

# FORT WORTH ECONOMIC DEVELOPMENT PARTNERSHIP BOARD OF DIRECTORS



Elaine Agather, JPMorgan

Elaine Agather is Chairman of the Dallas Region for JPMorgan Chase & Co. She also serves as the Central Region Head and Managing Director of The Private Bank at J.P. Morgan.

Elaine joined Chemical Bank of New York in 1979, working in London, San Francisco, and New York until she relocated to Dallas in 1984. After the 1986 merger of Chemical Bank and Texas Commerce Bank, Elaine was promoted to Chairman of Texas Commerce Bank in Fort Worth in 1992 and joined the Private Bank to manage client advisory groups across the state in 1997. In 1999, she was elected Chairman and CEO of Dallas.

Elaine is the Chairman of the Board of Directors for Performing Arts Fort Worth, serves as a Board Member for the National Cowgirl Museum and Hall of Fame, and is the Secretary of the Southwestern Exposition and Livestock Show. She is a member of the Board of Trustees for the Dallas Citizens Council and serves on the University of Texas McCombs School of Business Advisory Council.

A native of Sherman, Texas, Elaine graduated from the University of Oklahoma with a B.A. in history and economics and received her MBA from The University of Texas. She and her husband, Neils, have two daughters, Bradley and Lorene, her son-in-law, Coley Means, and two grandsons, George and Hunter.



Lisa Atherton, Bell

Lisa Atherton is the president and chief executive officer of Bell, and a member of Textron's Corporate Leadership Team. She leads a multibillion-dollar business that provides innovative products for defense and commercial customers across the globe.

Atherton most recently served as the chief operating officer of Bell. In 2017, she was named the president and chief executive officer of Textron Systems. Textron Systems' businesses provide innovative solutions to the defense, aerospace and general aviation markets.

Atherton joined Textron Systems after five years with Bell. During her time at Bell, she was the executive vice president, Military Business, where she was responsible for providing strategic direction and overall management for all government programs and business development efforts. Prior to that role, Atherton was the vice president, Global Military Development, where she led the company's domestic and international military business development activities. She also held several other positions within Military Programs, including V-22 program manager and director of Military Programs. Prior to joining Bell, Atherton was the vice president of Area Attack at Textron Systems, where she also served as the vice president of Business Development.

Before her career with Textron, Atherton spent eight years at Air Combat Command's Directorate of Requirements, helping to shape the budget and operational requirements and needs for the Combat Air Forces and was a contracting officer in the U.S. Air Force.

Atherton earned a Master's in Business Administration from the Mason School of Business at The College of William and Mary and a bachelor's degree in Legal Studies from the U.S. Air Force Academy. She is a Presidential Leadership Scholar and has also completed Textron's Senior Executive Leadership Programs at the Thunderbird School of Global Management as well as Duke University's Fuqua School of Business.



Marianne Auld,  
Kelly Hart & Hallman

Marianne M. Auld is the managing partner of Kelly Hart and the chair of the firm's Appellate section. She has briefed and argued dozens of appeals in both state and federal courts of appeals.

Ms. Auld began her career as a law clerk on the United States Court of Appeals for the Fifth Circuit. Following her clerkship, she joined Kelly Hart as an associate in the firm's litigation section, where she worked on a wide range of civil matters for clients including governmental entities and both publicly traded and privately held companies. Later, she served as a tenured professor of law at Baylor Law School, where she taught, among other courses, civil procedure, remedies, and legal writing.

Ms. Auld rejoined Kelly Hart in 2008 as a partner in the firm's appellate section. Since that time, she has worked primarily on complex civil appeals involving labor disputes, antitrust matters, oil and gas issues, and claims against Class I railroads. She has also worked with trial teams involved in high stakes litigation to ensure that clients are well-positioned for resulting appeals.

Outside of the office, Ms. Auld recently served as board chair of the Fort Worth Chamber of Commerce and serves on the Board of Directors for a number of nonprofit organizations, including the Fort Worth Museum of Science and History, the Fort Worth Symphony Orchestra, the Fort Worth Report, Visit Fort Worth, and Tarrant To and Through Partnership.



Dan Berce, GM Financial

Dan Berce has served as President and Chief Executive Officer of GM Financial since October 2010, when the company's predecessor, AmeriCredit Corp., was acquired by General Motors.

Under Berce's leadership, GM Financial has experienced significant growth and evolution since its acquisition, growing its operations, capabilities and infrastructure to now cover approximately 90 percent of GM's worldwide sales. As GM's global captive finance arm, the company helps drive vehicle sales and loyalty, enhance the customer experience, support GM customers and dealers across economic cycles and contribute to enterprise profitability.

Prior to GM Financial's purchase, Berce was President and Chief Executive Officer of AmeriCredit Corp. from August 2005 to September 2010, President from 2003 to 2005 and Chief Financial Officer from 1990 to 2003. He was Vice Chairman and Chief Financial Officer of AmeriCredit Corp. from November 1996 until April 2003, Executive Vice President, Chief Financial Officer and Treasurer from November 1994 until November 1996 and Vice President, Chief Financial Officer and Treasurer from May 1990 until November 1994. Prior to joining AmeriCredit, Berce was an auditor with Coopers & Lybrand, the predecessor of PricewaterhouseCoopers, for 14 years and was a partner with the firm.

He has been active in many civic and philanthropic organizations, including serving as the past President of the Fort Worth Chamber of Commerce and past Chairman of Cook Children's Health Care System. Berce is currently a trustee for Regis University and Lena Pope Foundation.

A Wisconsin native, Berce is a Certified Public Accountant and a graduate of Regis University in Denver.



Mike Berry, Hillwood

Mike Berry is the President of Hillwood, the developer of AllianceTexas. Mike leads strategic planning, new business development efforts, and the acquisition and development initiatives for each business unit in AllianceTexas to cultivate the next generation of innovative companies and industries.

Mike's customer-driven, entrepreneurial mindset transformed AllianceTexas into a vertically integrated economic ecosystem. Under his leadership, AllianceTexas has grown into a destination for industry leaders and one of the fastest-growing regions in the country—generating an economic impact of \$111+ billion that supports a strong local economy and growing population.

Mike Berry's track record is synonymous with the success and development of North Texas real estate. Beginning in 1988 with the groundbreaking of the Alliance Airport, Mike helped transform the region that was once raw ranch land north of Fort Worth into AllianceTexas—the 27,000-acre, master-planned community and global logistics hub. Mike also formed and now leads the efforts at the Mobility Innovation Zone (MIZ), leveraging the unique ecosystem built at AllianceTexas to push innovation in surface and air mobility to the commercialization phase.

Mike also heads the Hillwood Urban team—specializing in corporate office and mixed-use development in an urban setting as well as investment and development opportunities throughout North Texas. Mike's versatile background and success in master-planned development led to Hillwood's partnership in developing Frisco Station, a 242-acre high-density, mixed-use community located in Frisco, Texas along the Dallas North Tollway.

Mike has earned numerous honors throughout his career, including his induction into the North Texas Commercial Real Estate Hall of Fame and the Fort Worth Business Hall of Fame. He was also recognized by his peers and awarded the Fort Worth Golden Deeds Award, the Greater Fort Worth Real Estate Council Founders Award, and the Distinguished Citizen's Award by the Boy Scouts of America.

Outside of Hillwood, Mike is an active community leader in several professional and non-profit organizations including an active board member at his alma mater, Texas Christian University.

Mike is a Fort Worth native and currently resides in his hometown with his wife, Marilyn; they are the proud parents to four daughters.



David Endicott, Alcon

David J. Endicott is the CEO of Alcon and a member of its Board of Directors. He joined Alcon in 2016 as Chief Operating Officer, and in 2018 was named CEO. He led the public spin-out of Alcon from Novartis in 2019. Since returning to the public market, Mr. Endicott has prioritized investments in R&D, improving manufacturing capabilities, and transforming both the operating model and company culture. Today Alcon is a world leader in eyecare.

Prior to Alcon, Mr. Endicott was President of Hospira Infusion Systems, a Pfizer company. During his tenure there, he led Hospira's medical device business through a turnaround, carve-out, and eventual sale. Critical to the turnaround, he advanced the company's product pipeline, returned its products to market from quality disruptions and accelerated global growth.

Before joining Hospira, Mr. Endicott served as an officer and executive committee member of Allergan where he spent more than 25 years of his career in leadership roles across Europe, Asia, as well as the US. He accelerated Allergan's international growth and successfully built new markets focused on medical specialties in the areas of ophthalmology, plastic surgery, and dermatology.

Mr. Endicott holds an undergraduate degree in Chemistry from Whitman College and an MBA from the University of Southern California. He is a current Board member of AdvaMed and has served on the Board of Directors of Zeltiq (ZLTQ), and Orexigen (OREX).



Katie Farmer, BNSF

Katie Farmer was named President and Chief Executive Officer in 2021 and also leads BNSF's Board of Directors. With more than 30 years of railroading experience, Katie most recently served as executive vice president and Chief Operations Officer, where she oversaw the entire BNSF Operations organization, including train operations; maintenance of track, structures and rolling stock; as well as sourcing, safety and training.

Prior to serving as executive vice president and Chief Operations Officer, Katie served as vice president, Service Design and Transportation Support since July 2017. In this role, she was responsible for the scheduling of railroad operations to meet customer expectations and optimize use of the BNSF network as well as service design functions for the Agricultural, Industrial, Consumer Products and Coal business units in addition to Capacity

Planning, Joint Facilities, Shortline Development and Passenger Operations.

Katie began her career in the railroad industry with Burlington Northern in 1992 as a management trainee in Fort Worth, Texas. Katie has held a variety of positions in sales and marketing in the Chemical, Plastic and Minerals business units. She also held positions in finance, customer solutions and network operations. In 1998, after a field sales position in Houston, Texas, she returned to Fort Worth as director of Plastics Marketing. In 2001, she was appointed to general director of Chemical Products Sales. In 2002, she was promoted to the position of assistant vice president of Carload Equipment, supporting the Carload, Agricultural Products and Coal business units. In December 2005, she was named vice president, sales, Industrial Products, and in June 2010 was appointed vice president, Domestic Intermodal. Beginning in January 2013, she served as group vice president, Consumer Products.

Katie and her husband, Jeff, live in Fort Worth, Texas with their son and daughter.



John Goff, Goff Capital

John C. Goff is an investor based in Fort Worth, Texas. His family office, Goff Capital, invests across multiple sectors including wellness, aerospace, energy, gaming, entertainment, and real estate. Among his holdings are Canyon Ranch – the world’s recognized leader in health and wellness, and Crescent Energy (NYSE:CRGY), where he serves as Chairman of both companies. John is also Chairman and principal owner of Crescent Real Estate which has assets under management, development, and investment capacity of over \$10 billion.

John began his investment career in 1987 when he joined famed investor, Richard Rainwater. In the early 90’s, John co-founded Crescent Real Estate with Richard, designing the strategy and orchestrating the acquisitions leading to its initial public offering (NYSE) in May 1994. Under his leadership as CEO, Crescent grew from approximately \$500 million at its IPO to \$6.5 billion upon its sale to Morgan Stanley in August 2007. Crescent provided its shareholders with a 15.4 percent compounded annual return and more than \$2.5 billion in cash dividends during its 13 years as a public company. In November 2009, John reacquired Crescent, in partnership with Barclays Capital, and in December 2017, he purchased Barclays’ interest to become the principal owner.

John also founded Goff Capital Partners during the credit crisis of 1998. The company went on to successfully invest in over \$4 billion

in distressed real estate debt and equity. In 2016, he combined the resources of Goff Capital Partners into Crescent Real Estate.

A graduate of The University of Texas at Austin, John remains actively involved in The University, including serving as Chairman of the McCombs School of Business Advisory Council. Of the numerous donations made to The University, he is most proud of the John C. Goff Real Estate Investment Fund, which provides students with the opportunity to manage capital in both public and private real estate investments. Among his honors, John is a Hall of Fame member of the McCombs School of Business, State of Texas Business, Dallas Business, Fort Worth Business, North Texas Real Estate, and he is an EY Entrepreneur of the Year and Golden Deeds Award recipient.

In 2020, John was appointed by the Mayor to Co-Chair Fort Worth Now to assist the city through the pandemic and emerge stronger economically. As part of this effort, John led the charge to attract Texas A&M to build a research and educational campus in Downtown Fort Worth, in addition to a new law school. John has now been appointed Chairman of Fort Worth Tarrant County Innovation Partnership to help coordinate efforts in completing the campus and attract industry partners.

John, and his wife, Cami, are also proud to be Founding Donors and serve on the National Advisory Board & Leadership Committee for the National Medal of Honor Museum. Through the Goff Family Foundation, John and Cami are dedicated to advancing education in our local community.



Robert Isom, American Airlines

Robert Isom is Chief Executive Officer of American Airlines Group and American Airlines, its principal subsidiary company. He also serves on the airline's board of directors. Robert assumed the role of CEO in March 2022.

Robert served as President of American from 2016 to 2022. In that role he oversaw the airline's commercial and operations activities. Prior to that, he served as Executive Vice President and Chief Operating Officer of American after holding those same positions at US Airways.

Prior to joining US Airways, Robert held senior executive finance, commercial, operations, strategy and international roles at GMAC, LLC, Northwest Airlines and America West Airlines. He started his career at The Procter & Gamble Company.

Robert is on the board of Airlines for America and the oneworld Governing Board.

Robert earned a Bachelor of Science in mechanical engineering and a Bachelor of Arts in English from the University of Notre Dame, as well as a Master of Business Administration from the University of Michigan.



Rusty Reid, Higginbotham

Rusty was named president and CEO of Higginbotham in 1989 at the age of 27. At that time, he implemented the firm’s defining “single source” service model whereby customers can obtain all their insurance and financial services under one roof. He also had the foresight to establish Higginbotham’s employee ownership structure, aligning all employees’ interests in the success of the firm. Under Rusty’s leadership, Higginbotham has grown to become the nation’s 21st largest independent insurance brokerage firm and Texas’s largest—one with full property/casualty, financial and HR service capabilities through offices coast to coast.

After receiving a bachelor’s degree in business administration/insurance from the University of North Texas, Rusty began his insurance career in 1983 as an assistant to the principals of Ramey, King, & Minnis Insurance Agency. He moved on to American General Fire & Casualty Company as a territorial marketing manager before joining Higginbotham as its 12th employee in 1986.

Rusty and his wife Molly were married in 1985. They are parents to Charlie, who is married to Michele and has son JR, Jake, who is married to Emily and has daughter Janie, and Sainty, who is married to actor/producer Eric Nelsen and has daughter Molly Morgan and son Mick.



Greg Ulmer, Lockheed Martin

Gregory (Greg) M. Ulmer is the executive vice president (EVP) of the Aeronautics business area for Lockheed Martin Corporation. In this capacity, he is responsible for leading the Aeronautics business, which is a more than \$25 billion enterprise employing approximately 30,000 people. The Aeronautics portfolio features fifth-generation tactical aircraft, air mobility, unmanned and intelligence/surveillance/reconnaissance platforms, including the F-35, F-22, F-16, C-130; as well as Advanced Development Programs at Lockheed Martin’s Skunk Works®.

Previously, Mr. Ulmer was Vice President and General Manager for the F-35 Lightning II Program. In this capacity, he was responsible



for leading all areas of the F-35 Lightning II fighter aircraft program, to include development, production, sustainment and modernization.

He previously served as Lockheed Martin Aeronautics' Vice President, F-35 Aircraft Production Business Unit. In that role, he was responsible for all aspects of global F-35 production and delivery to include program management, production operations, supply chain management, quality, affordability, tooling and manufacturing rate readiness and customer engagement.

He also previously served as Vice President of Operations for Lockheed Martin Aeronautics Advanced Development Programs (ADP), also known as the Skunk Works®. In this role, he was responsible for the ADP operations comprised of more than 3,000 employees across multiple Aeronautics sites overseeing the F-22 Raptor Modification Line, U-2 Dragon Lady Periodic Depot Maintenance, F-35 Lightning II sub-assembly work and ADP Special Programs.

Throughout his career, Mr. Ulmer has led several critical initiatives for Lockheed Martin, including efforts as the C-5 Vice President and Program Manager responsible for the overall operations and leadership of the C-5 Reliability Enhancement and Re-Engining Program and the Avionics Modernization Program; the C-130 Deputy Program Manager for Operations; C-130 Air Vehicle Director; Deputy Chief Engineer and Flight Test Integrated Product Team (IPT) Senior Manager and more. Mr. Ulmer began his career as a flight test engineer supporting the MD-11, C-17 and C-130J programs from first flight through certification for all three aircraft.

Mr. Ulmer is a fellow for the Royal Aeronautical Society and a graduate from California Polytechnic State University in San Luis Obispo, California, with a bachelor's degree in Aeronautical Engineering. He also holds an executive master's degree in Business Management with an emphasis on aerospace from the University of Tennessee.