



Cheryl Francis

Co-Founder & Co-Chairman Corporate Leadership Center

Board Membership of Interest

Public company board. No industry preference. Chicago-area preferred.

Board Member Characteristics

I currently serve on 3 public company boards and have found this to be a place where I can both contribute and learn. Based on feedback from other board members and the CEOs of the companies I now serve, my board skills are strong and appreciated.

Company Profile

Corporate Leadership Center. Non-profit (501c3) dedicated to the advancement of leadership and leadership practices in large complex organizations. Programming partners include academic institutions, corporations and corporate/board executives.

Functional Expertise

Strong background in finance, M&A, manufacturing, treasury, investor relations and education.

Current Professional Experience

Currently leading a successful non-profit focused on executive level leadership. Former CFO of \$5 billion, global public company (RR Donnelley and Sons, from 1995 to 2000). Serve on boards of HNI Corporation, Aon Corporation and Morningstar. Chair the Audit Committee for Morningstar. Compensation Committee member for all three companies. Also serve on Finance Committee for Aon. Have experience on all board committees. Chair of Audit Committee, serve on Executive Committee and as a Trustee for Cornell University.

Prior Professional Experience

See above. Former CFO of RR Donnelley and Sons (1995-2000), Treasurer of FMC Corporation (1993-1995). Along with current boards, also served on the boards of Lands' End (until the sale to Sears) and Chaired the Audit Committee; and as Lead Director, Governance Committee Chair and former Audit Committee Chair for Hewitt Associates (until the sale to Aon). Also previous Audit Committee Chair for HNI. Former Adjunct Professor (1991-1993), University of Chicago Booth School of Business, and created and taught executive education offering for U of C (2002-2005).

Are you a financial expert?

Yes

Other Industry Experience

As above, significant experience in the capital markets and deal markets as an issuer and buyer. Have taken several companies public through an IPO process --on the management side and as a board member.

Public and Private Company Boards

HNI Corporation (HNI -NYSE) 1999 to date. Office furniture and hearth services. Audit (Chair for 5 years), Corporate



THE CHICAGO NETWORK

Governance and Public Policy Committee member, currently Compensation Committee member. Lands' End (LE -NYSE) 2000-2002. Direct marketer. Chair of Audit Committee, member Compensation Committee. Hewitt Associates (HEW -NYSE) 2002 to 2010. Human resources consulting and outsourcing. Audit. (Chair for 5 years), Nominating and Governance (Chair for 4 years), Lead Director (for 4 years). Morningstar (MORN -NASDAQ) 2002 to date. Financial services and advice. Audit (Chair) and Compensation Committee. Aon Corporation 2010 to date. Risk and human resource services. Member of Compensation and Finance Committees.

Non-Profit Boards

Cornell University Board of Trustee 2004 to date. Chair Audit Committee and member of Executive Committee. Student Affairs, Academic Affairs, Alumni Affairs and Development, Buildings and Properties, Finance and Audit Committees at various times.

Professional Associations and Civic Affiliations

Member Commercial Club of Chicago. Member Finance Committee of United Way of Metropolitan Chicago. Led YWCA campaign to support the economic empowerment of Chicago's working poor women. Board of the Chicago Network (2003 to date).

Education and Interests

Cornell University, BS 1976; University of Chicago, MBA 1978 Board Membership of Interest Public company board. No industry preference. Chicago-area preferred..