

**CONFIDENTIAL**

Name	David A Rowland	Date	1/30/09
Address	8448 S. 69 <sup>th</sup> East Ave		
City	Tulsa	State	OK
		Zip Code	74133
Telephone – Home	918.481.1178	Work	405.743.5202
		Cell	918.688.6623
Email	rowlandda1@gmail.com		

**ACHIEVEMENTS**

**DEFINITION OF “ACHIEVEMENT”**

Consider an achievement this way: It is something that you feel you did well, that you enjoyed doing and that you are proud to have accomplished. As you think about this, write in the space below a brief description of the first achievement that comes to mind.

I was fortunate in my life to be part of a green-field start-up team, responsible for defining, procuring, and implementing new equipment and processes for a heavy duty engine manufacturing facility for Caterpillar Inc. The facility and equipment were state of the art at the time, there was a strong sense of commitment by the team, reward was based upon achievement, and I had a strong mentor within the senior management team which helped shape my management style.

This experience shaped a great deal of my management beliefs including the responsibility to mentor others. Plus, the belief to achieve success you need to build agreement, if not agreement, then acceptance.

**1.** I was tall, skinny, high school kid who was a pretty good baseball player for the rural areas of Northern Indiana. I was scouted by a few semi-pro and college teams in the summer of 1975. That summer I played baseball every chance I got. I played high school ball, legion ball and even traveled to neighboring towns to participate in summer college leagues. Sometimes I would play 7 or 8 games a week, including double headers on the weekends. At the end of that summer I received an invitation to try out for the Cincinnati Reds single A ball club, two weeks before I was to leave for college. It was clear to me that I had to find out if I was good enough.

I showed up the first day of tryouts along with 221 others. After sizing up the competition it was hard for me to imagine why I was there. They separated us into 6 groups, and ran us through a series of drills at each rotation. They tested our eye-hand coordination, our foot speed, our physical strength, our baseball intuition, our mental toughness, and our passion for the game. The tryouts lasted for four hours. Every 45 minutes a group of about 60 people were sent home. I found myself standing with about 35 other bigger & stronger guys at the beginning of the last hour, not understanding why I was still there. Ten minutes into the last set of drills tired and scared, I got my nod to head home.

That night I shared my disappointment with my Dad on the way home in the Buick. Since then I have often wondered what it would have been like to take that road of life. However, I didn't walk away with nothing. I gained a unique sense of achievement just to be considered for something only a kid can dream of.

(I was 17 years old)

**2** When I was a Junior in college my parents were unable to continue paying for my college tuition. In order to remain in college and get my degree I worked multiple manual labor jobs. In the Spring and Summer I drove a concrete truck on the weekdays, did concrete work in the evenings with leftover concrete from the day's deliveries, and performed odd jobs on the weekends. During the school year, I fabricated waterbeds in the evenings, and then performed deliveries and installations on the weekends. I am very pleased to say that I earned enough money to pay for my tuition, my room & board, and earn my B.S. degree.

(I was 20 & 21 at the time)

**3.**

My wife and I had been married 2 years and we were living in a small rental apartment in Lafayette, Indiana. We wanted to purchase our own home and start a family but did not have enough money for the down payment on the house.

We had been looking for a few months when we found a couple of small townhouses being built. I approached the builder about my situation and asked if I could work for the down payment and upfront closing costs during the construction of our unit. In total, I was trying to find a way to fund approximately \$3,800. He agreed and I began work as a laborer on several job sites. I carried lumber, picked up supplies, poured concrete, and laid shingles on the weekends for almost 6 months.

The builder met us at the house to give us the keys after the closing. He insisted that he walk us through the house as part of the deal. When we got to the laundry room he had also installed a new washer and dryer as a bonus for my efforts.

( I was 24 at the time)

**4.** In 1983, while working for Caterpillar Inc., I was approached by my mentor to be part of a “skunk works” project to develop mobile diesel power generation pods. The basic business concept was to assemble self contained generator sets inside sea containers that could be trucked into emergency or disaster areas quickly to provide emergency power for hospitals, etc. In essence, we were developing an adjacent business opportunity for the core product of our manufacturing facility, diesel engines.

The task was to manufacture the product at no more than a 20% cost premium over the current stand-alone generator set configurations offered by Caterpillar. The key was to utilize standard industry components, limit the labor content required to manufacture the pods, and to utilize the existing fixed overhead of the manufacturing facility. My task was to identify and find the material content of the project. I procured used 20 ft and 40 ft sea containers at 20% on the dollar through a domestic shipping broker. I negotiated a great rate for truck trailers with a local truck trailer manufacturer, Wabash Trailers. I was able to leverage their highest volume configuration for our needs. We shot blast and painted the containers using the existing paint lines on second shift. Plus, we specified all wiring and switches to be the same specification that was used at the wheel loader facility in Aurora, Illinois. This allowed us to procure the electrical components at Caterpillar’s best volume discount and order them from another facility without an additional mark-up.

The first 50 units were manufactured at 8% over base cost and resulted in the creation of a new business segment within Caterpillar known as Cat Power. I was promoted and moved on shortly after the first 50 units were built and sold.

(I was 27 yrs old)

**5.** In 1991, while working for the newly formed Fiat New Holland Joint Venture the company asked me to lead a North American team to reduce the manufacturing footprint of the company. We had four months to make our recommendations to the C.E.O. in London.

I selected members for this team from Manufacturing Engineering, Engineering, Facilities Maintenance, Purchasing, and Logistics. We attacked the problem by collecting data by product line, site specifications, capacity and sales projections, employee talent, and balance sheet assets. Site visits were made to each location, make / buy studies were performed, product private branding opportunities were explored, supply agreements created, product rationalization studied, and finally a recommendation was made.

In total, several of our recommendations were acted upon. The company consolidated 8 manufacturing site locations into 5, sold a gray iron foundry, successfully procured a contract to private brand John Deere Skid Steer Loaders, and reduced the North American employee base by nearly 1,200 individuals. The total annual savings to the new company was nearly \$14 M and generated one-time cash inflows in excess of \$31 M. In 1992, I was promoted to VP of Global Procurement and moved to London England.

(I was 35 years old at the time.)

**6.** In 1993 I was the Vice President of Global Procurement for the newly formed joint venture, Fiat New Holland located in London, England. I was approached by our C.E.O. and asked to bring the top two hundred suppliers' of the company together for a supplier conference to communicate our standard business practices and to hopefully reduce annual costs by forty two million dollars. This was a daunting task, given the fact that our supply base covered thirty seven countries, utilized at least nine different languages, involved different ethical standards, plus this had to be completed within the next ninety days.

The keys to this task were managing logistics and creating value based content for both the company and the suppliers. I pulled together a team of five Purchasing managers from three different European locations to identify the key suppliers and to develop the content. Weekly teleconferences were held with the team for the first sixty days to ensure deadlines were being met. The team was finally brought to London the last two weeks to work with me to finalize details and ready the venue. In parallel, my assistant and myself, located a suitable venue, arranged language translators, arranged suitable hotel accommodations and transportation for all participants.

The event was a two day event, costing less than 250,000 GBP, and achieved annual savings of nearly fifty two million dollars.

(I was 37 years old at the time)

**7.** When companies grow through acquisition it is imperative that supply bases and distribution networks be consolidated to take advantage of synergies and leverage the cost structures. This was the case when I became responsible for the European Supply chain of Fiat New Holland.

In analyzing the supply base we had totally separate logistic companies for ocean freight and over-the-road companies. We also had more than 6,000 suppliers of purchased components. We created SIPOC charts, value stream maps for the logistics carriers and linked those to spaghetti maps of our customer base. This allowed us to consolidate our logistic routes, improve our percentage of full truck load shipments, and enter into long term agreements at better service levels and lower costs. We used the same tools with our supply base which allowed us to leverage or purchases through common commodity approaches and eventually reduced the number of suppliers to less than 1,700 unique suppliers.

(I was 39 years old at the time)

**8.** In June of 1996, I was hired by Mercury Marine to create and establish global procurement capabilities within the company.

The first step was to review the current capabilities of the company and compare that against the future state possibilities. In short, the company had had two separate purchasing locations; one at each North American manufacturing location. The sourcing agents were highly educated and most were professionally certified however, only two had any international experience. The logistics department was familiar with shipping product overseas but very little experience with bringing components in. The supplier quality department had strong processes but little experience with international supply sources. Based on this analysis, I hired two professional procurement people with international experience from the outside, transferred one of the company's Supplier Quality Analyst to my department and hired two Buyer Analysts. The talent was in place. We then mapped the world by product and cost capability and matched that to the needs of the company. We then met with the existing commodity managers to make sure we understood their needs created spec sheets and targeted Asia as the highest payback with the least risk. Within 6 months we had identified \$16 M in annual savings in castings, hydraulic cylinders and various engine castings. It took nearly nine months to qualify the first suppliers and validate our first shipments.

From this point, we established localized offices in S. Korea, and Poland. We also hired contract employees in Italy and Mexico to support our efforts. Within two and half years we had changed the supply base from 86% of materials being purchased within the U.S. to a global network of purchases making up 43% of purchases.

(I was 41 years old at the time)

**9.** One of my core business beliefs is that senior managers have a responsibility to mentor others. I was fortunate enough to be mentored as a young business person and I believe it made a difference in my success. Therefore, I have tried to mentor a few individuals as I rose through the ranks. In the past 10 years I have worked with three different individuals and all three have achieved various degrees of success. Two have left the company and received promotions with large responsibilities and the third has risen to be President of another Division within the company. Chris will probably be my boss some day!

I was on the hiring committee when we hired Chris. He was a recent college graduate with little experience. In the interview process I asked him to describe a business task that he felt he had been successful at. He didn't hesitate. He told of how he as a pledge to a fraternity was given the task to procure all the beer for the social events at the Fraternity. Chris was only 18 at the time. He described how he created a social network of 21 year old students plus, how he transported all the kegs in the back of bakery truck that he drove as part of his part time job. I knew he had something special and I committed to help him once we hired him.

Over the years, Chris and I would meet a couple times a month for lunch or after hour drinks. We worked on his networking, we talked about the office politics he would encounter, we developed projects and presentations to get him noticed, plus we worked on getting him community exposure by volunteering for the YMCA board of directors.

Chris moved up rapidly through the organization and has since mentored his own employees. We stay in touch and talk regularly, still sharing ideas and findings.

(I started mentoring at age 40)

**10.** Shortly after becoming GM of Mercury Marine Limited I learned that Brunswick was looking into the possibility of pulling all operations out of Canada, including Mercury Marine Limited. My task was to create value for Mercury Marine Limited in order to justify the existence of the office.

I quickly identified three unique things that we could do to create value. The first leg of that stool was to realign the cost structure of the organization to match the revenue structure. Secondly we needed to create a robust and recognizable quality system. And finally, we had to find ways that we could perform functions for all Brunswick operations using our improved overhead structure.

We reduced a large portion of our fixed overhead costs by selling our 550,000 sq. ft building in Toronto and leased a 65,000 sq. ft building outside of Toronto. We also reduced the number of service schools from 8 to 2. And finally we reduced our staff from a little over 120 employees to just 44. To address the quality leg of the stool, I hired a L.S.S. Black Belt and set a goal for the company to become the first certified ISO9001: 2000 facility in the company. This was achieved within 10 months. Lastly, we were able to use our Finance and Accounting personnel to perform all Treasury functions unique to Canada for all of Brunswick Corp.

The end result was a decision to keep Mercury Marine Ltd. and build upon a profitable long term division of Brunswick Corporation.

(I was 42 at the time)

**11.** When I was General Manager of Mercury Marine Limited I learned that our largest dealer in Western Canada had been dealing in unethical practices. The dealer had been falsifying registration information so that all promotional rebates would be returned to his control through fictitious names and personal addresses. The situation was brought to my attention by the Director of Sales and Marketing.

I first hired a private investigator to confirm the report. The investigator confirmed that the dealer had indeed defrauded the company. I then presented the finding to the corporate legal department to understand the risks and legal ramifications involved for our company. It was determined that since the dealer was independently owned and no company employee was involved, there would be no legal risks to the company. Therefore, the question became an ethical question left up to me.

The decision was difficult from a bottom-line perspective, but a simple one from a personal position. I immediately cancelled the dealership agreement with that dealer, with an impact of nearly \$17 Million in lost revenue to our company. I flew out and met with the dealer to inform him of my decision. A legal suit was threatened but never filed. My Corporate management supported me in the final decision.

(I was 42 years old at the time)

**12.** I was given a rare opportunity to manage a potential business turn-around by the President of Mercury Marine in 2002. The business was MotorGuide Marine, a spin-off from Zebco Industries. The business profile of MotorGuide at that time included negative cash flow, R & D expenses exceeding 10% of revenue, 11 facility locations, and a bottom-line loss of nearly \$12 M. My task was to evaluate the business and determine the best financial course of action to take for Mercury Marine; liquidate or return to profitability. I chose to take the position and learn from such a unique experience.

The first action taken was to sure up cash flow and stop the bleeding. Actions included renegotiating sales contracts with Wal-Mart and other big box stores, right-sizing inventories, trimming advertising budgets, and eliminating the majority of the R & D projects currently being worked on. The second step was to reduce the fixed overhead structure by eliminating 9 facilities and combining them into 2. Seven of the nine properties were successfully sold for a one-time cash gain. In addition we began leasing warehouse space by the sq. ft to accommodate our seasonal sales patterns, thus making our warehouse costs somewhat variable.

During this time it was also imperative to begin work on brand rehabilitation with our core customers. We committed to providing great quality. I brought in a Black Belt to teach and apply L.S.S. methodologies to the business. We achieved ISO9001:2000 certification within the first year. We also reduced our sku's from 2,100 to 115 which simplified our pricing structure to our customers.

These efforts, from a committed team, resulted in a break-even position being reached within 18 months and us achieving a positive 3% return within 26 months.

(I was 43 at the time)

**13.** Control of product development costs and lack of any new products in the last 7 years of MotorGuide were a serious problem for the company. I realized that there was a lack of responsibility for the program and no disciplined process being used.

I introduced a simplified automotive (gated) development process to the organization and hired a certified Project Manager from the Aerospace industry to manage the process.

We developed a 7 year product plan based upon market analysis, voice of the customer, and competitive information. Two of the first five products introduced were recognized by the industry and won innovation awards from Field & Stream, the National Marine Manufacturers Assoc., and Cabela's retail centers.

(I was 44 years old at the time)

**14.** One of the key retail customers of MotorGuide in 2002 was Wal-Mart. Doing business with Wal-Mart can be very intimidating. There is a lot of pressure by them to provide the lowest price, or loose the business. Consequently our company had found ourselves in a position of loosing money on that account primarily due to the pricing on our highest volume model sold to Wal-Mart.

I arranged a meeting with our Senior Buyer in Bentonville, Arkansas to discuss pricing. Our strategy was simple going in; obtain a 10% price increase or stop shipping. A dangerous strategy from a sales standpoint but one that had to be taken. The meeting with the Buyer was somewhat confrontational and lasted a little over one hour. Some pricing concessions were given on other models in our line-up but we walked out with a significant price increase and MotorGuide wound up making a modest 4% on the entire account.

(I was 45 years old at the time.)

**15.** In any business you must control costs and drive top line growth. When I arrived at MotorGuide in 2002 we were not driving top line growth. In fact, we were struggling to hang on to market share with our existing customers. We needed to develop a longer term marketing strategy and implement new initiatives to get us there.

It was easy to see that the company's normal approach of establishing a goal to take market share with our existing customer base would not work. It would require deeper discounts and additional marketing dollars that we could not afford. Given this we needed to understand our market potential and to identify potential white space for our product line and capabilities. We benchmarked our competition and visited with our traditional customer base. We quickly learned that we several white space opportunities by tapping into additional distribution channels and applying our product into adjacent product offerings. The potential to enter into new distribution channels had the potential for immediate impact to the top line. The adjacent product offerings potential needed to be built into the product plan to drive longer term growth.

We entered into long term agreements with a sales distribution network in Canada and the Northeast region of the U.S. to tap a market we had not participated in for several years. Within 6 months we gained 4 % points in North America and added \$2.8 M to the top line of the company. To address the adjacent product opportunities we used our product development process to work with the customer base to create several new and innovative product offerings; a wireless trolling motor, an expanded accessories offering, and entered into a new niche of electrical trim tab propulsion for small to medium size boats. All three of these product offering were in the market place within 39 months. The combined effect of these news products was a market share increase of 7.4% and added another \$5.2 Million to our revenues.

( I was 48 -50 years old at the time)

**16.** Safety was being reported as being very good at MerCruiser when I arrived in 2007. Many great practices were being utilized however I soon realized that the current reporting methodology was not giving a true picture. Annual workers compensation costs the previous two years were nearly \$1.2 million dollars. Plus, the company's production workforce was made up of about 35% temporary agency employees. These workers performance safety performance was not being included in the measurement.

My first task was to find out what our true performance level was including the temporary employees. Once we understood the impact, we needed to compare ourselves to the national average within our Industry. The results indicated that we were slightly worse than the national average in recordable accidents, lost time accidents, and workers compensation costs per employee. Next task was to improve our overall performance.

We immediately changed our policy and started including all employees in our training and communication plans. This included instituting a safety training plan for all employees before they could be released to perform work on the production floor. We also introduced and posted Job Safety Analysis work methodologies for every production workstation in the plant. We asked the employees to create and train each other on each position. These with several other improvements have made a long term difference.

In 2006, the company recorded nearly 50 total injuries and posted a TCIR rate of 4.92. In 2008, we reduced our total injuries to 20 and posted a TCIR rate of 2.84. We also went 1.94 million man-hours of work without a lost time during this period.

(I was 50 year old)

**17.** The use of overtime by our facilities and maintenance personnel was running nearly 18% of annual earned hours. Most of the overtime was being paid out 150% of base but at least 20% of the overtime pay was being billed at 200% of base. This was an acceptable practice by the previous Plant Manager. I quickly learned through discussions with other plant managers and comparing this to my previous experiences that we should be running at an overtime rate of less than 5%.

I set a goal that we would reduce OT to less than 5% the first year. I changed supervision over the Maintenance department and required all overtime to be pre-approved by the department head and reported monthly in formal presentations to myself and other senior managers. The approach was simple. What gets measured gets managed!

Within the first year, our usage of overtime reduced to less than 3.4% of total earned hours and is primarily driven by production peaks rather than lack of oversight.

(I was 51 at the time)

**18.** The L.S.S. program within MerCruiser had been operated the same way for nearly five years. Six Black Belts were assigned to a lean six Sigma department and were responsible for training salaried and hourly employees. The original goal of the department had been to create a significant L.S.S. knowledge base within the employee population. It was believed that once the employees were trained they would continue to use the tools and start new projects. The data indicated otherwise. Cost savings were lagging, new projects were not being started, and the median cycle time of projects was nearly 160 days.

Early 2008 I convinced the President of Mercury Marine that we needed to be getting more out of the investment we had made in this group. He asked me to come back with a recommendation on how to improve the process.

I worked with two of my department heads and applied basic L.S.S. tools, starting with S.I.P.O.C. and voice of the customer exercises. In the end, we determined that we needed to clarify our mission and goals, then realign the organization to fit the future state needs. The recommendation was accepted and acted upon.

We established an Executive Steering Committee, Chaired by myself. We have four functional committees reporting into the Executive Committee. Plus, we have integrated the Black Belts into the functional areas with specific goals for minimum number of projects, cost savings, and coaching to be met. The results have been very favorable. In 2005 thru 2007, we averaged less than \$ 2.0M in savings a year, took on average 160 days to complete a project and averaged less than 1 project per certified greenbelt. In 2008, we achieved more than \$8.0 M in cost savings, lowered the median cycle time to 123 days, and averaged 2.4 projects per greenbelt.

( I was 51 years old)

**19.** When the economic downturn started to affect our industry we identified utility expenses as a primary area that we needed to address. Annual costs for electricity and natural gas were nearly \$5.0 M, or 11% of our operating expenses. We established a goal to reduce our annual usage, independent of production volume impacts, by a minimum of 15%.

We began by establishing a team for electrical use and another for natural gas. These teams were championed by myself and were required to report plans and progress to the Senior management group every 30 days. Actions approved and undertaken included performing an independent energy audit by the Dept of Energy, switching to more energy efficient lights in key manufacturing areas, installing skylights, managing compressor usage, installing heat recapturing units on melt furnaces, identifying gas and air leaks, plus a multitude of education opportunities with our employees.

Through these efforts projects, and our employees being very conscientious about their day-to-day usage habits we were able to permanently reduce our utility usage by nearly 23%.

(I was 51 years old at the time)

**20.** I do not have a legal background, nor do I have experience in the courts of law. However, I do act as the company's representative for all matters affecting the company within Oklahoma. Once again the affects of the recent economic downturn have caused me to address issues that are impacting the cash flow of our company. Existing state legislation grants certain tax exemptions for a manufacturing company to expand their facilities and add jobs to the payroll. The benefits of this program are to be good for 5 years. Our company had been granted such a status two years ago. However, due to the recent economic downturn those added jobs had been eliminated and as a result not only did the benefits cease but the state is looking to be reimbursed for the two preceding years credits. The impact to our company was nearly \$550 K in paybacks and a potential future loss of \$825 K.

Recognizing this I have been working with the Oklahoma Secretary of Commerce, the Brunswick Tax Department, and other Economic Development officers to create new legislation that would nullify the negative effect to manufacturers in the event of economic downturns. We also discussed our issue with Sate Senator Halligan of Payne County and he has agreed to sponsor legislation to help out the company.

We presented Senator Halligan with new language to amend Senate Bill 929 and he has successfully entered into the 1<sup>st</sup> session of the 52<sup>nd</sup> legislature 2009. The final vote and approval of the amendment will not take place until sometime in the second quarter of 2009.

(I am 51 years old at the time of this submittal)

## BACKGROUND AND ACTIVITIES

Carefully answer the following questions about the types of work and activities that you like or in which you have participated.

1. What parts of your latest assignment, activity or work did you do best and enjoy most? Give three or more examples.

If I am truly honest with myself there are not many parts of this assignment I currently enjoy. However, I have been effective in working with state and the local community in addressing community needs, as well as, effecting legislation to benefit the company. Examples of this would include:

- The recent introduction of a bill to the state legislature on behalf of medium to large manufactures to amend some of incentives offered by the state to avoid punitive damages in a down economy.
- Support for Forward Stillwater a program aimed at increasing economic development in the Stillwater community.
- Creating learning and networking opportunities for the regional manufacturers as part of the Stillwater Regional Manufacturing Council.

I believe I have been effective in managing operational costs. Most of the decisions have not been enjoyable however, I have enjoyed finding ways to improve process capabilities and reduce waste. Especially in the areas of utility usages and recycling waste.

I have also enjoyed applying L.S.S. efforts to improving Quality and Safety performance.

2. What leisure-time or other activities outside of work give you the most pleasure? Give two or more examples.

I enjoy working out. I prefer to workout three to four times a week incorporating both cardio and weight training.

I also enjoy participating in non-profit charities.

3. Since completing high school, which two or three subjects have you studied and enjoyed most?

Finance and Economics. I also have really enjoyed studying the art of leading change within organizations.

4. What is your earliest achievement that you can recall? This should be something you did between the ages of 5 and 10. Describe it, and give your age at the time.

I started mowing lawns for money in the neighborhood at about the age of 9. I started out with two lawns next door to our home and earned \$0.25 a week for one and \$0.50 for the other. My lawn business grew to a total of seven lawns a week.

5. Describe two or more additional early-life achievements and indicate your age in each instance. Remember, that what you did then might seem unimportant to an adult, but it was nevertheless of importance to you.

I was the youngest to ever be asked to play American Legion baseball in our district at that time. That first year I played with the team we won the state championship. I rode the bench most of that year but was later promoted to a starter around tournament time. I made second team all-state. I was 15 yrs old.

At age 14, I joined the musician's union in Indiana and played drums for a Jazz band on a semi-regular basis. I earned up to \$150 per night.

At 14 years old, I got a part time job as Projection Operator at the local Cinema in the small town I grew up in. I earned \$17 a weekend and got to watch all the movies I could stand!

6. Keeping in mind that job requirements are continually changing, briefly describe your "ideal" job. This need not be a complete job description, but rather an outline of the five principle duties, functions, and responsibilities that you believe should be included in your ideal career position.

I believe the position of Chief Operating Officer may be my ideal position.

- Responsible for the P & L of a company. Possibly including international responsibilities
- Participating in the development and management of the strategic direction of the organization.
- Driving structured change and introducing process discipline
- Some travel – 25% or less.
- Some community or state involvement as a company representative.

7. Is there anything that could prevent you from being able to do the job you described in the previous question? If so, what is it?

None that I am aware of.

8. **Adverse Factors:** List any events or conditions in your work experience or personal background that you believe are not in your favor and that you wish you could have changed or would have done differently if it were possible. That is, outline the factors that could put you on the defensive or in an unfavorable light – especially with supervisors, peers, subordinates, potential employers, or other people with whom you may be working.

I regret not obtaining my Master's Degree.

I also believe that my career within Brunswick has been somewhat effected by turning down a position as President of a small Brunswick boat company in 2006. This was the only position change I have ever turned down in my career. The reason for not accepting this opportunity was primarily family based. My son was a Junior in high school and I did not want to disrupt his education at that important time. There was also some concern on my part that the boat company could not be successful in the branding segment Brunswick wanted it to play in.

9. **Education:** (Formal and Informal)

a. List your formal education, indicating the dates attended the name of the school and principle areas of study.

Bachelor of Science, International Management and Administration, Indiana University, Bloomington, IN: 1980

Post Graduate Studies:

Finance and Economics, Kellogg School of Business, Purdue University, Lafayette, IN  
Accounting and Human Behavioral Studies, Bradley University, Peoria, IL  
International Marketing, IMD Business School, Lausanne, Switzerland

b. List your self-training, private studies, and other education including employer sponsored/paid.

Career Studies:

Leadership Training, Thunderbird School of Global Management, Glendale, AZ  
Finance for Executives, Kellogg School of Management, Northwestern University, Evanston, IL  
Italian Language, International Language Center Bruxelles, Brussels, Belgium  
Lean Six Sigma Champions Training, Air Academy Associates, Colorado Springs, CO

c. What courses did you like and do best.

In Primary or Grade School?	Science and Music
In High School?	Science and Music
In College?	Sales and Marketing
In other training programs?	L.S.S. Process Control

d. When all of your formal and informal education and training is taken into account, what do you think is the formal equivalency-level of your education?

I believe have achieved the experience and knowledge to support an equivalency-level of Masters of Business Administration.

10. **Books and Magazines:** What books, magazines and other literature that relate to your business, profession or leisure activities do you read to keep up-to-date?

Chief Executive Officer – Magazine  
Industry week – Magazine  
Leadership Books by John Maxwell, Jim Collins, Peter Drucker, and others

11. **Memberships:** List the community, business, professional, social and other organizations in which you are or have been a member. Indicate how long you have belonged to each organization and any offices that you may have held.

For the past two years I have been active in both the Stillwater and Oklahoma State Chamber of Commerce:

Board of Director member for both the Stillwater and Oklahoma State Chambers

Member of the Oklahoma State Legislative Committee, Manufacturing Council, and Members Nominating Committee.

Chairman, Stillwater Regional Manufacturing Council

A.P.I.C.S. Member – National and Local Chapters