

SHELLEY A. LONGMUIR

CORPORATE DIRECTOR / GLOBAL STRATEGIC BUSINESS ADVISOR

15-year career as a Board leader in public, private and not-for-profit global enterprises, including serving as Committee Chair for Governance, Compliance, HR/Compensation and CEO/Board Search.

- Diverse background in high-change industries, markets and regulatory environments for global goods/services industries (aviation, construction/real estate, energy, healthcare, mining, travel/tourism, transportation).
- Strategic insights into global business, market and operational matters of corporate/shareholder significance, with commercial experience across industry, market and geographic boundaries on multiple continents.
- Track record of corporate transformation and expansion, including M&A, globalization, integration, bi-furcation and other change management initiatives that advance corporate/shareholder interests.
- Expertise in a wide range of governance, compliance, ethics and risk management issues, and proactive in enhancing strategic development and audit/fiduciary oversight in the midst of corporate transformation.
- Valued for progressive oversight, financial stewardship and operational direction to address business, financial and operational obstacles, and establish strategies to build for the future.
- Reputation for fresh perspective, informed judgment, consensus building and decisive action while working in a collegial manner with Board peers, executive leadership and other stakeholders.
- Substantial network of contacts among high-profile US and international business and government leaders with natural ability to influence favorable business dealings and prevail in crisis situations.
- Passion and experience in CEO and executive succession planning, mentoring and talent development, as well as compensation structures, benefits and retention programs.

ADVISORY ROLES & DIRECTORSHIPS

1999 – Present

WESTERN ELECTRICITY COORDINATING COUNCIL (2012 – Present) Board Director
Past Chair: HR & Comp.; Search; Corporate Governance Committee(s); Compliance Hearing Body
Chair: Nominating Committee
Committee Member: Finance & Audit

Member of the Board of the largest of the eight NERC regions responsible for bulk electric system reliability in the Western US, and parts of Canada and Mexico. Subsequently selected to serve on the board of the newly created regional entity following bifurcation and creation of two new corporate entities in 2014.

- Served as a key advisor on long-range planning during growth/evolution, and complex bifurcation process, including, selecting corporate form with stakeholder involvement, and rewriting corporate by-laws.
- Overhauled senior management compensation paradigm, developed CEO compensation package with buy-in from the Member Advisory Council members, and crafted risk compensation program.
- Facilitated discussions with committee members, management and outside consultants on contentious compensation and benefit designs to meet the evolving needs of new CEO.
- Served as Chair of Search Committee for two new CEOs, including recruitment and selection for new corporate entity, and subsequent CEO search in 2018.
- Assisted in grooming the former CEO to become a candidate for and subsequently recruited to become CEO of NERC in Atlanta and Washington, DC.
- Served as a member of the Nominating Committee for selection of four new board members for the newly created and resulting corporate entities.

PETRA SOLAR (2010 – 2011) Advisory Board Member

Served on the board of a novel distributed solar generation start-up featured in the *Wall Street Journal* for producing utility pole-mounted products with smart grid capability and grid quality enhancements functions.

- Guided short-range and long-term strategic planning, provided general business counsel, and advised on overcoming state and federal regulatory hurdles.

MIDCONTINENT INDEPENDENT SYSTEM OPERATOR, INC. (2006 – 2014) Board Director
Chair & Member: Corporate Governance Committee; HR & Compensation Committee
Member: Strategic Planning, Markets and System Planning Committees

Elected to three consecutive three-year terms on a seven-member board with the largest regional transmission operation in North America. Expanded to include Independent Coordinator of Transmission Services for Entergy; creation of an Ancillary Service Market; and certification as a NERC Balancing Authority for region.

- Served on the System Planning Committee for eight years, driving new business and geographic expansion to create an innovator of smart grid technology test products, and a multi-billion dollar energy trading market.
- Elected to chair the newly formed Corporate Governance Committee first year on the Board. Established the committee, jurisdiction and processes/procedures based on strong legal and regulatory background.
- Evolved the compensation philosophy, including managing difficult Board discussions. Simplified HR Compensation Committee decision process, motivated higher executive performance and reduced turnover.

LURIE CHILDREN'S HOSPITAL OF CHICAGO (1999 – 2014) Board Member
Executive Committee; Chair & Member: Public Policy Committee

Completed a 14-year tenure, along with 50+ of the most well-respected and influential business leaders in Chicago, on the board of a top 10 US pediatric research and training hospital.

- Chaired Public Policy Committee. Influenced state/federal policy to: preserve/increase government funding in Medicaid, graduate medical education, and pediatric research; and address medical professional liability crisis.
- Served on the 26-member Executive Committee. Led state/federal funding and philanthropic capital giving campaign to fund the \$800M construction of a replacement hospital.

AGGREGATE INDUSTRIES, PLC (2004 – 2005) Non-Executive Director
Member: Audit, Remuneration & Governance Committee

Invited to join a 10-member board for this \$3B London Stock Exchange FTSE 146 company and one of the UK's largest aggregates/building materials enterprises. Swiss-based Holcim acquired business in March 2005.

- Provided guidance related to financial, operational and governance matters during a period of rampant sector consolidation and strategic expansion of diverse US holdings.
- Addressed special burdens on financial stewardship, including intense financial diligence and scrutiny to position the organization as an attractive acquisition and command the best price per share.

CORPORATE CAREER

1993 – 2015

ENERGY COLLECTION (2004 – 2015) Co-Founder

Established private enterprise providing regulatory, legislative and operational strategic advice to a corporate client base involved in the global distribution of a wide range of goods and services. Served as an active advisor to management teams of international organizations through Paul Feldman, Co-Founder, in Washington, DC.

NATIONAL BUSINESS AVIATION ASSOCIATION (2003 – 2004) President & CEO

Recruited from a national pool of 100+ candidates for a \$17M non-profit association representing the interests of 7.6K member companies that own/operate private aircraft for business purposes.

- Restructured operations, governance and administration, and introduced modern practices. Improved the financial savvy of the organization by implementing financial controls and securing an investment advisor.
- Established a newly energized profile with FAA, DOT, and on Capitol Hill, and beat back competitive threats.
- Advanced worldwide commercial business prospects with a focus in Asia by leveraging contacts.

UNITED CONTINENTAL HOLDINGS, INC. (Formerly UAL Corp.) (1993 – 2003)
Senior Vice President / Vice President – International, Regulatory & Government Affairs

Advanced from Senior Counsel to become one of the top female executives for the largest airline company in the world at the time, and profiled by *TIME* as one of "Six of the Most Influential Women in the Airline Business".

- Effectively traversed five successive Chairman and CEO leadership changes by fostering credibility, trust and rapport, and providing guidance during crisis and transitional stages.

- Instrumental in developing global strategies, and navigating hurdles to establish UAL as leader in international deregulation, global alliances, infrastructure development and global expansion.
- Served as one of six team members that established the “Star Alliance”, then the novel joint venture with major international airlines across Europe and Asia. Achieved “first mover” position in key markets.
- Led business expansion, through the removal of regulatory barriers, into Asia and Europe. Grew Asia-Pacific to 25% of UAL business in 2002, and supported UAL's entry into Russia.
- Opened and led an industry leading legislative and government affairs office in Washington, DC.
- Selected by the Chairman to merge international, legislative and regulatory affairs into a global business group.
- Led communications and policy decisions. Supervised 50+ attorneys, economists and lobbyists worldwide.

GOVERNMENT SERVICE & LEGAL CAREER

1983 – 1993

US DEPARTMENT OF TRANSPORTATION (DOT) (1992 – 1993)

Counselor to the Deputy Secretary / Deputy General Counsel

Chief of Staff, Presidential Task Force on Hurricane Andrew Recovery

US DEPARTMENT OF HOUSING & URBAN DEVELOPMENT (HUD) (1989 – 1992)

Counselor to the Secretary; Deputy General Counsel / Associate Deputy General Counsel

Deputy Assistant Secretary for Housing & Deputy FHA Commissioner

Progressed to become senior lawyer and administrator with two US federal agencies. Gained industry knowledge and insights into the real estate, construction, aviation, rail, highway and maritime sectors.

- Counseled Secretaries on novel, leading edge asset securitization, including privatization and foreign investment to create value through new capital and revenue streams.
- Received the top HUD award for overhauling governance, administration, operations and financial controls.
- Championed change management, including developing HUD's first freestanding Ethics Office, and reorganizing the 1K+ employee Federal Housing Administration (FHA).
- Demonstrated leadership in creating, testifying and defending before Congress multi-billion dollar budget as Deputy FHA Director. Additionally reviewed \$45B “at risk” loans, and oversaw complex transactions.
- Received a DOT award for compassionate diligence and effective crisis management during Hurricane Andrew relief efforts involving 3K+ federal, state, local, military and private organizations.

EDUCATION & AFFILIATIONS

New York University School of Law – Juris Doctor

1983

NYU School of Law “1993 Outstanding Recent Graduate”

Brown University – BA (Magna Cum Laude), English & American Literature; BA, Semiotics

1979

Council of Foreign Relations; The Chicago Network; Women Corporate Directors (Chicago); Women Energy Directors Network (Morgan Stanley-NYC)

Admitted to Practice in: New York; District of Columbia; Illinois