expertise and networks enable us to deliver relevant chapter education and build community among Carolina directors.

Having used the past couple of years to experiment and build capabilities, we have emerged from the pandemic as a stronger chapter—and we are excited about the new opportunities ahead. ■

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carolinas.nacdonline.org



NACD Chicago Chapter

In the spring of 2020, the NACD Chicago Chapter, like the rest of the world, was forced to grapple with the new reality brought about by the worldwide COVID-19 pandemic. “With breathtaking abruptness, we had to pivot to the virtual world. It was a time of truly remarkable change,” recalled Paul Williams, board chair from 2017 to 2021.

The chapter’s reaction to the pandemic may be the most visible example of how it has consistently responded to members’ needs, but it is not the first. Since its founding, NACD Chicago has focused on continuous growth and improvement. In the last year, it formalized governance of the chapter by enhancing processes and policies, including streamlining financial operations to improve efficiency; expanded working committees; and increased the number of board members and chapter sponsors.

“We’ve worked hard to improve governance, the quality and timeliness of our programming, and to leverage the diversity of thought among our board members,” said NACD Chicago Board Chair Joan Steel. “We are engaging directors who have had tremendous business success to help take us to the next level.”

Current projects include enhancing the chapter’s social media profile and launching a data analytics project to better understand and address member needs.

The Chicago Chapter was established as an Illinois 501(c)(3) organization in 2001, under the leadership of Michele Hooper, who served as president for 16 years. It is one of the largest NACD chapters across the country, serving more than 2,000 members, including about 120 corporate board members and nearly 400 individual members. It supports 150 NACD Certified Directors and almost 100 Accelerate members.

The diverse chapter board comprises of 12 people, including eight women and five people of color. “Our chapter has always had board members who were committed to the mission of improving governance and devoted substantial time to the operation of the

chapter. I believe that our chapter has improved each year,” said Dennis Chookaszian, who serves on the board.

The chapter’s vision is to be the leading local source for advancing excellence in board governance and director effectiveness by offering engaging programming and networking opportunities for members in Chicago, Detroit, and Milwaukee.

Eleven sponsors support the chapter’s work. In addition to planning programs, they have generously contributed pro bono work to important chapter projects. “We consider our sponsors to be partners. Beyond financial support and subject matter expertise, they are essential to our growth. Their expertise helps us put the building blocks in place to unleash the chapter’s true potential,” Steel added.

The newly created program committee works with the chapter’s board directors and sponsors to develop relevant and compelling educational opportunities for members. “We work to incorporate an ESG approach, including diverse and prominent speakers in every program,” said Steel. “We try to bring the issues of the day to life by tackling the questions board directors need to ask and the kind of problem-solving they need to go through.”

According to Holly Van Deursen, who chairs the program committee, “Each sponsor works tirelessly with us on planning at least one event in the program year, and helps us deliver the best, and diverse, speakers or panels comprised of independent board directors, C-suite executives and subject matter experts. One of the best things about the Chicago Chapter is collaboration with our sponsors.”

Chookaszian notes that “while we are still focused on the broader governance issues, the scope of our programs and education process has expanded significantly to address the current environment.” A recent example of timely programming is last spring’s “pop-up” session on “Russia/Ukraine: Implications for Cyber and Supply Chain.”

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Dennis Chookaszian
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Maria Green
Director



Frank Jaehnert,
NACD.DC
Director



Shermin Kruse
Director



Pamela Lieberman
Director



Jeff Perry
Director



Holly Van Deursen
Director



Maria Wynne
Director

During the height of the mergers and acquisitions (M&A) transactions in early 2022, the program on “The New State of M&A” ranked among the most successful. Within weeks of the new universal proxy rules going into effect, the chapter had a program with leading experts representing proxy solicitation, M&A advisory and legal counsel, in addition to a corporate board director who reached a settlement with activists.

Notable presenters in the Distinguished Speaker Series include Eric Artz, CEO of REI; Valerie Jarrett, former US presidential senior advisor and board director; Brad Keywell, cofounder of Groupon, and founder and CEO of Uptake; Mary Dillon, former CEO of Ulta Beauty; Craig Duchossois, CEO of Duchossois Group and daughter Ashley Duchossois Joyce, chair of The

Duchossois Family Foundation; and Peter May, president and founding partner of Trian Partners.

Site visits have included Accenture’s Chicago Innovation Hub and MxD, which promotes manufacturing and operates from a state-of-the-art innovation center. On a lighter note, the chapter participated in a live digital Broadway performance of the hit musical, *Hamilton*, including a conversation with cast and crew members. The member engagement committee also launched virtual happy hours for new members, complete with signature cocktails delivered to their doors.

“The NACD Chicago Chapter helps members stay informed and educated so they can maximize their performance as board directors at public and private companies in a constantly changing world,” Steel said. ■

BOARD OF DIRECTORS

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Frank Grossman
TREASURER

Kay McCurdy, NACD.DC
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Adela Cepeda

Dennis Chookaszian

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Shermin Kruse

Pamela Lieberman

Jeff Perry

Holly Van Deursen

Maria Wynne

Kathy Hendrickson
EXECUTIVE DIRECTOR

chicago.nacdonline.org



The NACD Colorado board in front of the Garden of the Gods in Colorado Springs, Colorado.

NACD Colorado Chapter

The NACD Colorado Chapter has a long history of offering world-class, member-centered, quality education programs for Colorado directors. Working with an engaged and supportive group of regional and national sponsors has allowed us to consistently provide high-level educational and peer-to-peer networking opportunities for director members.

A PIONEER IN NACD'S BEGINNING

Our chapter has a special connection to NACD. Colorful Colorado was home to the late Ronald I. “Ronnie” Zall, a Denver native, lawyer, and trailblazer in corporate governance, who with founding NACD President John Nash created the association’s original education programs. The “John and Ronnie” show traveled the country to provide director education to some of America’s leading corporations. Zall also authored our earliest publications on private company governance, family business governance, legal compliance, and director education. He served on NACD’s original advisory board for two decades and also on our local NACD chapter. During his tenure, he saw NACD grow from less than 100 to over 10,000 members before passing in 2017. That same year, the chapter established the Ronnie I. Zall Scholarship in his honor, recognizing Colorado directors who embody the following characteristics: (1) Active as a member of NACD—attends chapter programs and displays a high interest in director professionalism, (2) Active on a private, public company, or exempt organization board, and (3) Values pursuing director education and has expressed an interest in further director certification. To date, the following Colorado directors have been awarded with this distinguished award: Rose Robeson; Mike Fordyce; Marc Wallace; Jo Lynne Whiting, NACD.DC; Deb Kelly; Kate Paul; Teresa Van De Bogart, NACD.DC; and Susan Murphy. We are grateful to continue the Zall legacy in promoting good governance in our state.

REACHING OUR NEIGHBORS

As a chapter, we continually seek avenues to leverage our success through collaborative opportunities and outreach. We routinely

reach out to all four corners of Colorado and to our neighboring states including Wyoming and New Mexico to invite their participation in our programs and activities. We are constantly looking out over the landscape to identify collaborative partners and cross-chapter relationships that can enhance our mission and serve our business community. An unexpected benefit of the pandemic for all chapters and NACD National was the ability to virtually expand the audiences for our programs across chapters. And for those NACD members who reside part time in Colorado, we embrace our second home community! Please check out our calendar before your next Colorado outing and join us!

A FOCUS ON DIVERSITY

NACD is focused on driving more diversity in the boardroom. Our chapter board’s focus on diversity has created a very diverse board of 15 directors: five are women, two are African American, and two are Latino, and has set the bar high for other organizations. We made this effort a priority for our board and appointed an ad-hoc task force under the nominating and governance committee to support more diverse boards. It has culminated into several initiatives, including partnering with others in our community. Our collaborative partnership with the Women’s Leadership Foundation through their Boardbound Program has enhanced the presence of more women on Colorado boards and helps prepare women for board leadership to fill the pipeline for the future. This program year we are planning a half-day program in early 2023 focused initially on introducing diverse candidates to the profession of directorship and responsibilities for both corporate and nonprofit boards. The program will also serve to support NACD’s efforts to create a pipeline of diverse board candidates.

NATIONAL INTEREST, COLORADO CONTEXT

In addition to focusing on key topics of broad NACD interest, our member programming explores those businesses and topics that are uniquely Colorado. For example, we hosted the CEO of Winter Park Resort to talk about the challenges and opportunities



Directors network following a mainstage program at an NACD Colorado Chapter event.

he and his board faced throughout the pandemic. Challenges included sustaining a workforce in a high cost of living area, and environmental changes that are threatening the very industry itself. We also offered a fireside chat style program with the CEO of Ball Corp., John Hayes, who shared his perspectives on leading a multi-billion-dollar technology and aviation company home based in Colorado. We've also featured speakers representing other local and NACD full board member companies including Molson Coors, RE/MAX, Crocs, Western Union, and Delta Dental.

'OUT OF THE BOX' THINKING

In addition, during the height of the pandemic, on our website we featured articles highlighting several Colorado businesses who "pivoted" their business operations to sometimes completely new activities to support the communities impacted by COVID-19. Some Colorado companies featured on our website were Children's Hospital Colorado, Ent Credit Union, and Pop Sockets.

Monthly we provide at least one large scale mainstage program, inviting our entire 800-person footprint, plus an intimate 16-person roundtable dining experience that provides a forum for a deep dive on key issues facing organizations today. These are monthly education and networking events, allowing our directors to stay current on both Colorado and global corporate issues while collaborating with friends and new acquaintances on how to solve their individual board problems.

SPRINKLING IN FUN

We also manage to have a lot of fun and pride ourselves in hosting quality networking events, including, for example, a half-day 9-hole golf and golf clinic event alongside PGA Reach followed by a presentation on obtaining your first corporate board seat. We also organized some unique member experiences. We spearheaded an extremely popular, multi-chapter virtual trip to Broadway for an exclusive, behind the scenes and selected performances experience of the Pulitzer- and Tony-winning musical hit production, *Hamilton*. Members attending virtually were able to "chat" interactively with each other during the show, which added to the fun. We also took our Colorado area members on a virtual wine-tasting escape to the Tuscany wine country, providing at home deliveries of a complimentary bottle. We are also planning for a multi-day program that will bring together private company directors that will conclude with participants having an opportunity to enjoy a ski experience in our wonderful Colorado Rocky Mountains.

Finally, we have put even more emphasis on welcoming new corporate board and individual members to our chapter. Through the efforts of our member engagement committee, we are meeting personally with our new members to introduce them to the organization and learn how we can best serve them.

For our chapter, the bottom line is to create value for our members and sponsors. We have put together a strong board of directors that strive for excellence in the areas of diversity, program excellence, and collaborative partnerships. We are a group who is passionate about advancing corporate board excellence. We look forward to welcoming you to one of our next mainstage or roundtable programs here in beautiful Colorado! ■

BOARD OF DIRECTORS



Mike Fordyce
CHAIR



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NACD Connecticut Chapter

Greetings from the NACD Connecticut Chapter, where we have 80 degrees one day and sleet the next; autumn in the Northeast is a continuum of variety, uncertainty, and change, rather like the economic and geopolitical environment today.

NACD is more important than ever and the NACD Connecticut Chapter, which has been servicing Connecticut's NACD members for decades, offers our director peers world-class events and peer-to-peer exchanges. Topics include in-depth explorations of critical boardroom issues such as cyber risk, CEO succession planning, activism, and strategy. Our chapter programs focus on timely topics facing public, private, and nonprofit boards of directors. While we learned much during the COVID-19 pandemic about how to program virtual events, we are happy to be back in person and are offering a mix of morning breakfast meetings and evening receptions along with some virtual programs.

We have 50 NACD Directorship Certified directors in our chapter footprint, including our chapter board member Gerry Mintz. We look forward to increased member and sponsorship engagement this fiscal year.

The current uncertainty adds more complexity to the boardroom as directors look to provide oversight of an ever-increasing number of topics in a shifting landscape. But it also increases the value, relevance, and importance of NACD and our chapter network. At the chapter level, we feel it is even more important to share our experiences and expertise as we navigate these uncertain times. We benefit from the peer dialogues and education focused on real-world situations and solutions. Our off-the-record dialogue provides input that is difficult, if not impossible, to find, thus



NACD Connecticut hosts a June 2022 event about cryptocurrency at KPMG's offices in Stamford, Connecticut.

making it more valuable and actionable.

The NACD Connecticut Chapter has built a reputation from offering events that cover cutting-edge technology, discussing what it means to boards with tales of opportunity and caution. We were quick to offer programs on cybersecurity, blockchain, cryptocurrency, and Bitcoin, specifically, with high-profile speakers such as a former Federal Bureau of Investigation agent. We offer at least one program annually that focuses on emerging and new technologies, highlighting implications for companies, stakeholders, and boards.

We are proud to collaborate with other chapters on events, including the NACD New York, New Jersey, New England, and Philadelphia chapters. This collaboration yielded an exciting program on "Business Transportation Issues During a Pandemic and Beyond," and most recently a "Conversation with Patrick Harker, president and CEO of the Federal Reserve Bank of Philadelphia."

We have focused our revised yet proactive marketing efforts on reaching out to boards and CEOs of public, private equity, private, and family company boards in our region to invite them to our events. Our marketing, done in conjunction with NACD, supports programming, attendance, and sponsorship efforts and includes building a database, creating targeted messaging, and mentoring new members and first-time attendees.

Our partnerships with other local organizations such as the Association for Corporate Growth, the Exit Planning Exchange, and the Turnaround Management Association have proved successful in driving attendance and connecting like-minded professionals in Connecticut. Now in its twelfth year, our Annual Economic



A few members of the chapter board of directors join an event speaker: Julian Markby (chapter board member), Margaret Pederson (chapter president), Mary Moore Hamrick (speaker), Mark Dailey (chapter nominating and governance chair), Gerry Mintz, NACD.DC (chapter board member), and Lynn Clarke (chapter board member) (as shown from left to right).

Forum features the governor of Connecticut as the keynote speaker, and we have partnered with Fairfield University, which has hosted the forum since its inception.

We are proud to have 624 subscribers in our chapter footprint who attend our many annual programs. Local members serve on the boards of companies of all sizes, from Home Depot and Conagra Brands to private and family companies

and nonprofits. Our dedicated long-term sponsors support the chapter’s efforts and we could not serve our members without them: BDO, Broadridge Financial Solutions, Day Pitney, KPMG, and PayGovernance.

Last but not least, our volunteer board members dedicate their time and expertise to ensure the overall success of our local community chapter. ■



NACD Connecticut holds a breakfast meeting at the Country Club of Darien.

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connecticut.nacdonline.org



NACD Florida Chapter

The NACD Florida Chapter is known throughout the country for our strong programs that are laced with a touch of fun and fellowship. Some of our members are year-long Florida residents, while others are directors with a second home somewhere in the Sunshine State. We welcome all NACD members at our events throughout the state.

The NACD Florida Chapter was launched in 2005 and initially held meetings in South Florida—mostly in Miami and Fort Lauderdale—where the largest concentration of the state’s board leaders reside. However, after a few years, we expanded to offer programs in Tampa and Naples. In 2016, our chapter reenergized and diversified our board leadership, retained new administrators, and focused on chapter growth and excellence. At the same time, we restructured our sponsorship offerings and attracted experts in corporate governance as sponsors, many of whom have been with us for over a decade. Together, our board leadership and advisory board leaders (sponsor representatives) work closely to build our chapter and deliver outstanding programs throughout the year. Over the last six years, we have more than doubled our membership from 779 in 2016 to more than 1,721 today as the state has grown and our reputation has expanded.

Always willing to try something new, the chapter was a pioneer of creating “experiential programs” when we took members on a behind-the-scenes tour of Miami International Airport followed by a discussion with the CEO and two board members of American Airlines. Prior to the pandemic, we had launched a program to expand our programs and meet our members across Florida. We held Member Meet Ups in Boca Raton and West Palm Beach, Orlando, and Jacksonville meeting in the headquarter offices of several of our corporate board member companies. The Florida chapter was one of the first to launch virtual programming when the pandemic hit and created a small group Zoom “cocktail time” for members to interact and stay engaged after programs. As we delivered rich content virtually, we were able to greatly enhance our



Lauren Smith, NACD.DC (immediate past chapter president), Cynthia Falardeau (NACD regional director), Debra Chase (chapter administrator), Peter Pruitt (chapter president), Abbey Chase (chapter executive director), and Julie Pitts (NACD senior regional director) (as shown from left to right)

engagement with our members and beyond on this new platform. Our attendance reached new records!

During the past year, we took a deep dive into the NACD membership continuum to learn more about how we can continue to enhance our membership engagement with public company and private company directors. Utilizing the analysis and results of that survey, our membership engagement committee will lead our efforts in 2023 to focus on personal connections with board leaders across Florida.

Speakers in our Signature CEO series, which features a fire-side chat and open dialogue with featured CEOs have included AutoNation, TechData, Bloomin’ Brands, Spirit Airlines, Lennar,



NACD Florida hosts the Flamingling Virtual Cocktail Time during the NACD Summit 2021.

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Ryder System, Jacobs Engineering, Truist, and more. This year we'll kick off our season with Facundo Bacardi, the chair of Bacardi and Wayne Berson, CEO of BDO USA.

In February 2023, we will host our annual Naples program at the Royal Poinciana Golf Resort and Club. Our Naples programs are known around the country for convening directors from all parts of the country who spend the winter on Florida's west coast to discuss the most leading-edge reports from NACD National. And, of course, they are also a lot of fun.

Consistently working to add "fun" to the NACD Florida Chapter, we have a tradition of convening at the Summit for a special themed photo opportunity—including "NACD Florida Brings Sunshine to the Summit" to "Keep Your Cool While We Flamingle in Florida" themes. This year at Summit 2022 in Washington DC, our theme was "NACD Florida Makes a Splash." Celebrating the rich coastal waters of our state, the chapter will donate to the Florida Ocean Alliance to support their work in protecting our precious environment.



NACD Florida Chapter area members make a splash at the NACD Summit 2022.

We celebrate our board leadership, our sponsorship partners, and our members at NACD Florida for their commitment and support of our chapter during these past years. They have shown resilience and creativity to continue to provide excellence during this turbulent pandemic experience. No matter what the future brings, the NACD Florida Chapter will be ready to adapt, inspire, and inform members and to share the fun and fellowship of our chapter. We hope you'll join us. ■

PAUL MORSE, PAUL MORSE PHOTOGRAPHY



NACD Heartland Chapter

The Heartland Chapter of NACD is comprised of 760 dynamic and talented directors from Kansas, Iowa, Missouri, Nebraska, and Oklahoma. Major cities in the Heartland Chapter include Des Moines, Kansas City, Omaha, Oklahoma City, St. Louis, and Tulsa. We are a diverse chapter that covers a large geography, and our members represent a wide variety of industries and companies.

The chapter was founded in Kansas City in 2004 and for many years, highly rated educational events dedicated to creating future ready board members were centered there. The shift to virtual programming during the pandemic “fast tracked” regular engagement with Heartland area members across the entire geography. The interest of these members spurred us to create a more localized strategy; as we return to in-person events, our goal is to have a locally led, dynamic director community in each of the major cities.

Over the last 15 months, Terri Vaughan, Suzanna de Baca, and Susan Voss piloted this concept by coordinating regular local programs which have been enthusiastically received by members. As a result of their success, we are identifying teams in St. Louis, Omaha, Oklahoma City, and Tulsa to build director communities that fit the needs and interests of their local members.

While our directors serve on boards all over the country, NACD corporate board member companies located in the region reflect a diverse set of industries including transportation, insurance, energy, healthcare, entertainment, and manufacturing. Representative companies in



“NACD is a great resource for me. One of the things I like best is the Heartland Chapter and the personal connections I make with fellow local directors. The in-person programming in Des Moines is invaluable and when I participate in broader NACD events, it’s great to connect with Heartland Chapter members from Kansas City, St. Louis, and other cities.”

—KATHLEEN TILL STANGE, NACD.DC



Sandra Lawrence (NACD national board member and former chapter board chair), Karen Garrett (chapter program chair), Karen Neal (chapter executive), Kim Newton (chapter board member) (as shown in the top row from left to right); Mike Stice, Sandra Van Trease, Margaret Latshaw, NACD.DC (chapter board member), and Victoria Barnard (chapter chair) (as shown in the bottom row from left to right).

the Heartland region include AMC Entertainment Holdings, Kansas City Southern, Delta Dental of Missouri, Energizer Holdings, Monsanto Co., Pella Corp., American Equity Investment Life Holding Co., Mutual of Omaha Insurance Co., Union Pacific Corp., Devon Energy Corp., and Magellan Midstream Partners, just to name a few.

We are proud Sandra Lawrence, the former Heartland chapter board chair, is currently bringing a “chapter perspective” to the national NACD board of directors. Her contributions, as well as those of the local board, will enable us to evolve in a rapidly changing business landscape.

We are confident about Heartland’s future and look forward to growing director communities dedicated to strengthening board governance across the Heartland area. ■



Members attend the Iowa Table Talk: Strategy in a Changing Landscape, which took place at Delta Dental of Des Moines on Sept. 7: Bruce Kelley, Rowena Crosbie, Scott Yegge, Steven Schuler, Jeff Russell, and Peter Bratney (as shown from front left to right); Bev Hutney, Michael Reddington, Kathleen Till Stange, Rosemary Parsons, Erik Askelsen, Brenda Neville, Terri Vaughan (chapter board member), Nora Everett, Scott Sundstrom, Pete Brownell, Steve Jacobs, Susan Voss, and Suku Radia (as shown from back left to right).

THE SHIFT TO VIRTUAL PROGRAMMING DURING THE PANDEMIC “FAST TRACKED” REGULAR ENGAGEMENT WITH HEARTLAND AREA MEMBERS ACROSS THE ENTIRE GEOGRAPHY. THE INTEREST OF THESE MEMBERS SPURRED US TO A CREATE A MORE LOCALIZED STRATEGY; AS WE RETURN TO IN-PERSON EVENTS, OUR GOAL IS TO HAVE A LOCALLY LED, DYNAMIC DIRECTOR COMMUNITY IN EACH OF THE MAJOR CITIES.



Kansas City, Missouri

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Kevin Bryant

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Margaret Latshaw, NACD.DC

Kim Newton

Christine Pierson

Kirstin Salzman

Terri Vaughan

Karen Neal
CHAPTER EXECUTIVE

heartland.nacdonline.org



NACD Minnesota Chapter

Steeped in a history of good governance, the NACD Minnesota Chapter was one of the original founding chapters of NACD. In 2002, our chapter became the fifth NACD chapter, when nationally there were less than 1,000 members. Two Minnesotans, accountant Bill Perron and attorney John Stout, met amid the tumultuous times of multiple corporate scandals, attributed in part to poor corporate governance. Both agreed on the importance of first-rate education for corporate directors to provide greater focus on their governance responsibilities.

Perron and Stout reached out to John Nash, the then president of a small but growing organization with a mission to improve board performance through rigorous director education (NACD). Nash was receptive to the creation of a chapter in Minnesota and in December 2002, the NACD Minnesota chapter was formed, with a geographic footprint including Minnesota, North and South Dakota, and Western Wisconsin.

Minnesota has a history of progressive governance promoted by the leaders of several of its large corporations. One of these leaders, Ken Dayton, was passionate about governance excellence and became a standard bearer for corporate stewardship. Dayton was then the president of the Dayton Corp., and later became the chair and CEO of the Dayton Hudson Corp. In 2000, Dayton Hudson Corp. changed its name to the Target Corp. And Target Corp. continues the standard for outstanding governance today. In 1987, one of Dayton's speeches was turned into a signal article called *Governance-Is-Governance*, which still stands the test of time. In it, he shared a conviction first that governance is clearly a discipline distinct from management and, second, that good governance in the nonprofit sector is equally as important as governance in the for-profit sector.

The blending of corporate leadership and nonprofit stewardship is a hallmark of companies in the Minnesota chapter footprint. The Twin-Cities (Minneapolis/St. Paul metro area) is home to more Fortune 500 companies per capita than any other metro area in the United States. Overall, there are nearly 35 Fortune 1000 companies in our footprint. Many of these companies are among the nearly 60 NACD-MN area corporate board members (public, private,

and nonprofit) that our chapter serves. Those companies include 3M Co., Best Buy Co., General Mills, Medtronic, Target Corp., US Bancorp, UnitedHealth Group. These combined with the nonprofit giant, Thrivent Financial, global private conglomerate, Cargill, and many privately owned businesses and nonprofits of all sizes makes our chapter rich with great companies.

Since we joined the NACD family in 2002, we've been on a purpose-driven path. Some leaders in our chapter footprint have risen to have an impact on the national level.

■ John Stout, our chapter cofounder, now an emeritus member of our NACD Minnesota board, continues to advance quality director education in our market. Early in the history of the chapter, Stout served on the national NACD board for two terms. He chaired the corporate governance committee of the American Bar Association's Business Law Section, he served as an expert witness on governance matters and locally he received the Twin Cities Business Outstanding Directors Lifetime Achievement Award for his corporate governance accomplishments. Today as a shareholder at a law firm, Stout serves as an adjunct professor, coteaches a governance course at a local law school, and frequently writes and speaks on corporate governance subjects.

■ Bill George is the former CEO and board chair of Medtronic, the world's leading medical technology company. George served on the NACD national board and in 2001, he was the NACD Director of the Year. George is now a professor at Harvard Business School and is an author. He served on several high-profile boards, including Target Corp., Novartis AG, Exxon Mobil Corp., the Mayo Clinic, and Goldman Sachs.

■ Reatha Clark King is a distinguished chemist, whose work with NASA helped make the Apollo 11 moon landing possible. An accomplished educator, she served as a professor at two universities and later as the president at Metropolitan State College in St. Paul, MN. She was a vice president at the General Mills Corp. and the former president, executive director, and chair of the board of trustees of the philanthropic foundation of General Mills. King served on many corporate boards including Exxon Mobil Corp.,



James Powell (chapter treasurer), Sally Mainquist (chapter board member), Dara Rudick (chapter board member), John Stout (chapter chair emeritus), Barbara Butts Williams (chapter board member), Sarah Lynn Oquist (chapter board member), Mary Daugherty (chapter program chair), Channon Lemon (chapter executive director), and Miron Marcotte, NACD.DC (chapter president) (as shown from left to right). Absent from the photo are board members Lisa Hauser (chapter secretary), Christy Morse, and Melodie Rose.

Wells Fargo, and Allina Health Systems. King served on the NACD National board and served as NACD board chair. In 2004, she was the NACD Director of the Year.

■ John Bergstrom is general partner and fund manager at Mairs & Power Venture Capital in St. Paul. He has served on boards of numerous private, public, and nonprofit organizations over his 30+ year career. John is a past board chair of the NACD Minnesota Chapter and also recently completed the NACD Director Certification. He was honored as an exemplary Minnesota board director in a Twin Cities Business awards ceremony on Sept. 21, 2022.

As our chapter continues its commitment to outstanding corporate governance and our role in helping to equip directors to be future ready, we are closing an exciting year. This year heralded in a new chapter president, executive director, and three new board members, all of whom are eagerly digging in to make a big difference for members we serve. Miron Marcotte, our board president, is a managing director at Protiviti, leading the Central Region with more than 30 years of experience providing audit and consulting services to companies in various industries. He has been

instrumental in helping the chapter chart an ambitious course and he recently completed the NACD Director Certification. Channon Lemon, our new executive director, comes to our chapter with expertise in executive management, business and economic development, and board service. Our new and existing board members are board directors and advisors to boards, with deep professional skill in a variety of disciplines critical to outstanding corporate governance.

With great governance, board excellence, and director transformation as driving principles, we have embarked on a rigorous strategic planning process. This process will enable us to align closely with the NACD Chapter Success Roadmap pillars: enhance member experience, practice chapter excellence, and national and chapter alignment for success and growth. It will help us realize our desire to be one of the leading chapters in NACD, recognized for our leadership at the national level for advancing the goals of NACD and serving the needs of our members. To get us there, in our 2023 strategic plan, we've identified heightened engagement and new ways to think creatively about our chapter services as key focus areas. ■

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Sally Mainquist

Christy Morse

Sarah Oquist

Melodie Rose

Dara Rudick

John Stout
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Channon Lemon
EXECUTIVE DIRECTOR

Judy Ferril
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Sheri Ellis
PROGRAM MANAGER

minnesota.nacdonline.org



NACD Nashville

Four years ago, NACD Nashville was founded because local leaders recognized the need to provide unparalleled board governance education and networking. NACD Nashville's roots trace back to an initiative of the Hilton and Sallie Dean Institute for Corporate Governance and Integrity at Lipscomb University in Nashville.

NACD Nashville founding members built upon the original initiative, which created a forum to connect corporate directors of the region on hot boardroom topics and trends. With more than nearly 2 million people and 53,000 businesses, it was clear that Nashville was a growing home of leading board directors.

Nashville and the middle Tennessee region is quickly becoming a center for new corporate headquarters and facilities, such as Kaiser Aluminum Corp., Amazon.com, Oracle Corp., and Alliance Bernstein. The city is home to a rich variety of industries including more than 300 healthcare companies, including five of the 10 largest for-profit hospital companies in the United States.

NACD Nashville is served by a diverse board of advisors who serve on public, private, and nonprofit boards. Their focus is on creating topical programming that allows members to gain access to a community of similarly accomplished directors, while accessing the latest trends in governance and best board practices.

The chapter is known for its hospitality and diverse programming that provides dynamic and engaging board discussions. In-person

“

“The board members and executive officers in the Nashville chapter of the NACD provide tremendous value to my professionalism when we gather and share information. The time I spend at the chapter programs and networking events is one of the greatest benefits of NACD membership.”

—TERESA SEBASTIAN,
NACD NASHVILLE
ADVISORY BOARD
MEMBER



NACD members attend an event at Bass, Berry & Sims in Nashville, Tennessee.

events resumed this past September with a panel discussion, “Board Service: Not for the Faint of Heart.” Other recent programming included “Setting Expectations for 2022 Shareholder Meetings,” and “Sustainability on the Board Agenda: Entering the Next Phase of Oversight.”

NACD Nashville will continue to explore new programming and networking models to deepen the connections among local NACD members and to advance a trusted network of corporate governance. They are pleased to be a part of the network

that helps to empower directors and transform boards.

For a full listing up upcoming programming and events, visit nashville.nacdonline.org. ■



NACD members attend an event in Nashville, Tennessee.



Chapter advisory board members Kevin Williams and Teresa Sebastian with Rita Johnson-Mills at an NACD Nashville event in November 2022 (as shown from left to right).



BOARD OF ADVISORS



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ADVISORY BOARD CHAIR

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- Ned Braman
- Meg Crofton
- John Donnan
- Al Pramuk
- Greg Sandfort
- Teresa Sebastian
- Kevin Williams

nashville.nacdonline.org



NACD New England Chapter

The NACD New England Chapter is led by Board Chair Beth Boland and President Cathy Minehan, and a group of 23 directors who are prominent leaders in the region's corporate, civic, and philanthropic communities.

Officially, the NACD New England Chapter formed in 1996 but it was established before then with a handful of businessmen who believed in the importance of strong governance and the value of knowledge sharing with their peers. These individuals included Hal Shear, who is credited with bringing together the initial group that included Joe Caruso, Ed Pendergast, and Tom Sherwin, who was brought in shortly after to implement a robust programming schedule that brought the chapter to financial stability.

A critical juncture for the chapter came when Ed Pendergast learned about a Director of the Year program being run in Seattle and decided to bring it to New England. Despite the initial hesitancy of the chapter's board, Ed committed \$50,000 to hold the first NACD New England Chapter Director of the Year Awards in 2007. It turned out that this event was transformational to the financial health and public profile of the chapter. Aside from a two-year hiatus for COVID-19, the NACD New England Chapter has held its Director of the Year Gala honoring over 65 individuals and boards on their leadership in public, private, and nonprofit governance over the years.

In May of this year, we held our first awards gala since 2019 with a packed room full of attendees thrilled to celebrate in-person. The following individuals were honored: Jack O'Brien with Lifetime Achievement in Governance; Corey Thomas received the Leadership in Corporate Governance Award; Benaree Pratt Wylie received the Myra H. Kraft Award for Nonprofit Leadership; Boston Scientific received the Public Company Board of the Year;



Leadership in Corporate Governance honoree Corey Thomas (chapter board member) and his award presenter Jody Rose attend the annual NACD New England Director of the Year Awards in May 2022 in Boston, Massachusetts (as shown from left to right).

and A.D. Makepeace was honored with the Private Company Board of the Year. These honorees go through a rigorous nominating and selection process. We have begun our research for the May 2023 event.

The shining star of today's NACD New England Chapter is our programming led by long time board member, Ellen Richstone. A committee of more than 30 board members, advisory committee members, and industry experts work together to put out a calendar of events that cover current topics of critical importance in the corporate and nonprofit boardrooms to include Environmental, Social, and Governance; globalization; trade sanctions; cryptocurrency; and the return to work. In addition, we hold several program series such as "Governing for the Future" that includes programs such as "Turning Climate Change Risk into Business Opportunities" and "The Impact of the Influx of Gen Z into the Workforce." Two additional series are the "Private Company Series" that have covered succession planning and the talent dearth and a continuing series of programs that focuses on systemic racism.

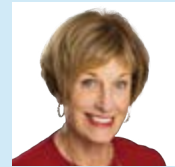
Our roster of speakers is unparalleled and includes experienced board members such as Jim Cash, Hubert Joly, Pam Reeve, Ellen Zane, among others. Other speakers include CEOs from Rapid7, L.L. Bean, Massachusetts General Brigham, and NextDoor. Plus, our proximity to some of the best universities in the world allows us to bring in experts from Harvard, MIT, and the Fletcher School of Law and Diplomacy at Tufts University.

On Sept. 26, 2022, we kicked off our event season with our annual "Visionaries Speak Breakfast" at which three of our region's top CEOs gave their predictions of opportunities and challenges for the coming year. This year's program featured three top executives: Tom Bartlett from American Tower Corp., Dr. Reshma Kewalramani

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Corey Thomas

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newengland.nacdonline.org



Attendees and chapter leadership at the 14th Annual NACD New England Director of the Year Awards Ceremony on May 4, 2022, in Boston, Massachusetts.

of Vertex, and Niraj Shah, of Wayfair. Previous CEOs have included Bob Rivers of Eastern Bank, Niren Chaudhary of Panera Bread Co., and Prahlad Singh of PerkinElmer, Marianne Harrison of John Hancock Financial Services, and Ron O’Hanley of State Street Corp.

In response to the pandemic, the NACD New England Chapter pivoted swiftly to a virtual model, and we were able to offer world class speakers that included Dame Amelia Fawcett, the lead director of State Street Corp. who joined us from her home in England. Another notable speaker was Admiral James Stavridis, who is a retired four-star US naval officer and currently the vice chair, global affairs and managing director of the global investment firm the Carlyle Group.

The NACD New England Chapter has focused on diversity, equity, and inclusion initiatives for several years and we remain dedicated to



Lifetime Achievement Award Honoree Jack O’Brien with Carol Meyrowitz, his award presenter

these practices. Our board of directors has committed to building an inclusive board that represents diversity of age, ethnicity, gender, race, religion, sexual identity, and thought. Currently, 52 percent of our board are women and 20 percent are people of color. We are focused on increasing this number.

We hold our programming to the same standards and have since 2018 when NACD New England initiated a statement of policy that requires diversity on every panel of speakers. Over the last decade close to 100 percent of our speaker panels included women. Over the last 18 months, the program committee has focused on including people of color in each of our panels.

NACD New England encourages directors to participate in our in-person and virtual programs and enjoy the benefits of both strong content and valuable peer-to-peer networking. ■



NACD New Jersey Chapter

The NACD New Jersey Chapter is one of 20-plus chapters in the NACD chapter network. The mission of NACD New Jersey is to provide world-class opportunities for formal and informal director networking and director education, sharing best practices on timely and critical boardroom issues. Our chapter was started 18 years ago and has evolved into a robust director-led organization offering more than a dozen programs a year.

During the pandemic, NACD New Jersey quickly shifted to offer NACD members world-class programs in a virtual setting. During the pandemic, the chapter produced 26 virtual programs in partnership with our valued annual chapter sponsors.

Annually, NACD New Jersey hosts a Director of the Year Awards program celebrating leaders in corporate governance. The honorees are recognized in the categories of Lifetime Achievement in Governance, Leadership in Public Corporate Governance, Leadership in Nonprofit Governance, Public Company Board of the Year, and Private Company Board of the Year. Past Honorees include:

2019

- Lifetime Achievement Award: Dr. Shirley Ann Jackson
- Leadership in Public Corporate Governance: Sara Mathew
- Leadership in Nonprofit Governance: Josh Weston
- Public Company Board of the Year: Merck & Co.



“Commitment is what brings all of us together, in both physically convening and in other ways, to share knowledge base, experience, and challenge each other’s thinking, to advance our work as board directors.”

—JEANNIE DIEFENDERFER,
NACD.DC, NACD NEW
JERSEY CHAPTER BOARD
MEMBER

- Private Company Board of the Year: J.M. Huber Corp.

2021

- Lifetime Achievement Award: William Weldon
- Leadership in Public Corporate Governance: Patricia Russo
- Leadership in Nonprofit Governance: Douglas Conant
- Public Company Board of the Year: Public Service Enterprise Group
- Private Company Board of the Year: NJM Insurance

2022

- Lifetime Achievement Award: Ed Ludwig
- Leadership in Public Corporate Governance: Christopher Coughlin
- Leadership in Nonprofit Governance: Dr. Risa Lavizzo-Mourey
- Public Company Board of the Year: Automatic Data Processing
- Private Company Board of the Year: Solix

The chapter is fortunate to have a distinguished board of directors, with members who serve on public, private, and family-owned company boards, as well as several nonprofit organizations. NACD New Jersey’s directors volunteer to lead our robust committees, which meet on a regular basis, including: audit and finance, Director of the Year Awards, executive leadership, marketing and communications, nominating and



The New Jersey chapter’s Director of the Year Awards program on May 9, 2022

governance, programs, and sponsorship. Working alongside our executive director, these committees plan the activities of the chapter and lead the organization to continued growth year over year.

The NACD New Jersey Chapter also boasts a number of directors who serve or have served on the chapter board that have been recognized as NACD Directorship 100 honorees. The NACD Directorship 100 is an annual recognition of the leading corporate directors, corporate governance experts, policymakers, and influencers who have made a significant impact on boardroom practices and performance.

The chapter understands that the key to success is to ensure that we have a robust pipeline of candidates to serve on the board. Each year the nominating and governance committee, along with the board, reviews the board composition and seeks new candidates to serve on the board.

We are thankful to our many active annual



NACD President and CEO Peter Gleason speaks at the New Jersey chapter’s Director of the Year Awards program on May 9, 2022.

chapter sponsors and chapter-area members for their support and participation. The chapter remains active and is planning a robust calendar of programs in the coming year. ■

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NACD New York Chapter

The NACD New York Chapter serves a community of more than 2,400 NACD members, including 80 NACD corporate boards as well as experienced board directors and aspiring directors, making it the most populated chapter in the NACD chapter system.

We operate in one of the most (if not the most) competitive markets for director thought leadership, education, and engagement in the world. As such, we are ever mindful of the need to present challenging, differentiated, and highly topical and current information and thinking to our community. Within the framework of the NACD mission of empowering directors to be future ready, we look for opportunities for programs that do the following:

- are interactive, offering a forum for extensive member connection and dialogue;
- augment or challenge conventional wisdom, for example by bringing in speakers whose views may counter the mainstream; and
- explore local New York issues and developments.

Recent events have included discussions with experts across a wide range of key emerging director and governance issues, such as the following:

- **Fault lines in the economy.** This event covered economic predictions and stakeholder expectations for future growth trends and inflation amid the war in Ukraine, the back-drop of COVID-19, supply chain constraints, dislocation of manufacturing sources, and labor shortages, all of which require continuous evaluation of capital allocation and pricing decisions.
- **Environmental, social, and governance (ESG) issues.** The session explored the emergence of ESG-focused activist investors; the Paris Agreement; scope 1, 2, and 3 emissions; net zero emissions; reporting standards; Climate Action 100+; the Transform to Net



Pamela Packard (chair, NACD New York), Anita Allen, NACD.DC (chair emeritus, NACD New Jersey), and Margaret Pederson (president, NACD Connecticut) attend a chapter event (as shown from left to right).

Zero coalition; and the Net Zero Asset Managers initiative.

- **Human capital dilemmas for today and tomorrow.** Attendees listened to how leading human resource teams are confronting the dilemma of managing labor shortages amid fears of inflation and a possible recession.

- **2022 regulatory enforcement trends.** This event offered a distillation of the different and more aggressive regulatory and enforcement approach of the Biden administration and the increasing regulatory expectations for disclosure on such emerging trends as ESG, cyber-

breaches, organizational culture, governance, and compliance program effectiveness.

- **The future of New York City tech.** The session explored what's next for NYC's tech sector, what makes the city unique as a technology center, and the appropriate role that directors can play in helping management traverse the many issues that will arise from the incredible growth taking place in NYC.

- **Digital currencies and blockchain.** Attendees dove into a discussion about Web3, emerging asset classes, and how leading institutions are considering the risks and opportunities associated with these developments.

Upcoming programming (in-person) includes explorations of crisis management, cybersecurity and the splintering of the global Internet, rethinking ESG, and economic forecasts. In an off-shoot of the NACD Battlefield to Boardroom initiative, we will also be hosting our annual seminar with graduates of the Army War College as they travel to New York City for interactive sessions with civilian leaders.

Our chapter's ability to continue to deliver world-class programming is supported by our stellar NACD New York sponsor community. We are gratified that over the last 18 months, we have



Bill Roskin (board member), Jenna Ayala (executive director), Alexandra Brunelli (chapter administrator), Ken Kopelman (chair emeritus) (as shown at the top from left to right); Pamela Packard (chair), Tom Opladen (board member), Ryan McManus, NACD.DC (president), Reuben Zaramian (as shown in the second row from left to right); RJ Bannister, Patrick Smith (treasurer), Stefanie Shelley, NACD.DC (board member), Mary Jacobson (NACD regional director) (as shown in the third row from left to right); Susan Gray, Shelley Leibowitz, NACD.DC (board member), and Ash Gupta (board member) (as shown in the bottom row from left to right) attend the annual NACD New York board meeting in September 2022 via video call.



Richard De Rose, Aneliya Crawford, David K. Lam, and Daniel Tredwell speak at the “M&A in 2022: Hot Topics and Considerations for the Board” chapter event on May 11, 2022, at The Yale Club (as shown from left to right).

attracted several new sponsors who endorse our approach and efforts: Accenture, American International Group, Farient Advisors, OnBoard, S&P Global Ratings, and UBS Investment Bank. We continue our invaluable active collaboration

with our longstanding sponsors Broadridge Financial Solutions, Houlihan Lokey, Joele Frank, KPMG, MacKenzie Partners, Russell Reynolds Associates, and Sidley Austin. Our sponsors are key partners in helping us to identify the most compelling topics and experts for our programming.

The vibrancy of our community would not be possible without the wisdom and dedication of our diverse and experienced chapter board members, many of whom have joined over the last few years, as well as our executive director and her team.

We envision a bright future for our chapter as we continue to explore new avenues and approaches to deliver on our ambition to support, serve, and elevate the New York-area NACD community. ■

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Northern California Chapter

Connecting Our Community—One Cohort at a Time

**TO DESCRIBE OUR DIRECTOR COMMUNITY IN ONE WORD,
IT WOULD BE “ENGAGED.”**

We have taken a unique approach to programming to provide every opportunity for our members to connect and build meaningful relationships. Our community cohorts provide a platform for members to meet others of the same ethnicity, expertise and background, special interests, or just because they are a new member!

Reach out and find a cohort that interests you!

WE ARE A COMMUNITY OF 2,000
CORPORATE BOARD DIRECTORS
DEDICATED TO ADVANCING BOARD
EXCELLENCE, MODERNIZING
GOVERNANCE, AND INCREASING
BOARD DIVERSITY.



Directors enjoy programming hosted by the NACD Northern California Chapter.

Member Spotlights

WHAT IS YOUR STORY, AND WILL YOU SHARE IT?

We love spotlighting our members and sharing their journeys. Anyone can read their bios online—these are personal stories that showcase

diverse perspectives and remarkable experiences that shape our network of directors. Read some of their best advice below.

Reach out so we can spotlight you too! ■



“It can’t be about me; it must be about us.”

—JACK LAZAR, NACD NORTHERN CALIFORNIA CHAPTER BOARD MEMBER



“True success and happiness come from doing the intersection of our passion (what we love), our skills (what we are good at), and our purpose (what the world needs).”

—SONITA LONTOH



“Run to the fire.’ Seeking out the most difficult challenges often provides the best opportunity to accelerate learning and growth. I’ve learned I’m the happiest at the nexus of mission, impact, and stretch.”

—SAM BRIGHT



“The absence of information is filled with dirt.’ I always go the extra mile to provide broad context, over communicate, and never assume others will trust the plan without being brought along on the journey.”

—HELEN RILEY

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NACD North Texas Chapter

The Dallas-Fort Worth area is one of the top five cities in the United States with Fortune 500 companies and second in the nation for Fortune 500 revenue. Our NACD North Texas Chapter area members occupy 249 seats on Fortune 500 and 373 seats on Russell 2000 company boards. To benefit the concentration of business leadership in the region, the NACD North Texas Chapter provides a forum for NACD members to exchange knowledge and discuss leading boardroom practices. NACD membership provides directors with a unique opportunity to address governance challenges to elevate their board's performance. Members enjoy peer-to-peer dialogue about critical boardroom issues such as cyber risk, CEO succession planning, activism, and leadership.

Since its founding in 2004, the NACD North Texas chapter has grown to serve 975 members comprising board members of public and private companies, nonprofits, and strategic business allies. Full boards of some of the leading companies in Dallas-Fort Worth such as AT&T, American Airlines Group, Kimberly-Clark Corp., and Texas Instruments are subscribers of the NACD North Texas Chapter.

Margot Carter, chair of NACD North Texas, said, "In keeping with the quality and wealth of business leadership in our chapter area, we are especially focused on diversity and inclusion. Women comprise more than 50 percent of our chapter board members and committee chairs in both Dallas and Fort Worth."

NACD North Texas provides world-class, director-centric local programming on the most current and challenging topics facing directors and their boards. Led by a committed board of directors and supported by engaged sponsoring organizations, the NACD North Texas Chapter serves area NACD members and prospective members with excellent programming and peer-to-peer networking opportunities in Dallas and Fort Worth.

In 2021, the North Texas chapter supported and educated NACD



Bill Buechele, NACD.DC (chapter treasurer), Renee Arrington (chapter program co-chair), Cynthia Pharr-Lee (chapter member engagement committee chair), Margot Carter (chapter chair), Ray Hemmig (chapter vice chair and nominating and governance committee chair), Debra Von Storch (chapter program co-chair), Jim Skinner (chapter chair emeritus), and John Mahalik (chapter member engagement committee chair) (as shown from left to right)

members with more than 30 events, both in-person and virtual. Several key educational events for members were part of the "Expert Series" and covered topics such as US Securities and Exchange Commission (SEC) enforcement, crisis management, liability, preparedness and crisis response, consumer preferences, bankruptcy, SEC audits, recruiting talent, and government compliance.



Bill Buechele, NACD.DC (chapter treasurer), Shane Goodwin, NACD.DC (chapter board member), Margot Carter (chapter chair), Beth Garvey (chapter board member), Renee Arrington (chapter program co-chair), Diana Peninger (chapter board member), Selena LaCroix (chapter board member), and John Mahalik (chapter member engagement committee chair) (as shown from left to right)

The “Signature Series,” the primary monthly meetings, discusses a range of timely topics including innovations, shareholder activism, technology trends, geopolitical events, and the work environment of the future with organizations such as the Texas Rangers, AT&T, Toyota, and Varidesk. “Our members highly value the unique, board member-oriented programming we are able to consistently deliver,” said program co-chairs Renee Arrington and Debra von Storch.

NACD North Texas also offers monthly peer-to-peer roundtable discussions for sharing best practices in small, informal groups. Cynthia Pharr-Lee, membership engagement committee chair, noted, “Our members rank these programs as especially helpful because participants focus the dialogue on their specific topics of interest.”

Supporting members and chapter initiatives is an active network of sponsors that provide support, knowledge, and robust underwriting for the continued success of not only this NACD chapter, but also the region’s corporate leaders. “The valuable alliances we have with our strategic sponsors enable us to deliver exceptional programming for our members,” said Stacey Doré, sponsor cochair.

Ray Hemmig, chapter vice chair, is proud of Dallas and Fort Worth’s spirit of believing that anything is possible. “We are here in [Dallas and Fort Worth] to help educate, connect, and support the leading directors of the world based in our region.”

If you are a board leader or potential sponsor in the Dallas-Fort Worth area, please reach out to Margaret Jackson at info@nacdntx.org. We would love to get you involved. ■

BOARD OF DIRECTORS



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NACD Northwest Chapter

Evolution is adaption, striving toward change, and seizing the next opportunity. The NACD Northwest Chapter has long recognized that corporations and nonprofit organizations rely on the leadership, integrity, ethics, experience, and guidance of their boards. We understand that we all live in a faster, connected, advanced, more complex, and competitive business environment. We know that directors' roles must continually evolve with our changing world. The demands are higher and the risks are greater. It is our chapter mission to meet the accelerating and challenging needs of directors.

The NACD Northwest Chapter is proud that we will celebrate our 20-year anniversary in early 2023. In the last 20 years, we have become the voice of the director community in the Northwest serving Washington, Oregon, Idaho, and Alaska. We have accomplished this by delivering more than 275 programs to thousands of people and providing space that supports best practices in the ongoing development of professional, thoughtful, and ethical governance. We have been honored to pursue our mission in collaboration with more than 25 sponsors. In recent years our geographical footprint has experienced significant membership growth, and we are now a community of nearly 1,000 directors.

The NACD Northwest Chapter's past and current success is a tribute to our history of outstanding chapter board members, chapter sponsors, engaged NACD members, the vibrant Northwest business environment, and NACD national's second-to-none intellectual property.

We are energized by looking forward to our commitment over the next 20 years to empowering directors as they transform board governance. ■

“

“While we've all experienced a COVID-related hiatus to our normal business practices, the corporate world has not been idle. Rather, it's evolved exponentially and our chapter programming and events are doing the same and keeping our director community connected locally. I value the relationships I've made with my peers in the Northwest chapter and thoroughly enjoy connecting with them in person at NACD Summit to candidly discuss today's challenges and gain new perspectives and insights while networking with my peers at the engaging chapter receptions.”

—KRISTY D. CLEMENT, NACD.DC, NACD NORTHWEST
CHAPTER BOARD MEMBER AND MEMBERSHIP
COMMITTEE CHAIR



Eileen O'Neill Odum (chapter chair) and Kristy Clement, NACD.DC (chapter board member and membership committee chair) (as shown from left to right)

THE NACD NORTHWEST CHAPTER IS PROUD THAT WE WILL CELEBRATE OUR 20-YEAR ANNIVERSARY IN EARLY 2023. IN THE LAST 20 YEARS, WE HAVE BECOME THE VOICE OF THE DIRECTOR COMMUNITY IN THE NORTHWEST SERVING WASHINGTON, OREGON, IDAHO, AND ALASKA.



Anchorage, Alaska

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NACD Pacific Southwest Chapter

The NACD Pacific Southwest Chapter is a vibrant member of the national NACD chapter network. Founded shortly after NACD was founded, NACD Pacific Southwest has grown to become the fourth largest NACD chapter with almost 2,000 NACD member subscribers and growing. Our chapter region covers Arizona, Nevada, and Southern California, from Santa Barbara south to the international border.

Our chapter has a strong governance structure and succession planning with a 21-member board of directors representing our entire region, composed of serving corporate directors only. In addition to our chapter board, we have three regional advisory boards based in Southern California, Nevada, and Arizona. The regional advisory boards include prominent corporate directors, chapter board member emeriti, and sponsors, who enhance our chapter reach into the regional corporate director community and provide valuable feedback on program topics and speakers and how we can continue to enhance the NACD member experience and membership value.

The chapter board develops and executes innovative strategies through five active board committees led by chapter board members along with chapter ambassadors. The board committees include the programs committee, marketing and communications committee, member engagement committee, nominating and governance committee, and sponsorship committee.

NACD Pacific Southwest prides itself on producing world-class director education programs annually for NACD members, which has been the primary driver of the growth of NACD member subscribers to our chapter. We focus on programs by directors and for directors, with innovative and unique programming content examining current risk oversight topics with leading expert panelists. We try to produce director education programs that are unique and unavailable elsewhere. Of note, 1,237 members and guests across the United States attended NACD Pacific Southwest Chapter director education programs between September 2021 and June 2022.

For 15 years, in collaboration with local partners and NACD



Lawrence Taylor, NACD.DC (Arizona advisory board co-chair), Jacque Sokolov (Arizona advisory board co-chair), Richard Munro, NACD.DC (chapter president), and Larry Taylor, NACD.DC (chapter chair), attend a networking event at Sokolov's home.

national, NACD Pacific Southwest has cohosted an annual corporate director's symposium in Los Angeles, attracting upwards of 200 corporate directors to an all-day, multisession program, examining leading current governance topics. The next symposium will be held in the fall of 2023.

In 2017, the chapter initiated an ambassador program to engage chapter supporters in helping chapter committees execute on the chapter's and NACD's mission. The ambassador program has provided significant benefits to NACD Pacific Southwest since its inception, and many chapter ambassadors have subsequently been elected to the chapter board.

NACD Pacific Southwest also operates roundtable groups that are industry or board committee specific. Each roundtable convenes a curated group of seasoned corporate directors who meet quarterly and form rich relationships and is a forum for confidential conversations on current board issues and topics. Roundtables focus on compensation, financial services, health care, real estate, the nominating and governance committee, and general counsel.

FUTURE INITIATIVES

NACD Pacific Southwest is creating and executing strategies to increase NACD awareness in and growth of member subscribers to the NACD Pacific Southwest Chapter. Our chapter region has comparatively few public companies headquartered here, and our



Pacific Southwest chapter-area directors meet up at a local Chipotle.

region business demographics show that many companies are primarily growth bioscience, technology, and private companies across all three states. Accordingly, we are pursuing outreach strategies to the bioscience, technology, and private company sectors in our region to promote NACD and the NACD Pacific Southwest Chapter as rich resources in governance that can assist in accelerating companies' economic development.

In support of growing the membership and the NACD brand as well as being future ready, we believe that it is important to also reach out, connect, and be relevant to the emerging growth company founders, CEOs, and board members in the 20-40 age group. Entrepreneurs are building multimillion-dollar businesses in their teens and early twenties. We are excited to support the successful acceleration and economic development of businesses across all three states, whether through targeted programming, strategic alliances with other organizations, or other resources including the rich thought leadership NACD provides to its members.

We are partnering with AZBio (the Arizona Bioindustry Association), a nonprofit organization representing more than 275 bioscience companies in Arizona, and participated in their annual white hat investor conference in September 2022. The conference and related awards and dinner ceremonies attract approximately 500 entrepreneurs, corporate directors, and investors, and we had a prominent position promoting NACD as the preeminent resource for board governance and education for



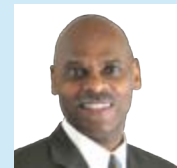
Chapter-area members attend a member-only networking reception at RSM's office.

emerging growth companies and their economic development.

We are also developing strategic relationships in our local ecosystem with leading governance teaching and research academic institutions. One is the UCLA Anderson School of Management, which has a well-respected governance curriculum and is a member of the NACD Education Network. The other is the Arizona State University's New Governance Lab at the W. P. Carey School of Business, one of the largest governance education and research academic institutions globally, which recently opened a satellite campus in Los Angeles.

The NACD Pacific Southwest Chapter looks forward to expanding the awareness and reach of NACD into the broader private company market in our tristate region, increasing attendance at chapter programs, and promoting NACD as the preeminent source of and resource for governance education and thought leadership. ■

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NACD Philadelphia Chapter

As you may have read in the spring 2022 issue of *Directorship* magazine, two of our NACD Philadelphia area members were honored on the NACD Directorship 100 list: Denise L. Devine and Lisa M. Crutchfield.

Devine is the membership chair on the NACD Philadelphia Chapter board and is also the cofounder, chief financial officer, and chief administrative officer of RTM Vital Signs. She sits on the boards of AgroFresh Solutions, AUS, Fulton Financial Corp., and SelectQuote. Crutchfield is the managing principal of Hudson Strategic Advisers. She serves on the boards of Buckeye Partners, Fortis, Fulton Financial Corp., and Vistra Corp.

Charisse R. Lillie, NACD Philadelphia Chapter board member and chair of the nominating and governance committee, received the Jimmy Murray Community Leadership Award from Ronald McDonald House Charities in 2021. Lillie is CEO of Charisse R. Lillie Consulting. She is a member of the boards of Penn Mutual Life Insurance Co.; PECO, an Exelon Company; and the regional advisory board of PNC Bank.

On Aug. 25, 2022, NACD Philadelphia Chapter board members Philip Amoa, NACD.DC, Beth Albright, NACD.DC, and Alan Kaplan, NACD.DC, joined other NACD leaders and certified directors for a memorable New York moment: the iconic ringing of the closing bell at Nasdaq. NACD was invited to Nasdaq to celebrate reaching 1,000 NACD Directorship Certified directors. Philip Amoa was the thousandth.

Finally, congratulations and thank you to NACD national for organizing Leading Minds of Mergers and Acquisitions, an in-person event with a stellar program on Sept. 13, 2022, at the Four Seasons Hotel in Philadelphia, and an afternoon Diversity, Equity, and Inclusion (DE&I) Town Hall. The programs featured panels of top experts that included NACD Philadelphia board members



Wendy DiCicco (chapter board member), Beth Albright, NACD.DC (chapter board member), Philip Amoa, NACD.DC (chapter board member), and Melissa Ludwig (chapter chair) (as shown from left to right) attend a chapter event on Sept. 13, 2022.

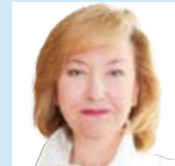
Wendy DiCicco, Romy Diaz, and Patricia Wellenbach as well as welcoming remarks by board chair Melissa Ludwig.

“I want to thank our NACD Philadelphia Chapter board members and chapter partners who volunteer their time bringing quality programming to advance the goals of NACD, focused on delivering exceptional board governance, and by serving our business community,” said Melissa Ludwig, board chair of the NACD Philadelphia Chapter. ■



NACD Philadelphia board members meet on June 1, 2022, for a board retreat.

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Wendy DiCicco

Jim Dunigan

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Alan Kaplan, NACD.DC

Adrienne Kirby

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philadelphia.nacdonline.org



Carol Johnson, NACD.DC (chapter board member), and Denise Devine (chapter membership committee chair) (as shown from left to right) attend the board retreat on June 1, 2022.



Beth Albright, NACD.DC (chapter board member), Romy Diaz (chapter board member), and Melissa Ludwig (chapter chair) (as shown from left to right) attend an NACD event on Sept. 13, 2022.



Patricia Wellenbach (chapter board member), Melissa Ludwig (chapter chair), and Romy Diaz (chapter board member) (as shown from left to right) attend an NACD event on Sept. 13, 2022.



Melissa Ludwig (NACD Philadelphia chair), Mary Jacobson (NACD regional director), and Judy Reinsdorf, NACD.DC (NACD New Jersey nominating and governance chair), attend an NACD event on Sept. 13, 2022.



NACD Research Triangle Chapter

The NACD Research Triangle Chapter's founders saw an opportunity. The region was entering a new stage of corporate growth in 2003, with its booming life science and technology industries. With more companies choosing to set up headquarters and research centers in the area, and more executive leaders choosing to live in Raleigh, Durham, Cary, Chapel Hill, and its surrounding areas, including near the coast, the chapter's founding members determined to make board governance education a priority.

The NACD membership in the chapter's footprint reflects regional strengths. Many are tech and life sciences directors and leaders with ties to world-renowned academic and research institutions, including Duke University, University of North Carolina at Chapel Hill, and North Carolina State University. These institutions and their strong alumni networks provide connections to corporations across the globe. In addition, the NACD Research Triangle Chapter serves a relatively large percentage of directors of private companies, either family-owned businesses or growth-stage companies that began as spinouts from one of the area's universities. North Carolina's growing prominence as a center for manufacturing is represented in the local NACD membership, which also includes board members from several large nonprofit research associations and health insurers.

Today, the chapter's board of directors, led by Bonnie Hancock, executive director of Enterprise Risk Management Initiative and professor of practice at NC State University's Poole College of Management, remain committed to promoting strong board practices and opening opportunities to previously underrepresented groups. The NACD Research Triangle Chapter has held forums addressing the governance issues of life sciences companies and privately held businesses, often in partnership with organizations



The NACD Research Triangle Chapter hosts a meeting on June 9, 2022, in Raleigh, North Carolina.

dedicated to increasing the number of women and people of color serving on corporate boards. Programs planned for 2023 will offer a focus on the tech sector, especially regarding start-ups moving from a founding board to a more mature fiduciary board.

Finally, the chapter remains a welcoming place both for experienced corporate directors and those aspiring to a first corporate board role. Skills training sessions and board basics often are



NACD Research Triangle Chapter board members on June 9, 2022, in Raleigh, North Carolina.

PROGRAMS PLANNED FOR 2023 WILL OFFER A FOCUS ON THE TECH SECTOR, ESPECIALLY REGARDING START-UPS MOVING FROM A FOUNDING BOARD TO A MORE MATURE FIDUCIARY BOARD.

the first point of introduction to the NACD network and its rich set of resources. Chapter-area members are encouraged to pursue NACD Directorship Certification, including through the NACD Accelerate program; those who have successfully completed the training have been recognized and celebrated. As the region grows, the NACD Research Triangle Chapter is prepared to strengthen its role as the voice of the director by offering programs, introductions, and connections to the NACD network, building on our 20-year legacy of leadership. ■



Chapel Hill, North Carolina

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Katina Dorton

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Sanjay Pal

Keith Pignes


Scott Tobin

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NACD Texas TriCities Chapter

The Houston Chapter of the National Association of Corporate Directors, as it was called then, began in Houston in 2002 and later expanded into Austin and San Antonio to become the NACD Texas TriCities Chapter. In its early years and against the backdrop of the Enron Corp. and WorldCom scandals, the first of which was right in our backyard, it was a time to underscore the critical importance of corporate governance. In a Rice University classroom, a group of about 10 concerned corporate directors and service providers, including Vince Caraccio, Edgar “Bud” Geisinger, Vince Foster, Linda Spain, Chris Lafollette, and David Preng, convened for the first time with the common interest of starting a NACD chapter in Houston to educate and heighten awareness of excellence in corporate governance. A short time later in 2005, Ralph Hasson, NACD.DC, a director in Austin, expressed interest in creating a chapter there. In 2009 the chapter began hosting dinners in San Antonio and in 2011, the San Antonio Advisory Board came together under the leadership of Joe McKinney and Palmer Moe. We are so grateful to these founders and their vision and passion for corporate governance. The chapter also recognizes the tireless leadership of Kelly Dodd, Julie Pitts, and now, Jenn Cox as executive directors as well as Becky White who has served the chapter brilliantly for more than 11 years as chapter administrator.

In those early days in Houston, programs were held in a Rice University classroom and the attendance of 20 people was considered solid. Today, the chapter has 1,600-plus members in its footprint, hosts more than 25 programs annually across three



Darnell Dent (chapter president), Becky White (chapter administrator), Jenn Cox (chapter executive director), and Anna Catalano (chapter chair and NACD Corporate Directors Institute board member) (as shown from left to right)

cities, has an active chapter board of 31 members, and advisory boards in all three markets. If you ask us about the secret sauce, we believe it’s all about connection, community, personal touch, and member outreach, supported by amazing staff, engaged sponsors, and director volunteers. We also believe in building fun into board and committee work as well as the member experience.

The COVID-19 pandemic threw everyone a curve ball, but also propelled us to innovate the delivery of director education while continuing to foster personal connection and relationships. Through technology we reached a far wider group of members both within and outside of our chapter footprint. The chapter also

created some new formats (in addition to virtual roundtables and webinars), one of which we called “Table for 5,” a virtual discussion with a panel comprising one of our chapter board members and four other directors. Through them, magic happened. In the first one, we gained a new sponsor partner and, in several others, we discovered members who wanted to engage more deeply with the chapter, many of whom are now on our chapter board and committees playing a vital role in the chapter’s success. Virtual wine tastings with members and committees were also a big hit.

By October 2021, chapter leaders were ready to be together again in person, so we hosted a happy hour with 30 chapter-leader attendees. After that, we experimented with returning to in-person programs starting with a peer-to-peer lunch, then hosted a couple of larger programs before having to retreat back to virtual events due to the Omicron variant. However, we came back strong in March of 2022, hosting our first-ever general counsel dinner



NACD Texas TriCities holds its strategic planning retreat in September 2022 at Hyatt Lost Pines in Bastrop, Texas.

as well as an NACD Directorship 100 reception and a program in Austin and another in Houston focused on private company governance. In April, shortly after Russia invaded Ukraine, we hosted former Secretary of State James Baker who spoke to a crowd of 120 attendees in Houston. We've also adopted a paperless environment at our events, using QR codes for surveys and a tablet for the moderator to receive questions via text.

This past September, the chapter board attended an offsite strategic planning retreat at the Hyatt Lost Pines in Bastrop. In preparation, our membership committees personally reached out to more than 350 members for their input and the sponsorship committee held sponsor input sessions. Some great thinking and fellowship resulted. As we balance the need for in-person events with the success of virtual programming that reached a wider number of members, we know that it's time to consider the best combination of formats, locations, and program topics to add value for our members. It's clear that we



NACD Directorship 100 honorees attend the NACD Texas TriCities Chapter reception at Morton's in Houston: Travis Wofford (chapter board member), Stephen Dabney, Janet Wong, NACD. DC (chapter board member), and Sydney Isaacs.

are living in a time of uncertainty. The only thing we know is that change will never be as slow as it's occurring today. Our chapter boards, like corporate boards, need resiliency, agility, and the ability to look around corners as well as embody the courage to experiment. In the words of Brené Brown, we must "dare greatly." ■

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NACD Three Rivers Chapter

The NACD Three Rivers Chapter was established in 2009 and encompasses more than 700 NACD members. The chapter hosts two highly anticipated annual events: The NACD Three Rivers Chapter Director of the Year Awards Gala and The Future of Board Leadership Symposium. In conjunction with these two cornerstone events, the NACD Three Rivers Chapter hosts several educational programs, such as last year's fireside chat with the CEO of Ansys, Ajei Gopal. The chapter's goal is to continue to be a resource and provide engagement opportunities for NACD members and the Three Rivers community.

The chapter's Director of the Year Awards Gala, hosted in Pittsburgh, features and honors celebrated directors in our region who lead through innovation, courage, integrity, and commitment. This year's event hosted more than 400 people as we celebrated the top directors in the Three Rivers area. We had the privilege to recognize the Hon. Robert J. Cindrich, John T. Ryan, Loretta J. Mester, Jeffrey A. Ford, United States Steel Corp., and Gwen's Girls.

Our Future of Board Leadership Symposium identifies and highlights the issues that will impact future corporate share value. This event brings together experts to raise awareness and educate attendees on best practices. One of the critical goals of the symposium is to serve as a catalyst in bringing diversity, equity, and inclusion (DE&I) to our region's boards. In 2021, we had the pleasure of having Mellody Hobson, co-CEO and president of Ariel investments and chair of Starbucks Corp., as our keynote speaker as she shared her observations on the landscape of board responsibility around DE&I.

As the NACD Three Rivers Chapter looks to the future, we are striving to bring more diversity, equity, and inclusion to the area's boardrooms and also tackle today's challenges that they face.



NACD Three Rivers hosted their 2022 Director of the Year Awards Gala on May 5, 2022, to honor the region's best directors. Kelly Szejko (chapter president), Robert Krizner, NACD.DC (chapter chair emeritus), and Amy Pandit (chapter board member) (as shown from left to right)

We are thrilled to announce that this year's symposium keynote speaker was crisis management expert Judy Smith, who was the real-life inspiration for the hit television show Scandal. This year's symposium also featured panels on Environmental, Social, and Governance issues and boardroom hot topics. We hope you'll join us in Pittsburgh and the surrounding Three Rivers region. ■



NACD Three Rivers hosted a fireside chat with Ansys CEO Ajei Gopal, moderated by Rachel Lorey Allen (chapter chair). They discussed how mergers and acquisitions are not a successful strategy by themselves; instead, acquisitions must be used to support an underlying corporate strategy.

AS THE NACD THREE RIVERS CHAPTER LOOKS TO THE FUTURE, WE ARE STRIVING TO BRING MORE DIVERSITY, EQUITY, AND INCLUSION TO THE AREA'S BOARDROOMS AND ALSO TACKLE TODAY'S CHALLENGES THAT THEY FACE.

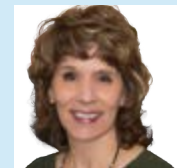


Pittsburgh, Pennsylvania

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NACD Utah Chapter

The NACD Utah Chapter was founded in 2004 when Chris Olson, an NACD member from the New England chapter area, moved to Salt Lake City. Chris helped organize a group of community leaders to determine whether a small market such as Utah could support an NACD chapter. That meeting led to a kickoff event attended by 31 people. Our chapter was off and running. One of the cofounders was Ron Poelman, who served as the initial chapter secretary and continues to support NACD, chapter awareness, and membership growth locally.

One of our first collaborations with the local community was to cohost a 2004 Directors & Officers Summit Conference. This collaboration is still going strong and we are a proud sponsor of the annual Utah Directors & Officers Summit Conference held each December in Deer Valley, UT. The conference annually draws more than 250 directors, officers, C-level executives, and others, and always spotlights the latest NACD Blue Ribbon Commission report. Attendees hear from sought-after presenters, many of whom are NACD leaders and members, in addition to supporting partners. This year's event is scheduled for Dec. 1 and 2 at the Montage Deer Valley.

Although we are one of the smallest of the NACD chapters, we have been able to grow local membership to more than 315 NACD members and expand our programming efforts to Park City, which hosts a vibrant second home community of NACD members. We are eager to build relationships with members and are proud that we continue to have one of the highest rates of engagement across the chapter network.

We have put together an excellent board of directors. We have been successful over the past few years in diversifying our board and its leadership. We are proud that we have had a female board chair, Deborah Bayle, and that several of our current committee chairs are women. Our current chair, Val Oveson, NACD.DC, is committed to our success and to ensuring that our chapter remains viable and strong across Salt Lake City, Park City, and Utah County.

As we all know, the pandemic impacted every chapter. Our



Julie Pitts (NACD senior regional director), Val Oveson, NACD.DC (chapter chair), Bob Gross (chapter director, chair emeritus), Rocío Summers (chapter program co-chair), Heather May (chapter executive director), and Susan Paley (vice president, NACD Chapter Network) (as shown from left to right)

chapter was able to continue to offer quality programming virtually that allowed us to ensure that we remained relevant to NACD members. Attendance at our programs during the pandemic remained strong, and in some cases even grew. Because of the high quality of our topics and presenters, we attracted members from throughout the country to our programs. We were also able to grow the NACD membership within our footprint and retain our sponsors and corporate members during this challenging time.

Over the past few years, we have offered some unique and engaging programs. We were treated to a behind-the-scenes tour of Sky West Airlines' facilities and hangar at Salt Lake City International Airport as well as presentations from the company's CEO and board chair. We also took a trip to Overstock.com to learn from the CEO about its unique business model and visit its state-of-the-art campus, which boasts a health-care clinic, a gym, a day-care center, and a greenhouse, where they grow the fruits and vegetables for their on-site cafeteria.

Each year we sponsor the Outstanding Directors awards luncheon in partnership with our community's business magazine, Utah Business. This annual event recognizes the accomplishments of



James Livingston, NACD.DC (chapter treasurer and secretary), Val Oveson, NACD.DC (chapter chair), Deborah Bayle (chapter nominating and governance chair and chair emeritus), Ron Judd (chapter sponsor chair), Diana George (chapter member engagement committee chair), David Jolley (chapter board member), Mark Lucas (chapter program co-chair), Rocío Summers (chapter program co-chair), Bob Gross (chapter director and chair emeritus), Ron Poelman (chapter director and chair emeritus) (as shown from left to right)

some of our state’s most prominent directors. The directors are highlighted in the magazine and are honored during a luncheon.

An important part of our membership is a group of prominent directors who call the Park City area their home. We wanted to offer them a place to meet and share their perspectives on hot-button topics, so we began hosting Park City roundtables. These events are held two or three times annually and help keep these directors actively engaged with NACD.

As we move beyond the pandemic years, our future looks bright. We recently hosted a “welcome back” reception for our area members and sponsors at the gorgeous Park City home of one of our board members, Mark Lucas. This late-summer cocktail party was attended by many of our members. It was a way to thank our members for sticking with us during the pandemic and to acknowledge that we are getting back to our regular in-person programming.

Our program committee is hard at work and is committed to offering the best in programming



Jerry Bregg and Val Oveson, NACD.DC (chapter chair), (as shown from left to right) attend an NACD Utah event.

that meets the needs of NACD members and potential members in Utah. We are steadfast in our efforts to continue to grow membership by providing programs and services that will attract new people to us, while at the same time continuing to serve the members who have been loyal to NACD for many years.

We are pleased to be affiliated with NACD and are dedicated to its mission of empowering directors and transforming boards to be future ready. ■

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The NACD Chapter Network is where highly engaged directors deepen local networks and bring powerful governance ideas to life.

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