



Manu Asthana  
President & CEO  
manu.asthana@pjm.com  
610.666.2232

PJM Interconnection  
2750 Monroe Blvd.  
Audubon, PA 19403

April 1, 2021

## **PJM Members Committee**

Dear Members:

The Nominating Committee is responsible for identifying qualified candidates for election to the PJM Board of Managers. This year's Committee is comprised five Member sector representatives and three Board members. The sector representatives this year are Susan Bruce (End Use Customers), Lisa McAlister (Electric Distributors), Alex Stern (Transmission Owners), Betty Watson (Other Suppliers), and Jeff Whitehead (Generation Owners). The Board members are Charlie Robinson (serving as the non-voting Chair), Terry Blackwell and Mark Takahashi.

As was communicated to the Members Committee by letter dated September 17, 2020, the Nominating Committee voted to nominate Sarah Rogers and Neil Smith for reelection at the PJM Annual Meeting in May 2021.

The Committee also worked this year, assisted by the executive and board search firm, Korn Ferry International, to identify candidates to serve the upcoming vacancies of Ake Almgren and Neel Foster who will be retiring from the PJM Board effective as of the 2021 Annual Meeting. Following a nationwide search, which included candidates suggested by stakeholders, the Nominating Committee is very pleased to announce it is recommending the following candidates for election to the PJM Board:

- Paula Conboy – Paula is currently an energy consultant. Paula recently returned to North America from Australia where she served as the Chair of the Australian Energy Regulator. She is a board member of the Energy Market Authority of Singapore and has previously served as a board member of the Energy Security Board (Australia) and of the Ontario Energy Board. Paula is nominated for the position being vacated by Neel Foster.
- Jeanine Johnson – Jeanine is currently Vice President of Product Security at Netgear. Jeanine is a computer science engineer and cybersecurity strategist. She has recently served as the chief executive officer of SunToWater Technologies where she is a board member, and previously served as the Head of Application Security for Internet Software & Services for Apple. Jeanine is nominated for the position being vacated by Ake Almgren.

The Nominating Committee is confident that Paula and Jeanine will make significant contributions as PJM Board members.

Following the election of PJM Board members at the PJM Members Committee Annual Meeting, a new chairperson will be elected by the PJM Board at its Annual Meeting and announced soon thereafter.

Please join me in thanking the Nominating Committee for its excellent work this year.

Sincerely,

A handwritten signature in black ink, appearing to read 'Manu Asthana', written over a horizontal line.

Manu Asthana  
President and CEO, PJM Interconnection

# Paula Conboy, GAICD

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*A dedicated and committed international energy expert, Paula recognizes that robust governance and a strong corporate culture is the foundation of delivering the future vision of the company. Paula is well known for her ability to work collaboratively with a diverse range of stakeholders to deliver on community expectations while also achieving commercial success.*

## PROFESSIONAL EXPERIENCE

SUSSEX STRATEGY GROUP. Canada

**Senior Counsel** (July, 2020 – present)

- Provide clients with strategic advice on a wide variety of regulatory and government affairs matters
- Develop and deliver training on energy regulation

ENERGY MARKET AUTHORITY. Singapore

**Board Member** (April, 2020 – present)

- Responsibility for strategic direction, key financial and operational initiatives, risk management and corporate governance practices
- Provide strategic oversight and approval of electricity system operation, industry development and promotion, industry and market regulation of Singapore's energy industry

AUSTRALIAN ENERGY REGULATOR. Australia

**(Executive) Chair** (2014- 2019)

- Led strategic direction of the AER in fulfilling its statutory functions
- Established effective relationships with state and federal ministers, government departments and other key stakeholders
- Transformed adversarial regulatory process to collaborative and innovative environment
- Increased responsibility and capacity of compliance monitoring and enforcement
- Led organizational change through expanded responsibilities and roles
- Improved AER stakeholder satisfaction results from 52% in 2014 to 79% in 2018

ENERGY SECURITY BOARD. Australia

**Board Member** (2017- 2019)

- Provided strategic policy and national reform advice to Council of Australian Governments Energy Council on energy security, reliability and affordability in the National Electricity Market
- Enhanced coordination between energy market bodies and the COAG Energy Council
- Developed National Energy Guarantee and subsequent Retailer Reliability Obligation

ONTARIO ENERGY BOARD. Ontario, Canada

**Board Member** (2010- 2014)

- Adjudicated matters before the Board including applications for electricity and gas network rates, approvals for construction of electricity and gas network facilities and applications for mergers/acquisitions
- Board member lead on various policy initiatives and "Regulated Price Plan"
- Provided strategic oversight and ultimate approval regarding regulatory policy developments for natural gas and electricity matters through adjudicative and consultative processes
- Chair of Program Committee for and speaker at 2013 Annual conference of the Canadian Association of Members of Public Utility Tribunals

POWERSTREAM. Ontario, Canada

**Vice President, Regulatory and Government Affairs** (2004–2010)

- Member of executive team charged with executing the functional and cultural merger of network businesses
- Prepared and defended regulatory applications for the acquisition of Aurora Hydro and Barrie Hydro.
- Provided expert advice and recommendations to CEO and Board on regulatory strategy, policy, compliance and communications
- Developed and maintained stakeholder engagement with regulators, governments and consumers
- Managed stakeholder dispute resolution process to reach settlements on regulatory issues
- Prepared and defended rate applications before the Ontario Energy Board
- Represented PowerStream and Coalition of Large Distributors on various energy policy stakeholder working groups and task forces (e.g. Infrastructure Renewal Taskforce, Ontario Regulated Price Plan working group, various stages of Ontario's Incentive Rate Mechanism)
- Chair of the Ontario Energy Association Utility Sector Committee and Regulatory Council of the Electricity Distributors Association

MARKHAM HYDRO. Markham, Ontario, Canada

**Manager Regulatory Affairs** (2003-2004)

- Prepared and led the application for the merger between Vaughan Hydro, Richmond Hill Hydro and Markham Hydro

ONTARIO ENERGY BOARD. Toronto, Ontario, Canada

**Senior Policy Advisor** (1998-2003)

- Developed regulatory guidelines and licensing regime for newly incorporated electricity network companies
- Represented OEB on the Ontario Market Design Committee

SYDNEY WATER CORPORATION. Sydney, Australia

**Senior Economist** (1995-1997)

- Launched Sydney Water Corporation's participation in international benchmarking
- Led pricing reform of municipal water and wastewater rates in Sydney

INDUSTRY COMMISSION (superseding agency Productivity Commission). Melbourne, Australia

**Economist** (1993-1995)

- Undertook econometric and benchmarking analysis of various Australian industries

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## EDUCATION

**AUSTRALIAN INSTITUTE OF COMPANY DIRECTORS**, Graduate 2018.

**SOCIETY OF ONTARIO ADJUDICATORS AND REGULATORS**, Adjudication for Administrative Agencies, Boards and Tribunals, 2010.

**EXECUTIVE DEVELOPMENT PROGRAMS**, Queens University 2008.

**MASTERS OF SCIENCE (AGR. ECON)**, University of Guelph 1992, thesis study at La Trobe University, Australia.

**BACHELOR OF SCIENCE (AGR. ECON)**, University of Guelph 1990.

# JEANINE JOHNSON, MBA

## CEO / CTO / CERTIFIED PUBLIC & PRIVATE BOARD DIRECTOR OPERATIONS / IOT PRODUCT DEVELOPMENT / TECHNOLOGY GROWTH STRATEGIST

Certified by Stanford Law School's Directors' College (Public Company Board Training)

**CYBERSECURITY THOUGHT LEADER** – Renowned cybersecurity strategist and technical expert with 20+ years' successfully safeguarding web-based services and platforms, remediating security issues, and growing talented high-performance teams. Recruited by industry leaders, including Apple, Microsoft, Amazon and McKinsey & Co. to forge strategic direction of technology initiatives.

**INDOMITABLE ENTREPRENEUR** – Pioneered several start-ups from ideating and securing funds to implementing innovative products and steering go-to-market (GTM) strategies.

**PROVEN FUNDRAISER** – Raised millions in private equity for new ventures by pitching angles, venture funds, private and public institutions.

**GROWTH STRATEGIST** – Drove growth strategies for Flex's ~\$25B portfolio leading optimization, pricing strategies, and M&As. Enabled Amazon Marketplace's growth to scale on Amazon Web Services (AWS) Cloud.

**REGULATORY COMPLIANCE EXPERT** – Applied comprehensive knowledge and strategically devised cybersecurity solutions in compliance with legislation and regulations for U.S., Canada, European Union and China.

### CAREER HIGHLIGHTS

- **Handpicked as CEO of SunToWater**, spinoff of Flex's clean tech division, to commercialize IoT water-making device. **Raised \$7M in VC funds.**
- **Launched Apple's Bug Bounty program** to defend Apple.com's consumer services from cybersecurity threats.
- **Designed Apple's \$200M omnichannel overhaul** to align e-commerce with its retail stores' transformation.
- **Drove \$250M in revenue at Flex** via innovative portfolio of hardware products, and Knowledge and SaaS services.
- **Grew Amazon's Cloud Watch, Load Balancing, Auto-Scaling and Relational Database web-services from \$0 to \$50M revenue.**

### BOARD & LEADERSHIP COMPETENCIES

- Financial Acumen / Data Analytics
- Cybersecurity Regulations
- Data Privacy Compliance Standards
- Strategic Business Development
- Public Relations Spokesperson
- Investor Relations
- Diversity & Inclusion Advocate
- Mergers & Acquisitions
- Team Builder & Leader
- Entrepreneur & Collaborator
- Venture Capital Influencer
- Executive & Board Influencer

### BOARD & ADVISORY LEADERSHIP HIGHLIGHTS

**President's Council of Cornell Women** (2019–Present) | Cornell University, Ithaca, NY

*Advisory Board for issues important to Cornell women students, faculty and staff; helps engage alumnae in university life.*

- **Influencer:** Advocated opportunities to develop and accelerate achievements of Cornell women on campus and beyond.

**Board Advisor** (2017–Present) | Tenshey, Inc., New York, NY

*Corporate services advancing gender equality in the workplace.*

- **Technology Management:** Identified and worked with software developers to affordably create company's platform that accelerates developing mid-level career women into executives at mid-sized to large corporations.

**Board Member** (2012–Present) | SunToWater Technologies, San Francisco, CA

*IoT clean-tech start-up solving drinking water crisis for disaster recovery and residential use.*

- **Due Diligence Lead:** Wrote Private Placement Memorandum (PPM) as designated point-person for due diligence.
- **Investor Relations:** Drove campaign and secured multimillion-dollar investments from public and private investors.
- **Financial Risk Management:** Worked with auditors for financial and security certifications, including binder preparation for IRS audits as well as responding to checklists requested by security compliance auditors.
- **Regulatory Compliance:** Complied with IRS, SEC, and PCI DSS auditors to compile and prepare documentation for audits.
- **Bylaw Compliance:** Developed and abided with bylaws to protect shareholder's multimillion-dollar investments.
- **Compensation Framework:** Aligned compensation plans for C-levels, VPs, Directors, and Senior Managers with KPIs.

**Board Member & Finance Chair** (2009–2010) | Theater Off Jackson, Seattle, WA

*Performance space for Seattle produced plays, music, film, readings, and special events.*

- **Financial Stewardship:** Managed financial records according to bylaws, tax reporting and accounting rules for non-profit theatre.

**Board Member & Chair of Community Relations Committee** (2004–2006) | Microsoft's LGBT Employee Resource Group

*GLEAM is Microsoft's employee resource group comprising LGBTQI+ employees along with straight allies.*

- **Public Relations:** Completed PR training to increase public awareness of GLEAM.
- **Cause Champion:** Influenced CEO and Executives to support LGBT anti-discrimination legislation for employment and housing.

**President** (2007–2012) **Treasurer** (2004–2007) | Greenlake Plaza Condominiums, Seattle, WA

*Seattle area affordable housing condominium association.*

- **Financial Stewardship:** Managed financial records according to bylaws, tax reporting and accounting practices for non-profit.
- **Bylaw Compliance:** Developed and abided with bylaws to protect community member's rights.

## EXECUTIVE CAREER HISTORY &amp; HIGHLIGHTS

## BOARD &amp; ADVISORY ROLES

**BOARD MEMBER** | SunToWater  
2012–Present

**ADVISOR** | Tenshey.com  
2017–Present

**ADVISOR** | Cornell (PCCW)  
2019–Present

## EDUCATION

**MBA** | Johnson Graduate School of Management | Cornell University

**BS** | Computer Science, College of Engineering | University of Missouri

**BS** | Computer Engineering, College of Engineering | University of Missouri

## PROFESSIONAL CERTIFICATIONS

**DIRECTORS' COLLEGE CERTIFICATE** (Public Company Board Training) | Flex/Stanford Law School | 2013

**ADVANCED INFORMATION ASSURANCE AND SECURITY CERTIFICATE** | Apple/Villanova University | 2017

## AWARDS &amp; RECOGNITION

**WOMEN IN IT AWARDS** (Short-listed for Entrepreneur of the Year) | 2019

**NEW LEADERS COUNCIL** | Silicon Valley Fellow | 2019

**WINNER** | Singularity University's Impact Challenge (Pitch Contest) | 2015

**WINNER** | 16th Founders Showcase (Pitch Contest) | 2015

## PUBLIC SPEAKING ENGAGEMENTS

**SPEAKER** | Women in Innovation | R&D 100 Conference and Awards | 2019

**SPEAKER** | Cybersecurity: In the Context of an Ever-Connected World | VerveCon.org Tech Conference | 2019

## PUBLICATIONS

"Generating Notifications," ASP .NET Pro Magazine (Cover Story) 2002

**CEO, SUNTOWATER TECHNOLOGIES** | San Francisco, CA | 2018–Present

Reports to: Board of Directors & Investors | Budget: \$7M | Direct Reports: 20

**Co-founded SunToWater**—spinoff of Flex's clean-tech business unit—formed to launch IoT device used to create potable water outdoors, regardless of air quality. **Ideated product, recruited team, campaigned for and won \$7M in VC funding.** Wrote Private Placement Memorandum (PPM), facilitated due diligence, created prototypes, and operated field trial before premiering device at KBIS 2020 in Las Vegas with Elkay.com (North America's largest producer of water dispensers).

**HEAD OF APPLICATION SECURITY, APPLE** | Cupertino, CA | 2015–2018

Reported to: Senior Director | Budget: \$50M | Direct/Indirect Reports: 20/50

Handpicked to head security for consumer internet applications (iTunes, iCloud, Siri, Apple Music, etc.). **Garnered \$200M in executive funding** after analyzing Apple.com's e-commerce to create secure omni-commerce strategy. Identified pillars and aligned threat modeling, threat response, and risk assessment across Apple's product and IT divisions. Investigated several executive escalations to uncover and solve high-priority issues.

**CTO, PEERSPACE.COM** | San Francisco, CA | 2014–2015

Reported to: CEO & Board of Directors | Budget: \$2M | Direct Reports: 20

Joined entrepreneurs in sharing economy to create mobile-first marketplace for short-term unique space rentals used for B2B off-site meetings, B2C events, and media production activities (photoshoots, YouTube webisodes). Built secure sharing, client-side marketplace. **Designed website with 18% bounce rate and scaled 30% MoM growth** for 2 years.

**DIR. STRATEGY & DEVELOPMENT, FLEX** | HQ Singapore & San Jose, CA | 2011–2014

Reported to: CSO | Budget: \$50M | Direct/Indirect Reports: 40/80

Recruited by CSO (formerly Head of BTO at McKinsey) to lead Flex's product strategy and development initiatives. Innovated diverse portfolio of original products: Knowledge Services, SaaS, Cloud, and hardware products. **Earned \$250M in revenue within 2 years of launch. Contributed to stock price doubling from ~\$6/share to ~\$12/share.** Obtained executive sponsorship and board approval for SunToWater spinoff.

**SR. ASSOC. MGMT. CONSULTANT, MCKINSEY & CO.** | Palo Alto, CA | 2010–2011

Reported to: Head of Business Technology Office (BTO)

Hired as specialized resource to address various high-priority technology issues for clients. Specifically tasked to redesign SaaS/Cloud strategies and transform \$100M IT division into more efficient, agile, product-focused team. **Recouped 18% annual savings** by implementing Lean principles to optimize organizational infrastructure.

**SR. TECH. PROGRAM & PRODUCT MGR., AMAZON.COM** | Seattle, WA | 2008–2010

Reported to: VP of e-Commerce | Budget: \$60M | Direct/Indirect Reports: 6/211

Designated Chief of Staff for e-commerce platform. Key player in migrating Amazon.com marketplace to AWS. **Grew new AWS services from internal start-up to \$50M revenue product portfolio.** Enabled exponential growth of Amazon marketplaces from single-digits to thousands.

**SR. TECH. MGR., WEB 2.0 ENTREPRENEUR** (MySpace 2008) | Seattle, WA | 2006–2008

Reported to: MySpace Executives | Budget: \$20M | Direct Reports: 37

**Boosted viral growth of MySpace** via Developer Platform launched (largest Open Social API with Google). Led geographically distributed development team at MYQUIRE as CTO to launch first social network built on developer platform. **Garnered \$2.5M in funding** and positioned MYQUIRE for acquisition by Heinz, paving path for MySpace's Development Platform approach.

**MICROSOFT CORPORATION** | Redmond, WA | 1998–2006

**PROGRAM MGR., WINDOWS** (2004–2006) | **SECURITY LEAD, SQL SERVER** (2001–2004)

**SOFTWARE DESIGN ENGINEER** (1998–2001)

Reported to: GM, Windows Security Technologies | Budget: \$1M | Direct/Indirect Reports: 2/20

After internship, hired upon graduation and assigned ownership of security strategy for SQL Notification Services. **Awarded Microsoft Gold Star for launching Secure SQL Server. Promoted** to drive user experience for encryption security technology. **Awarded Microsoft Gold Star** for uncovering technology gap threatening enterprise adoption of Windows.

# SARAH S. ROGERS

## **EDUCATION**

1988 - 1990 Duke University, Durham, NC  
Masters in Business Administration

1980 - 1984 San Diego State University San Diego, CA  
BS Electrical Engineering

## **PROFESSIONAL EXPERIENCE**

01/07 – 2/12 Florida Electric Power Coordinating Group, Inc. (FCG), Tampa FL

### ***President and CEO***

FCG is an umbrella organization that represents investor-owned utilities, rural electric cooperatives and municipal electric utilities on environmental and transportation issues that affect the utility industry in the state of Florida.

### **Key Accomplishments**

Passed legislation that allows electric utilities to site transmission lines along state road ROWs and on state owned lands (50% of the land in FL is state owned).

Work closely with the Department of Environmental Protection to shape laws regarding water, air and solid waste.

Worked with the Department of Transportation to modify requirements regarding traffic control procedures.

01/07 – 2/12 Florida Reliability Coordinating Council, Inc. (FRCC), Tampa, FL

### ***President and CEO***

Responsibilities include overseeing both the delegated functions from the Electric Reliability Organization (Regional Entity functions) and the Members Services functions for the FRCC region. Delegated functions include compliance monitoring and enforcement of NERC and regional reliability standards for all users, owners and operators of the bulk power system in the FRCC region, developing regional reliability standards, training and certification of system operators, conducting reliability

assessments, and situational awareness. Member Services includes performance of the Reliability Coordinator function, regional planning authority, generation interconnection evaluation, requirements set forth by the PSC, etc..

### **Key Accomplishments**

Staffing and implementing the Compliance Enforcement and Monitoring organization.

Bifurcating the functions of the company to accommodate the ERO delegated functions and Member Services functions. Includes developing separate budgets and cost accounting, time reporting, separation of Board of Directors meetings and standing committee meetings.

Facilitated the development of a cost-based spot generation broker system as requested by the FL PSC.

Facilitated the standardization of Available Transmission Capability calculation.

Facilitated the development of a generation reserve sharing group.

Revamped HR policies to put the company in a competitive position for recruiting and assist in employee retention.

Revised employee benefits to enhance coverage but reduce cost to both the employee and the company. Saved approximately \$25,000 per employee per year.

Reduced long term liability for retirees' benefits by \$50,000/ per eligible employee (ten employees eligible).

Improved budgeting and cost reporting functions.

Implemented a formalized employee performance process and merit increase process.

12/04 – 01/07 Progress Energy (PGN), Raleigh, NC

### ***Vice President - Transmission***

Responsibilities included planning, designing, constructing, maintaining and operating the transmission system for PGN which covers 50,000 square miles in NC, SC and FL.

Led the effort to provide consistency between Florida and Carolina organizations. Merged and restructured two departments into one achieving cost savings of \$3 Million/year.

Led the effort to redesign the work management processes to improve efficiency and productivity.

Led the effort to improve project management process.

Oversaw 810 employees, \$300 million budget, and 10,000 miles of transmission lines serving 2.9 million customers.

12/00 - 12/04 Progress Energy/Florida Power (FPC), Lake Mary, FL

***Vice President - Transmission and RTO Development***

Led FPC's participation in the development of GridFlorida.

Successfully re-organized the department following the merger with CP&L.

Led an intensive effort to address material condition and reliability issues with the bulk power assets.

Led the effort to improve service and relationship with wholesale customers.

Responsible for the design, maintenance, and construction of 4600 miles of transmission serving 1.4 million customers in a 20,000 square mile area. Had line responsibility for 380 employees. Managed budgets upwards of \$100 million.

Led the effort to improve worker safety and morale.

4/92 - 12/00 Carolina Power & Light (CP&L), Raleigh, NC

***Vice President-Transmission (7/97-12/00)***

Led the effort to implement asset management software and philosophy.

Led CP&L's participation in RTO discussions culminating with the formation of GridSouth.

Improved employee safety record to an OSHA rate of 0.89.

Improved employee satisfaction to above corporate average every year.

Maintained a SAIDI of less than 10 minutes per year.

Led the restoration of the transmission system after the devastating flooding from Hurricane Floyd.

***Manager – Northern Transmission Area (6/95 – 7/97)***

Responsible for the maintenance operations of over 130 substations, plant switchyards, and 1200 miles of transmission lines.

Led the restoration efforts following Hurricane Fran. Lost 53 transmission lines and restored all delivery points within 54 hours following the storm.

***Supervisor – Telecommunications Support (4/92-6/95)***

Designed and implemented a centralized help desk, material repair depot and engineering support for the field personnel.



1/92 – 4/92 Global Software, Raleigh, NC

***Senior Analyst***

Provided consulting services to CP&L on organizational structure and functions of the Telecommunications Department.

4/91 – 12/91 Teletec Corporation, Wake Forest, NC

***Senior Systems Engineer***

Designed telecommunications systems for clients in North Africa, Middle East, and the Pacific Rim.

3/84 – 4/91 Carolina Power & Light, Raleigh, NC

***Various Engineering positions***

Worked in System Planning estimating the generation and fuel requirements for the system. Designed protective relaying schemes primarily for the generating plants. Re-designed the UHF two-way radio communications system for a 30,000 square mile area.

Registered Professional Engineer in NC and Florida

# NEIL H. SMITH

## PROFESSIONAL EXPERIENCE

INTERGEN, Burlington, MA

1995 – 2016

*Privately owned international energy company specializing in the development, ownership, and operation of power generation and related energy infrastructure assets. Founded in 1995, InterGen has grown from a start-up to a complex multinational energy company with over \$2B+ in revenues under management, \$5B+ in assets, and over 650+ employees. InterGen is jointly owned by Ontario Teachers' Pension Plan and China Huaneng Group/Guandong Yudean Group. Prior shareholders have included Pacific Gas and Electric, Bechtel, Royal Dutch Shell, AIG Highstar, and GMR Group.*

**Chief Executive Officer** (2006 – 2016)

**President and Chief Operating Officer** (2002 – 2006)

Worked in concert with the Board to set strategy and direction. Modeled and set company culture, values, and behavior. Built and led the senior executive team. Allocated human and financial capital. Promoted from President and COO. In that role, responsible for leading the imperative shift from a development/construction company to a large operating company over a very short period. Also led all aspects of the operating P&L, including commercial, technical, and commodity trading.

**Senior Vice President and Managing Director, United Kingdom** (Edinburgh, UK) (1998 – 2001)

**Vice President, Development, Asia Pacific** (Hong Kong, China) (1997 – 1998)

**Vice President, Senior Development Manager, Latin America** (Cali, Colombia) (1995 – 1997)

**Director, Development** (Boston, MA) (1995)

Managed full profit and loss responsibility for over \$2B in United Kingdom assets (three plants/ 2,400 megawatts), 140 people, and \$600M in revenues.

- Supervised the transition from construction to operations of InterGen's first power plant (Rocksavage 1998) and developed the company's first marketing and trading group.
- Successfully executed the development and financial closing of three projects (1850 MW). Developed InterGen's first business plan, which served as the strategic foundation for global growth.

J. MAKOWSKI COMPANY, Boston, MA

1991 – 1994

**Manager, Development, North America**

Negotiated \$165M Department of Energy clean coal award. Managed Mid-West development efforts. Financial modeler. Company sold to Pacific Gas and Electric and Bechtel in 1995 and renamed InterGen.

KUHN, SMITH AND HARRIS, INC., New York, NY

1986 – 1989

**Project Manager, Construction Management Firm**

Managed New York City field office with annual revenues of \$12M. Coordinated 65 union construction workers from 25 subcontractors. Sold \$4M of construction management work, made sales presentations, and prepared detailed budgets.

**BOARDS / ORGANIZATIONS**

THE WOOD GROUP, PLC, Aberdeen, UK

2004 – 2013

**Non-Executive Director and Member of the Board**

The Wood Group is a publicly traded world leader in the provision of services to the oil and gas and power generation markets.

- Participated in the company's growth from \$2.2B in revenues and 14,000 employees in 36 countries in 2004 to \$7.0B in revenues and 46,000 employees in over 50 countries by 2013.
- Provided guidance on major acquisitions and divestitures.
- Shared InterGen best practices to help The Wood Group manage rapid growth and contraction cycles in their markets.
- Oversaw annual senior management assessments and succession planning scenarios that included two CEO transitions.
- Served on the Remuneration and Nomination Committees.
- Share price increased from ~1.40 GBP to ~6.00 GBP over tenure.

YOUNG PRESIDENT'S ORGANIZATION

2005 – 2014

Member of the New England chapter of the Young President's Organization (YPO).

HARVARD UNIVERSITY'S JOHN F. KENNEDY SCHOOL OF GOVERNMENT

2006 – 2010

**Dean's Council**

Member of the Dean's Council at Harvard University's John F. Kennedy School of Government.

**EDUCATION**

**Master in Business Administration**, HARVARD GRADUATE SCHOOL OF BUSINESS ADMINISTRATION, Boston, MA

**Bachelor of Arts**, Political Science, EMORY UNIVERSITY, Atlanta, GA

- President of Alpha Tau Omega Fraternity and Emory Lacrosse Club.
- James G. Lester Award for creation of club lacrosse team.