

Key Board of Directors Competencies:

Strategic planning
Proven value as a strategic advisor
Proven ability to work collaboratively within a multidisciplinary group
Strong communication skills and ability to build consensus
Industry expertise: financial services, energy, agriculture, communications, and water
Financial acumen
Post-merger integration
Risk and Compliance
Regulatory and Public/Private Partnerships

Corporate Board of Directors Experience

- Ellington Residential Mortgage REIT** **2021-Present**
Independent board member and member of the Audit, Compensation and Nominating and Governance Committees for this publicly-traded residential mortgage real estate investment trust.
- Intrepid Potash, Inc.** **2020-Present**
Independent board member and member of the Audit, Compensation, Nominating and Governance, and Strategy Committees for this publicly-traded natural resources company. Audit Committee Chair.
- CatchMark Timber Trust** **2018-September 2022**
Independent board member and member of Nominating and Governance, Audit, and Compensation Committees for this publicly-traded timber REIT. Compensation Committee Chair. Former Audit Committee Chair and member of Finance Committee. Board negotiated the merger of the company at a significant premium to current stock price with closing in September 2022.
- CoBank, Agricultural Credit Bank, Greenwood Village, CO** **2003-2016**
CoBank is a \$125Bn bank and member of the Farm Credit System serving vital industries in all 50 states. As a corporate executive, attended and presented at all board meetings, Executive Committee meetings, and board strategic planning sessions. Frequently updated and sought approval from board for business line strategies, budgets, and capital plan amendments. Responsible for annual review and update of Executive Committee charter.
- Farm Credit Leasing, Inc., Greenwood Village, CO** **2010-2016**
Member, Board of Directors, 2010 – 2016; Board Vice Chair, 2010 – 2013, Board Chair, 2013 – 2016 for this wholly owned, leasing subsidiary of CoBank, ACB. Board responsibilities included approval of strategic business plan, monitoring of achievement of plan objectives, and ensuring compliance with policies.
- Financial Partners, Inc., Springfield, MA** **2010-2013**
Board member for this technology provider for Farm Credit System entities. Board responsibilities included approval of strategic business plan, monitoring of achievement to plan objectives, policy compliance, CEO evaluation and compensation, and development of governance structure. During board tenure, governance structure was redesigned.

Non-Profit Board of Directors Experience

- Women's Leadership Foundation** **2019-Present**
Board member and member of Corporate BoardBound Committee
- Mile High United Way, Denver, CO** **2012- 2022**
Board Chair from 2016-2018 and Board member since 2012. As Executive Committee Chair responsible for CEO compensation and performance review. With CEO, developed and implemented a board performance scorecard. Former member of Finance and Executive Committees
- Asian Art Association, Denver Art Museum, Denver, CO** **2017-2019**
Board member and Membership Committee Chair. Spearheaded initiative to re-evaluate organization purpose and align purpose with financial strategy, fundraising, and activities.
- Susan G. Komen for the Cure, Denver Affiliate, Denver, CO** **2007-2012**

Board member and Treasurer. Member of Finance and Executive Committees. Completed CEO succession during tenure on Executive Committee.

Professional Experience

Catalyze, Inc., Boulder, CO

2017- 2020

Senior Advisor

Catalyze is a data analytics start up that automates and optimizes renewable energy development. Served as senior advisor on strategic direction, with a focus on the rural electric cooperative industry.

CoBank, Agricultural Credit Bank, Greenwood Village, CO

1993-2016

President

2013--2016

Improved revenue generation and profitability by expanding the customer base. Outstanding loans grew to \$89Bn from \$74Bn from 12/31/13 to 12/31/15. Enhanced business and mission support by increasing the flow of capital into critical rural infrastructure projects: negotiated a public/private partnership with a US government agency and a provider of institutional investment capital, which facilitated roughly \$3Bn to finance critical rural infrastructure. Led the Finance, Regulatory, Compliance, Capital Markets, Knowledge Exchange, Leasing, and Credit Approval functions, as well as all lending units. Reported to the CEO. Member of the Management Executive Committee; served on various other committees (CoBank Loan, Asset/Liability, Disclosure, Country Risk, and Reserve for Credit Exposure).

Chief Banking Officer

2010-2013

Responsible for all lending and non-credit services. Managed 300+ people and reported to the CEO. Oversaw all lending groups and held responsibility for the Capital Markets, Leasing, Cash Management, and Knowledge Exchange product areas. Served on the Merger Implementation Steering Committee after the \$28Bn merger with a Farm Credit System bank, and as key member of the integration team. Member of the Management Executive Committee; served on various other committees (CoBank Loan, Asset/Liability, Disclosure, Country Risk, Reserve for Credit Exposure, and Security Steering).

Chief Operating Officer

2009-2010

Oversaw the back-office functions (Finance, IT, Corporate Communications and Operations). Member of the Management Executive Committee; served on various other committees (Security Steering, Disclosure, Welfare Benefits. Chaired the Asset/Liability and Retirement Trust Committees). Key member on team that developed proposal for the \$28Bn merger with another Farm Credit Bank.

Executive Vice President, Communications and Energy Banking Group

2003-2009

Senior Vice President and Manager, Operations Division

2002-2003

Senior Vice President and Manager, Corporate Finance Division

1995-2002

Vice President, Loan Policy & Syndications

1993-1995

First Interstate Bank of Denver, N.A., Denver, CO

1985-1993

Senior VP & Manager, Commercial Lending, 1990 – 1993 | VP & Manager, Commercial Lending, 1989 – 1990 | VP Credit Administration, Commercial Lending, 1987 – 1989 | VP & Manager, Special Assets Division, 1985 – 1987

First National Bank of Boston, Boston, MA, Denver, CO

1980-1985

Assistant VP, Energy & Utilities

Professional Affiliations

Colorado Forum, Member, since 2017

National Association of Corporate Directors, Denver Chapter, Member, since 2017

Women Corporate Directors, Member since 2018

Institute of Ethics, University of Denver, Member Champions' Working Group, Member Selection Committee for new Executive Director, 2017

College of Agricultural Sciences, Colorado State University, Member, Dean's Leadership Council; 2012 – 2016

US Departments of Energy & Agriculture, Member, Biomass Technical Advisory and Research Committee, 2006 – 2012

Women's Vision Foundation, Member, Wise Women Council 2012-2021

Wellesley College, Member, Business Leadership Council since 2012-2021

Education

Sloan School of Management, Massachusetts Institute of Technology, Cambridge, MA, Master of Science in Management (concentrations in Applied Economics and International Mgt., Finance), 1980

The London School of Economics, London, UK, Master of Science in European Studies, 1978

Wellesley College, Wellesley, MA, Bachelor of Arts, Political Science, 1977

