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**EMBARGOED UNTIL 9:30 a.m.
Tuesday, February 1**

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Moving Work Forward: Society for Human Resource Management and Families and Work Institute Launch Workplace Flexibility Partnership

Partnership Focuses on Building Competitive Businesses and Workforce of the 21st Century. One-third of employers are now rated as having effective and flexible workplaces – partnership aims to significantly increase these numbers in five years.

WASHINGTON, D.C.—[Moving Work Forward](#), an unprecedented partnership designed to help organizations be more successful by transforming the way businesses view and adopt flexible workplace practices, was announced today by the Society of Human Resource Management (SHRM) and the Families and Work Institute (FWI). The partnership's mission is to share the research on how effective and flexible workplaces can benefit employers and employees, to share best practices, and to help employers develop workplace cultures that fully embrace and implement strategies that will “move work forward.”

“Workplace flexibility helps businesses succeed and employees thrive by giving people an integral role in deciding how, when and where they do their best work,” said Henry G. (Hank) Jackson, Interim President and Chief Executive Officer of SHRM. “That means higher productivity and employee engagement, lower turnover costs and more innovation – in short, a more competitive organization that is better prepared for what’s next.”

The multiyear partnership – which combines FWI’s preeminent research on the changing workforce, family and community with SHRM’s more than 250,000 human resource professionals, who understand the needs of the changing workforce and workplace, will help transform workplaces by highlighting the importance of effective and flexible workplace strategies to improve the bottom line.

The partnership will build on FWI’s [When Work Works](#), a nationwide initiative designed to share research on workplace effectiveness and flexibility, and SHRM’s [We Know Next](#) campaign, which aims to highlight the value of human resources in business success.

“Through our research and our *When Work Works* initiative, we can now see that small, mid-sized and large employers that adopt effective workplace policies are succeeding,” said Ellen Galinsky, President and Co-Founder of FWI. “Not only do effective and flexible workplace practices improve the lives of employees, they enhance business’ competitive advantage in the 21st century. Flexibility works for both the employer and the employee!”

Partnership efforts include:

- **Practical Tools:** The partnership will develop educational materials and practical tools to help employers and human resource professionals advocate for and implement effective and flexible workplace strategies.
- **Research:** The partnership will conduct and share research with employers on how effective and flexible workplaces can benefit employers and employees.
- **Work Life Conference:** The partnership will host a unique work-life conference this November in Washington, which will engage human resource thought leaders from the areas of work-life, talent management, diversity and inclusion, and workplace effectiveness.
- **Awards:** The partnership will continue to offer the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility that have been offered nationwide since 2005.

Research by FWI and SHRM shows the importance of flexibility in the workplace and the critical need for increased action on the issue:

- During the recession, 81 percent of employers maintained the workplace flexibility they offered and 13 percent increased it, according to “The Impact of the Recession on Employers,” by FWI in 2009.
- C-suite executives say the biggest threat to their organizations’ success is attracting and retaining top talent, according to the SHRM-commissioned survey “Company of the Future” by the Economist Intelligence Unit in 2010.
- A 2010 SHRM poll found that the best way to attract and retain the best people — even above compensation — is to provide flexible work arrangements.

Employers who understand that effective, flexible workplaces are important to their employees also see a benefit for their businesses and organizations. Deloitte LLP has consistently been ranked by *Fortune* and *BusinessWeek* among the best places to work, has won a number of Sloan Awards.

“There’s absolutely a connection to employees’ satisfaction and to companies’ business objectives that comes with having an ability to integrate your life interests and work responsibilities in a manner that suits the individual and the organization,” says Sharon Allen, chairman of the board for Deloitte LLP.

Corporations are not the only employers who are taking action to implement flexible workplace strategies – the U.S. military has made it a priority as well.

Says Admiral Mike Mullen, chairman of the Joint Chiefs of Staff: “My bet on the future of the military is on its people. If we get it right for our people and their families and meet their needs, they will more than meet ours, no matter what the mission, no matter where it is.”

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Workplace flexibility is a way to define how, when and where work gets done and how careers are organized. It is essential that flexibility work for both the employer and the employees, to be effective. For more information about the partnership and for research on effective and flexible work strategies, go to MovingWorkForward.org.

Moving Work Forward **A Partnership for Effective and Flexible Workplaces**

The Families and Work Institute (FWI) and the Society for Human Resource Management (SHRM) have formed a groundbreaking, multiyear partnership called Moving Work Forward to help businesses become more successful by transforming the way they view and adopt workplace flexibility.

This partnership combines the research and expertise of a widely respected think tank specializing in workplace effectiveness with the influence and reach of the world's largest association devoted to human resource management. By highlighting strategies that enable people to do their best work, the partnership will promote practical, research-based knowledge that helps employers create effective and flexible workplaces that fit the 21st century workforce and ensures a new competitive advantage for businesses.

Building on FWI's *When Work Works* initiative, this partnership will:

- Conduct and share research with employers on how effective and flexible workplaces can benefit employers and employees;
- Provide information and resources – from webinars to “how-to” kits – that will help businesses successfully implement workplace flexibility;
- Continue to offer the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility, which honors employers who are leading the way on effective and flexible workplace strategies;
- Share the best and most cost-effective practices that boost productivity and encourage innovation, primarily through the *Guide to Bold New Ideas*, a resource that showcases the Sloan award recipients;
- Host an annual work-life thought leadership conference, the first of which will be held this November in Washington, D.C.

About the Society for Human Resource Management (SHRM)

SHRM is the largest membership organization devoted to human resources, boasting more than 250,000 members and 600 local chapters. SHRM helps members – and the people they work with – respond and adapt to the new realities of the changing workplace.

As the workforce grows more complex, organizations are tapping into HR's unique expertise to help navigate trends in the workplace. HR professionals are "people strategists" working directly with the most senior levels of management to know what's next, so companies can remain competitive. SHRM's **We Know Next** effort aims to highlight the value of human resources in business success and establish SHRM as an important resource for workforce issues.

SHRM believes that to remain competitive in the global economy, the United States will need to invest in and cultivate the skills of every worker – from young adults who need

additional education to older workers who are seeking different work arrangements, from persons with disabilities to veterans transitioning to the private sector, from people who have different cultural experiences and skills to those who seek to manage work and life responsibilities. The key to getting the best out of every individual is a flexible work environment – one that allows people to have greater autonomy over how, where, and when they excel for their organizations.

More information is available at www.shrm.org.

About Families and Work Institute (FWI)

FWI is a non-profit, nonpartisan research organization that studies the changing workforce, family and community. As a preeminent think-tank, FWI is known for being ahead of the curve, identifying emerging issues, and then conducting rigorous research that often challenges common wisdom and provides insight and knowledge. As an action-tank, FWI conducts numerous projects that put research into action and then evaluates the results. Its purpose is to create research to live by.

FWI is dedicated to providing objective information on changes in the workforce and workplace in order to inform decision-makers in government, business, communities and families. FWI's nationwide initiative, ***When Work Works***, brings research on workplace effectiveness and flexibility into community and business practice. Begun in 2003, *When Work Works* now reaches communities and states representing 30 percent of the U.S. population to:

- Share rigorous research and employer best practices on workplace effectiveness and flexibility,
- Recognize exemplary employers through the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility based on surveys of employers and employees, and
- Inspire positive change so that increasing numbers of employers understand how effective and flexible workplaces can benefit both business and employees, and use this information make work “work.”

More information is available at www.familiesandwork.org.

Workplace Flexibility is an Imperative for the 21st Century Workplace

Flexible Work Arrangements Are Key to Securing and Retaining Talent

- C-suite executives say the biggest threat to their organizations' success is attracting and retaining top talent.¹ The best way to attract and retain the best people (even above compensation) is to provide flexible work arrangements.²
- A large majority of employees (87 percent) report that flexibility in their jobs would be "extremely" or "very" important in deciding whether to take a new job.³
- Among HR professionals who reported that their organizations had formal flexible work arrangements, 89 percent said the arrangements positively affected retention.⁴

Flexible Work Arrangements Keep Employees Engaged and Productive

- 91 percent of HR professionals believe implementation of formal flexible work arrangements had a positive impact on employee morale (job satisfaction and engagement).⁵
- Effective and flexible workplaces can attract talent, increase diversity, increase job satisfaction, increase loyalty, increase social responsibility, increase productivity, reduce absenteeism, reduce stress in the workplace and retain talent.⁶

Even in Hard Times, Workplace Flexibility is a Smart Business Decision

- During the recession of 2008-2009, 81 percent of employers maintained the workplace flexibility they offered and 13 percent increased it.⁷
- Offering job-sharing and introducing full-time telecommuting for employees to save on building and maintenance costs were among the changes organizations made as a result of the economic recession.⁸

Workplace Flexibility Includes...

- Having traditional flextime (setting daily hours within a range periodically)
- Having daily flextime
- Being allowed to take time off during the work day to address family matters
- Being able to take a few days off to care for a sick child or other family member without losing pay, having to use vacation days, or make up an excuse for absence
- Being able to work some regular hours at home
- Being able to take breaks when one wants to
- Having a work shift that is desirable and predictable
- Having complete or a lot of control over work schedule
- Being able to work part time (if currently full time) or full time (if currently part time) in one's current position
- Being able to work a compressed work week
- Being able to work part-year in current position
- Seldom being required to work paid or unpaid overtime with little or no notice
- Agreeing that one can use flexible work arrangements without jeopardizing job advancement
- Having the support of one's supervisor and co-worker to successfully manage work and family life responsibilities
- Returning to work gradually after childbirth or adoption
- Being allowed to phase into retirement by working reduced hours over a period of time prior to full retirement
- Taking paid or unpaid time from work for education or training to improve job skills

Flexibility must work for both the employer and the employee.

Source: Families and Work Institute

¹ *Company of the Future* survey, commissioned by SHRM with the Economist Intelligence Unit, 2010

² *Challenges Facing Organizations and HR in the Next Ten Years*, SHRM poll, 2010

³ *Bold New Ideas for Making Work Work*, Families and Work Institute, 2009

⁴ *Workplace Flexibility in the 21st Century*, a SHRM survey, 2009

⁵ *Ibid.*

⁶ *The State of Health in the American Workforce: Does Having An Effective Workplace Matter?* Families and Work Institute, 2009

⁷ *The Impact of the Recession on Employers*, Families and Work Institute, May 2009

⁸ *The Impact of the Recession on Employers*, Families and Work Institute, May 2009

Times Have Changed for the Workforce

- Dual-earning couples are now the norm, up from 66 percent in 1977 to 79 percent in 2008.⁹
- One in five employees currently provides elder care, and one in two employees expects to provide elder care within the next five years.¹⁰
- Employees increasingly experience a time famine. Three in four employed parents (75 percent) feel they don't have enough time with their children, up from 66 percent in 1992. Likewise, 63 percent of employees in couple relationships feel they don't have enough time with their husbands, wives or partners, compared with 50 percent in 1992. And 60 percent of all employees feel they don't have enough time for themselves, up from 55 percent in 2002.¹¹

⁸ SHRM Poll: *Financial challenges to the U.S. and global economy and their impact on organizations — spring 2010 update*

⁹ *Times are Changing*, Families and Work Institute, 2009

¹⁰ *The Elder Care Study*, Families and Work Institute, 2010

¹¹ *From Research to Action in Workplace Flexibility: Lessons in Bringing About Workplace Change*, Families and Work Institute, *Future of Children*, Princeton University, in Preparation

Moving Work Forward Q&A

Q: What is the Moving Work Forward Partnership?

A: The Families and Work Institute and the Society for Human Resource Management have formed a ground-breaking, multi-year partnership, called Moving Work Forward, to help businesses become more successful by transforming the way they view and adopt workplace flexibility.

Q: What will this new partnership between SHRM and FWI provide?

A: Building on FWI's *When Work Works* initiative, this partnership will:

- Conduct and share research with employers on how effective and flexible workplaces can benefit employers and employees;
- Provide information and resources – from webinars to “how-to” kits – that will help businesses successfully implement workplace flexibility;
- Continue to offer the Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility, which honors employers who are leading the way on effective and flexible workplace strategies;
- Share the best and most cost-effective practices that boost productivity, encourage innovation and cut costs, primarily through the *Guide to Bold New Ideas*, a resource that showcases the Sloan award recipients;
- Host an annual thought leadership conference, the first of which will be held in November in Washington, D.C;
- Educate and train HR professionals through SHRM's network of 600 chapters, so they can make the case for effective workplace strategies to their employers.

Q: Why is this partnership important?

A: SHRM and FWI have partnered to combine the research and expertise of a widely-respected think tank specializing in workplace effectiveness, with the influence and reach of the world's largest association devoted to human resource management.

By engaging a network of over 600 SHRM local chapters with *When Work Works* sites now in 28 communities, including five states, this partnership will help transform workplaces by highlighting the importance of effective and flexible workplace strategies to the business bottom-line.

Over the past years, SHRM and FWI have been providing important thought leadership on the issue of workplace flexibility. Together, their leadership is focused, their reach is extended and their influence is amplified.

Q: What is meant by the term workplace flexibility?

A: Flexibility is a way to define how, when and where work gets done and how careers are organized. It is essential that flexibility work for both the employer and the employees, to be effective.

For example, it includes being allowed to take time off during the work day to address family matters, being able to work some regular hours at home and being able to count on a regular, predictable schedule.

Workplace flexibility is taking paid or unpaid time from work for education or training to improve job skills, returning to work gradually after childbirth or adoption, and being allowed to phase into retirement by working reduced hours.

Importantly, workplace flexibility also means having a workplace culture that allows you to make use of the flexibility one's organization provides; for example, having the support of one's supervisor and co-worker to successfully manage work and family life responsibilities and agreeing that one can use flexible work arrangements without jeopardizing job advancement.

Q: Why is now an important time to focus on workplace flexibility?

A: The workplace – and the workforce – has changed significantly. Nearly 80 percent of couples in the workforce are now in dual-income families, up from 66 percent in 1977, according to a 2009 report by FWI. SHRM's 2008 *Workplace Forecast* cited an increased demand for work-life fit as one of the trends most likely to have a major strategic impact on the workplace.

As we move from the 20th to the 21st Century economy, "business as usual" has to respond in order to address the needs of the changing economy, changing technology, and changing workforce demographics.

To remain competitive in the global economy, the United States will need to invest in and cultivate the skills and engagement of every worker. An important key to getting the best out of every individual is a flexible work environment – one that allows people to have greater autonomy over how, where, and when they excel for their organizations.

Q: Why is workplace flexibility important to employers?

A: Workforce effectiveness and workplace flexibility are key strategies that enhance businesses' competitive advantage, provide bottom-line business results and improve the lives of workers.

C-suite executives, in a 2010 Economist survey, said the biggest threat to their organizations' success is attracting and retaining top talent. And according to a national survey of HR professionals the same year, the best way to attract and retain the best people — even above compensation — is to provide flexible work arrangements.

Workplace flexibility will help the United States remain competitive in the global economy, allowing us to invest in and cultivate the skills of every worker – from young adults who need additional education to older workers who are seeking different work arrangements, from persons with disabilities to veterans transitioning to the private sector, from people who have

different cultural experiences and skills to those who seek to manage work and life responsibilities.

Q: Why is workplace flexibility important for employees?

A: Flexible work arrangements allow employees to decide how, when and where they excel for their organizations, something on which employees place a high value. FWI's 2008 *National Study of the Changing Workforce* finds that a large majority of employees—87 percent—report that having the flexibility they need to manage work and personal or family life would be “extremely” or “very” important if they were looking for a new job.

Employees increasingly experience a time famine. According to a forthcoming chapter for a Princeton University report written by FWI and based on their data, three in four employed parents (75 percent) feel they don't have enough time with their children, up from 66 percent in 1992. Likewise, 63 percent of employees in couple relationships feel they don't have enough time with their husbands, wives or partners, compared with 50 percent in 1992. And 60 percent of all employees feel they don't have enough time for themselves, up from 55 percent in 2002.

In their 2009 report, *The State of Health in the American Workforce: Does Having An Effective Workplace Matter?*, FWI found that employees in more effective and flexible organizations are in better overall health, experience fewer minor health problems, fewer incidents of depression, lower stress levels, and fewer sleep problems.

Q: How can the research and other tools from Moving Work Forward be accessed?

A: New research, tools for Moving Work Forward and links to other expert sources on workplace flexibility can all be accessed by visiting MovingWorkForward.org

Henry Jackson

Interim President and Chief Executive Officer, The Society for Human Resource Management



Henry (Hank) Jackson is the interim president and CEO for the Society for Human Resource Management, the world's largest association devoted to the human resource profession. Prior to holding this position he served as the Society's Chief Global Finance and Business Affairs Officer.

Mr. Jackson has been with SHRM for five years and led many of SHRM's critical business functions, including finance and accounting, information technology, organizational programs, publishing and e-media, and global marketing.

Mr. Jackson and SHRM have joined with the Families and Work Institute to launch Moving Work Forward, a ground-breaking, multi-year partnership that builds on the *When Work Works* initiative. This initiative will help businesses become more successful by transforming the way they view and adopt effective and flexible workplaces. FWI and SHRM will also host an annual thought-leadership conference on Work-Life.

Mr. Jackson came to SHRM from Howard University in Washington, D.C., where he was senior vice president/chief financial officer and treasurer of the university. Howard University includes 11 schools and colleges, a hospital, a public television station, and a commercial radio station. He held several positions at Howard University, including comptroller, deputy comptroller, and systems accountant, before becoming senior vice president. Before joining Howard University, Mr. Jackson worked in public accounting with Main Hurdman and KPMG as senior auditor and a computer audit specialist.

For several years, he was also a consultant for the Southern Association of College and University Officers, where he provided general guidance and technical advice to educational institutions desiring to upgrade and computerize their management information systems.

Mr. Jackson earned his Bachelor of Science degree in accounting from Stonehill College in Massachusetts. He is a certified public accountant.

Ellen Galinsky

President and Co-Founder, Families and Work Institute



Ellen Galinsky, President and Co-Founder of Families and Work Institute (FWI), helped establish the field of work and family life while at Bank Street College of Education, where she was on the faculty for twenty-five years. Her more than forty books and reports include the highly acclaimed *Mind in the Making: The Seven Essential Life Skills Every Child Needs*, *Ask The Children* and the now classic *The Six Stages of Parenthood*. She has published over 100 articles in academic journals, books and magazines.

At the Institute, Ms. Galinsky co-directs the National Study of the Changing Workforce, the most comprehensive nationally representative study of the U.S. workforce—updated every five years and originally conducted by the U.S. Department of Labor in the 1977. She also co-directs *When Work Works*, a project on workplace flexibility and effectiveness first funded by the Alfred P. Sloan Foundation that has produced a series of research papers, and has launched the Sloan Awards for Business Excellence in Workplace Flexibility as well as conducted the National Study of Employers, a nationally representative study that has tracked trends in employment benefits, policies and practices since 1998. Information from FWI's research has been reported in the media more than three times a day since January 2010.

In 2011, the Society for Human Resource Management and the Families and Work Institute formed a groundbreaking, multi-year partnership that builds on the *When Work Works* initiative that Ms. Galinsky will co-direct. Called Moving Work Forward, this initiative will help businesses become more successful by transforming the way they view and adopt effective and flexible workplaces. FWI and SHRM will also host an annual thought-leader work-life conference.

At FWI, Ms. Galinsky is also directing the national Mind in the Making learning campaign that includes her new book, *Mind in the Making*; her Vook (video book), FWI's learning modules for educators and learning modules on the seven essential skills. Mind in the Making has had more than 150 million media impressions.

A leading authority on work family issues, Ms. Galinsky was a presenter at the 2000 White House Conference on Teenagers and the 1997 White House Conference on Child Care. She was a planner and participant at the March 2010 White House Forum on Workplace Flexibility and is working with the Women's Bureau of the Department of Labor on the Regional Forums on flexibility that are continuing the work of the White House Forum. She served as the elected President of the National Association for the Education of Young Children, the largest professional group of early childhood educators. Ms. Galinsky also serves as the Program Director for The Conference Board's Work Life Leadership Council, a group of business leaders who have spearheaded work life issues in the business community since 1983.

Ellen Galinsky is the recipient of numerous awards, including the 2004 Distinguished Achievement Award from Vassar College and the 2005 Outstanding Volunteer and Professional Achievement Award from the National Cathedral School. She was elected a Fellow of the National Academy of Human Resources in 2005. A popular keynote speaker, she appears regularly at national conferences, on television and in the media, including the *CBS Evening News with Katie Couric*, *World News Tonight* and *Oprah*.

Ms. Galinsky holds a Master of Science degree in Child Development/Education from Bank Street College of Education, a Bachelor of Arts degree in Child Study from Vassar College and numerous honorary doctoral degrees.

Sharon Allen

Chairman of the Board, Deloitte LLP



Sharon L. Allen is Chairman of the Board of Deloitte LLP. As chairman of an organization with almost \$11 billion in annual revenues, Ms. Allen's governance responsibilities include leading the efforts of the board to provide oversight and guidance to the management of Deloitte LLP and its subsidiaries.

Ms. Allen's influence and governance responsibilities extend beyond her U.S. leadership roles. She is a member of the global board of directors of Deloitte Touche Tohmatsu Limited, where she serves as the U.S. representative on the global governance committee and chairs the global risk committee.

With 38 years of audit and consulting experience, Ms. Allen works to ensure that Deloitte achieves its vision to be "the Standard of Excellence," and oversees the organization's relationships with a number of major multinational clients.

Ms. Allen is a member of the Women's Leadership Board at the John F. Kennedy School of Government at Harvard University, and serves on the board of directors of Catalyst Inc., the national board of the YMCA, and the Autry National Center. She also served on the President's Export Council in Washington, D.C.

A frequent speaker on governance, diversity, ethics, and workplace issues, Ms. Allen has addressed such prestigious forums as The Boston Club, The City Club of Cleveland, the Dallas Friday Group, the Detroit Economic Club, *Fortune* Boardroom Reports, *Forbes* Executive Women's Forum, and the UN Economic Development Fund. She also has addressed major business schools and leading undergraduate programs.

Frequently honored for her contributions to business and community leadership, Ms. Allen was named to *Forbes'* list of "The 100 Most Powerful Women in the World" for four consecutive years. *Crain's* NY Business cited her as one of the most powerful business women in New York, and she was recently named by *Directorship* as one of "The 100 Most Influential People in Corporate Governance" for the fourth year in a row. She received the "Making A Difference for Women" award from the National Council for Research on Women, has been named the Financial Women's Association's "Woman of the Year," received the Work Life Legacy Award from the Families and Work Institute, and earned the Los Angeles Chamber of Commerce Distinguished Business Leader Award. Ms. Allen was named 2009 International Honoree by Beta Gamma Sigma, the international business honor society, and *Ethisphere* included her on its 2009 list of "The Most Influential People in Business Ethics."

Ms. Allen holds a bachelor's degree in accounting from the University of Idaho. In 2004, her alma mater presented her with an honorary doctorate in administrative science.

G. Brint Ryan

Chief Executive Officer and Managing Principal at Ryan LLC



G. Brint Ryan, MS, CPA, is the Founder and CEO of Ryan LLC, the leading tax services firm in North America, with the largest transaction tax practice in the United States and Canada. Headquartered in Dallas, Texas, the firm provides a comprehensive range of state, local, federal, and international tax advisory and consulting services on a multi-jurisdictional basis, including audit defense, tax recovery, credits and incentives, tax process improvement and automation, tax appeals, and strategic planning. With a multi-disciplinary team of more than 800 professionals and associates, Mr. Ryan serves many of the world's most prominent Fortune 1000 companies.

Mr. Ryan is an appointee to the Taxpayer Advisory Group, an advisory committee appointed by the Texas Comptroller of Public Accounts, Susan Combs. He also served on the Taxpayer Advisory Group under Comptrollers John Sharp and Carole Keeton Strayhorn.

Mr. Ryan is a member of the Executive Committee of the Board of Directors of the Texas Association of Business and is a member of the Board of Directors of the Texas Taxpayers and Research Association. He is a member of the American Institute of Certified Public Accountants, the Dallas/Fort Worth State Tax Association, where he was Executive Director (1993–1995), the Institute for Professionals in Taxation, and the Texas Society of Certified Public Accountants.

Mr. Ryan is a member of the University of North Texas (UNT) System Board of Regents, appointed by Texas Governor Rick Perry to a six-year term beginning in 2009 and the inaugural member of the UNT Dallas Founders Circle. He is a 2009 recipient of the Distinguished Alumnus Award, a 2003 recipient of the Outstanding Alumnus Service Award, and a 1997 recipient of the Alumnus of the Year Award, all from UNT. He is a member of UNT's College of Business Advisory Board and the UNT Accounting Advisory Board. Mr. Ryan previously served as Chairman of the UNT Accounting Advisory Board. He is a Distinguished Alumnus, Beta Pi Chapter, Beta Alpha Psi.

Mr. Ryan is a member of the Young Presidents' Organization (YPO), which is a 50-year old non-profit organization comprised of CEOs under the age 50 and dedicated to advancing leadership and making a positive difference in the world.

Mr. Ryan has a Master of Science Degree (emphasis in taxation) and Bachelor of Science Degree in Accounting from University of North Texas. He resides in Dallas, Texas with his wife Amanda and their five daughters.

Admiral Mike Mullen

Chairman of the Joint Chiefs of Staff



Admiral Mullen was sworn in as the 17th Chairman of the Joint Chiefs of Staff on October 1, 2007. He serves as the principal military advisor to the president, the Secretary of Defense, the National Security Council and the Homeland Security Council.

A native of Los Angeles, Admiral Mullen graduated from the U.S. Naval Academy in 1968. He has served in Allied, Joint and Navy positions, overseas and in both the Atlantic and Pacific Fleets.

As a junior officer, he served in various leadership positions aboard USS *Collett* (DD 730), USS *Blandy* (DD 943), USS *Fox* (CG 33) and USS *Sterrett* (CG 31). Admiral Mullen commanded three ships: USS *Noxubee* (AOG 56), USS *Goldsborough* (DDG 20), and USS *Yorktown* (CG 48). As a Flag Officer, he commanded Cruiser-Destroyer Group Two and the *George Washington* Battle Group. Admiral Mullen's last command at sea was as Commander, U.S.

Second Fleet/Commander, NATO Striking Fleet Atlantic.

Ashore, Admiral Mullen served as Company Officer and Executive Assistant to the Commandant of Midshipmen at the U.S. Naval Academy. He also served in the Bureau of Naval Personnel as Director, Surface Officer Distribution and in the Office of the Secretary of Defense on the staff of the Director, Operational Test and Evaluation. On the Chief of Naval Operations' staff, Admiral Mullen served as Deputy Director and Director of Surface Warfare; Deputy Chief of Naval Operations for Resources, Requirements, and Assessments (N8); and as the 32nd Vice Chief of Naval Operations.

Admiral Mullen's last operational assignment was Commander, Joint Force Command Naples/Commander, U.S. Naval Forces Europe. Based in Naples, Italy, he had operational responsibility for NATO missions in the Balkans, Iraq, and the Mediterranean as well as providing overall command, operational control, and coordination of U.S. naval forces in the European Command area of responsibility.

Admiral Mullen is a graduate of the Advanced Management Program at the Harvard Business School and earned a Master of Science degree in Operations Research from the Naval Postgraduate School.

Ted Childs

Principal, Ted Childs, LLC and Families and Work Institute Board Member



In August, 2006, J.T. (Ted) Childs, Jr. retired from IBM after a distinguished 39-year career as a member of their corporate Human Resources team. Upon retiring, he founded Ted Childs, LLC and serves as a global “Strategic Diversity Advisor” to Senior Management and a client’s Workforce Diversity team.

While at IBM, Mr. Childs held a variety of human resource assignments, including fifteen years of executive responsibility for global workforce diversity programs and policies. In addition, Mr. Childs served as Executive Assistant to Dr. Benjamin L. Hooks, Executive Director of the NAACP, on an IBM Social Service Leave from March 1982 to September 1983.

In 1995, Mr. Childs was appointed as an official delegate to the 1995 White House Conference on Aging. In 1996, Mr. Childs was invited by Vice President Albert Gore to serve on the eight person planning team for the 1996 Family Reunion “V”

that the Vice President and Mrs. Gore hosted in Nashville, Tennessee. In 1997, Mr. Childs was named by Working Mother magazine as one of the 25 Men Friends of the Family who have made it easier for working parents to raise and nurture children.

In 1998, The National Association of Child Care Resource and Referral Agencies presented Ms. Joan Lombardi, Deputy Assistant Secretary, U.S. Department of Health and Human Services, U.S. Senators Ted Kennedy and Orrin Hatch and Mr. Childs with its Lifetime Achievement Award. In 2003, the Human Rights Campaign presented IBM and Mr. Childs with its Corporate Leadership Award. In 2004, The Families and Work Institute presented Mr. Childs with its Work/Life Legacy Award. In 2006, Mr. Childs received the Trailblazers in Diversity Award from the Chief Diversity Officer’s Forum, sponsored by Bennett College; and, Working Mother Media announced The Ted Childs Life / Work Excellence Award to be given annually to the individual who by their distinctive performance has contributed to the field of Life / Work in the business community.

Mr. Childs is a member of the Executive Leadership Council (ELC); The Families and Work Institute Board of Directors, and was installed as a Fellow in The National Academy of Human Resources in 2001. Mr. Childs has received an Honorary Doctorate of Humane Letters Degrees from Pace University (2001), West Virginia State University (2003), and Our Lady of the Elms College (2005). Mr. Childs holds life memberships in the National Association of African Americans in Human Resources, The National Council of Negro Women, Inc., The National Organization of Women (NOW), Omega Psi Phi Fraternity, Inc., the NAACP, the Sierra Club, and the Bass Anglers Sportsmen Society.

Mr. Childs is a graduate of West Virginia State University, a member of the board of directors and a past president of the University’s Foundation, and a life member of the West Virginia State University National Alumni Association.

Shirley Davis, Ph.D.

Director of Global Diversity & Inclusion, The Society for Human Resource Management



As Director of Global Diversity and Inclusion at SHRM, Dr. Davis acts as the “thought leader” on global workplace diversity issues and has successfully positioned SHRM as the leader in the diversity and inclusion field since joining SHRM in 2006. In just four years, Dr. Davis led the efforts at SHRM to complete the largest U.S.-based study on *The Current State of Workplace Diversity Management*, published in 2008, and the largest global study on Diversity and Inclusion practices, perception, and attitudes around the world, published in 2009. She also led a Diversity Practice Analysis project that outlined the body of knowledge, skills, and associated activities required to practice in the D & I field. In 2008 and again in 2010, she convened 100 global thought leaders from nine countries around the world to identify key challenges and innovative solutions for the changing diverse and global 21st century workforce. All of this research and thought leadership has since been translated into cutting edge products and services, professional development, and conference programming for SHRM’s more than 250,000 members.

Additionally, over the next 18 months, she will be leading an effort to identify and launch the first ever D & I standards of practice for the field through The American National Standards Institute (ANSI) and The International Standards Organization (ISO)—two of the most widely recognized and globally accepted organizations for standards creation.

Dr. Davis travels across the country and internationally delivering keynotes, facilitating workshops, coaching business executives, HR and Diversity professionals, government and military leaders, and academicians on the critical challenges and complexities associated with leading diversity in a global workforce and marketplace. In 2008, she was named a **Front Runner in Diversity** by *Profiles in Diversity Journal* and in December 2010 she was named one of the Top 100 Corporate Executives in America by *Uptown Professional Magazine* and is featured in its February 2011 issue.

Dr. Davis has more than 15 years of experience in Human Resources, Organizational & Leadership Development and Diversity Management. She has worked at major Fortune 500 and 100 companies such as Constellation Energy, Capital One, Circuit City, and Bank of America and has led such functions as Training & Education, Leadership Development, Performance Management, Recruiting, Change Management, Strategic Planning and Global Diversity. She holds a Bachelor’s Degree in Pre-Law, a Master’s Degree in Human Resources Management, and a Ph.D. in Business and Organization Management.

Dr. Davis is a member of numerous professional organizations, a guest lecturer at numerous colleges and universities, sits on several Boards and is very active in her church, community and family. She is a former Miss District of Columbia, Ms. Virginia, and in 2000 won the national title of Ms. American United States.