

THE NEXT!

GEN
DIRECTORS UNDER AGE 40

The Millennials and Gen Xers with notable board service.

By Judy Warner and Jesse Rhodes

Take a good look. These are the young, smart, and exceptionally ambitious people who represent the next generation of board leadership. And fortunately for boardrooms, the future has arrived.

To find these new forces for change, *NACD Directorship* searched the S&P Large Cap 500, Mid-Cap 400, and Small-Cap 600 using the global leadership database BoardEx. We restricted this teeming pool of directors using only one filter: directors who are under age 40. Though small, the resultant list of candidates revealed a number of characteristics that distinguishes this generation of directors.

We were heartened by the group's diversity, with women representing 37.5 percent of the class. They hail mostly from the West Coast, with many of them

incubated at companies such as Google, Facebook, and Yahoo! Digital start-ups that have exploded in popularity have, in a matter of days or months, earned their founders the riches that might have taken years, if not decades, for their predecessors to attain. They are media savvy. College drop-outs and PhDs. Heirs to family fortunes and legendary brands.

While you will no doubt recognize some of the names and faces, you also will be introduced to some of the up-and-comers whose profiles have not yet already been etched in memory by grace of YouTube, TED Talks, or the pages of *Fortune* and *Forbes*.

The following list of directors reveals insights into this new wave of Millennial and Generation X talent.

Fared Adib, 38

Google, global head of telecom partnerships

DIRECTORSHIP: Westell Technologies

EDUCATION: Bachelor's degree, University of Missouri-Kansas City; MBA, University of Chicago Booth School of Business

BACKGROUND: Fared Adib was named to

the Westell board in 2014, a year after joining Google. Adib was previously chief innovation officer and global chief product officer at SoftBank Mobile Corp. He also held executive positions during his 12-year tenure at Sprint Nextel Corp., including SVP of product development.

Samuel H. Altman, 30

Y Combinator, president



DIRECTORSHIP: Green Dot
EDUCATION: Studied com-

puter science at Stanford
BACKGROUND: The president of one of Silicon Valley's most vociferous angel funders of new tech businesses, Samuel H. Altman writes on his personal blog about why we should be afraid of machine intelligence and proposes a rational approach to regulation. Intended to help start-

ups become full-fledged businesses, his blog (blog.samaltman.com) is smart and well worth a read. Let's connect the dots: Altman was co-founder and CEO of Loopt, funded by Y Combinator and acquired by Green Dot in 2012. At Green Dot, he was chief technology officer and is now a direc-

tor. Altman also founded Hydrazine Capital.

Delphine Arnault, 39

Louis Vuitton, EVP

DIRECTORSHIPS: Christian Dior, Havas, 21st Century Fox, LVMH Moët

EDUCATION: London

School of Economics and Political Science

BACKGROUND: Delphine Arnault grew up in a world of luxury. The daughter of Bernard Arnault, CEO of LVMH Moët Hennessy Louis Vuitton, she became that company's only female director at age 28. Her growing stature in business is due to more than family ties, however. Last year, she created the coveted Young Designer Award in part to discover and support under-40 fashionistas.

Amy L. Chang, 39

Accompani, founder and CEO

DIRECTORSHIPS: Informatica Corp., Splunk

EDUCATION: BS, MS, Stanford

BACKGROUND: Amy L. Chang joined the board of Informatica in 2012 and in March was elected to the board of Splunk. Both operate in the realm of big data. She held various positions at Motorola,

McKinsey & Co., eBay, and Advanced Micro Devices before joining Google in 2007, where she rose to global head of product, Google ads measurement, and reporting. She joined the social network aggregation company Flipboard for a short stint before founding Accompani, a relationship management platform. Due to its mobile nature, the app "accompanies" the user, thus its name.

Jonathan Christodoro, 39

Icahn Capital, managing director

DIRECTORSHIPS: eBay, Enzon Pharmaceuticals, Herbalife, Hologic,

Talisman Energy

EDUCATION: BS, Cornell; MBA, Wharton

BACKGROUND: An Icahn lieutenant since 2012, Jonathan Christodoro began his career as an investment banking analyst at Morgan Stanley before holding a variety of investment and research roles at P2 Capital Partners, Prentice Capital Management, and S.A.C. Capital Advisors. His first directorship was at Herbalife, which he joined in April 2013, followed by Enzon Pharmaceuticals, Talisman Energy, and

Hologic, all that same year, and, this year, eBay.

Tracy L. Britt Cool, 31

Berkshire Hathaway, financial assistant to Chair Charles Munger; CEO, Pampered Chef

DIRECTORSHIP: H.J. Heinz

EDUCATION: BA, MBA, Harvard

BACKGROUND: Among the youngest of the directors under 40, Tracy L. Britt Cool reports to the homespun offices of Berkshire Hathaway. At age 10, she was running her own farmer's market stand in her hometown of Manhattan, Kansas; and at Harvard, as an undergrad, started Smart Women Securities, an organiza-

tion to help women learn about personal finance and investment.

Peter L. Corsell, 37

Entrepreneur, investor

DIRECTORSHIP: Gridpoint (founder and chair)

EDUCATION: BS, Georgetown



BACKGROUND: Peter L. Corsell is a serial entrepreneur and investor and the founder and CEO of Hubub, a digital

platform for exploring and discussing areas of interests. Users create multimedia channels, or "hububs," that provide a stream of related content including videos, articles, blogs, and polls, as well as innovative features like one-on-one debates. Hubub has raised \$14 million to date, including a \$5 million strategic investment from Bell Media, Canada's premier multimedia company. He is a founding investor and board member at inStream, a cloud-based wealth management platform for independent financial advisors; Trenchware, a provider of

IN HIS OWN WORDS SETH BERNSTEIN, 39

Pegasus Capital Advisors, president

DIRECTORSHIP: Outerwall (formerly Coinstar)

EDUCATION: Graduate of University of Connecticut

BACKGROUND: "I donate all of my board fees to charity because I do this not for the money but to do what's right for shareholders. I try to help drive growth through introductions with



my network, giving strategic ideas, and going on the meetings to help the management team execute." In his spare time, Bernstein (shown above with his family) says he works with the Milken Institute, whose founder, Michael Milken, he considers a father figure on philanthropic initiatives that give "underprivileged children an equal opportunity to compete with all children."

advanced cybersecurity solutions to U.S. corporations and government agencies; Clearpath, a cloud-based service that streamlines the U.S. immigration application process; and Kichink!, an e-commerce platform in Mexico, home to more than 25,000 online stores. Early in his career, Corsell served with the U.S. Department of State in Havana, Cuba.

Julia Brau Donnelly, 32

Thomas H. Lee Partners, principal

DIRECTORSHIP:

iHeartMedia

EDUCATION: BA, Stanford; MBA, Harvard

BACKGROUND: A principal since 2006 at private

equity firm Thomas H. Lee Partners, Julia Brau Donnelly joined the board of iHeartMedia in 2013. Formerly Clear Channel Media, a radio broadcasting company founded in 1972, the company went private in 2006 when it was bought out by Thomas H. Lee Partners and Bain Capital Partners, and was rebranded iHeartMedia in 2014. With some 850 stations under its wing, iHeartMedia is the largest radio station group owner in the U.S.

Jack Dorsey, 38

Square, founder, CEO

DIRECTORSHIPS: The Walt Disney Co., Twitter (also co-founder)

EDUCATION: Attended

Missouri University of Science & Technology, New York University
BACKGROUND: In the world's first tweet, "just setting up my twttr," Jack Dorsey authored the 21st-century equivalent to Alexander Graham Bell barking, "Mr. Watson, come here—I want to see you" into a telephone mouthpiece. Dorsey's entrepreneurial prowess has revolutionized the world of communications and, through the merchant services company Square, credit card commerce. When Disney nominated him to its board, it noted its interest in expanding into new technologies and media platforms.

John Philip Elkann, 38

Exor, CEO

DIRECTORSHIPS: CNH Industrial (formerly Fiat); Exor; chair, Fiat Chrysler Automobiles, News Corp.

EDUCATION: BS, Polytechnic University of Turin

BACKGROUND: Chosen heir of his grand father, Gianni Agnelli, to oversee Fiat Chrysler—which, in addition to Fiat and Chrysler,

includes the Abarth, Alfa Romeo, Dodge, Ferrari, Lancia, Maserati, Mopar, and Ram automotive brands. A member of the Fiat board since age 21, Elkann also runs Exor, the Agnelli-owned holding company.

Olivia (Liv) Ruth Garfield, 39

Severn Trent, CEO

DIRECTORSHIP: Tesco

EDUCATION: BA, MA, Murray Edwards College, Cambridge

BACKGROUND: In 2013, Liv Garfield joined the board of Tesco, the U.K.-based, multinational grocery retailer. A former consultant at Accenture, she also served as CEO of telecommunications company BT Openreach, where she led the successful rollout of fiber broadband services to two-thirds of the U.K., then left to lead Severn Trent, a water company listed on the FTSE 100.

Jason K. Giordano, 37

Blackstone, managing director, private equity



DIRECTORSHIPS: Pinnacle

Foods, Crocs

EDUCATION: AB,

Dartmouth College;

MBA, Harvard

BACKGROUND IN HIS OWN

WORDS: "I think the greatest responsibility and the greatest challenge for a director is to assemble an exceptional management team, continue to elevate and develop the talent in an organization, and keep everyone excited and motivated about a common mission. This takes setting big goals, accepting prudent risk taking and occasional failures, but maintaining a unified vision for what the business can become."

Lachlan P. Given, 39

EZCorp., executive chair in charge of strategic investments and acquisitions

DIRECTORSHIP: Cash

Converters International (an affiliate of EZCorp.)

EDUCATION: Bachelor of Business, Queensland University of Technology

BACKGROUND: Lachlan P. Given began his career working in the investment banking and equity capital markets divisions of Merrill Lynch in Hong Kong and Sydney, Australia, where he specialized in the origination and execution of a vari-

IN HER OWN WORDS OSSA FISHER, 37

Istation, chief marketing officer

DIRECTORSHIP: RackSpace Hosting

EDUCATION: BA, Yale; MBA/MA in Education, Stanford

BACKGROUND: "Having spent over 10 years in the telecommunications, media, and technology space with Bain and Goldman Sachs, I have seen a lot of different companies at various stages of growth. Despite the differences, there are key patterns to the most successful companies, and I draw on that knowledge to advise at the board level."



ety of M&A, equity, and equity-linked and fixed-income transactions.

John W. Harris III, 37
Lincoln Harris, EVP, COO

DIRECTORSHIPS: Sonic Automotive, Intrawest Resorts Holdings
EDUCATION: BA, University of North Carolina—Chapel Hill
BACKGROUND: Before joining corporate real estate firm Lincoln Harris, John W. Harris III worked in international finance, serving at Fortress Investment Group from 2004 to 2012. He has been a director at luxury travel company Intrawest Resorts Holdings since January 2014, and Sonic Automotive, a Fortune 500 company, since October 2014.

Laura A. Lee, 39
Google/YouTube, head of East Coast content partnerships



DIRECTORSHIP: American Apparel
EDUCATION: BA, Brown; MBA, Harvard
What makes you a good

candidate for directorship? “On paper, my experience is across business development and operations in both digital and traditional media. In actuality, my love of creative problem solving—the more complex the problem, the better.”
Most challenging issue for a new director? “Quickly grasping all the rules of engagement and determining how you can add value in a unique way.”
Most rewarding aspect of being a director? “Impact, particularly in a challenging environment.”

Max Rafael Levchin, 39
Affirm, co-founder and CEO



DIRECTORSHIPS: Yahoo!, Yelp
EDUCATION: BS, University of Illinois
BACKGROUND: Ukraine-born Max Levchin writes on his sparse website (www.levchin.com) that he is the co-founder and CEO of Affirm. “We are going to remake consumer finance from

the ground up. My other main project is Glow, where I am the chairman. Both Affirm and Glow came out of my data-as-commodity project HVF (an acronym for hard, valuable, fun), which is working on new products. I am also the chairman of Yelp. I also founded and was CEO of Slide, which Google acquired, and subsequently shut down. I sit on the board of directors of Yahoo!” And before all that, Levchin co-founded and was CTO of PayPal.

Marissa A. Mayer, 39
Yahoo!, president and CEO
DIRECTORSHIP: Wal-Mart Stores
EDUCATION: BS, MS, Stanford

BACKGROUND: Rising through the ranks at Google before joining Yahoo!, Marissa Mayer was named in 2012 to the Wal-Mart board, where she currently serves on the strategic planning and finance and technology and e-commerce committees. On the 20th anniversary of Yahoo’s founding, Mayer told tech writer Steven Levy, in response to a question about all of the snarky press she has received, “Everyone will come to me and say: ‘How are you?’ And the funny thing is, I really don’t read [those stories]. They tend to pull you off your center. And if reading that makes you more likely to do some-

thing or less likely to do something, that’s probably not great because it’s going to cause you to change your vector, even just a little bit.” The working mother—she announced she was pregnant two weeks after accepting the Yahoo! CEO position—raised the ire of critics by ending Yahoo’s work-from-home policy. “I never play the gender card,” she told Levy, adding that she thinks gender is a non-issue in the technology industry. “The moment you play into that, it’s an issue.... In technology, we live at a rare, fast-moving pace. There are probably industries where gender is more of an issue, but our industry

IN HIS OWN WORDS DAVID A. KORETZ, 36

Plum, founder and CEO
DIRECTORSHIP: Earthlink Holdings
EDUCATION: Attended Rochester Institute of Technology’s night school while in high school and earned a small-business management certificate at 16; dropped out of Babson College when he received funding for a business; executive education programs at Stanford, Harvard
What makes you a good candidate for directorship? “I’m a cybersecurity expert for audit committees, my buy-and-sell-side start-up M&A experience, and I’m a proven innovator with a dozen tech patents. **What do you do when you’re not working?** “Travel in search of great wine and street food.” **What is the most challenging issue for a new director?** “Quickly getting a deep enough understanding of the business so that you add more value than you extract.”



is not one where I think that's relevant."

Samuel J.

Merksamer, 35

Icahn Capital, managing director

DIRECTORSHIPS: Hertz Global Holdings, Hologic, Talisman Energy, Transocean Partners and Transocean Ltd., Navistar International

EDUCATION: AB, Cornell University

BACKGROUND: Samuel J.

Merksamer is a lieutenant for longtime activist investor Carl Icahn who takes heat from proxy advisors for being "overboarded."

BlackRock recommends no more than two board seats and ISS recommends voting against a director who

serves on six boards. One of the most active of the activist investors, Icahn has sought and won at least 14 board seats in the last year on companies ranging from Hertz to Navistar.

Joshua Paulson, 38

P2 Capital Partners LLC, partner

DIRECTORSHIP: UTi Worldwide

EDUCATION: BS, University of Virginia; MBA, Harvard

BACKGROUND: Joshua Paulson was named in 2013 to the UTi board, where he serves on the compensation and nominations and corporate governance committees. UTi specializes in supply chain logistics, i.e., moving hazardous or precious cargo across oceans and land. Prior to P2, he was a principal at Reservoir Capital Group, a New York-based investment firm, and a consultant at McKinsey & Co.

Christopher Porter, 34

Clean Harbors, regional VP

DIRECTORSHIP: Entrec Corp.

EDUCATION: BCom, University of Alberta
BACKGROUND: Christopher Porter began his career as an accountant at Grant Thornton and later was a senior financial analyst at Santec Inc. In 2006, he moved to Eveready, a Canadian industrial maintenance company, where he ultimately held the role of director of corporate development. Eveready was acquired in 2009 by Clean Harbors, an environmental, energy, and industrial services provider. That same year,

Porter began serving as an independent director of Entrec—a company that specializes in heavy lifting and hauling services—where he currently chairs the audit committee.

Robin S. Pringle, 37

Liberty Interactive Corp., VP corporate development

DIRECTORSHIP: FTD Cos.

EDUCATION: BA, Duke; MBA, Northwestern
BACKGROUND: Robin S. Pringle was named to the FTD Cos. board late in 2014, almost two years after she joined Liberty Interactive Corp. (LIC). Pringle had previously worked in the strategic planning and development group at Del Monte Foods and in investment banking at Thomas Weisel Partners. She served as a director of Sirius XM Radio for 11 months and was elected to that board after LIC became a controlling shareholder.

Spencer M. Rascoff, 39

Zillow, co-founder, CEO
DIRECTORSHIPS: Zulily, TripAdvisor

EDUCATION: BA, Harvard

BACKGROUND: The tagline on Spencer M. Rascoff's personal Web page reads: "Mix one cup of real estate with

IN HIS OWN WORDS JOSEPH T. NOONAN, 34

Homespun Design, founder and CEO

DIRECTORSHIP: Watts Water Technologies

EDUCATION: BA, Trinity College

What makes you a good candidate for directorship? "I spent the first phase of my career in investment banking and venture capital, which provided an excellent foundation of knowledge in a fast-paced, no-excuses environment. I was fortunate enough to ultimately join an excellent growth-stage business in Wayfair.com, where I led various business units in North America before managing the international team across three continents. Most recently, I've started my own business (*homespundesign*

.com), which is easily the most challenging and rewarding thing I've done to date. I've had significant exposure to many of the key issues facing management teams and boards—managing a P&L through rapid growth, evaluating M&A opportunities, driving international expansion, and attracting and retaining top-tier teams."

What was your favorite pastime as a child? "I'd have to say building with Legos. There was something so fulfilling about building complex structures. It's funny, one of my fellow board members and I recently reminisced about our childhood love of Legos, despite having grown up 30 years apart on different continents (he's Belgian)."



a half-cup of dot-com and a tablespoon of Wall Street." He also describes himself as "the father of three and husband of one." Instead of pursuing an MBA, Rascoff worked in investment banking after graduating from Harvard. He helped found HotWire, which, after its sale to Expedia, was the springboard for him and his colleagues to start Zillow, an online tool that enables users to search for properties available for rent or purchase. Following the completion in February of Zillow's acquisition of Trulia to form the newly named Zillow Group, Rascoff wrote: "It's the very early days of Zillow Group and honestly, we are just starting to figure out the road ahead."

Mitzi Reaugh, 37
Percolating Media,
founder and CEO



DIRECTORSHIP: Harmonic
EDUCATION: BA, Claremont McKenna College; MBA, Wharton

BACKGROUND IN HER OWN WORDS: "My career has been focused on building and scaling digital businesses. As a director, I provide the strategic insight of how digital will transform a business and organization. In both enterprise and consumer businesses, customers are expecting new tools, flexible pricing models, and intuitive product experiences. I keep myself at the forefront of new trends and can help 'see around the corner' of the continuing digital transformation. I am energized to see boards that are changing with the times to include members with diverse backgrounds (gender, age, and ethnicity). Research shows companies with diverse boards perform better than their peers. It's better business and the right thing to do, so I hope to see this momentum continue."

Ravi Sachdev, 38
Clayton, Dubilier & Rice,
partner
DIRECTORSHIP: Steven Madden
EDUCATION: BA, University of Michigan
BACKGROUND: An announcement in early March indicated that

Ravi Sachdev would join the private-equity firm



Clayton, Dubilier & Rice after serving as

managing director for healthcare coverage and co-head of healthcare services for JPMorgan Chase & Co. Prior to JPMorgan, he held a similar position at Deutsche Bank and the boutique healthcare investment bank Peter J. Solomon. Sachdev has been named to both *Institutional Investor's*

"Top 10 Rainmakers" and *Investment Dealers' Digest's* "40 Under 40."

Alexander M. Schmelkin, 39
Alexander Interactive,
co-founder and CEO
DIRECTORSHIP: United Stationers
EDUCATION: BS, Cornell
BACKGROUND: Alexander Schmelkin's areas of

IN HER OWN WORDS ALISON HOPE ROSENTHAL, 39

WealthFront, VP, strategic partnerships

DIRECTORSHIP: AutoNation

EDUCATION: BA, Brown; MBA, Stanford

BACKGROUND: "When I joined AutoNation in 2011, I had been working at Facebook for five years helping to grow its mobile platform to about a billion users. I came away from this role with a deep understanding of consumer behavior on what was then a very new technology platform (smartphones) and an existing one (feature phones) that I've been able to apply to my role at AutoNation." **When not working?** "My wife and I are avid cyclists. We're both former professionals so we like to keep up with the sport now, but mainly as a hobby and a passion. I've always loved the team dynamic of racing. Although you are physically on a bike by yourself, you have to work effectively with the rest of your team to execute on your strategy. It's a very similar dynamic in companies. I also love to read, fiction and non-fiction." **Most challenging issue for a new director?** "Having the patience to understand the dynamic of the board you are joining can be an initial challenge. Many new members want to sprint right out of the gate, and miss the opportunity to really understand what the rest of the team expects from them, as well as the best way they can add value."



Joining a board is almost like joining a family—you have to earn one another's trust. Boards constantly deal with making tough decisions together, and this responsibility creates a unique bond that a new member should take time to understand."

expertise include digital strategy, technology governance, and the architecture and design of large enterprise and e-commerce systems. He founded Alexander Interactive 11 years ago; the marketing agency

helps mostly retail clients build and increase their online business.

Christopher S. Shackelton, 36

Coliseum Capital Management, co-founder and managing

IN HER OWN WORDS ANITA M. SANDS, 38

Former COO, head of change leadership, UBS Wealth Management Americas

DIRECTORSHIPS: ServiceNow, Symantec Corp.

EDUCATION: BS, Queen's University of Belfast; Master's, Carnegie Mellon; PhD, Queen's University of Belfast

What makes you a good candidate for directorship? "The combination of knowing digital technology, large enterprise transformation, having held large operational roles in financial services, and bringing the 'voice of the customer' to the boardroom." **What is the most challenging aspect of being a director?** "I think when you first join a board after being in big operating roles, you can find yourself defaulting back into that mode, so it's important to remind yourself of your role as a director and its distinction from management." **What else should the directorship community know about you?** "I'm a strong supporter of diversity, ever since I was among the minority as a woman in physics. The boards of both Symantec and ServiceNow pursued an alternative approach to the traditional recruiting process and purposefully sought gender and age diversity. In doing so, they knew that they might get candidates that hadn't been a CEO, or who didn't have public board experience, but I think in both cases, the resulting diversity of our collective backgrounds has made us a more impactful board."



partner

DIRECTORSHIPS:

Providence Service Corp., LHC Group
EDUCATION: BA, Yale
BACKGROUND: Before starting the activist hedge fund Coliseum, Christopher Shackelton was an analyst for Watershed Asset Management and Morgan Stanley & Co.

Chung-wai (Clara) Shih, 36

Hearsay Social, founder and CEO



DIRECTORSHIP: Starbucks

EDUCATION: BS, MA, Stanford; MA, Oxford
BACKGROUND: A pioneer in the social media industry, Hong Kong-born Clara Shih developed the first social business application in 2007. Her Silicon Valley-based company, Hearsay Social, provides business software to relationship managers to attract, retain,

and grow customer relationships using popular social networks. She previously served in a variety of technical, product, and marketing roles at Google, Microsoft, and Salesforce.com. In her own words:

The most challenging issue for a new director? "Learning the difference in roles between operator and board director." **The most rewarding aspect of being a director?** "Working with and learning from a diverse set of world-class leaders on the board and management team."

Kevin Systom, 31

Instagram, founder and CEO

DIRECTORSHIP: Wal-Mart Stores

EDUCATION: BS, Stanford
BACKGROUND: Kevin Systom is the youngest director ever named to the Wal-Mart board, aided by his technical and digital expertise. In addition to serving on the technology and e-commerce committee (where fellow under-40 director Yahoo CEO and President Marissa Mayer is a director), Systom sits on the compensation, non-

inating, and governance committee

Bret Taylor, 36

Quip, co-founder and CEO

DIRECTORSHIP: Taser International

EDUCATION: BS, MS, Stanford

BACKGROUND: Taser International, which makes stun guns and other personal protection gear, named Bret Taylor to its board last June shortly after it acquired a company called Familiar, since rebranded as Evidence.com. "This sort of struck a personal chord with me," Taylor told the San Jose Mercury News' "Silicon Beat" blog in an interview shortly after his election to the Taser board. He said he had learned about Taser through his friendship with another board member, longtime tech investor and startup advisor Hadi Partovi, and became interested after reading an article about police departments that use cameras to record interactions between officers and civilians. Those videos are automatically uploaded to the cloud-based subscription service, Evidence.com, and later can be

used as evidence. Taylor is currently CEO and co-founder of Quip, a mobile word processor he started in late 2012 with Kevin Gibbs. He became chief technology officer of Facebook in 2009 after Facebook bought FriendFeed. Before that, Taylor was at Google for four years, where he and Gibbs co-created Google Maps and the Google Maps API, and started Google's developer product group.

Steven V. Tesoriere, 37
Altai Capital Management, co-founder, managing principal



DIRECTORSHIPS: SunEdison, TerraForm Power
EDUCATION: BS, University of Virginia
BACKGROUND: Prior to founding Altai Capital in 2009, Steven V. Tesoriere was an analyst at Anchorage Capital Group from 2003 to 2009, an associate at Goldman Sachs & Co., and an analyst at The Blackstone Group.

Terraform Power was spun off from SunEdison in 2014 and went public on Nasdaq. **In his own words: What makes you a good candidate for directorship?** "A strong background in corporate finance and capital markets. I have advised companies on financial and operational restructurings and I have invested across the capital structure in instruments including equity, bonds, convertible notes, and bank debt. These experiences enable me to provide advice on corporate strategy, financial and operational restructuring, capital allocation and return on capital, and optimizing capital structures." **What do you like to do in your spare time?** "Reading books on behavioral finance and psychology; playing team sports, including basketball and flag football, chess, and international travel."

Emily White, 37
Snapchat, former COO
DIRECTORSHIP: Lululemon Athletica
EDUCATION: BA, Vanderbilt
BACKGROUND: International e-commerce was the experience Emily White brought to Lululemon

when she was named to the athletic wear retailer's board in 2011. Her résumé includes stints at Google, Instagram (owned by Facebook), and most recently, Snapchat. Prior to joining Instagram, White was senior director of local and mobile partnerships at Facebook, and had run the North America online sales and operations channel of Google from 2001 to 2007; its Asia Pacific and Latin America businesses from 2007 to 2009; and the local and commerce monetization business-

es from 2009 through 2010. White also serves on the board of the National Center for Women in IT, a nonprofit coalition working to increase the participation of girls and women in computing and information technology.

Nathaniel M. Zilkha, 39
Kohlberg Kravis Roberts & Co., co-head, credit investment strategies and special situations strategy; co-portfolio manager, special situations funds
DIRECTORSHIP: Amedisys
EDUCATION: BA, Princeton

BACKGROUND: Before joining the global investment firm Kohlberg Kravis Roberts & Co. (KKR), Nathaniel Zilkha was a member of Goldman Sachs & Co.'s principal investment area. He has extensive experience in the healthcare industry, having served on KKR's healthcare private-equity team and past board service at Harden Healthcare and Jazz Pharmaceuticals. Amedisys, a personalized health and hospice care company, last year appointed Zilkha to its board. 

IN HIS OWN WORDS DANIEL B. SILVERS, 39

SpringOwl Asset Management, president

DIRECTORSHIPS: Forestar Group Inc., bwin.party digital entertainment

EDUCATION: BS, MBA, Wharton

What makes you a good candidate for directorship? "I have deep experience in finance, capital markets, and investing through my roles in hedge fund and private equity investing, as well as my years as an investment banker. Equally important, through my board service, I have learned the value of helping to build consensus through the integration of varied opinions around a boardroom." **What is the most challenging issue for a new director?** "Recognizing the value of hearing the ideas of others in the boardroom. Everyone in the room is there because they have strong skills in one or more area and it is important to make sure that decisions are made through the use of all of the skill sets in the room." **What do you consider the most rewarding aspect of being a director?** "To help create value for shareholders through the decisions that the board makes."

