

**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**

- CatchMark Timber Trust** **2018-Present**  
Independent board member and member of Nominating and Governance, Finance, and Compensation Committees for this publicly-traded timber REIT.
- 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**

- Mile High United Way, Denver, CO** **2012- Present**  
Current Board and Executive Committee Chair and prior member of Finance Committee. Board member since 2012. As Executive Committee Chair responsible for CEO compensation and performance review. With CEO, developed and implemented a board performance scorecard.
- Asian Art Association, Denver Art Museum, Denver, CO** **2017-Present**  
Board member and Membership Committee Chair. Spearheading 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. Organization was dependent on two primary fundraising events, which necessitated close financial oversight to ensure budget compliance.

**Professional Experience**

- Catalyze, Inc., Boulder, CO** **2017- Present Senior Advisor**  
Catalyze is a data analytics start up that automates and optimizes renewable energy development. Serve as senior advisor on strategic direction, with a focus on the rural electric cooperative industry.

<b>CoBank, Agricultural Credit Bank, Greenwood Village, CO</b>	<b>1993-2016</b>
<b>President</b>	<b>2013--2016</b>
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).	
<b>Chief Banking Officer</b>	<b>2010-2013</b>
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).	
<b>Chief Operating Officer</b>	<b>2009-2010</b>
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.	
<b>Executive Vice President, Communications and Energy Banking Group</b>	<b>2003-2009</b>
<b>Senior Vice President and Manager, Operations Division</b>	<b>2002-2003</b>
<b>Senior Vice President and Manager, Corporate Finance Division</b>	<b>1995-2002</b>
<b>Vice President, Loan Policy &amp; Syndications</b>	<b>1993-1995</b>
<b>First Interstate Bank of Denver, N.A., Denver, CO</b>	<b>1985-1993</b>
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	
<b>First National Bank of Boston, Boston, MA, Denver, CO</b>	<b>1980-1985</b>
Assistant VP, Energy & Utilities	

## Professional Affiliations

**Colorado Forum**, Member, 2017  
**National Association of Corporate Directors, Denver Chapter**, Member, 2017  
**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 since 2012  
**Wellesley College**, Member, Business Leadership Council since 2012

## 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

