

## Setting the Stage – Diversity the Missing Piece



Betty Yee

*California State Controller*

State Controller Betty T. Yee was elected in November 2014, following two terms of service on the Board of Equalization. As Controller, she continues to serve the Board as its fifth voting member.

Ms. Yee was first elected to the Board of Equalization in 2006 where she represented 21 counties in northern and central California. She was elected to her second four-year term in 2010.

Now serving as the State's Chief Financial Officer, Ms. Yee also chairs the Franchise Tax Board and serves as a member of the California Public Employees' Retirement System (CalPERS) and the California State Teachers' Retirement System (CalSTRS) Boards. These two boards have a combined portfolio of nearly \$500 billion.

Ms. Yee has over 30 years of experience in public service, specializing in state and local finance and tax policy. Ms. Yee previously served as Chief Deputy Director for Budget with the California Department of Finance where she led the development of the Governor's Budget, negotiations with the Legislature and key budget stakeholders, and fiscal analyses of legislation on behalf of the Administration. Prior to this, she served in senior staff positions for several fiscal and policy committees in both houses of the California State Legislature.

Ms. Yee currently serves on the board of directors for the Equality California Institute. She is a cofounder of the Asian Pacific Youth Leadership Project, which exposes California high school youth to the public service, public policy, and political arenas.

A native of San Francisco, Ms. Yee received her bachelor's degree in Sociology from the University of California, Berkeley, and her master's degree in Public Administration from Golden Gate University, San Francisco.

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Julia Dawson

*Managing Director, Credit Suisse*

Julia Dawson is a Managing Director of Credit Suisse in the Equities division, based in London. She is responsible for Environmental, Social and Governance (ESG) and Thematic research.

Ms. Dawson joined Credit Suisse in April 2014 through the Real Returns program. Previously, she was Head of International Equity Sales at Alfa Bank (Russia) between 2008 and 2010. Prior to that, she worked at Deutsche Bank for six years where she was a Managing Director and Head of Emerging European equity sales. She began her career at Barings Securities in equity research and was Head of Russian Research from 1994 to 1999. Ms. Dawson holds a B.Sc. (Econ) degree in Economics and Russian Studies from the London School of Economics and an MBA from INSEAD.

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Janet Liang

*Chief Operating Officer, Kaiser Foundation Health Plan Inc., Kaiser Permanente Northern California*

Janet Liang is the Chief Operating Officer for the Northern California Region of Kaiser Foundation Health Plan, Inc. and Hospitals. She is responsible for advancing the organizational strategy and performance of health plan and hospital operations, providing high-quality and affordable care and coverage for the region's 3.4 million members. She has oversight of the region's 21 hospitals and campuses, and regional functions including Human Resources, Continuum of Care, Quality and Regulatory Services, and Information Technology. Janet was appointed Chief Operating Officer in June 2014.

Janet is a native San Franciscan, with 24 years of experience in the health care industry. Prior to returning to Northern California, she was the President of Kaiser Permanente Hawaii for seven years, and held executive roles over a 15-year career at Group Health Cooperative in Washington State.

Janet is an active community steward. She has served on numerous community boards in Hawaii and Washington State supporting education and socio-economic development. She is currently the chair for the American Heart Association's Heart of Gold Campaign, and a Board of Governor for Chaminade University. Janet is active in national health care leadership through the Asian Health Care Leaders Association and the Healthcare Executive Study Society.

In 2009, Janet was named one of the "30 Working Mothers of the Year" by Working Mothers national women's magazine. In 2015, she was honored by the San Francisco Business Times as one of the most influential women in Bay Area Business. Janet is a sought-after speaker on the topics of leadership, business transformation, and the value of integrated healthcare.

Janet holds a bachelor's degree in political science from Boston University and a master's degree in health administration from the University of Washington.

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Celia Pohani Huber

*Director, McKinsey & Company*

Celia Huber is a Director in McKinsey & Company's Pittsburgh office. She is a leader in our North American Healthcare practice, responsible for McKinsey's merger management and organization efforts in the sector. Celia's client service spans non-profit and publicly-traded payors, benefits consultants, healthcare providers, and charitable foundations. She leads McKinsey's Northeast Healthcare CEO roundtable, convening 25 CEOs quarterly to discuss industry issues.

Over her 20 years of experience, Celia has led major strategy development initiatives across her clients, including creating growth strategies in the individual medical and supplemental insurance market, assessing and improving financial performance of struggling business units, redefining distribution and exchange strategy and creating customer segmentation to drive new product creation and penetration. More recently, Celia has focused on strategy in a post-reform environment, including due diligence on new capabilities, merger management, and work with several clients to redefine their relationships with providers.

Celia joined McKinsey & Company as a Business Analyst in Texas in 1992. She was elected Partner in 2002, and Director in 2009. Her responsibilities in the Firm have included leading our Pittsburgh location and she now leads our program to attract, retain, and develop women in the Americas region. As part of her role, she has created new developmental training programs, expanded ways to measure impact, and helped pilot and roll out new approaches to flexible work arrangements. Celia has also been a core part of our research on "Women in the Economy" in conjunction with our partner, The Wall Street Journal.

Celia holds an M.B.A. from the Stanford University Graduate School of Business and a B.B.A. from the University of Texas at Austin where she graduated with High Honors.