

# Casino Enterprise Management

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## THE 2006 GREAT WOMEN OF GAMING

Independent Compliance Committees

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The Importance of Education and Evaluating Risk



# The 2006 Great **WOMEN** of **GAMING**



## and POST-SHOW *Review*

By Kristin Garaas-Johnson  
and Krista Reiner

*B*ehind the scenes, women are responsible for the day-to-day operations of many of the world's greatest companies, organizations, and events.

And although these women are not always recognized for their efforts, their actions and commitment are felt by all those who surround them.

The primary goal of the Great Women of Gaming Awards is to ensure the actions of these successful women aren't left unnoticed. *CEM* asked the 2006 Great Women of Gaming honorees to share their experiences on how they became some of the most triumphant women in the gaming industry today.





### **Diana Bennett, Chief Executive Officer, Paragon Gaming**

*“Today is an age of specialization and having an expertise and a solid education behind anyone trying to get into the gaming industry is a necessity. However, I believe that to grow you need to be willing to expand beyond your current field and learn all aspects of the industry,” Bennett, said.*

Bennett has more than 20 years of experience in the gaming industry. Licensed in 45 jurisdictions, Bennett launched and managed the Luxor, Excalibur, and several other principal Strip properties. Bennett also shouldered the merger between Edgewater Hotel and Casino and Colorado Belle Hotel and Casino’s executive staff.

Acknowledging her achievements, she said: “To reach the top levels in management one needs to have a broad understanding of the leisure and entertainment field as a whole and the aspects that make gaming such a unique opportunity. Running a gaming property today means understanding how all aspects work, including food and beverage, retail, and as importantly, a broad understanding of human resources.”

The daughter of a renowned gaming industry figure, William Bennett, Bennett grew up alongside the gaming industry. Learning from

some of the best and the brightest, she continues to dedicate herself to numerous community causes, including the Nevada Chapter of the International Women’s Forum, where she serves as vice president, and the I Have a Dream Foundation, where she is a board member. Bennett has also earned recognition as one of the “Outstanding Women in Nevada” since 1994.

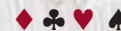
Dona Cassese, president, The Marketing Group, who once worked alongside Bennett at the Luxor stated, “Bennett has been instrumental in the mentoring, and therefore, the progression of many females’ career paths in the gaming industry. Thanks to her guidance, many of these women are now leaders in their given fields. Bennett is a humble woman who does not require praise, but is quick to give it...which is why she is even more deserving of this honor.”

When asked to give advice for the aspiring gaming professional, she politely replied: “Anyone seeking to move into a leadership position must show that they possess leadership skills, but also their willingness to be diversified in their duties. We look for people that are willing to look beyond their job descriptions to recognize that if something needs to get done, and they are the best person to get the job done, then they should do it. You do need to get the attention of upper management. They will see you going above and beyond. And work with your human resource department to learn about potential learning opportunities. If your company does not help you plan your future, you can either create your own, or find a company that will recognize your desire to advance. But the onus is on the individual and their drive and perseverance.”

Bennett extends her positive influence and perseverance in everything she accomplishes. Though she manages several hundred people, many find that she still has the ability to take the time to support and mentor her employees.

Somehow, she still manages to keep abreast of her family life as well. With three grown children, she admitted: “I think it is still very difficult for women in the professional world, especially if they think they can have it all. The image of the ‘Super Woman’ that was so popular years ago is not reality. We have to balance our home and our work. We need to make certain that we make the most of our time whether

it is in the office or the home. And we need to absolutely give up the word ‘guilt.’ Recognize that when we are at work, we are giving it all we have and when we are at home, we will give our spouses and our children the best we have. Let them see you as happy and successful and they should want to emulate their fulfilled parents.”



### **Dr. Kate Spilde Contreras, Managing Director, Center for California Native Nations**

*“Success in the gaming industry depends upon experience and perseverance. I see myself as a student of the gaming industry, and many of the people who have taught me the most have been around a long time, learning by doing,” Spilde Contreras said.*

As one of the greatest scholars in Indian Gaming today, Dr. Spilde Contreras exemplifies professionalism and devotion to Native American Gaming and the gaming industry. Currently, Spilde Contreras is the managing director for the Center for California Native Nations. This position is just one of her many important contributions towards educating citizens and lawmakers about the important



truths and roles that Indian Gaming provides for native and surrounding communities today.

Previously, Contreras served as a senior research associate at Harvard University's Kennedy School of Government, where she served as project director for a report on American Indian Economic Development. She has also published numerous articles on issues related to Indian Gaming.

Anthony Miranda, chair of the California Nations Indian Gaming Association, believes Spilde Contreras' work has been instrumental in the support of Indian Gaming: "Kate is most notable in her research and her depth of understanding about Indian Gaming and how it relates (and doesn't relate) to other gaming industries. Everywhere she goes, Kate spreads the message about the many opportunities gaming holds for communities and governments. While she is known as an Indian Gaming expert, she is also an industry expert."

Spilde Contreras finds inspiration in unexpected places: "I am motivated by what I see as an on-going disconnect between popular perceptions of gambling and the realities of what the gambling industry means for communities. As the methods for articulating gambling's social and economic impacts continue to improve, I am hopeful that policy makers and others will come to embrace evidence-based solutions rather than more intuitive ones. I am inspired by one researcher in particular, who said, 'Policy should be based on good science, not good intentions.'"

Although Spilde Contreras is modest about giving advice, she does value one principal above all others, and hopes other future female leaders will as well: "I think the primary thing for anyone in leadership in our industry is integrity. As an industry, there is a lot of suspicion about the gaming products themselves; there are claims that the industry has a history of ties to organized crime, or has negative impacts, or tempts people unfairly. As a researcher I am vigilant about transparency in research data and methodology in order to maintain the integrity of the research."

If you have been lucky enough to meet or work with Spilde Contreras, you know that she means what she says. The epitome of what a mentor should be, Spilde Contreras acknowledged: "I am a big believer in mentoring

relationships. I have had a number of people mentor me along the way and I have tried to reach out to others who have an interest in gaming, whether within the industry or as someone who studies it."



**Rayleen Cudworth, Vice President of Information Systems and Enterprise Resource Planning, International Game Technology**

*"I believe leaders in our industry need to understand the whole spectrum of the business, not just their piece. They need to understand the changing dynamics of the players, technology, regulations, and general business acumen. It is also critical for future leaders to step out of their comfort zone and to not be afraid of change. They need to be change agents and have vision," Cudworth said.*

As Vice President of Information Systems and Enterprise Resource Planning for International Game Technology (IGT), Cudworth is instrumental in server-based product development. As a part of IGT's Gaming Systems Group, she assisted in improving customer satisfaction by

evaluating and developing a new business paradigm for their Advantage Systems products.

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Among  
*2004 high school graduates*, young women were more likely than young men to *enroll*  
in college (72 percent versus 61 percent).

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Cudworth landed an internship at IGT in their information systems department. Now, with over 20 years in the gaming industry, Cudworth has held positions as information systems manager, director of development, and director of information systems.

With each position she has held, she has gained the necessary education and experiences to drive her forward. Cudworth stated: "The increased complexity of our industry and the sophistication and expectations of players, operators, and regulators impact the types of jobs within gaming. These advances increase the educational needs for our industry, whether it's game design engineers, network engineers, casino designers, or MBAs, to drive new business models or marketing campaigns."

Committed to continuous improvement, Cudworth streamlined IGT's information technology departments; thereby, she eradicated dual functionality and procedures. Recently, Cudworth has strived to create gaming standards and protocols for the industry, and has worked alongside numerous chief information officers from various properties, in hopes of generating a product that is not only innovative, but efficient and effective on the gaming floor.

Cudworth's dedication to personal improvement has led her to classes in effective communication and management, in which she has honed skills that she brings to each new project at IGT. As President, IGT Gaming Division, Stephen Morro edified: "Rayleen's leadership skills have evolved where she effectively interprets complex business issues, assembles a team to address challenges, and then adeptly delegates and manages the team to reach suc-

successful outcomes over and over again. She holds her team to high standards, but no higher than the standards she holds for herself. She has integrity and the maturity to change direction if the situation calls for it."

Yet her focus remains steadfast at IGT: "I'm truly inspired and motivated by seeing results. These results range from improving the productivity of employees which may provide for a greater work-life balance, or the development of a product that players love, which increases revenues for IGT and our customers."



**Judy Patterson, Senior Vice President and Executive Director, American Gaming Association**

*"It's an exciting time to be involved in our industry, and we need leaders who know how to evolve right along with it."*

*Patterson said.*

These are the words of a true gaming professional: Judy Patterson, senior vice president and executive director of the American Gaming Association. Patterson knows that there is no luck in becoming successful in our industry: "It's no secret there is a direct correlation between higher education and earnings, and education is key to moving up in the gaming industry...spending the time and money to get that education is vital."

There are numerous opportunities for women—and men—to gain this much needed education outside of academia, as Patterson pointed out: "We specifically designed G2E to be a comprehensive education resource, and there are several other forums that can provide additional insights. It's also important to read industry publications and know what's going on in other segments of the business. The more education you can absorb and apply to your daily operations, the better your performance will be."

As a mother of two, Patterson knows that balance is essential between work and family—something that she has found both challenging and rewarding.

President and Chief Executive Officer of the AGA, Frank Fahrenkopf, witnessed Patterson's excellence at finding this balance and has seen her strength and commitment to the AGA: "In ten short years, Judy has been a major strategic force in preserving the interests of the commercial gaming industry. She also has made an indelible impact on the corporate responsibility of our industry by developing programs that help our companies promote responsible gaming among their customers, as well as integrate education and personal development opportunities for employees into their overall corporate strategies."

Patterson is perhaps one of the greatest responsible gaming pioneers in the world. She led the creation of the National Center for Responsible Gaming in 1996, as well as such longstanding industry-wide initiatives such as the Responsible Gaming National Education Campaign and Responsible Gaming Education Week.

Patterson's actions within the industry have proved her to be a devoted leader in helping to bring the gaming industry into the 21<sup>st</sup> century. From developing avenues to promote responsible gaming and diversity strategies, to helping establish the Global Gaming Expo as the top trade show in our industry, to providing her expertise on legislative and regulatory affairs, Patterson has proven her skills as a consensus-builder and true business leader.

For Patterson, finding the inspiration to preserve the gaming industry's interests is only a

hand's length away: "What personally motivates me is working with people who come up with such creative ideas that I'm compelled to implement them. There are so many wonderful and extremely talented people in this industry."

Patterson is truly an inspiration to the future stars of our industry and offers this advice to up-and-coming female leaders of gaming: "I think women need to challenge themselves to break out of the job functions where women typically excel and spend the necessary time and money to get an advanced degree or take advantage of continuing education opportunities."

"In addition, you have to stay educated about what's going on in the industry—not only about the latest trends in your specific line of work, but also about the broader issues facing your company and the industry as a whole....Seek out people you admire, and read up on how they got where they are and network. Join membership organizations and attend events that allow you to meet the people in your field who could hold the keys to your future, or at least get you one step closer to the door."



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From 1979 to 2004,  
*women's earnings*  
as a percent of men's earnings  
increased by **18** percentage points,  
from 62 to 80 percent.

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**Delores Pigsley, Tribal Chair, Confederated Tribes of Siletz Indians and Board Member, Chinook Winds Casino Resort**

*"I have always believed that experience is as important as education. However, in today's world, education beyond high school is a necessity. Without a degree or a skill, opportunities are limited. Fortunately, local colleges offer classes in hospitality and gaming," Pigsley said.*

Pigsley currently serves as tribal chair for the Confederated Tribes of Siletz Indians and on the board of directors for the Chinook Winds Casino Resort. From 1987 to 1995, Pigsley was a member of the Tribal Gaming Committee, and she has been involved with gaming for 19 years.

As a former official delegate to the Affiliated Tribes of Northwest Indians, Pigsley demonstrates her highest regard for her tribe and community. But her work doesn't stop there; she has served as a member of the National Congress of American Indians, the National Tribal Chairman's Association, the National Indian Women's Association, the Northwest Portland Area Indian Health Board, the Chemawa Indian School Board, and the National Indian Council on Aging. One may wonder: How does she find time for it all?

"If married, make sure your spouse is supportive of your plans. Plan to spend long hours at

work and usually some time traveling. If you don't have family support it can be a difficult, if not impossible, aspiration. Take advantage of experienced staff, actively listen, and set a good example," Pigsley noted.

She admitted that in order to be successful, one must balance her professional and personal life: "Women are the backbone of most families. Women with children face the daily issues of childcare, sick children, housekeeping, meal planning, laundry, grocery shopping, and balancing a professional world with a domestic world. Time allocation and organization must be planned and used wisely. Family has to come first," she said.

Yet, her views on gaming are clear. In an article in the Siletz Tribal Quarterly *Nesika Illahee*, she writes: "In my opinion, if tribes go through the complex process and have the ability to get land in trust for gaming, the more power to them. Only a handful have been successful in getting land in trust for gaming off-reservation. It's a lengthy and difficult process."

The Siletz Tribe, alongside 19 others, gained national recognition in 1992, as the federal government acknowledged their ability to self-govern, thereby affording them the authority to reconstruct federal programs to meet tribal necessities.

Pigsley acknowledged the influence of education for improving the industry's appreciation for diversity: "Cultural sensitivity training is a must in the industry. It's not difficult to manage an ethnic workforce if one can understand the history and background of all employees. Being sensitive to each other is critical."

Jim Kikumoto, general manager, Chinook Winds Casino Resort clarified Pigsley's talent: "[She has] unwavering dedication, perseverance in the face of adversity, and willingness to put the needs of the tribe and Chinook Winds Casino ahead of her own. Her leadership skills are unparalleled. Delores's speaking ability is admirable, for she may address any audience, from dignitaries to our front line. Delores leads by example and has the respect of all that are fortunate to have worked with or for her."

Pigsley certainly gains the respect from those around her: "People with new ideas and fresh perspectives on improving processes inspire me, both of which can be found in current

employees. It's good to sometimes look beyond management for those fresh ideas. It is always good to get consumer feedback."



**Lesley Pittman, Vice President of Corporate and Government Relations, Station Casinos, Inc.**

*"I think that it is really important that the executive board level of any organization in any industry has a certain level of diversity, so that those making the decisions aren't making them from a singular, one-dimensional standpoint," Pittman said.*

As current Vice President of Corporate and Government Relations for Station Casinos, Pittman advocates her company's philosophy on the local, state, and federal level. In 2001, she implemented the Caring for the Community Partnership Program and the Smart Start School Program. In 2003, she helped pass legislation that required those who provide treatment of problem gambling to undergo state certification.

Executive Vice President and Chief Development Officer for Station Casinos, Scott Nielson, described Pittman's dedication and advanced capabilities: "Lesley's extensive knowledge of the industry, and how it interacts with all levels of government, has made her an extremely valuable member of our team. Her well-respected relationships throughout south-

ern Nevada and her understanding of the valley's most critical needs have also helped shape Station Casinos' philanthropic efforts that have made our company a community leader in this arena."

With ten years of experience in the gaming industry, Pittman moved to Nevada in 1994, after obtaining a position with R&R Advertising. As a Government Services Communications Manager and Associate Director of Public Relations, Pittman honed her ability to effectively communicate, assisting in her advocacy of agency clientele.

Pittman has used these skills in her current position as she maintains public relations for eight Station Casinos properties, placing her in the position to educate the public of the role casinos play in the valley today. She commented: "Certainly a formal education gives one a leg up in this highly competitive industry. But I think life experiences are just as important to bring to the table of any career. Women often have a unique perspective, whether it's an issue the industry is grappling with, a workforce challenge, or an issue that our employees are struggling with."

Through education and support, Pittman hopes to inspire this strength in others: "Women need to make certain that every perspective is heard at the table where decisions are made and be cognizant of the best approach to make certain that those perspectives are considered. We have a unique department here at Stations, where 90 percent of my team is female. We are valued because of our unique perspective, and it allows us to be at that table."

Yet, she noted that balancing daily challenges and demanding strength is essential for survival: "From the professional world as a whole, and particularly from the gaming industry, we operate 24-7, and the demands from working in that environment are why we often don't see women in executive positions."

She admitted that she was lucky to have such a supportive spouse who assists her in this balance: "My husband chooses to have a career of his own, too, so we have to make sure there is a significant balance there, and determine who is going to take the leadership role on the home front."

Finally, she imparted some strong advice for anyone interested in jump-starting a career in the industry: "Certainly, everyone needs to work hard and be honest and take responsibility for what they do, and what their staff does, because in my mind, what I have seen in my career, integrity and reputation are your most important career assets. If you are solid in that regard, your career path will propel forward."



**Karol Schoen, General Manager, Barona Valley Ranch Resort and Casino**

*"For women in particular, my counsel is always the same, 'You must be a lady, but you can't be a girl.'" Schoen said.*

Schoen, the general manager of Barona Valley Ranch Resort and Casino, arguably one of the finest, most organized, successful, and award-winning resorts outside the Las Vegas Strip, is truly a hero and has helped transform the business into a multi-million dollar gaming resort destination.

Schoen believes that it takes many traits to be a success in this industry and one of the most important, she feels, is education: "Education tops the list of requirements to be a leader in any industry today. The competition for professionals is too keen, and operations no longer have to accept anything less than a degreed candidate. Leaders in the gaming industry are

a bit like coaches in professional sports—a bad season can cost you your job. You have to have perseverance and be able to switch gears and move on. Learn something from each job you have."

For the past 25 years, Schoen has used her passion for education to design some of the most developed and inspirational programs devoted to the advancement of all employees within an industry. Through these programs she has significantly transformed the lives of countless numbers of staff members at the Barona Valley Ranch Resort and Casino—helping many people go from unemployment and underemployment to successful careers.

Gene Ference, Ph.D., president and founder of Ference Leadership and Strategy, has known Schoen for the past seven years and has witnessed the efforts and dedication she has provided to Barona: "She continuously focuses on building a desire in the Barona staff to out-do themselves and to raise the level of standards for achieving excellence in hospitality...Over and over again, Schoen has achieved unequalled success in the execution of creative and innovative strategies, thus ensuring Barona's competitive dominance and reputation for a much admired peak-performing culture."

Mac McIntire, president, Innovative Management Group, feels Schoen is one of the most astute business people he has ever met: "Karol is the most unpretentious executive I've worked with in my 30-plus years as a consultant. She exudes a calm, stable, focused management style. She leads an organization that is widely regarded as the exemplar in the industry, and although she could rightly take credit for the great success of Barona's Resort,

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Nearly **60** percent of women who worked at some time in calendar year 2003 *worked full-time and year round,* compared with 41 percent in 1970.

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she will be the first to defer all credit to the Barona staff (who has excelled under her leadership)."

Listening to Schoen speak, it is hard to imagine a woman with a stronger sense of self and selflessness, because she is never afraid to go the extra lap, and will offer you everything she can: "Work harder than the guy/gal next to you and make yourself visible to those you want to influence. Seek out a good mentor and learn from them. Love what you do. Being passionate about this business lessens the sting of long hours, difficult schedules, and lack of personal time. You must conduct yourself with dignity and class and eliminate the pettiness."



**Heidi McNeil Staudenmaier,  
Partner, Snell & Wilmer, LLP**

*"Education and perseverance are important in the gaming industry, as they are in any industry. The more formal education you can obtain to help bolster your résumé, the more valuable and impressive. However, education need not only be in the form of academics, but also education through 'on the job training' and 'being in the line of fire' is also invaluable from an experience perspective," McNeil Staudenmaier said.*

Named as one of "The Best Lawyers in America" (2005-2007), McNeil Staudenmaier has extensive experience in the gaming industry, as she has represented clients from gaming, taxation, insurance, and labor factions regarding tribes and tribal affiliations.

McNeil Staudenmaier's experience and education has allowed her to drive forward. She noted: "Perseverance is extremely critical, and a willingness to go beyond the call of duty. I've never forgotten a phrase



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passed on to me by a junior high teacher over 35 years ago: 'If you think you can, you CAN. If you think you can't, you're RIGHT. Success comes in cans....not nots.' These words have served me well through the years."

Robert Stocker, vice president of the International Masters of Gaming Law, has worked alongside McNeil Staudenmaier, commented on her strengths: "Heidi's contributions to the gaming industry have been magnificent over an extended period of time. She has been one of the most prolific writers on gaming issues relating to Native Americans of anyone in the country."

Having served as the president of the International Masters of Gaming Law (2003), McNeil Staudenmaier has arranged and settled management agreements for tribal enterprises, as well as providing assistance in transactions with the National Indian Gaming Commission, the Bureau of Indian Affairs, the Bureau of Land Management, and state gaming organizations.

However, McNeil Staudenmaier acknowledges her field, traditionally dominated by men, is beginning to pique the greater interest of women. She explained that when she joined her firm in 1985, there was only one other woman who worked alongside her. Recently, the firm established the Mary Leader Women in Leadership Program in her honor. "Mary broke many barriers and I admire what she did in laying the groundwork. I am inspired to seek and do the same for the other young women who now join my firm, and hope their future continues to get brighter and brighter."

McNeil Staudenmaier recognizes the challenges many career-minded women face. As a mother of two, she is grateful that she has a supportive husband who shares child-rearing responsibilities. She clarified: "Notwithstanding the importance of one's career, it is my view that family should always come first. The critical key to finding the proper balance is organization and prioritization. I have posted both at my computer terminal at work, and my bathroom mirror at home, the following reminder to constantly keep me in balance: 'At the end of your life, you will never regret not having passed one more test, not winning one more verdict, or closing one more

deal. You will regret time not spent with a husband, a child, a friend, a parent.'"

McNeil Staudenmaier's experience spans service for the Supreme Court of Arizona, the United States District Court for the District of Arizona, the United States Court of Appeals for the Ninth and Tenth Circuits, and various tribal courts.

McNeil Staudenmaier has numerous publications and presentations, which most recently include: "Native American Gaming Overview" at CasinoFest 2, "The Intersection of Corporate America and Indian Country," at the Tenth Annual National Institute on Gaming Law, and "Recent Court Rulings Threaten Survival of Tribal Sovereignty," Casino Lawyer, Spring 2007. McNeil Staudenmaier was also honored with the First American Leadership Award from the National Center for American Indian Enterprise Development.

McNeil Staudenmaier hopes to inspire other women within the industry, noting: "The industry needs to continue making diversity a top priority—keep it front and center, in everyone's face. Sooner or later, the message will sink in, from top to bottom. But the status quo will not change unless those at the top of the leadership rung are willing to embrace the message. Fortunately, that is (slowly, but surely) changing as more and more women move into leadership positions and seek to promote other deserving women."



Nearly  
**33 percent**  
of women age 25 to 64 years  
held a  
**college degree**  
in 2004,  
compared with about  
**11 percent**  
in 1970.



**Dianna Tarbell, General Manager, Akwesasne Mohawk Casino**


*"I hope my daughter will grow up to be just like her."*

These are the words of the Akwesasne Mohawk Casino's facilities director, Thomas Tarbell (no relation to Dianna), and the simplicity in his words speaks to the apparent effortlessness with which Dianna Tarbell manages to balance her professional career with her personal life.

Even though Tarbell works long and hard as the general manager of the Akwesasne Mohawk Casino in New York, she never compromises her devotion and care for her family. Tarbell shows remarkable commitment to her family through maintaining relationships and meeting with area tribal leaders, directors, and executives, all while making sure her daughter is on time for her dance classes.

Tarbell finds inspiration in many forms, but gets the most direction from the people who surround her: "When I see a group of people come together and achieve more than they ever thought possible, it is the ultimate inspiration and motivation. We have associates who have never been in a positive work environment before, but with respect and open communication, they thrive."

Tarbell resurrected the once distressed casino into one of the most profitable and professional casinos in the industry. As Emily Lauzon, director of education and recruitment related: "With regulatory, revenue, compliance, and safety issues far behind us, the casino is now entering an unprecedented phase of growth.



Dianna's superb leadership and her commitment to company and associates has taken us out of a troubled past and into a sparkling future."

Dwight Terrance, director of information technology at Akwesasne, has watched with awe how Tarbell has overcome many hardships in the road to rebuilding the Mohawk Casino: "Dianna's commitment, stamina, and vision for economic self-determination through gaming for the tribe have provided great inroads for the community of Akwesasne. She lived down the legacy of numerous management efforts that failed to produce any results and placed the casino in serious legal and political jeopardy. She overcame a lack of business focus, an inexperienced work force, inferior and shoddy workmanship of the building, overstaffing, and unmotivated employees. Her tenacity and courage inspired her senior staff to take off the gloves and build a business that would be called their own. That attitude still abounds in the casino, and as she often says, "this team can do anything."

With Tarbell, nothing is hidden. She evokes a truth that is hard to match, and always keeps her integrity in check. She believes that all employees play a valuable role in the organization and is often found saying, "No one person is bigger than the organization." She is humble, beautiful, and committed.



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Women held half of all  
*management,*  
*professional,*  
and related occupations  
in *2004.*

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**Marilyn Winn, Regional President,  
Bally's, Paris, and Rio Las Vegas**

*"Never forget where you  
came from."*

In an industry with roots some wish to hide, these words of Marilyn Winn's resound with much-needed truth—facing your past, whether it be good or bad, and using it to help your future is a true trait of a successful leader.

For the past 18 years, Marilyn Winn has used her roots to become an instrumental force behind many of Harrah's Entertainment hottest properties. She currently serves as regional president for Bally's, Paris, and Rio Las Vegas. But, this is not the only position she has held over those 18 years. She has been a training manager, HR manager, cashier manager, HR director, HR VP, slot director, general manager, and SVP HR.

Tim Wilmott, chief operating officer Harrah's Entertainment, Inc. nominated Winn for the Great Women of Gaming Awards, and therefore knows what kind of a successful woman she has always been: "Marilyn truly excels through her contribution to the industry as a whole. She has served the industry, not just Las Vegas, with one of the most flexible and talented skill sets of any leader I have ever encountered—male or female.

"It is rare to come across a leader able to consistently outperform in such a wide range of roles, situations, and geographies. She has drive, talent, and the ability to articulate informed opinions that can win over even the staunchest skeptic.



Winn recognized her firm belief in perseverance has helped her achieve these successes: "Rarely do ideas get adopted the first time they are presented. Rarely does everyone agree with you or your decisions. Rarely do you hit a home run each time you're at bat. Without perseverance, you would be abandoning many great ideas that just need some more time."

Tom Jenkin, president, western division, Harrah's Entertainment, also spoke to the amazing example Winn has set for everyone in the industry: "Possessing the ability to engage on problems at the deepest and most substantive level coupled with an unwavering sense of professionalism, Marilyn's advice and mentoring has been sought by many of her colleagues, including myself."

Perhaps one of the reasons the people who surround her have so many good things to say is that she doesn't take her accomplishments for granted and is quick to vocalize her true

inspirations: "I am motivated most by the quality of the staff that I work with. I am blessed to interact with the best in the gaming business...people who are passionate about customer service, entrepreneurship, and profitability. These individuals make me want to be the best that I can be. They inspire me."

Winn has high hopes for the gaming industry and is a strong believer in diversity: "When the team's focus becomes an issue that everyone is trying to solve, the personal differences melt away. This leads to employees questioning the stereotypes they have previously held. This can change belief systems...this can create a workplace where differences are perceived to be strengths."



## Ongoing Success

Through the years, these ten remarkable women have made a lasting impact on those around them, and within the industry they've chosen. Through perseverance, integrity, professionalism, education, and open-mindedness, they have achieved professional success, gained the respect of their peers, and the awe of those seeking professional accomplishments to come.

With the growing need for diversity and understanding in our workforce, we offer you only a few women who represent the vast majority of women who possess strength and intelligence in the industry. As McNeil Staudenmaier acknowledged, for many of these women, their willingness and drive may be best summarized in the words of Henry Ford, "If you think you can, you can. And if you think you can't, you're right."

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# Great WOMEN of GAMING

## POST-SHOW *Review*







*Life must be lived and curiosity kept alive. One must never, for whatever reason, turn his back on life.”—Eleanor Roosevelt*

CEM named the 2006 Great Women of Gaming at the first Annual Great Women of Gaming Conference, Awards Ceremony, and Gala. This landmark event, held at the Green Valley Ranch Resort, in Las Vegas, Feb. 12-13, 2007, celebrated women's commitment and accomplishments within the industry.

The two-day conference highlighted topics on encouraging and strengthening diversity in the industry, the latest gaming trends, managing life balance, and avenues to increase and fortify finan-

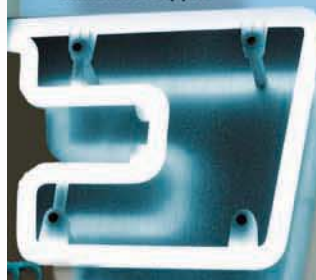
## A TRADITION OF INNOVATIVE IDEAS



5mm Wedge Base L.E.D.



Universal Topper



Type 4 Cold Cathode



Straight Tube 400mm CCFL

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Today, we continue to develop shining solutions that save you maintenance time and service costs.

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- Our wedge-based L.E.D. replacement bulbs reduce power consumption by 80% or more over incandescent lights, and can last for 2 years between replacements.
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- Our straight tube CCFL fluorescent lamp replacements deliver longer life, lower power consumption and a more attractive light spectrum.

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cial investments. Scheduling the event with open afternoons provided the 120 attendees the opportunity to relax in the inviting atmosphere of the Green Valley Ranch Resort, with discounts offered on spa packages, and leisure time available by the tranquil pool and waterfall.

The event encouraged attendees to consider a new approach to their current position within the industry, and provided actionable ideas to develop personal strength and success. A cocktail reception held Monday night near the invigorating spa, provided a soothing atmosphere and an avenue for attendees to network with inspirational industry leaders.

During Tuesday's luncheon celebration, the former 2005 Great Women of Gaming recipients were honored, and had an opportunity to receive the attendees with advice and inspirations on how they have succeeded in the industry.

A panel of gaming industry executives selected ten winners from 32 nominees, based on their

recognition of perseverance, drive, commitment, mentorship, and professionalism. These women were honored at the gala, where Richel Kompst from Soulsings Productions and her jazz trio provided energizing background music for the 350 people attending the ceremony. Industry leaders enjoyed a cocktail reception, with plenty of networking opportunities, followed by a food aficionado's perfect five-course meal sponsored by the Association of Gaming Equipment Manufacturers. After a delectable dessert, the awards ceremony began, and the ten women honored as the 2006 Great Women of Gaming took the stage to accept their awards.

Many major manufacturers, operators, and tribal governments attended the conference and awards ceremony, including Association of Gaming Equipment Manufacturers, Agua Caliente Band of Cahuilla Indians, Bally Technologies, Cyberview Technologies, Gaming Laboratories International, Harrah's Entertainment, JCM American, MGM MIRAGE, San Manuel Band of Mission Indians, and Station Casinos, Inc.

The event was a time for industry leaders to celebrate the achievements of remarkable women, while offering advice and education. Join us next year, as we promise to provide the same relaxing atmosphere, and dedication to help our industry advance.





Knowledge



Success





Honor





# Strength

# Devotion

