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CORNELL ENGINEERING

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Elizabeth J. Altman is vice president of business development in Motorola's Mobile Devices business. She leads a team responsible for identifying partners, developing relationship strategies, and executing and managing a wide range of deals in support of Motorola's product and service strategies. Prior to this role, Altman was responsible for strategy and business development in the Consumer Products group of Motorola's Mobile Devices business where she led a team developing and executing business strategy and managing relationships with key partner companies. During her career at Motorola, Altman has held roles in industrial design, product development engineering, manufacturing, marketing, and strategy. Her main areas of expertise are business and innovation strategy, business development, M&A, equity investing, developing and managing strategic alliances, and technology licensing.

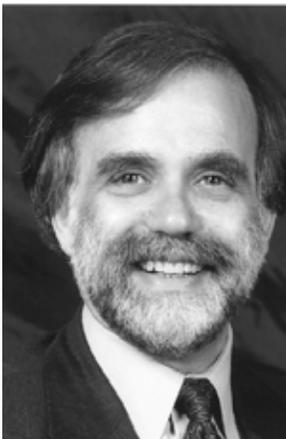


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Kenneth E. Arnold was the founder and CEO of Paragon Engineering Services in Houston. In 2005, the company was sold to AMEC plc, a U.K.-based international project management and services company, and Arnold retired in 2007. He is co-author of two 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 Marine Board of the National Research Council, 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.



**RONALD D. BLACK**  
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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 the Brigham and Women's Hospital (BWH); director of the BWH-HST Center for Biomedical Engineering; 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. Bonventre is a member of the board of directors of the National Kidney Foundation of New England and the National Space Biology Research Institute and president-elect of the Council of the American Society of Nephrology. 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 serves on the board of the Cornell Engineering Alumni Association and on the boards of several community nonprofits.



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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 is president and CEO of Kionix Inc. (Ithaca, N.Y.), which he founded in 1993 to commercialize a novel micromechanical technology pioneered by researchers at Cornell. The company's optical business was acquired by California-based Calient Networks in December 2000, and Galvin served as president and CEO of the newly formed Calient Optical Components until 2002 when he returned to Kionix and advanced the company to its 2009 acquisition as a wholly-owned subsidiary by Rohm Co. Ltd. of Japan. He is also chairman of Rheonix Inc., a corporate entity established in December 2008 to commercialize a unique polymer chip microfluidic technology developed by Kionix scientists. Previously, he served Cornell for nine years, first as deputy director of the Cornell Nanofabrication Facility and later as director of corporate research relations, focusing on technology transfer.



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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 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. He also serves as the Secretary General of the International Association for Continuing Engineering Education and the International Federation of Engineering Education Societies. 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 at there, including that of head of the Technology and



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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 Electrical Engineering and Mathematical Sciences at Rice University.

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.

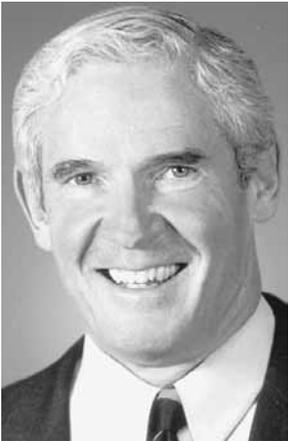


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Shaygan Kheradpir is executive vice president and chief information officer for Verizon Communications. He is responsible for the information technology initiatives of all Verizon business units. Previously, Kheradpir was senior vice president and chief information officer for VerizonTelecom, with oversight of all information technology initiatives for Verizon's Wireline unit. Kheradpir leads technology development and innovation for key Verizon initiatives, including having developed and implemented the systems and products for Verizon's all-fiber network – FiOS. Kheradpir is chair of the CIO Council for the Alliance for Telecommunications Industry Solutions (ATIS), a member of the National Institute of Standards Visiting Committee on Advanced Technology, and a director of the YMCA of Greater New York. Kheradpir has written more than 20 journal papers and holds several U.S. 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, the University Advisory Committee of the Semiconductor Research Corporation, 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 and Constar International. 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 has been 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.



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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. Under Olivera's leadership, FPL has invested heavily in ensuring reliable service and meeting current and projected growth in demand for electric power in its service territory. FPL is moving forward to bring three state-of-the-art solar power plants to Florida as well as additional emissions-free nuclear power. FPL has one of the most efficient fossil power plant fleets in the nation. In 2007, Olivera was appointed by Florida Governor Charlie Crist to serve on the Florida Governor's Action Team on Energy and Climate Change. He is a member of the boards of Southeastern Electric Exchange and Enterprise Florida and a member of the Cornell University Board of Trustees and the Cornell University Council.



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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 president of Aretè Corporation, a venture capital firm focused on small-scale energy systems, currently managing SC Green Tech Ventures and having recently completed the Micro-Generation Technology Fund. Shaw was founder and president of Aretè 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 a member of the Department of Energy's Hydrogen Technology Advisory Committee and has served on the Board on Energy and Environmental Systems of the National Research Council.



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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 managing principal of Vista Equity Partners LLC, a firm he founded in 2000 after 14 years of business experience. Vista manages equity capital commitments of approximately \$3 billion and has consistently performed in the top quartile of PE returns since inception. Vista has completed over 30 transactions in excess of \$10 billion in transaction value and currently manages and controls 16 software companies with over 9,500 employees worldwide. Prior to founding Vista, Smith worked for Goldman Sachs, M&A, from 1994 to 2000. As co-head of enterprise systems and storage, he executed and advised on over \$50 billion in merger and acquisition activity. From 1986 to 1994, Smith worked various technical and operational for Fortune 500 companies. He is the principal inventor on two United States and two European patents. He is a trustee of the Boys and Girls Clubs of San Francisco.



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Duane J. Stiller is president of Woolbright Development. He founded Woolbright in 1983 on the strengths of industry knowledge, personal service, and creativity. With these values as the team's driving principles, Stiller has turned the company into the fastest-growing retail real estate developer in Florida. Woolbright primarily focuses its investments on redeveloping existing shopping centers in Florida's densely populated metro areas and in 2006 added ground-up development to its project mix. 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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