

CHARLES E. COBB

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Corporate Career: Chuck Cobb is the CEO and senior managing director of Cobb Partners, Ltd., an investment firm with interests in real estate, international finance, resorts and tourism-related businesses. He was the chairman and chief executive officer of Arvida Corporation and Disney Development Company during the 1970s and 1980s. Arvida was a public company and then a subsidiary of Penn Central and later of Walt Disney Company. He also served as a member of the Walt Disney Board of Directors and the Executive Committee of the Disney Board. Earlier he was the chief operating officer and a director of Penn Central Corporation, a multi-industry company that had approximately 40,000 employees. He led a leveraged buy-out of Arvida Corporation from Penn Central with the Bass family in Texas and subsequently merged Arvida with Walt Disney.

Government Career: Ambassador Cobb was the United States ambassador to Iceland during the Bush/Quayle Administration. During the Reagan/Bush Administration, he served as under secretary and assistant secretary at the U. S. Department of Commerce with responsibilities for the nation's trade development, export promotion and international travel and tourism. In the 1950s he served as an officer in the United States Navy. Florida Governors Jeb Bush and Charlie Crist have appointed Ambassador Cobb as chairman of Florida FTAA, Inc. and Gateway Florida which have the responsibility for Florida's international trade agenda. Ambassador Cobb created the Cobb Award for Export Advocacy within the U.S. Department of State that is awarded annually to the career ambassador that best leads U.S. trade policy.

Community Development Career: In his 40 years as the CEO of Arvida Corporation, Disney Development, Kaiser Resorts and Cobb Partners, Cobb has had the responsibility for the development of more than 30 new towns and master planned communities including Boca West, Boca Raton Resort and Club, Broken Sound, Longboat Key Club, Sawgrass, Cocoplum, Weston, Fisher Island and Walt Disney World in Florida; Cullasaja in North Carolina; Coto de Caza, Rancho California and Kirkwood Resort in California; Durango Resort in Colorado; McCormick Ranch in Arizona; Cotton Bay Club in the Bahamas; and Euro Disney in France. As a director of WCI Communities, LNR Property Corp., Telluride Company, Tubac Properties, Echelon Properties, Houston 1800 and other corporations, he has also played a major role in the development of over fifty other master planned communities and major real estate projects.

Education Involvement: Cobb was educated at Stanford University where he received a BA and MBA. He is the past chairman of the Board of Trustees of the University of Miami, having been the chairman, vice chairman or past chairman of the trustees for over 30 years. He is a former trustee of the Stanford Business School Trust Fund, a member of the Advisory Council for the Stanford Business School and the past president of two Stanford alumni organizations. He was the chairman of the board of the Florida Business/Higher Education Partnership, the co-founder and trustee of the Barry University Charter School, a director of the South Florida Annenberg Challenge, a director of the Council for Educational Change and a former member of the Florida Governor's Commission on Education.

Directorships and Civic Affairs: Cobb has served on the Boards of nine publicly-traded corporations (Arvida, Penn Central, Walt Disney, LNR Property Corporation, WCI Communities, Ameritas, Pan Am Corporation, CLC of America and Southeast Banking) and many private corporate Boards (Florida Savings, Kirkwood, Durango, Telluride, Tubac and Longboat Observer). Cobb has been an officer and/or member of the Executive Committee of The Florida Council of 100 (chairman 2000-2002), Florida Chamber of Commerce, the South Florida Coordinating Council, the Greater Miami Chamber of Commerce and several other economic development organizations. He was the co-chairman of the committee that secured \$9 billion of federal funds for South Florida after Hurricane Andrew. Other civic boards and memberships include Plymouth Congregational Church, The American-Scandinavian Foundation, the Icelandic-American Chamber of Commerce, Orange Bowl Committee, Council on Foreign Relations, the Urban Land Institute and the Lincoln Institute of Land Policy.

Honors: Cobb has received the Order of the Falcon Grand Cross Star from the Nation of Iceland (Iceland's highest honor), The Florida Council of 100 Governor's Award, the NCCJ Silver Medallion Award, South Florida Achievement of the Decade Award, Junior Achievement Hall of Fame, Harvard Business Club of South Florida Business Statesman of the Year, Chief Executive Officer Annual Award for the Hotel and Real Estate Industry, Honorary Doctorate from Barry University, Liberty Bell Award for Florida Higher Education and a member of the U.S. Olympic Team as an alternate in the 110m high hurdles in 1960.

Family: Cobb has been married for 50 years to Ambassador Sue McCourt Cobb, former U.S. ambassador to Jamaica. Ambassador Sue Cobb is a Stanford graduate who is a lawyer, sportswoman and author who chronicled her 1988 attempt to be the first woman from the United States to reach the summit of Mount Everest with a book entitled *The Edge of Everest*. They have two sons, Christian (architect and Harvard MBA) and Tobin (investment banker and NYU MBA), and seven grandchildren.