

WIL PROFILE: MARGARET DeFRANCISCO

New York Lottery director Margaret DeFrancisco leads the number one grossing lottery in North America. With a staff of only 330 employees, sales at the New York State Lottery are projected to top \$4.1 billion in fiscal 2001.

A former teacher and small business owner, DeFrancisco is responsible for the development of a variety of innovative sales and mission-oriented programs. She has served as director of the New York Lottery since May 1999 (nearly two years), with Governor George Pataki's administration since February 1997.

Under her direction, the number of new instant game launches (the lottery's strongest business growth segment) has increased from 18 per year to its current rate of 34 games per year. Lottery revenue is projected to grow to \$1.4 billion this year.

DeFrancisco is also the charismatic face of the New York Lottery. Most New Yorkers know her as the spokeswoman parked in front of the New York Lottery's stretchbeetle to promote games like New York's Millennium Millions. But she also the indefatigable cheerleader that constantly promotes the lottery's ties to public education.

In addition, DeFrancisco has launched a number of mission-oriented programs designed to focus consumer attention on the lottery's sole mission, which is to raise revenue to support education across New York State.

Chief among these is the lottery's Leaders of Tomorrow (LOT) Scholarship program, which awarded 1,100 scholarships in its inaugural year to deserving students throughout New York.

This program offers a four-year college scholarship worth \$4,000 to one senior in every public and private high school in New York State. The LOT program is designed to help hard working, leadership-oriented students who might not qualify for more traditional scholarships.

Her overall business goal is to maxi-

mize revenues efficiently and improve New Yorkers' understanding of why the lottery was created.

DeFrancisco remains committed to working in cooperation with New York Governor George Pataki to further the lottery's mission to help prepare the state's school children for the challenges of the 21st century.

GROWING UP

DeFrancisco's parents were children during the Depression. Both were from very large families, so their opportunities for an education were limited by the circumstances of their birth. They married during WWII and were parents before the war ended.

"They are members of Tom Brokaw's 'Greatest Generation,'" explained DeFrancisco. "As a consequence, they always emphasized education with my sisters and me. We were required to always do our very best (no excuses allowed ever), and to make sure that our education prepared us for the work

world."

Predictably, the most important women in DeFrancisco's life as a young

girl were her mother and teachers, especially in early elementary school.

"These women had great influence," she said. "As it is with everyone, they were the ones who recognized some talent, gift or ability, something positive, and then nurtured it at a critical juncture during a formative time in my life OR were hard on me because they did recognize some potential and wouldn't let me get away with shortchanging myself."

DeFrancisco is wonderfully colorful in illustrating her dream jobs when she was a young girl. "At various times in my life, starting very young, I've wanted to be a carpenter, paleontologist, truck driver (big rigs only, thank you), police officer, teacher (did that), business owner (did that), Olympic athlete, nun, elected official (did that), newspaper reporter, pilot and lawyer," she said.

DeFrancisco and her husband Joseph have raised two boys—Garrett and Greg.

"As a parent, I hope my sons have learned from me the importance of education, the work ethic and relationships, and that you are responsible for 'writing your own script,'" said DeFrancisco.

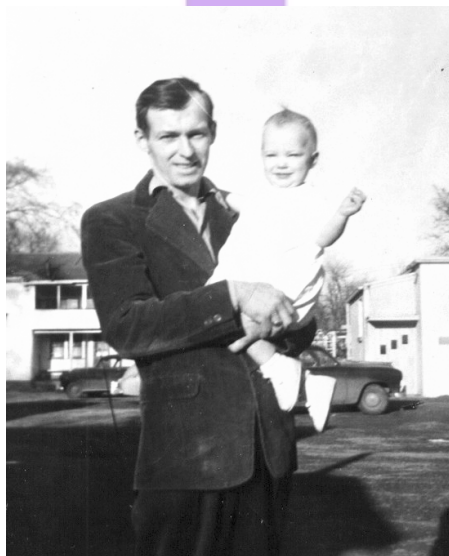
CAREER TRACK

DeFrancisco has taught in public schools, run a small business and been elected to office. From 1982-1994, she was president of Print It! Inc., a Rochester, N.Y.-based commercial printing company.

In 1993, she was elected Monroe County Clerk, responsible for recording, filing and maintaining land and court records and all licensing functions of the county.

Prior to her appointment as director of the New York Lottery in May 1999, she served as executive deputy commissioner of the New York State Department of Motor Vehicles. In this position, she worked to expand the

Women In Leadership



Above: Baby Margaret with her father

agency's use of technology and redesign work processes.

DeFrancisco directed the modernization of DMV customer service offices across New York state. She also oversaw the redesign of the department's insurance and accident-reporting systems.

As far as mentors during her early career, DeFrancisco learned by example. "My first boss was 59 years older than I (actually worked well into her 90s), was an officer in the small corporation where I worked and taught me additional lessons about hard work, organization, accuracy and honesty," she said.

"In working with younger women, I try to lead by example as far as work ethic and encouragement—also giving manageable projects and 'stretching' opportunities so they can both feel success and growth," she added.

MARGARET DEFRANCISCO

Position: Director of the New York State Lottery

Years at Lottery: 2 years (May 2001)

Birthday: May

Age: 51

Horoscope Sign: Taurus

Spouse: Joseph

Children: Garrett and Greg

College Education: B.S., History; M.S., Education

Cuisine: Eclectic gourmet

Music: Classical, country and Cajun (zydeco), plus the Beatles and Rolling Stones (of course)

Woman most admired: Too many to count

Political Orientation: Republican

Quote: "Failure is impossible."—Susan Anthony, who worked for over 50 years to get women's suffrage, but died 14 years before the 19th amendment was passed.

Another favorite quote: "Don't tell me it's impossible until I've already done it."

Favorite author/book: While I have no favorite, I am a voracious reader, especially history or historical fiction (Civil War and/or presidential biographies as examples) or novels with female heroines.

DeFrancisco said it would be impossible to name just one admired woman because there are "too many to count—my friends who are CEOs and college presidents; new moms in their forties; women my age who are enjoying retirement having 'done it all' in their careers; my incredible colleagues at the lottery; Barbara and Laura Bush and my mother."

In terms of DeFrancisco's working career, there has been no one single experience that she would describe as definitive. She believes her biggest success in business is her "ability to join an organization, learn about it, understand it and affect change while having a great deal of fun with the people and the processes."

Certainly, as New York Lottery director, she has immersed herself in a world quite different from the DMV. Now her job is turning New Yorkers into millionaires literally overnight as opposed to redesigning accident-reporting systems at the DMV.

MANAGEMENT STYLE

DeFrancisco's management style is collaborative, honed from years as a teacher, business owner and politician.

In a self-critique, DeFrancisco defined herself as a "consensus builder, using a common sense approach, bottom line oriented and calculated risk taker."

She believes it is imperative to be "practical, forthright, and inquisitive. I'll always ask my colleagues, the real experts, for their info and input on issues and ideas before finalizing a decision," she stressed.

Even though she is a woman who

Below: Margaret and son



Above: Margaret and son

has enjoyed a myriad of different responsibilities and literally climbed the corporate ladder, she doesn't gloss over the difficulties.

Are there still challenges in the workplace for women in terms of the glass ceiling? "You betcha!" retorted DeFrancisco. "However, I credit our Governor, George Pataki, and now President Bush, with working hard to choose talented people to run government—from both genders and all ethnic and racial backgrounds. The more organizations, public and private, clearly recognize the talents of people as individuals without the race and gender filters, the more we will see people in positions of leadership and eventually the ceiling will disappear.

"We really need to encourage more women to run for office and serve as our elected representatives, both at the state and federal levels," added DeFrancisco. "And we have to make certain that our young women are educated with the right skills to be able to fill leadership roles."

An avid reader, DeFrancisco loses herself in books, particularly historical tomes. "I used to say kiddingly that I probably was a workaholic, but what I truly believe is that I have found work that invokes passion and brings out energy, excitement and enthusiasm," said DeFrancisco. "Consequently, it never seems like work and the hours, days, weeks fly by. And sometimes as a consequence, I forget that taking a break is good for the soul, the body and the mind." 