

Christopher S. Crawford
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Executive Summary

Mr. Crawford has over two decades 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 an advisory board member, technical reviewer and faculty member 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
- Expert Witness
- Business Owner
- Faculty Member
- Compensation Committee Member, Private Company
- Advisory Board Member, Not for Profit
- Advisory Board Member, University College of Business

Executive Compensation Consulting Experience

- Develop competitive executive and board of director total compensation including base salary, annual incentives, long-term incentives, perks, retirement plans, and deferred compensation programs for Fortune 100 companies, privately held businesses and not for profits.
- Design compensation programs for companies involved in turnaround situations, initial public offerings (IPO) and mergers and acquisitions.
- Develop change-in-control programs including the impact of 280(G) and 162(M).
- Design long-term incentive strategies in light of ASC 718 and American Jobs Creation Act 409(A).
- Provide expert witness testimony for litigation support engagements and arbitrations related to reasonable compensation.
- Design and draft long-term incentive plan documents and employment agreements.
- Analyze and make recommendations surrounding the effectiveness of organizations' utilization of the human capital investment.
- Provide advisory services to Boards navigating policies of governance firms and institutional advisory help.

Curriculum Vitae

- Provide advisory services regarding board governance and policies inclusive of charters and by-laws.

Awards

- Houston Business Journal, Fast 100 List, 2018
- Texas Monthly Magazine, Best Companies to Work for in Texas, 2011 – 2018, ranked in the top 3 for 2011 – 2014
- Consulting Magazine, Fastest Growing Firms, 2017
- Houston Business Journal, Best Places to Work, 2010 – 2012 and 2017, ranked in the top 10 the first three years
- Forbes, America's Best Management Consulting Firms, 2016
- H Texas Magazine, Top Professionals in Houston, 2012 and 2013

Current & Past Board Member Experience

Compensation Committee Member & Board Member, Stirling Properties.
Founding Advisory Board Member, Stephen F. Austin State University, College of Business.
Compensation Advisory Board Member, WorldatWork.

Education

Master of Business Administration
Stephen F. Austin

Bachelor of Science
Stephen F. Austin

Employment

Present

President, Longnecker & Associates

Past

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

Registered Trademarks Compensation/Business Processes Obtained

Weapons of Mass Excess™/WME™
Longnecker™
Longnecker & Associates™
L-Blast™
Carrots to Karats™

Professional Affiliations

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

Certifications and Licenses

Certified Executive Compensation Professional (CECP)
Certified Compensation Professional (CCP)
Compensation Committee Certification (CCC)

Teaching Curriculum

WorldatWork Certification Course C12: Variable Pay

Publications - Books

“The Power of Restricted Stock: The Definitive Guide to a Resurging Long-term Incentive”, 3rd Edition. WorldatWork 2013, 2006, and 2003: 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 & Featured In

(A) “Not Just a Public Company Phrase”, by Chris Crawford, Matt Brown and Kevin Kuschel, L&A L-Blast, December 2018.

(A) “Compensation Risk Assessment – Supporting Your Claims & Avoiding Exposure”, by Chris Crawford, Tyler Brown and Kyle Lamport, L&A L-Blast, October 2018.

(A) “Incentive Plan Changes are Coming”, by Chris Crawford, Ian Keas and Kyle Lamport, L&A L-Blast, July 2018.

(F) “A Tiny Gas Firm’s Big Lesson on Bosses’ Pay”, by Liam Denning, Bloomberg, June 4, 2018.

(A) “Q&A with Tudor Pickering”, by Chris Crawford, Matt Brown, Josh Whittaker, Kyle Lamport and Hunter Byrne, L&A L-Blast, May 2018.

(A) “What are we paying for?”, by Chris Crawford, Hunter Byrne and Matt Brown, L&A L-Blast, April 2018.

(A) “Paying for Performance in Not for Profits”, by Chris Crawford, Tyler Brown and Josh Whittaker, L&A L-Blast, February 2018.

(A) “Executive Compensation Perks”, by Chris Crawford, Jordan Lee, Charles Holtsclaw and Brent Longnecker, L&A L-Blast, January 2018.

(A) “2018 Proxy Season Preparations”, by Chris Crawford, Brent Longnecker and Ian Keas, L&A L-Blast, December 2017.

(A) L&A’s Response to HBR’s “Decoding CEO Pay”, by Chris Crawford and Daniel Wilson, L&A L-Blast, October 2017.

(A) “Where Has All The Merit Gone?”, by Chris Crawford, Brent Longnecker and Tyler Brown, L&A L-Blast, September 2017.

(A) “CEO Pay Ration Caps Will Not Work”, by Chris Crawford and Kyle Lamport, L&A L-Blast, August 2017.

(F) “Energy bust dings executive pay, but some CEOs still get nice raises”, by Ryan Maye Handy, Houston Chronicle, August, 18 2017.

(F) “One 671 percent pay hike, and other facts about Dallas-Fort Worth’s most well-paid CEOs”, by Karen Robinson-Jacobs, Dallas Morning News, July 28, 2017.

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- (A) “CEO Pay Ratio – Winter is Coming”, by Chris Crawford, Ian Keas & Todd Henke, L&A L-Blast, July 2017.
- (F) When it comes to salaries, Houston’s got it made compared to the rest of the U.S.” by Jack Witthaus, Houston Business Journal, June 2, 2017.
- (A) “Media Bias in CEO Pay”, by Chris Crawford, Brent Longnecker and Hadyn Craft, L&A L-Blast, May 2017.
- (F) “Conoco Phillips investors reject executive pay plan”, by Collin Eaton, Houston Chronicle, May 17, 2017.
- (A) “Compensation Media Bias”, by Chris Crawford, Brent Longnecker, and Josh Whittaker, L&A L-Blast, April 2017.
- (F) “Four Houston Oil Companies Lifted CEO Pay in 2016”, by Collin Eaton, Houston Chronicle, March 22, 2017.
- (A) “An Interview with Our CEO”, by Chris Crawford, Kevin Kuschel and Jordan Lee, L&A L-Blast, February 2017.
- (A) “Advisory Shareholder Services Discretionary Reviews”, by Chris Crawford, Brent Longnecker and Tyler Brown, L&A L-Blast, December 2016.
- (A) “Curing the Gender & Racial Pay Gap”, by Chris Crawford, Liz Mayo and Brent Longnecker, L&A L-Blast, September 2016.
- (A) “Does a Higher Governance Score Improve Shareholder Value?”, by Chris Crawford, Brent Longnecker and Ian Keas, L&A L-Blast, August, 2016.
- (F) “Houston’s highest-paid pubco CEOs: Are they worth it?”, by Laura Furr and Joe Martin, Houston Business Journal, June 23, 2016.
- (A) “Bonus Payout Debate: Formula vs Discretion!”, by Chris Crawford, Brent Longnecker and Ian Keas, L&A L-Blast, April 2016.
- (A) “A Few of our Favorite Compensation Things”, by Chris Crawford and Brent Longnecker, L&A L-Blast, December 2015.
- (F) “Oil Executives in for Another Investor Fight Over Pay”, by Collin Eaton, Houston Chronicle, March, 4, 2016.
- (F) “Layoffs Continue to Affect Oil, Gas Companies at All Levels”, by Valerie Jones, Rigzone, October 14, 2015.
- (F) “The year in executive pay: Earnings rise for 14 of 18 CEOs in Tulsa area”, by Laurie Winslow, Tulsa World, June 28, 2015.
- (F) “Employee pay rises slightly”, by Laurie Winslow, Tulsa World, June 28, 2015.
- (A) “Chipotle Shareholder Overreach”, by Chris Crawford, Brent Longnecker and Kevin Kuschel, L&A L-Blast, June 2015.
- (F) “Lawrence D. Kingsley, Pall CEO, to get \$109M golden parachute in company’s sale”, by Ken Schachter, Newsday, June 9, 2015.
- (A) “The Value of a CEO”, by Chris Crawford and Brent Longnecker, L&A L-Blast, April 2015.

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- (A) “Why pay to stay: Retention bonus strategy revealed”, by Chris Crawford and Kevin Kuschel, L&A L-Blast, April 2015.
- (F) “Oil Company CEO’s likely to avoid big hit to compensation-for now”, by Ross Kerber, Reuters, February 8, 2015.
- (A) “Executive Pay: The Sin Tax of the Future”, by Chris Crawford, Josh Henke and Jordan Welch, L&A L-Blast, September 2014.
- (A) “The Profile of a Say-on-Pay Failure in 2014”, by Chris Crawford and Jordan Welch, L&A L-Blast, July 2014.
- (A) “What is Responsible Compensation and How it is Measured by Chris Crawford and Brent Longnecker, L&A L-Blast, June 2014.
- (F) “Suit alleges Cheniere exec got unapproved stock awards”, by Collin Eaton, Fuel Fix, June 5, 2014.
- (A) “Strategizing for IPO Compensation”, by Chris Crawford and Kevin Kuschel, L&A L-Blast, May 2014.
- (F) “Executive pay drops as shareholder pressure rises on oil giants”, by Collin Eaton, Houston Chronicle, April 11, 2014.
- (F) “Helen of Troy CEO steps Down”, by Robert Gray, El Paso, Inc., January, 19, 2014.
- (F) “Moving Up”, by Gary Stern, Energy Biz, December 17, 2013.
- (A) “2014 ISS Policy Updates”, by Chris Crawford and Jordan Welch, L&A L-Blast, December 2013.
- (A) “Longnecker & Crawford: Five Strategies to help your business attract and retain quality employees”, by Chris Crawford and Brent Longnecker, Smart Business Online, November 22, 2013.
- (A) “The Texas Top Guns of 2013: Compensation Trends for TX Public Companies”, by Chris Crawford, Josh Henke, and Jonathan Covington, Texas CEO Magazine, Sept/Oct 2013.
- (F) “Moving Up: The Well-Worn Path from CFO to CEO”, by Gary M. Stern, Energybiz Magazine, Sept/Oct 2013, Vol. 10, Issue 5.
- (F) “El Paso Public Companies thrive: CEO’s get big paydays and bonuses”, by Robert Gray, El Paso, Inc., August, 25, 2013.
- (F) “Big Paydays: Area CEO’s compensation rise mirrors U.S. trend for 2012”, by Laurie Winslow, Tulsa World, July 7, 2013.
- (A) “The Profile of a Say-on-Pay Failure”, by Chris Crawford and Cameron Boswell, L&A L-Blast, July 2013.
- (A) “The Executive Incentive Plan Design: Who Creates, Who Critiques?”, by Chris Crawford and Ian Keas, Compensation Focus, WorldatWork, June 2013.
- (A) “Minding the Gap: How Energy CEOs Should Approach the Talent Gap”, by Brent Longnecker, Chris Crawford, and Jonathan Covington, Texas CEO Magazine, May 2013.
- (F) “Justifying Pay: It’s Not All Performance”, by Chris Crawford and Josh Henke, Compensation Focus, WorldatWork, April 2013.

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(F) “Williams Cos., ONEOK CEOs get pay raises as stocks fall”, by Rod Walton, Tulsa World, April 6, 2013.

(A) “Say-on-Pay Results Update”, by Chris Crawford, L&A L-Blast, April 2013.

(A) “Justifying Pay: It’s not all Performance”, by Chris Crawford and Josh Henke, L&A L-Blast, April 2013.

(F) “Say on Pay trickles down to smaller public companies” by Collin Eaton Houston Business Journal, March 22, 2013.

(A) “Pay “Em or Lose “Em Ain’t a Myth”, By Brent Longnecker, Chris Crawford and Todd Henke, Texas CEO Magazine, March 03, 2013.

(F) “The Most Efficient Compensation Fuel: Restricted Stock”, by Don Stowers, Oil & Gas Financial Journal, March 2013.

(A) “Executive Compensation Trends and Issues in 2013”, by Chris Crawford and Kevin Kuschel, L&A L-Blast, March 2013.

(A) “The Cleanest Compensation Fuel: Restricted Stock”, by Chris Crawford, Brent Longnecker and Todd Henke, L&A L-Blast, March 2013.

(A) “How Do We Define Executive Pay?”, by Brent Longnecker, Chris Crawford and Todd Henke, The Corporate Board, January/February 2013.

(F) “Building a Top Tier Organization with the Right Professionals”, by Pat Neikamp, Texas CEO Magazine, December 01, 2012.

(A) “How Full is Your Bucket; Discretion in Say on Pay: Yea or Nay”, by Chris Crawford and Todd Henke, Texas CEO Magazine, September/October 2012.

(F) “Energy CEO Compensation Set to Slow”, by Deon Daugherty, Houston Business Journal, August 10, 2012.

(A) “The Importance of Effective Disclosures”, by Chris Crawford and Brent Longnecker, L&A L-Blast, August 2012.

(A) “2012 Say on Pay Update”, by Chris Crawford and Brent Longnecker, L&A L-Blast, July 2012.

(F) “Shareholders Influence Over Executive Compensation Growing”, Laurie Winslow, Tulsa World, June 24, 2012.

(A) “Key Best Practices for Not-for-Profit Boards”, by Chris Crawford and Brent Longnecker, L&A L-Blast, June 2012.

(F) “Paying New Leaders: Diverse Strategies for Succession” Gary Stern, Energy Biz Magazine, May/June 2012.

(F) “Facebook Employees Shrug Off IPO”, Geoffrey A. Fowler, Wall Street Journal, May 23, 2012.

(F) “The Other Challenge of Facebook’s Stock Swoon: Recruiting”, Owen Thomas, Business Insider, May 21, 2012.

(F) “Scott Thompson Walks With \$7 million, but No Severance”, Owen Thomas, Business Insider, May 14, 2012.

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- (F) “Scott Thompson has Already Cost Yahoo 7 Million”, Owen Thomas, Business Insider, May 08, 2012.
- (A) “There’s a New Sheriff in Town: 162(m) Compliance”, by Chris Crawford, Brent Longnecker and Kevin Kuschel, L&A L-Blast, April 2012.
- (F) “Oil Industry Talent Shortage”, Andrew Schneider, NPR Morning Edition Radio Show, KUHF Business News, 2011.
- (A) “ISS in 2012”, by Chris Crawford, Brent Longnecker and Josh Henke, L&A L-Blast, December 2011.
- (F) “Isenberg’s Final Payout of \$100 million Under Fire”, Simone Sebastian, Fuel Fix, November 1, 2011.
- (F) “CEO’s Final Payout of \$100 Million Under Fire”, Simone Sebastian and Tom Fowler, Houston Chronicle, October 31, 2011.
- (A) “Belts and Suspenders: Compensation Committee Best Practices”, by Chris Crawford and Brent Longnecker, L&A L-Blast, October 2011.
- (A) “Choosing the Right Peer Group”, by Chris Crawford, Brent Longnecker and Kevin Kuschel, L&A L-Blast, September 2011.
- (A) “Eliminating the Stigma Around Change in Control by Chris Crawford, Brent Longnecker and Josh Henke, L&A L-Blast, September 2011.
- (F) “Pay for Performance: Difference to Achieve”, Gary Stern, Energy Biz Magazine, July/August 2011.
- (F) “CEO Pay: Evaluation of Executive Compensation for Area Industries”, Laurie Winslow, Tulsa World, July 10, 2011.
- (A) “Executive Pay Topics for 2011 Proxy Season”, by Chris Crawford, L&A L-Blast, March 2011.
- (F) “Bucking the Downward Spiral; Utility Pay Trends”, Gary Stern, Energy Biz Magazine, July/August 2010.
- (A) “Less Freedom to Pay: Executive Comp After Financial Regulatory Reform”, co-authored by Chris Crawford, Brent Longnecker and Josh Henke, SRHM Magazine, July 06, 2010.
- (A) “When Stock Options Sink Underwater”, Chris Crawford and Brent Longnecker, Corporate Board Magazine, February 2009.
- (F) “Pay for Performance”, Gary Stern, Energy Biz Magazine, July 30, 2008.
- (F) “Ex-CFO Topped Pay list at Rackspace”, L.A. Lorek, MY SA.com, May 13, 2008.
- (A) “Frankly Speaking, ‘Say on Pay is No Way to Act’”, Chris Crawford and Brent Longnecker, Houston Business Journal, July 22, 2007.
- (A) “Opening the Dialogue on SEC Disclosure: The Good, the Bad and the Ugly”, Chris Crawford and Brent Longnecker, Workspan, July 2006.
- (A) “Pushing for Change: Globalizing Executive Compensation Governance”, Chris Crawford and Brent Longnecker, WorldatWork Journal, Fourth Quarter, Vol. 14 No. 4, 2005,

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(F) “.....Where there is smoke, there is fire, and many companies are not in complete compliance while others are underreporting”, Chris Crawford, USA Today, May 2005.

(A) “A New Day, A New Definition”, Chris Crawford and Brent Longnecker, Workspan, March 2005.

(A) “Independence Day: The Critical Need for Unbiased Advice”, Chris Crawford and Brent Longnecker, Senior Consultant, December 2004, Vol. 7, No. 12.

(A) “Combating the Future Retirement Gap with Tailored Total Rewards”, IHRIM Journal, Sept. /Oct. 2004, Chris Crawford, April Canik and Brent Longnecker.

(A) “A Director’s Guide to Critical Compensation Issues”, Director’s Monthly, September 2004, Volume 28, Number 9, Chris Crawford and Brent Longnecker.

(A) “CEO’s and Their Counsel”, HR.com, May 24, 2004, Chris Crawford and Brent Longnecker.

(A) “Executive Compensation and Corporate Governance: The Perfect Storm”, USA Today Magazine, December 19, 2003, Chris Crawford and Brent Longnecker.

(A) “Boardrooms Facing Ethical Issues in Executive Compensation Plans”, Houston Business Journal, June 16, 2003, Chris Crawford and Brent Longnecker.

(A) “Stock Option Accounting: Ten Predictions for 2003”, Employee Benefits Plan Review, March 2003, Chris Crawford and David Wolfe.

(A) “Looking at the Future of Stock Option Accounting”, Workspan, February 2003, Chris Crawford, Brent Longnecker and Nathan White.

(A) “Option-al Accounting Part 3: Some Workable Solutions”, HR.com, January 24, 2002, Chris Crawford, Brent Longnecker and Nathan White. Invincible

(A) “Option-al Accounting Part 2: Taking Options to Market”, HR.com, December 20, 2002, Chris Crawford, Brent Longnecker and Nathan White.

(A) “Option-al Accounting Part 1: The Problems of Current Valuation Methods”, HR.com, December 6, 2002, Chris Crawford, Brent Longnecker and Nathan White.

(A) “There May be Better Options Than Options as Long-term Incentives”, Houston Business Journal, October 4, 2002, Chris Crawford, Brent Longnecker and Nathan White.

(A) “How To Improve Your Compensation Committee”, HR.Com, July 2002, Chris Crawford, Brent Longnecker.

(A) “Making Inroads in Director’s Pay”, WorldatWork Journal, Second Quarter 2001, Chris Crawford, Brent Longnecker.

Expert Witness Cases

Sharma v. Schick, Arbitration of Shareholder Dispute, 12.17.2012.

Singer V. Singer, Arbitration of Shareholder Dispute, 03.14.2014.