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Elizabeth J. Altman is a doctoral student in Management at the Harvard Business School. Previously, Altman was vice president of business development in Motorola's Mobile Devices business. For 18 years, she served in various executive and leadership positions, including roles in industrial design, product development engineering, manufacturing, marketing, and strategy. Altman's main areas of expertise include business and innovation strategy, business development, M&A, equity investing, developing and managing strategic alliances and technology licensing. Altman earned dual graduate degrees in mechanical engineering and management as a fellow in MIT's Leaders for Manufacturing Program. She earned her undergraduate degree in mechanical engineering from Cornell University and serves on the Cornell University Board of Trustees and the President's Council of Cornell Women.



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Kenneth E. Arnold was the founder and CEO of Paragon Engineering Services in Houston. In 2005, the company was sold to AMEC plc, a U.K.-based international project management and services company, and Arnold retired in 2007. He is co-author of two textbooks, several chapters in technical books, and more than 50 technical articles. Arnold has been active in the Society of Petroleum Engineers as the first technical director of facilities and construction, the editor of the facilities portion of the *Petroleum Engineering Handbook*, a distinguished lecturer, and is currently vice president of finance. He is a member of the National Academy of Engineering, and a member of the board of the Academy of Medicine, Engineering, and Science of Texas. He is now a senior technical advisor to WorleyParsons, a worldwide project management and consulting firm.



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James M. Becker is a corporate senior vice president of Skanska USA Building, part of Skanska AB, a global construction company. He is responsible for overseeing the consulting services of this unit and serves as an account manager with several clients in the higher education market. He recently finished an assignment with Skanska AB for intra-business unit information sharing. Previously, Becker was the president and CEO of Beacon Skanska Inc. (now Skanska's New England office), which was sold to Skanska by Beacon Properties in 1997. Several of Becker's projects, including Sage Hall at Cornell, have been awarded the national AON "Build America" Award, one of the construction industry's highest honors. He was a professor in Civil and Environmental Engineering and the Center of Real Estate at MIT.



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Ron Black resigned as CEO of Wavecom in March 2009, after Sierra Wireless acquired the company in a friendly takeover announced in December 2008. Founded in 1993, Wavecom is a leading provider of embedded wireless technology for machine-to-machine communication. Their solutions are used in such applications as automotive telematics, smart metering, fleet management, GSM/GPS/satellite tracking, and wireless alarms. Prior to Wavecom, Black was executive vice president of the Client Systems Group at Agere Systems, a leading provider of advanced integrated circuit solutions for consumer applications. Previously, he was vice president at Gemplus in France, serving as general manager of the next-generation networks business unit. He has also served as general manager for the Motorola's networking and communications systems division and has held a number of positions at IBM Microelectronics.



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Joseph Bonventre is the Samuel A. Levine Professor of Medicine at Harvard Medical School. He is chief of the renal division of Brigham and Women's Hospital (BWH); chief of the BWH-HST Center for Biomedical Engineering; former director of the Brigham Research Institute Stem Cell, Regenerative Medicine and Tissue Engineering Center; former co-director, Harvard-MIT Division of Health Sciences and Technology; and a faculty member and member of the executive board of the Harvard Stem Cell Institute. Dr. Bonventre is a member of the board of directors of the National Space Biology Research Institute and AMAG Pharmaceuticals. He is the President of the American Society of Nephrology and is a member of the ASN council. His research focuses primarily on the study of kidney injury and repair, with special emphasis on the role of biomarkers, inflammation and stem cells.



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Mei-Wei Cheng is the CEO of Siemens North East Asia and president and CEO Siemens Ltd., China; his responsibilities include all Siemens activities in China Mainland, Hong Kong, Taiwan, Korea and Mongolia. Before joining Siemens, Cheng spent more than ten years at Ford Motor (China) Ltd., where he was chairman and CEO, and later executive chairman. He was also a corporate group vice president of Ford Motor Company. Cheng joined Ford from the General Electric Corporation, where he was a corporate vice president and regional executive and president of GE Appliance-Asia. Prior to this he was a corporate vice president of General Electric Company and chairman and CEO of GE (China) Ltd. Cheng started his career in 1972 with AT&T as a plant engineer and eventually became president of AT&T China. He was instrumental in establishing a major presence for AT&T in China.



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Lance R. Collins is the Joseph Silbert Dean of Engineering at Cornell University. He served as the S. C. Thomas Sze Director of the Sibley School of Mechanical and Aerospace Engineering from 2005 to 2010. Over the past year, Collins served on Cornell's Strategic Plan Advisory Council that wrote the university's strategic plan. He joined Cornell in 2002, following 11 years on the Chemical Engineering faculty at Pennsylvania State University. Collins's research combines simulation and theory to investigate a broad range of turbulent flow processes, including the motion of aerosol particles in turbulence, mixing and chemical reactions in turbulent flames, turbulent breakup of drops and drag reduction due to polymer additives. He is a fellow of the American Physical Society and chairs the US National Committee on Theoretical and Applied Mechanics under auspices of the National Academies.



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After completing his Cornell education, Robert A. Cowie spent two years as an aerospace engineer and then joined C&M Spring Company, a truck components manufacturer, where he became president in 1963. Dana Corporation acquired C&M in 1970. Cowie became vice president and general manager of Dana's Spicer Front Drive Systems Division in 1976, and from 1979 to his retirement in 1990, he was corporate vice president for public affairs. In 1996, Cowie became a trustee emeritus and presidential councilor of Cornell University after completing 23 years of board service, including 15 years as chair and co-chair of the Committee on Alumni Affairs and Development. He also was co-chair of the Cornell Campaign, which raised \$1.5 billion for the university between 1990 and 1995. Cowie is an emeritus member of the Johnson School Advisory Council and a trustee of the Johnson Trust.



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Sarah T. Fischell has spent her career in telecommunications planning and medical device innovation and nonprofit management. Much of her 20 years with AT&T was devoted to technology and services planning for business voice and data networks. More recently, Fischell supported several medical device start-up companies in financial management and intellectual property management roles. She is largely retired from technology-related pursuits. She is an emeritus director of the Cornell Engineering Alumni Association and she serves on the boards of a number of local non-profit organizations.



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Samuel C. Fleming is managing director of Briland LLC, which specializes in health-care investments, and manages the Fleming family investment and philanthropic interests. He is chairman emeritus of Decision Resources Inc., the leading global strategic research and advisory firm focused on the biopharmaceutical, medical device, and health insurance industries. From 1990 through 2003, he served as the chairman and CEO of the firm. Earlier, he was president of Arthur D. Little Decision Resources, which he founded. Fleming is a member of the board of overseers of Weill Cornell Medical College and is an emeritus member of the Cornell Board of Trustees, where he was vice-chair of the board. He is a board member of the Massachusetts Eye and Ear Infirmary, the Commonwealth Fund, and the Picker Institute.



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Gregory J. Galvin founded Kionix in 1993 to commercialize a novel micro-mechanical technology pioneered by researchers at Cornell University. Kionix grew to over 40 employees until 2000, when Calient Networks acquired the company for its optical switching technology, renaming it Calient Optical Components. Just prior to the acquisition, a new company was spun out to pursue inertial sensor, microfluidics, and data storage markets. This company regained the Kionix name post acquisition. Galvin served as president and CEO of Calient Optical Components and on the boards of both Calient Networks and the new Kionix until 2002, when he returned to Kionix as president and CEO and advanced the company to its 2009 acquisition by Rohm Co. Ltd. Galvin serves as chairman and CEO of Rheonix Inc., established in 2008 to commercialize a unique polymer chip microfluidic technology developed at Kionix.



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Michael Goguen is a managing partner at Sequoia Capital. Sequoia Capital was an original investor in Google, Yahoo, YouTube, PayPal, Flextronics, Network Appliance, NVIDIA, Netscreen, Cisco, Oracle, and Apple Computer. He is the global head of Sequoia's cleantech investment efforts, which are particularly focused on finding capital efficient cleantech business with strong IP. Goguen is also active in semiconductor, systems, and Internet business and has served on the boards of more than 40 Sequoia companies. Prior to joining Sequoia Capital in 1996, he spent 10 years in various engineering, research, and product management roles at DEC, SynOptics, and Centillion and was a director of engineering at Bay Networks (NT). Goguen also served as a technical chairman of the ATM Forum.



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Geoffrey S. M. Hedrick has been chairman of the board of Innovative Solutions & Support since 1997 and has served as its chief executive officer from the time he founded the firm in February 1988. Previously, Hedrick served as president and chief executive officer of Smiths Industries North American Aerospace Companies. He also founded Harowe Systems in 1971, which was subsequently acquired by Smiths Industries. Hedrick holds patents in the electronics, optoelectric, electromagnetic, aerospace, and contamination-control fields. Innovative Solutions and Support is recognized as one of the aviation industry's leading designers and manufacturers of advanced flight avionics, known for successfully migrating technologies originally developed for the computer and telecommunications industries into applications for commercial, military, and business aviation.



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Frank L. Huband is vice president for operations and general counsel for the World Technology Evaluation Center. He recently retired as the chief executive officer of the American Society for Engineering Education, a 13,000-member professional society for engineering educators and institutions of engineering and engineering technology. Formerly, Huband was the director of the U.S. National Science Foundation's Electrical and Communication Systems Division. He joined NSF in 1976 and has held various positions there, including that of head of the Technology and Resources Policy Section, director of the Emerging Engineering Technologies Division, and director of the Electrical and Communication Systems Division. He has served on the faculty of the Electrical Engineering and Mathematical Sciences departments at Rice University.



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Andy Kessler is the author of several books on technology and markets, including *Wall Street Meat* and *How We Got Here*. Cornell and University of Illinois electrical engineering degrees led to designing chips at Bell Labs. Kessler was an Institutional Investor All Star analyst for PaineWebber and Morgan Stanley and was a founder of the hedge fund Velocity Capital. He writes for the *Wall Street Journal* op-ed page, *The New York Times*, *Forbes*, *The Weekly Standard*, and *New York Magazine* and has appeared on CNBC, Yahoo Finance Tech Ticker, CNN, and Fox.

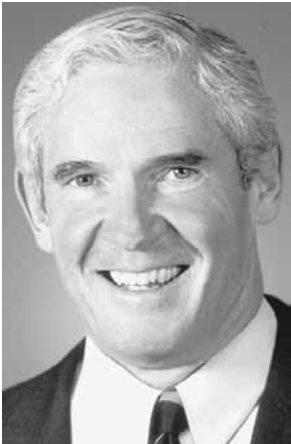


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Shaygan Kheradpir is chief operating officer of Barclays Global Retail Bank. He is responsible for GRB's technology and core operational functions across its 21 markets. From 2007–2010, Kheradpir served as the executive vice president and chief information & technical officers for Verizon Communications where he was responsible for the technology initiatives of all Verizon's business units. Previously, Kheradpir was senior vice president and chief information officer for Verizon Telecom. He began his communications career with GTE in 1987. In 1994 he became vice president – GTE Labs. Kheradpir is a member of the National Institute of Standards & Technology VCAT (Visiting Committee on Advanced Technology), was named to *CIO Magazine's* Hall of Fame, was an adjunct professor of electrical engineering at Northeastern University, and holds several patents.



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Charles F. Knight is chairman emeritus of Emerson, a technology-based global manufacturing company. During his 27 years as CEO, Knight spearheaded Emerson's evolution from a domestic manufacturer to a leading global technology and solutions provider. In this period, Emerson's sales increased more than 16-fold and net earnings increased 18-fold. Emerson's record of increased earnings per share and increased dividends during Knight's tenure as CEO is among the longest for consistent performance in U.S. business. He stepped down as CEO in 2000 and as chairman in 2004. His book, *Performance without Compromise: How Emerson Consistently Achieves Winning Results*, was published in 2005. Widely recognized for his management expertise, Knight also has a history of community service spanning more than 30 years, including support of public schools and institutions of higher learning.



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Gretchen Knoell is a partner with Lake Street Capital. Prior to founding the company in 2003, she spent 18 years primarily in investment banking and corporate development. During this period, she served as vice president of business development at Digital Island Corporation, as senior managing director of corporate finance, co-heading the West Coast Technology Group at Bear Stearns & Co., and as head of corporate finance at Punk, Ziegel & Knoell, a specialty investment bank committed to emerging growth companies that she co-founded in 1990. Knoell started her investment banking career in 1985 with Needham & Company. As an investment banker, she led the successful completion of billions of dollars of IPOs and mergers and acquisitions. Previously, she was an engineer with Exxon Corporation.



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Brian Kushner is a senior managing director at FTI Consulting, specializing in interim/turnaround management. A serial entrepreneur, Kushner was co-founder of CXO (FTI acquired CXO in December 2008) and founder of its predecessor, BGKC LLC. Kushner is also the CEO of Sage Telecom; previously he was CEO of Pacific Crossing Limited, a trans-Pacific carrier. Since 1999, Kushner and his CXO partners have bought or sold 15 companies, and he has served as CEO or chief restructuring officer at more than 20 companies. Previously, Kushner founded Recompute and helped restructure MCC and BSG under BGKC. From 1982 to 1992, Kushner was with BDM International, a defense systems integration firm, where he was responsible for troubled projects, certain classified programs, and most DARPA-related business.



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Charles R. Lee is retired chairman and co-CEO of Verizon Communications. He was previously chairman, CEO, and a director of GTE Corporation. He began his career in 1964 with the United States Steel Corporation, where he held financial and management positions until 1971. Subsequently he was senior vice president of finance at Penn Central and at Columbia Pictures Industries. Lee is a director of DIRECTV Group, Marathon Oil, United Technologies Corporation, and US Steel. He was a member of the President's National Security Telecommunications Advisory Committee and the Advisory Committee to the President's Commission on Critical Infrastructure Protection. He is a trustee emeritus and presidential councilor of Cornell and on the board of overseers of Weill Cornell Medical College.



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Christine M. Maziar, vice president and senior associate provost, has been with the University of Notre Dame since 2004. Prior to Notre Dame, she served at the University of Minnesota as vice president for research and dean of the Graduate School and as senior vice president for academic affairs and provost. She has served on the faculty of the Department of Electrical and Computer Engineering at the University of Texas at Austin, where she also was vice provost. Maziar is a member of the Purdue Engineering Visiting Committee, and the board of Oak Ridge Associated Universities. She chaired the CIC Graduate Deans and served on the Minnesota Technology Enterprise Board, the Commission on University of Minnesota Excellence, and the board of directors of Minnesota Technology.



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James M. McCormick is a founder and president of First Manhattan Consulting Group. In more than 25 years of consulting, he has built expertise in disciplines ranging from strategy to acquisitions to marketing to management information systems; he consults for banks, other financial service firms, and technology companies. McCormick has given testimony to the U.S. Senate Banking Committee and has appeared more than 200 times as a speaker before various industry groups. He has appeared on several television venues and has been quoted in publications including the *Wall Street Journal*, *The New York Times*, *Institutional Investor*, *The Economist*, *Forbes*, and *Fortune*. He serves on the board of directors of Teach for America and as a board member and member of the executive committee for Mercy College.



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John P. Neafsey is president of JN Associates, an investment consulting firm. Neafsey serves as chairman of Alliance Resources. He is also a director of West Pharmaceutical Services Company. He previously served as president and CEO of Greenwich Capital Markets and, prior to joining Greenwich, was an executive vice president of Sun Company. He also was CFO and a member of the Sun board and subsidiary companies. He was twice selected by *Institutional Investor* as the outstanding oil industry CFO. He is a trustee emeritus and a presidential councilor of Cornell University. Neafsey was first elected a trustee in 1984, served for 16 years, and chaired several committees. He is on the Johnson School Advisory Council and is an overseer at Weill Cornell Medical College, serving on the budget and finance committee. He is a director and president of The Cornell Club of New York City.



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Armando J. Olivera is president and CEO of Florida Power & Light Company, one of the largest investor-owned electric utilities in the nation and a subsidiary of NextEra Energy Inc. Olivera joined FPL in 1972 and was named to his present position in 2003. During his tenure as CEO, Olivera has led a multi-year, multi-billion-dollar capital investment program that has resulted in FPL's 4.5 million customers enjoying service that is among the nation's most reliable and affordable while FPL has become among the cleanest generators of electricity. FPL's carbon dioxide emissions rate is 36 percent lower than the industry average. Olivera is a director of Nicor Inc. and a member of the board and a past chairman of the Florida Reliability Coordinating Council. He is a member of the board of Enterprise Florida and a member of the Florida Council of 100. He is also a member of the Cornell University Board of Trustees.



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Evelyn Taylor Pearson, currently an organizational capability manager at BP, has spent her career in the petrochemical and refining industries. She has had a number of leadership roles in technology and manufacturing for chemical businesses. In her current role, Pearson works with the BP-owned refineries and functional groups to benchmark and develop highly effective site organizations and staff to plan and execute capital projects and turnarounds. She holds a U.S. patent and has been published in the *Journal of Catalysis*. She currently serves on the programming board and as the engineering representative to the Cornell Club of Chicago and has assisted planning for Chicago-area Mosaic events; she is a past member of the President's Council of Cornell Women. Pearson was the 2007 Raymond G. Thorpe Lecturer for the School of Chemical and Biomolecular Engineering at Cornell.



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Justin Rattner is chief technology officer of Intel Corporation. He is also a vice president, senior fellow, and general manager of the Corporate Technology Group, Intel's primary research organization. In 1989 Rattner was named Scientist of the Year by *R&D Magazine* for leadership in parallel and distributed computer architecture. In December 1996, he was featured as "Person of the Week" by ABC World News for his work on the Department of Energy's ASCI Red System, the first computer to sustain one trillion operations per second. He currently sits on the board of trustees for the Anita Borg Institute for Women and Technology and serves as Intel's executive sponsor for Cornell University. Rattner joined Intel in 1973; previously, he held positions with Hewlett Packard and Xerox.



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Robert W. Shaw Jr. is managing director of Aretê Venture Management, which advises and invests in alternative energy. Until his retirement in 2010, he was president of Aretê Corporation, a venture capital firm focused on small-scale energy systems. Aretê managed SC Green Tech Ventures for Sumitomo Corporation, and the Micro-Generation Technology Fund for a group of electric utilities. Earlier, Shaw was founder and president of Aretê Ventures, serving as managing partner of the five Utech Funds. Shaw serves on the investment committees of Emerald Technology Ventures and Commons Capital and as special limited partner of Nth Power Technologies and of Atrium Capital/Honda Ventures. Previously, he was a senior vice president and a member of the board of directors of Booz, Allen & Hamilton. He is chairman of the Department of Energy's Hydrogen Technology Advisory Committee.



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With 31 years of experience in engineering and management of applied research, William R. Shreve founded Innosav, a consulting company focused on maximizing the return on R&D investments by optimizing innovation commercialization. His experience includes physical sciences, circuit design, manufacturing optimization software, and system operation software. In his 19 years as a laboratory director at Hewlett-Packard and Agilent Technologies, Shreve and his team have contributed technology for launching businesses in lightwave instruments, communications, semiconductor components, fiber optic and wireless components, measurement systems, and bioinformatics. His teams also made advances in architecture, algorithms, and software for distributed measurement systems, automated test solutions, manufacturing operations optimization within HP, and LAN-based measurement systems.



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Dan Simpkins founded Hillcrest Labs in 2001 to create a revolution in entertainment. Prior to Hillcrest, he was vice president and general manager of the SALIX Switching Division of Tellabs Inc., established in 2000 when Simpkins sold voice-over-IP leader SALIX Technologies, a company he founded in 1990, to Tellabs. Simpkins currently serves on the board of advisors of Launchbox Digital, an early-stage investment firm focused on startups. He also sits on the board of advisors of several high-tech companies and is a member of CEA and IEEE. In 2008, Simpkins was recognized by *The Gazette of Politics and Business* as one of the top 25 CEOs in the Washington, D.C., area and Hillcrest Labs was recognized as one of the "Exceptional 53" companies in the State of Maryland, as well as a 2008 Future 50 company by SmartCEO.



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Robert F. Smith is the founder, chairman and CEO of Vista Equity Partners LLC. Vista currently manages equity capital commitments of approximately \$5 billion. For more than 10 years, Vista has consistently performed in the top decile of PE firms with a gross IRR of 46.5 percent. Previously, Smith worked for Goldman Sachs, M&A, in New York and Silicon Valley. As co-head of Enterprise Systems and Storage, he executed and advised on more than \$50 billion in merger and acquisition activity for Apple, Microsoft, Texas Instruments, Ebay, and Yahoo. From 1986 to 1992, Smith worked for Kraft. He is the principal inventor on two United States and two European patents. Smith was awarded his MBA from Columbia Business School. Smith is a board member of the RFK Center and a trustee of the Boys and Girls Clubs of San Francisco. Smith is also an avid fly fisherman.



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Duane J. Stiller is president of Woolbright Development. He founded Woolbright in 1985, establishing industry knowledge, personal service, and innovation as core values. Stiller built the company into one of the fastest growing retail real estate companies in Florida. Historically, Woolbright's typical projects consisted of redevelopments of existing shopping centers in metro areas. Recently, ground-up developments have been added and this successful combination has helped make Woolbright one of the largest acquirers, managers, and owners of retail real estate in Florida. Stiller began his career with Traveler's Asset Management International Corporation as director of property management. He also co-founded The Sterling Companies in 1993. Stiller is a licensed real estate broker and licensed general contractor.





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As chief technology officer, Padmasree Warrior helps define Cisco's technology strategy and works closely with the senior executive team and board of directors to drive innovation across the company. As an evangelist for what's possible, she pushes Cisco to stretch beyond its current capabilities, not just in technology, but also in its strategic partnerships and new business models. In her role as the senior vice president, Engineering, Warrior co-leads alongside senior vice president Pankaj Patel. Together, they set the vision and strategy for the organization, as well as lead a team of 24,000 engineers to execute the group's strategic priorities. Warrior focuses on core switching, collaboration, data center/virtualization, and cloud computing, as well as architectures for business transformation. Warrior joined Cisco in 2007. Prior to that, she was the chief technology officer at Motorola.



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David F. Welch is a co-founder of Infinera, a leading supplier of optical systems based on innovative photonic integrated circuitry technology. Originally chief technical officer, he is currently EVP/CSO, responsible for complete corporate strategy including markets, products, and execution strategies. He was previously chief technical officer and vice president of corporate development of SDL and JDS Uniphase, responsible for technology and acquisition strategies. Welch holds over 125 patents in optical components and systems and has published more than 250 articles. Awards include the 1992 Adolph Lomb Award from OSA, the 1998 Engineering Achievement Award from LEOS, the 1999 OSA Joseph Fraunhofer/Robert M. Burley Award, the 2011 OSA John Tyndall Award, and more than 17 product-of-the-year awards at SDL. He is a fellow of IEEE and of OSA.



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As director of Boeing Research and Technology, Susan Ying leads a team of world-renowned scientists and engineers to provide innovative solutions to address a variety of challenges unique to Boeing Company. Prior to this role, Ying held various leadership positions in multiple business units and locations. She also taught at universities and directed research in U.S. Department of Energy research labs and the NASA Ames Research Center, and earned a spot as a NASA astronaut candidate finalist. Ying is a fellow of the American Institute of Aeronautics and Astronautics and serves on its board of directors. She is also a member of the executive committee of the International Council of Aerospace Science, and the Technology and Innovation Committee of the NASA Advisory Council. Ying received her Ph.D. from Stanford University, and is Boeing's executive focal there.

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