

Christopher S. Crawford, MBA, CCP

Executive Director, Co-Owner
Longnecker & Associates

Executive Summary

Mr. Crawford has over fifteen years of human resource management and consulting experience in private and public organizations with a specific emphasis on the design and analysis of executive and director compensation programs. He currently serves as a faculty member and technical reviewer for WorldatWork, teaching the certification course on Variable Pay. Mr. Crawford also serves in the following capacities as it relates to executive compensation experience:

- Consultant
- National Speaker
- Author
- Business Owner
- Teacher
- Business School Board Member

Executive Compensation Consulting Experience

- Designed competitive executive and board of director total compensation including base salary, annual incentives, and long-term incentives for Fortune 500 companies as well as privately held businesses.
- Designed compensation programs for companies involved in turnaround situations, initial public offerings (IPO) and mergers and acquisitions.
- Developed change-in-control programs including the impact of 280(G) and 162(M).
- Designed long-term incentive strategies in light of FAS123(R) and American Jobs Creation Act 409(A).
- Provided back-up analysis for litigation support engagements related to reasonable compensation and bankruptcy, including the prosecution against egregious compensation packages provided to Enron executives.
- Designed and drafted long-term incentive plan documents and employment agreements.
- Analyzed and made recommendations surrounding the effectiveness of organizations' utilization of the human capital investment.
- University Instructor for Principles of Human Resources, Compensation & Benefits, and Employee Selection courses.

Education

Stephen F. Austin
Business School Advisory Council – Founding Member

Master of Business Administration - Management
Stephen F. Austin

Bachelor of Science
Stephen F. Austin

Employment

Present

Executive Director, Longnecker & Associates

Curriculum Vitae

Past

Senior Consultant, Resources Consulting Group
Consultant, Deloitte & Touche
Human Resource Management Instructor, Stephen F. Austin State University
General Manager, Partovi Investments

Professional Affiliations

Mr. Crawford is a member of WorldatWork (formerly American Compensation Association), the Society for Human Resources Management (SHRM), and National Association of Stock Plan Professionals (NASPP).

Certifications and Licenses

Certified Compensation Professional (CCP) designation through WorldatWork.

Publications - Books

“The Power of Restricted Stock: The Definitive Guide to a Resurging Long-term Incentive,” 2nd Edition. WorldatWork 2004 & 2006: co-authored with Brent Longnecker.

“Rethinking Strategic Compensation,”. Commerce Clearinghouse 2004 & 2006 editions. Assisted as technical contributor through writing, reviewing and editing of this publication.

“Stock Option Alternatives: A Strategic and Technical Guide of Long-Term Incentives,”. WorldatWork 2003 & 2006 editions: Assisted as technical contributor through writing, reviewing and editing of this publication.

Publications – Articles Authored

“When Stock Options Sink Underwater,” by Brent Longnecker and Chris Crawford, Corporate Board Magazine, February 2009.

“Frankly Speaking, ‘Say on Pay is No Way to Act,’” by Brent Longnecker and Chris Crawford, Houston Business Journal, July 22, 2007.

“Opening the Dialogue on SEC Disclosure: The Good, the Bad and the Ugly,” by Brent Longnecker and Chris Crawford, Workspan, July 2006.

"Pushing for Change: Globalizing Executive Compensation Governance", by Chris Crawford & Brent Longnecker, WorldatWork Journal, Fourth Quarter, Vol. 14 No. 4, 2005,

".....Where there is smoke, there is fire, and many companies are not in complete compliance while others are underreporting.", by Brent Longnecker & Chris Crawford, USA Today, May 2005.

“A New Day, A New Definition”, co-authored with Brent Longnecker, Workspan, March 2005.

"Independence Day: The Critical Need for Unbiased Advice", co-authored with Brent Longnecker, Senior Consultant, December 2004, Vol. 7, No. 12.

“Combating the Future Retirement Gap with Tailored Total Rewards”, IHRIM Journal, Sept./Oct. 2004, co-authored with April Canik and Brent Longnecker.

“A Director’s Guide to Critical Compensation Issues,” Director’s Monthly, September 2004, Volume 28, Number 9, co-authored with Brent Longnecker.

“CEO’s and Their Counsel,” HR.com, May 24, 2004, co-authored with Brent Longnecker.

Curriculum Vitae

“Executive Compensation and Corporate Governance: The Perfect Storm,” USA Today Magazine, December 19, 2003, co-authored with Brent Longnecker.

“Boardrooms Facing Ethical Issues in Executive Compensation Plans,” Houston Business Journal, June 16, 2003, co-authored with Brent Longnecker.

“Stock Option Accounting: Ten Predictions for 2003,” Employee Benefits Plan Review, March 2003, co-authored with David Wolfe.

“Looking at the Future of Stock Option Accounting,” Workspan, February 2003, co-authored with Brent Longnecker and Nathan White.

“Option-al Accounting Part 3: Some Workable Solutions,” HR.com, January 24, 2002, co-authored with Brent Longnecker and Nathan White. Invincible

“Option-al Accounting Part 2: Taking Options to Market,” HR.com, December 20, 2002, co-authored with Brent Longnecker and Nathan White.

“Option-al Accounting Part 1: The Problems of Current Valuation Methods,” HR.com, December 6, 2002, co-authored with Brent Longnecker and Nathan White.

“There May be Better Options Than Options as Long-term Incentives,” Houston Business Journal, October 4, 2002, co-authored with Brent Longnecker and Nathan White.

“How To Improve Your Compensation Committee,” HR.Com, July 2002. Co-authored with Brent Longnecker.

“Making Inroads in Director’s Pay,” WorldatWork Journal, Second Quarter 2001. Co-authored with Brent Longnecker.

Publications – Articles Featured In

“Bucking the Downward Spiral”, by Gary M. Stern, EnergyBiz Magazine, July 2010.

“CEO Payday: How much do they make? Local executives fared well in '09”, by Laurie Winslow, Tulsa World, June 2010.

“Sunday: World Looks At CEO Compensation”, by Laurie Winslow, Tulsa World, June 2010.

“Pay transparency trend 'irreversible' ”, by Laurie Winslow, Tulsa World, June 2010.

“Dillard’s Execs See Compensation Dip”, by Toby Manthey, Arkansas Democrat-Gazette, April 2009.

“Work and Pay”, by Diane Merlino, Travel Professional, December 2008.

“Ex-CFO topped pay list at Rackspace”, by L.A. Lorek, Express News, May 13, 2008.

“CEOs Rewarded nicely in 2007”, by Pamela Yip, The Dallas Morning News, May 4, 2008.

“Former MBIA chief got \$5.2M severance”, by Allan Drury, The Journal News, March 19, 2008.

“As Part of Hiring Process, Some Employers Request W-2 to Verify Applicant Pay History”, by Rhonda Smith, Human Resources Report, October 22, 2007.

"Performance-Based Pay Plans Become Standard," by Fred, Gebhart, Travel Professional, December 2006.

Curriculum Vitae

"The lowdown on CEO pay," by Pamela Yip, DallasNews.com, May 7, 2006.

"CEO salaries now 400 times that of an average worker's check," by David Lvanovich, HoustonChronicle.com, January 18, 2006.

"No Extreme Payouts for Burlington Brass: Purchase Means Wealth, but Others Have Seen Far More", by Tom Fowler, Houston Chronicle, December 18, 2005.

"Where the Jobs Are", Travel Professional, Aug./Sept. 2005.

"Retirement benefits boost list", Houston Chronicle, July 31, 2005.

"Energy prices fuel high payouts", Houston Chronicle, July 31, 2005.

"Top state firms saw execs' pay rise 30% in '04" Arkansas Democrat Gazette, July 10, 2005.

"Bonus Program Revised at Shell – Company Alters Reward System After Scandal Over Reserves," by Lynn J. Cook, Houston Chronicle, August 31, 2004.

"CEO's One-dollar Salary Belies his Millions in Dividends," by Tom Fowler, Houston Chronicle, June 19, 2004.

"Highest-paid Executives See Compensation Slide," by Tom Fowler, Houston Chronicle, June 19, 2004.

"Top Execs' Pay Dips in 2003," by David Smith, Arkansas-Democrat Gazette, June 4, 2004.