



The Last Mile

Connecting CEOs and Board Leaders with Qualified, Diverse Women Board Candidates. Pro Bono.

What Is The Last Mile?

The Last Mile (TLM) is an experienced group of female corporate directors who are working to increase the number of women on boards. They understand the dynamics of the boardroom and the roles and responsibilities of directors. They appreciate the need for not only the right skill set but the right “fit” with other directors. The principals of TLM have participated on boards which have dealt with a wide range of issues, including mergers and acquisitions, activist shareholders, CEO succession, business transformation, and regulatory issues. They have been board chairs, lead independent directors, and chairs of board committees. They know that in pressured situations, directors need to respect and trust *all* the people in the boardroom.

Why Work With The Last Mile?

Boards often recruit candidates from their own circle of contacts and may not have access to a diverse group of people with the skills needed today or with the gender and ethnic diversity demanded by stakeholders. The mission of TLM is to facilitate the introduction of qualified, diverse female candidates to boards looking for new members. As seasoned executives, TLM principals have broad networks. In addition, they have participated in many board training programs and met women from the next generation of directors. TLM has assembled a database of hundreds of names of women with different skills sets from a variety of industries.

How Can The Last Mile Help?

To understand the director specification and culture of the company and the board, one of the principals will speak with the CEO, lead independent director, chair of the nominating and governance committee and/or the search firm retained by the company. The principals will then search their database and provide a least five qualified women who they believe meet the search criteria. The company decides whether to contact any of the women identified. TLM principals will make introductions if the company desires.

How Is The Last Mile Different?

TLM principals’ only vested interest in the outcome is to see more qualified female directors on boards. For decades, boards believed that chief executive officers made the best directors, which precluded many qualified women. However, it is recognized that a wider range of experiences is needed in today’s boardroom. Rather than looking for well-rounded generalists, companies are looking for directors who have deep expertise in areas where the company is facing challenges such as talent management, digital transformation, cybersecurity, global operations, innovation, etc., opening more opportunities for female candidates.

PRINCIPALS OF THE LAST MILE INITIATIVE

Gail Deegan

- **Executive Experience:** Chief Financial Officer: Houghton Mifflin, New England Telephone and Eastern Gas & Fuel Associates
- **Public Board Experience:** iRobot, EMC, TJX, Hartford Life, Houghton Mifflin, EG&G
- **Public Board Leadership:** Chair, Audit Committee; Chair, Nominating and Governance Committee
- **Private and Not-For-Profit Board Experience:** Boston Chamber, United Way of MA Bay, Wellesley Centers for Women, Simmons University, Woods Hole Oceanographic Institute
- **Education:** MBA, Simmons University; MA History, Ohio State University, BS Education, The College of Saint Rose
- **Contact:** gaildeegan@gmail.com



Deborah Ellinger

- **Executive Experience:** President/CEO, Ideal Image, The Princeton Review, Restoration Hardware and Wellness Pet Food; Senior Executive, CVS and Staples; Partner, The Boston Consulting Group
- **Public Board Experience:** iRobot, Covetrus, Tupperware, Interpublic Group, Sealy
- **Public Board Leadership:** Lead Independent Director; Chair, Nominating and Governance Committee
- **Private and Not-For-Profit Board Experience:** Numerous private-equity-backed company boards; investor in several tech and healthcare startups; board member of Women Corporate Directors, a non-profit focused on women's leadership
- **Education:** BA and MA, Cambridge University, Mathematics and Law; Barrister-at-Law, The Inner Temple
- **Contact:** deborahellinger@gmail.com



Pam Lenehan

- **Executive Experience:** Chief Financial Officer, Convergent Networks; SVP Corporate Development, Oak Industries; Managing Director Investment Banking, Credit Suisse First Boston; VP Technology Banking, Chase Manhattan
- **Public Board Experience:** New Residential Investment, ATN International, Monotype Imaging, Civitas Solutions, American Superconductor, Spartech, Avid Technology
- **Public Board Leadership:** Board Chair; Presiding Director; Chair, Audit Committee; Chair, Compensation Committee
- **Private and Not-For-Profit Board Experience:** Center for Women & Enterprise, National Association of Corporate Directors New England, Co-Chair - Boston Chapter Women Corporate Directors
- **Education:** MA Economics and BA Mathematical Economics, Brown University
- **Contact:** plenehan@ridgehillconsulting.com



Margaret McKenna

- **Executive Experience:** President: Suffolk University, Walmart Foundation, and Lesley University; Deputy Undersecretary US Dept. of Education; Deputy White House Counsel
- **Public Board Experience:** Dominion Energy, Consolidated Natural Gas, Stride Rite, Best Buy, Bay Bank, Harvard Trust
- **Public Board Leadership:** Chair, Compensation Committee; Chair, Nominating and Governance Committee
- **Private and Not-For-Profit Board Experience:** Chair, Boston Human Rights Commission; Vice Chair, Boston After School and Beyond; Beth Israel Lahey; MA Commission on Elementary and Secondary Education; Boston School Committee
- **Education:** JD, Southern Methodist University; BA Sociology, Emmanuel College
- **Contact:** mamckenna100@gmail.com



Pam Reeve

- **Executive Experience:** CEO, Lightbridge, Inc.; Operations Executive, Boston Consulting Group
- **Public Board Experience:** American Tower, Frontier Communications, Sonus Networks, NMS Communications, LiveWire Mobile, PageMart Wireless, DentaQuest
- **Public Board Leadership:** Lead Independent Director; Non-Executive Chair; Chair, Compensation Committee; Chair, Audit Committee; Chair, Nominating and Governance Committee; Chair, CEO Succession
- **Private and Not-For-Profit Board Experience:** Guardent, Mass General Brigham, The Commonwealth Institute, Mass Technology Collaborative, Mass High Tech Council, National Association of Corporate Directors New England
- **Education:** MBA, Harvard Business School; BA Communications, University of Georgia
- **Contact:** pdar@verizon.net



Linda Whitlock

- **Executive Experience:** CEO, Boys & Girls Clubs of Boston; Vice President, Commercial Real Estate, Harvard (University) Real Estate; Director, Office of Real Property, Dukakis Administration; Lecturer/Fellow: MIT, Tufts, Boston University and University of Michigan
- **Public Board Experience:** Cambridge Trust, The Princeton Review
- **Public Board Leadership:** Lead Independent Director; Chair, Nominating and Governance Committee; Chair, CEO Search Committee
- **Private and Not-For-Profit Board Experience:** Penn Foster, Boston Red Sox Foundation, Boston Stock Exchange, Brigham and Women's Hospital, Brandeis University, Government Land Bank, National Association of Corporate Directors New England, Co-Chair - Boston Chapter Women Corporate Directors
- **Education:** MA Psychology, University of Michigan; AB Psychology, Mount Holyoke College
- **Contact:** lindaawhitlock@gmail.com



Beth Boland, TLM Advisor

- **Executive Experience:** Chair, Securities Enforcement and Litigation Group; former Vice Chair, Litigation Department, Foley & Lardner
- **Not-for-Profit Board Experience:** President, National Association of Corporate Directors – New England Chapter; President, Women's Bar Association of Massachusetts; University of Massachusetts Center for Women in Politics and Public Policy
- **Corporate Board Experience:** Commissioner, Massachusetts State Lottery (\$4B+ revenues)
- **Education:** JD, University of Chicago; AB, Politics, Economics, Rhetoric and Law, University of Chicago
- **Contact:** bboland@foley.com

