

In April 2005, Accel invested \$12.7 million in Facebook, valuing the site at \$98 million. It was a triumph for Accel, but also, Breyer told Perloth, incredibly controversial. Valuing Facebook at nearly \$100 million, on the surface, seemed ludicrous. Other sites like Friendster and MySpace were losing steam. And while Facebook was the day's hot ticket, the company had only ten employees, 700,000 users and no business model. "Investors thought we had grossly overpaid," Breyer told Perloth. So far, this hasn't proved to be the case. When Facebook made its initial public offering in May 2012, Accel sold \$2.1 billion worth of shares. Breyer alone made \$81.1 million.

PERSONAL LIFE

While Breyer doesn't consider himself "particularly talented as a writer," he told Gupta, he loves writing short stories. Before beginning business school, he spent several weeks at Cambridge University, writing. Breyer divorced in 2004 and has three children.

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—Molly Hagan

Nancy Brown

Born: ca. 1963

Occupation: Chief executive officer of the American Heart Association

Nancy Brown became the first female chief executive officer of the American Heart Association (AHA) in 2009. The AHA is the oldest and largest volunteer-based health organization dedicated to fighting cardiovascular disease in the United States. The AHA's team of employees and volunteers works to educate the public about heart disease and to advance initiatives designed to reduce the number of lives claimed by the disease every year. The AHA also raises funds for scientific research and treatment and lobbies for better public health policies at the local, state, and federal levels. Heart disease—also known as cardiovascular disease or coronary heart disease—is the leading cause of death in



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the United States and worldwide. It is an umbrella term that describes a number of conditions that arise from atherosclerosis (clogged arteries), arrhythmia, or heart valve problems.

At the AHA, Brown has led a number of ongoing initiatives to improve heart health, including the START! campaign, a program to promote workplace walking groups; Power to End Stroke, a public awareness campaign about stroke risks and prevention; Alliance for a Healthier Generation, a health and fitness campaign targeted at children; and Get with the Guidelines, a program created for hospitals and health providers caring for patients with heart disease. Brown has worked with the AHA since 1986 and served as its chief operating officer (COO) for eight years before becoming its chief executive. As COO, she helped draft the AHA's 2010 Impact Goal in 1998, which aimed to reduce deaths related to coronary heart disease and stroke by 25 percent by 2010. The success of the 2010 Impact Goal prompted the AHA to propose an even broader goal for 2020, focusing not only on mortality reduction but on improving individual cardiovascular health, as well.

EDUCATION AND EARLY CAREER

Nancy Brown was born in Port Huron, Michigan, and grew up in Marysville, a small town on the border between Michigan and Ontario, north of Detroit. She took her first job at the age of fifteen, scooping ice cream at Stroh's Ice Cream Parlor in St. Clair. She was a competitive swimmer at Marysville High School and graduated in 1981. Growing up, Brown was interested in communications and debate and considered a career in broadcast journalism, but she chose to study marketing and communications at Central Michigan University in Mount Pleasant. By the time she earned her bachelor's degree in 1985,

her desire to become a television news anchor had faded. “I realized that the opportunities for me would be broader if I focused on broad business and marketing,” she told Kristy J. O’Hara for *Smart Business* magazine (31 May 2011).

Her first job out of college was at the Mount Carmel Mercy Hospital in Detroit. As the special events director, Brown worked to raise money for the hospital. She discovered that she enjoyed working for a mission-driven nonprofit organization and developed a passion and skill for fundraising. She next served as the director of development and deputy director of the endowment campaign for the Michigan Cancer Foundation.

Brown was hired as the Metro Detroit director in the Michigan affiliate of the American Heart Association in 1986. For the next fifteen years, she served various roles in the organization, including executive vice president for the Massachusetts affiliate, executive vice president for the New England affiliate, and national executive vice president for science operations. She was named the COO of the AHA at its headquarters in Dallas in 2001.

HEALTH INITIATIVES AT THE AMERICAN HEART ASSOCIATION

As COO, Brown led many of the AHA’s health initiatives, including Go Red for Women, which increases public awareness about women’s heart health and raises funds for heart disease research and treatment. The initiative was launched in 2004. In 2005, Brown and the AHA teamed up with the William J. Clinton Foundation to launch the Alliance for a Healthier Generation, a program designed to reduce the prevalence of childhood obesity and to teach children about health and fitness. The alliance’s first initiative, called the Healthy Schools Program, was launched in 2006 and focuses on a number of school-based wellness initiatives, such as improving the nutritional value of public school lunches, increasing after-school program time dedicated to physical activity, and removing junk food options from school vending machines. As of 2014, more than twenty thousand schools across the United States had joined the Healthy Schools Program.

The AHA has also supported the passage of several ordinances and laws that promote healthy nutrition in school lunches at the local and state level. The START! campaign, a group walking initiative, and Power to End Stroke, both founded in 2006, are two of the many Brown-helmed programs that encourage people to adopt healthier lifestyles in the name of heart health. Power to End Stroke is an education and awareness campaign of the AHA and its affiliate organization the American Stroke Association.

Brown has also been a part of major in-house initiatives at the AHA, including the American

Heart University, an intensive training program for staff and volunteers established in 2008. AHU offers both online classes and face-to-face workshops in subjects such as fundraising, advocacy, communications, and science and research. It is not an academically accredited institution, but AHU equips employees and volunteers with professional development opportunities to better help the AHA reach its impact goals.

Brown has also led the You’re the Cure volunteerism initiative. The program seeks to promote health-related policy initiatives and laws through a grassroots network of volunteers. She also created the Vision for Volunteerism initiative, which seeks to create more opportunities for volunteer service based on the volunteers’ specific interests. Brown explained the importance of a strong volunteer network in an interview with Shashana Pearson-Hormillosa for the *Dallas Business Journal* (10 Sept. 2009), saying, “When you work in the not-for-profit sector, you depend on volunteers to build the organization. What I realized and learned very quickly is that organizations like the American Heart Association are only as strong as the volunteer leaders they attract.”

CHIEF EXECUTIVE OFFICER

After serving as COO for eight years, Brown was named the CEO of AHA in 2008, but she did not officially assume the position until January 2009. She replaced the outgoing chief executive Cass Wheeler, who had headed the AHA for eleven years. Working out of the AHA headquarters in Dallas, Brown oversees the organization’s 2,700 employees and nearly twenty-three million volunteers. “As COO, I was focused on operations, making sure the organization delivered on finances, science, etc.” Brown told Pearson-Hormillosa, but she noted that her objectives as CEO are quite different. “As CEO, the buck stops with me. I get to spend a lot of time externally building relationships to help further the mission of the organization. I spend a lot of time working with individuals and corporations who support our work,” she said.

Brown is the public face of the AHA and works hard to establish collaborative arrangements with businesses and corporations to promote heart-healthy policies and products. She also seeks to inspire the American public to live healthier lives; she has her work cut out for her in this regard—one in every three Americans are affected by some form of cardiovascular disease—but she believes that people can take simple steps to reduce their risk. In addition to the health column that she writes for the *Huffington Post*, Brown speaks on behalf of the AHA whenever an issue touching on heart health is in the news. She is vocal in her support of advances in heart health, such as the adoption of graphic cigarette warning labels; criticizes

setbacks, such as the current e-cigarette trend; and clarifies misinformation through her column and other outreach initiatives. As CEO, Brown has focused on prevention—promoting exercise, smoking cessation, and a healthy diet as the building blocks of a disease-free life. “Despite being the number-one killer of all Americans, cardiovascular disease is largely preventable through lifestyle choices such as increased physical activity and better nutrition,” she told Rachel Horn in an interview for the *Atlantic* (6 Apr. 2011). “It is deceptively simple. The big challenge is in motivating people to make lifestyle changes and removing environmental barriers that hinder them.”

In 2011, under Brown’s leadership, the AHA launched a program called the Guideline Advantage in collaboration with the American Cancer Society and the American Diabetes Association. Guideline Advantage, which is a broader version of Brown’s Get with the Guidelines program, is a data collection program for physicians, hospitals, and other health care providers.

2020 HEALTH IMPACT GOAL

During Brown’s tenure as COO, the AHA met a portion of its 2010 Impact Goal—to reduce deaths from coronary heart disease and stroke by 25 percent—two years ahead of schedule. Despite the outstanding success of the 2010 Impact Goal in reducing deaths from cardiovascular diseases and strokes, Brown and her associates at the AHA were deeply concerned by the increasing prevalence of obesity and sedentary lifestyles—two major risk factors for heart disease and stroke. In response to these growing concerns, the AHA began looking for ways to craft an even more ambitious impact goal for 2020. “Having a bold goal the entire organization rallies around is one way that we’ve been able to really propel the organization and grow our revenue as well as grow our mission impact,” Brown told O’Hara. Soon after her appointment as chief executive, the AHA announced its 2020 Impact Goal—to improve the cardiovascular health of all Americans by 20 percent and to reduce deaths caused by heart disease and stroke by 20 percent by 2020.

The 2020 Impact Goal is significant—and also unusual—in that it focuses on individual heart health as well as the usual metric of total annual deaths from heart disease and stroke. The 2020 goal finds specific ways to focus on improving individual cardiovascular health—a trickier concept in terms of measurement than simply calculating the number of deaths per year. In order to achieve this goal, the AHA’s volunteer scientists created a unique metric designed to define and measure cardiovascular health based on seven key health factors: blood pressure, physical activity, cholesterol, diet, weight, smoking status, and blood glucose.

The 2020 Impact Goal was a product of Brown’s Innovation Think Tank, an in-house initiative that she helped to establish after becoming CEO. The think tank is comprised of both staff members and volunteers. Brown knew that she wanted the AHA to rally around one goal, and the think tank generated more than one hundred ideas to accomplish that objective. To narrow down the list, Brown cited her priorities, explaining to O’Hara how the AHA “looked at what might have the biggest impact toward our mission and biggest possibilities for revenue, and that’s how we prioritized our ideas.” The think tank has fostered a culture of innovation that has worked in the AHA’s favor. “Think about who the best and brightest minds are who are willing to be open and that will have significant expertise to contribute to your business goals, and make it informal,” Brown told O’Hara. “Don’t create another bureaucracy. Make it that they are truly a think tank providing advice and guidance and thinking.”

ANTISMOKING EFFORTS

The AHA, along with a number of other health organizations, has been locked in a legal battle with tobacco companies for decades. Brown and the AHA continue to actively campaign in collaboration with antitobacco groups. According to the AHA, about one-third of smoking-related deaths are linked to cardiovascular disease and stroke. The rise of e-cigarettes, marketed as a healthy alternative to cigarettes, has presented a slew of new problems for health and anti-smoking organizations. In 2010, the AHA—in support of the Federal Drug Administration (FDA)—lost a battle to regulate e-cigarettes as drugs in the District of Columbia. The FDA argues that e-cigarettes, which are smokeless but deliver nicotine through vapor, are just as harmful as cigarettes. (Many harmful chemicals can be found in e-cigarettes, even in the absence of tar.) The devices deliver nicotine, the highly addictive substance in cigarettes, and the FDA has tried to ban them or regulate them more strictly as a drug, rather than a tobacco product. After the 2010 ruling, Brown spoke to Duff Wilson for the *New York Times* (7 Dec. 2010) about the dangers of unregulated drug products and the marketing promise that e-cigarettes are healthy or will help smokers quit. “The appeals court has cleared the way for the industry to peddle these products to consumers without any scrutiny as to their safety or efficacy,” she said. “There is no scientific evidence that e-cigarettes are effective smoking cessation devices and, until they undergo rigorous evaluation by the Food and Drug Administration, they should be pulled from the marketplace. With this ruling, e-cigarette manufacturers will continue to make misleading claims that their products can help smokers quit.” Despite this setback, the AHA continues

to work closely with the US Centers for Disease Control and Prevention and the Center for Tobacco Products to implement the Tobacco Control Act and to promote other antismoking initiatives.

ONGOING EFFORTS TO IMPROVE HEART HEALTH

In a more positive development, the AHA has supported the passage of the Affordable Care Act, which expanded health care coverage to a majority of Americans. In 2013, an estimated 7.3 Americans with cardiovascular disease were uninsured. Uninsured individuals are far less likely to receive appropriate and timely care, leading to poor medical outcomes and higher mortality rates. The quality and cost of health care in the United States has always been a concern of the AHA, and the organization has long advocated for health care reforms to improve access to affordable coverage and has opposed policies that seek to scale back eligibility or reduce benefits. The Affordable Care Act, Brown told Horn, “is revamping a broken healthcare system that too often didn’t meet the needs of patients.” The new law bans lifetime limits on coverage and requires insurance companies to provide coverage for people with preexisting conditions. “A year after the Affordable Care Act was enacted, the prospects for a healthier future have improved dramatically for heart disease and stroke patients,” Brown told Horn.

As heart disease becomes an increasing health concern worldwide, the AHA has sought to extend its mission, “to build healthier lives, free of cardiovascular disease and stroke,” to a global reach. In 2013, Brown represented the AHA and other nongovernmental organizations devoted to fighting heart disease at a summit on noncommunicable diseases at the United Nations. The AHA was subsequently granted Special Consultative Status in collaboration with the World Health Organization to share expertise and resources in the global effort to reduce cardiovascular diseases and stroke, which are the leading causes of death not only in the United States but worldwide. This designation is critical in expanding the AHA’s mission and outreach globally. “This designation is a tremendous opportunity for us to leverage our volunteers’ expertise to save and improve lives around the world,” Brown stated in a press release by the AHA (11 Sept. 2013).

PERSONAL LIFE

Brown is married to Gary Brown—who shares her maiden name though not a familial connection. They live in Plano, Texas, with their bichon frise dog, Zoe.

In addition to her work at the AHA, Brown is chair-elect of the National Health Council, cochair of the Coalition to Transform Advanced

Care, and a member of the executive committee and board of directors of Research!America. She is also a board member of the Campaign for Tobacco-Free Kids and the Alliance for a Healthier Generation. She serves on the Qualcomm Life Advisory Board (Qualcomm is a telecommunications company), the Corporate Advisory Board of the Healthcare Business Association, and the FasterCures Advisory Council for the Research Acceleration and Innovation Network (TRAIN).

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—Molly Hagan

Luke Bryan

Born: July 17, 1976

Occupation: Country singer

After Luke Bryan won the coveted Entertainer of the Year award at the 2012 Academy of Country Music (ACM) Awards, which were held in April 2013, some critics sniped. In a piece for the *New York Times* (16 Aug. 2013), Jon Caramanica wrote somewhat derisively that Bryan’s win “says far less about him—there is perilously little to say about Mr. Bryan—than it does about the spectrum of country music, which has moved so far away from rural modes that its stars need no longer code their familiarity with them.” Bryan’s defenders have pointed out that the *New York Times*, which is sometimes perceived to be elitist, rarely covers the country-music world but had been forced to pay attention to the rising star because of his overwhelming popularity; notably, in January 2014, he sold out a performance at Madison Square Garden—one of New York City’s largest and most iconic venues—within five minutes of tickets going on sale.

However, even critics and publications more amenable to his charms sometimes feel the need to question Bryan’s popularity. “Why does Bryan—a 36-year-old Nashville crooner with