

Champion for Diversity, Equity, Inclusion & Belonging (DEIB) with 30+ years' experience leading organizational growth, governance, infrastructure and transformation. Strategic business partner and advisor. Highly skilled in design and implementation of human capital, employee engagement, team building, organizational behavior and learning & development strategies. Cross-industry, cross-functional leader with expertise in labor law and negotiations, risk management, compliance, finance/budgeting and marketing/communications. Keen ability to build relationships and influence diverse constituencies.

Professional Experience

NFP, an Aon Company, New York, NY

2021 – Present

Chief Diversity & Inclusion Officer

- Cultivate vision for creating systems and cultures of DEIB that permeate all aspects of the business and align with goals for growth, innovation and stakeholder impact. Advise CEO and leadership team on developing DEIB global strategy via Employee, Supplier, Community and Client Pillars and collaborate with HR and business colleagues to drive DEIB throughout the talent lifecycle, client services and partner/vendor relationships. Transformed culture and strengthen talent pipelines, recruitment, development and retention efforts. Elevate NFP's national presence as a DEIB leader and advance DEIB within the insurance/financial services industry and beyond. Evolved employee resource groups to business resource groups (BRG).
 - Reframed DEI as DEIB and secured executive buy-in, positioning belonging as a core value.
 - Led global DEIB Assessment with 59.2% participation, informing long-term strategic planning.
 - Restructured DEIB Advisory Board and launched regional and business-platform DEIB committees.
 - Expanded BRGs from four to nine, driving over 30% employee participation.
 - Launched NFP's Supplier Diversity Program in partnership with Procurement.
 - Facilitated investment of \$1M in the MDI Keeper's Fund and support of Texas Empowerment Academy expansion.
 - Championed NFP's inaugural Peer Connect Program, designed to develop talent and build cross-functional relationships.
 - Provided opportunities for 205+ underrepresented employees to participate in leadership and development programs.
 - Represented DEIB in 15% of business RFPs/sales presentations in 2024.
 - Serve on the Council for Insurance Agents & Brokers DEI Executive Committee, American College's Center for Economic Empowerment and Equality Four Steps Forward Advisory Council, CNBC Workforce Executive Council and AARP Living, Learning, and Earning Longer initiative.
 - Secured \$20 million commitment toward financial and resource investments in underrepresented ventures and businesses.
 - Advance NFP's external recognition, including Insurance Business America's 5-Star DEI Award, HRC Corporate Equality Index and DisabilityIN 100 score.
 - Developed Inclusive Hiring Toolkit for NFP hiring managers and DEIB Benefits Consulting Guide for clients.

National Football League, New York, NY

2019 – 2021

NFL Operations Inclusion Task Force/Executive Leadership Development Consultant

- Served as Task Force DEI subject matter expert and co-lead DEI Webinar Series: directed structure, content and delivery.
- Advised on achieving cultural competency, creating integrated internal and external DEI cultures, systems and strategies and employing best practices to operationalize DEI. Examined quantifiable and intangible business implications of DEI strategies and programming. Utilized research/data and developed metrics to evaluate DEI programs and deliver solutions.
- Coached executives to become transformational, cross functional leaders via customized programs. Explored leadership models and individual traits to develop leadership philosophies and styles.
- Advance DEI strategies aligned with organizational goals and values, supported by stakeholder analysis and responsive to complex, global marketplaces. Foster collaboration and communication skills needed to communicate leadership and DEI vision, as well as cultivate buy-in. Build high-impact skills needed to attract, manage, develop and retain human resources.

Columbia University, New York, NY

2018 – 2024

Lecturer, Leadership & Personnel Management, Master of Science, Sports Management

Course Designer & Lecturer, Foundations of Labor & Employment Law, MS, Human Capital Management

- Taught leadership theories and practical applications for developing high performing individuals and teams primed for global sports management. Analyze methods to develop personal and organizational vision that transforms people and environments.
- Examined embracing DEI principles, such as systemic change, programmatic activation, economic analysis and diversity fatigue in fulfillment of leadership vision. Explored the analytical skills needed to understand core business and the impact of leadership on culture, production, human capital and revenues. Evaluated leading through conflict and change.
- Designed objectives, curriculum and methodologies for inaugural Labor & Employment Law course. Analyzed equity and discrimination tenets/intersection of law and DEI (i.e., Title VII and EEOC) to anticipate and develop business strategies.
- Provided roadmap for understanding the legal and ethical framework of the employee/employer relationship and constructs needed to serve as a trusted human capital advisor. Reinforced working collaboratively with stakeholders to develop rationales for investments in human capital and talent initiatives grounded in business acumen and organizational objectives.

Women's National Basketball Players Association (WNBA), New York, NY

1999 – 2014

Director of Operations

- First woman to lead a professional sports union and founding Director of the WNBA. Represented up to 200 active and 2000+ retired players: 10% international, 85% play in global leagues. Advocated for gender, identity and multicultural equity.
- Negotiated first collective bargaining agreement (CBA) in women's professional sports and negotiated and oversaw compliance with all CBAs. Built the organization from inception and designed the organizational infrastructure. Formulated all business strategies, including budgeting, and managed daily operations. Managed staff of the NBA Players Association (NBPA).
- Instituted and administered innovative training and development programs and joint management programs for players. Established metrics, technologies and measurement constructs to identify organizational and L&D needs and evaluate program outcomes and efficacy.
- Formed WNBA Foundation. Directed CSR. Expanded WNBA global reach. Primary internal and external spokesperson.
 - Led negotiations for all CBAs, culminating in minimum salary increases of 100% for veterans and 75% for rookies; year-round medical, maternity and retirement benefits; a flexible salary cap; landmark free agency; group marketing rights; revenue sharing; contract guarantees and dispute resolution guidelines.
 - Increased workforce salaries, benefits and resources by more than 300%.
 - Instituted programs, such as Rookie Orientation, Player Advisory Council, career assessment, apprenticeships, substance abuse and graduate school tuition reimbursement to aid player development.
 - Created 3-day women's empowerment Summit for players and business leaders to inspire professional development.
 - Invited by National Committee on Pay Equity to collaborate on announcement of Fair Pay & Paycheck Fairness Acts.
 - Developed original NBPA Sexual Discrimination & Sexual Harassment Policies.
 - Served on US Rep. John Lewis' Political Role in Promoting Diversity in Professional & College Sports Roundtable.
 - Facilitated alliance with the NBPA to send former players to Saudi Arabia via the US State Department's Empowering Women & Girls Through Sports Initiative and forged first impression global alliances (e.g., UNI Global Union).
 - Partnered with SportsBlog to create a WNBA app with data constructs and needs assessment tools.
 - Maintained average increase in annual expenses of less than 1%.

Continental Basketball Association (C.B.A.), Phoenix, AZ

1997 – 1999

Assistant to the Commissioner & Director of Business Development

Oversaw development program for former NBA players, focused on entrepreneurship and placement in front office and coaching positions in the C.B.A. Developed and implemented overall business strategies. Advised Commissioner and Board of Directors on adoption of business policies and practices. Directed national initiatives with teams to ensure consistency with branding, proper implementation and compliance. Primary liaison with broadcasting, sponsorship, public relations and marketing agencies.

- Created business plan to establish a national model for licensing and merchandising, sponsorships, promotions, broadcasting and communications.
- Finalized stalled negotiations with New Line Cinema (NLC) to develop a re-branding platform of merging basketball with entertainment. Collaborated with NLC to produce a C.B.A. national television special.
- Partnered with Atlantic Records to conduct a national tour of Atlantic artists in local arenas and with Spike DDB to design a new logo to fortify branding efforts. Launched a national licensing trade show for team personnel.

Arnold Communications/Bob Woolf Associates, Boston, MA

1995 – 1997

General Counsel & Marketing Manager

Consulted with corporations to identify customized, fully integrated sports and entertainment marketing and communications strategies based upon promotional and brand building objectives. Drafted and reviewed firm and client agreements related to event marketing and corporate sponsorships. Counseled clients and staff on legal issues involving risk management, intellectual property protections and structuring of corporate and charitable alliances. Identified and negotiated licensing, endorsement and sponsorship agreements for professional athletes.

- Assigned as staff liaison to work closely with HR Director on employee diversity and diversity in ad campaigns.
- Capitalized on the popularity of former Red Sox slugger, Mo Vaughn, by creating his "Hit Dog" line of apparel and merchandise, leading the process from art conceptualization to point of sale.
- Devised strategic plan for a Fortune 500 institution to become a leader in sports and entertainment marketing.

Chase Manhattan Bank, New York, NY

1989 – 1992

Relationship Manager/Assistant Treasurer

Participated in the Bank's Associate Development Program, designed to develop Bank executives through a 12-month comprehensive sales, product development and account management curriculum. Promoted to manage institutional trust and custody accounts totaling \$800 million in assets. Coordinated global custody, investment management, performance analysis, securities lending, accounting and benefit payment services.

- Reinvigorated stagnant accounts and drove revenues on accounts whose fees remained constant, resulting in twenty percent (20%) increase in fees on certain accounts.
- Created the Defined Contribution Plan Marketing Brochure and the Relationship Manager Customer Profile and Servicing Manual utilized by the department for existing customers and Requests for Proposals.

Selected Honors & Affiliations

<i>Sports Illustrated</i> , 101 Most Influential Minorities in Sports	U.S. Center for SafeSport, Board Member
<i>Diversity Global Magazine</i> , Top Influential Women in Diversity	CUNY SPS Foundation, Former Board Member
<i>Essence Magazine</i> , Powerful African American Women	Women's Sports Foundation, Trustee Emeritus Board
<i>Black Enterprise</i> , America's Most Powerful Players	Greyston Foundation, Former Trustee
<i>Black Enterprise</i> , 50 Most Powerful Blacks in Sports	Nat'l Minority Supplier Diversity, Equity Honors Awardee
<i>Savoy Magazine</i> , Most Influential Executives in Diversity & Inclusion	Insurance Business 2023, 2024 Elite Women

Education

Boston University School of Law, Boston, MA, Juris Doctor
Dartmouth College, Hanover, NH, Bachelor of Arts
Universidad de Granada, Granada, Spain, Winter Semester