Candidate Report on

Terry Arnold

For the Position of

Vice President, Human Resources and Chief Human Resources Officer

University of Florida

April 2016
EXECUTIVE EVALUATION

The following is an assessment of Terry Arnold as an executive candidate for the position of Vice President Human Resources and Chief Human Resources Officer at University of Florida. The evaluation was prepared by Louis Montgomery of Korn Ferry.

EDUCATION

<table>
<thead>
<tr>
<th>Year</th>
<th>Institution</th>
<th>Degree/Courses/Programs</th>
<th>Verification</th>
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</thead>
<tbody>
<tr>
<td>2000</td>
<td>Troy University</td>
<td>M.S., Human Resources Management</td>
<td>Pending</td>
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<tr>
<td>1992</td>
<td>Florida A&amp;M University</td>
<td>B.S., Marketing/Political Science</td>
<td>Pending</td>
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PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

Other Education
- EMBA, Human Resources Executive Program; University of Michigan
- GE Manager Development Course; Jack Welch Leadership Institute
- GE Strategic Human Resources Seminar
- GE Leadership, Innovation, and Growth Seminar

Awards / Certifications / Professional Associations
- Region Executive Award (GE)
- Certified Six Sigma Black Belt (GE)
- SPHR, Senior Professional in Human Resources
- Mediator and Conflict Resolution Specialist (GE)
- Human Resources Policy Association Member
- Chief Human Resources Officer Group (CHO)
- Florida A&M University National Alumni Association
- National Black MBA Association (NBMBAA)

Community
- Junior Achievement Volunteer
- Marist School Parent/Volunteer
- Omega Psi Phi Fraternity Delta Mu Mu chapter
• President, Ridgeview Falls Point Homeowners Association
• Omega4Life National Leadership Development Program
• Corvette Enthusiast
CAREER DETAILS

2014 to Present
Building Materials Holding Corporation
Atlanta, Georgia and Boise, Idaho

Building Materials Holding Corporation operates as a holding company. The Company, through its subsidiaries, provides building materials and residential construction services, and supplies lumber, building materials, trusses and components, wall panels, and doors.

Vice President, Human Resources
Chief Human Resources Leader supporting $2.7 billion, 9800 union and non-union employees covering 17 states for building materials, manufacturing and distribution company.

- Partnered with Chief Executive Officer, Chief Financial Officer and senior leadership team on three mergers and acquisitions with valuation of $1.450 billion consisting of 3550 employees; including Human Resources due diligence, integration, and post integration activities. Implemented merger and acquisition playbook by function as framework going forward.

- Presented Human Resources Transformation strategy to Board of Directors and Leadership team. Aligning 140 semi Human Resources professionals (6 direct reports) with overall business strategy and implemented 4 ULTIPRO HRIS modules [applicant tracking system, performance management, succession planning, and compensation planning]. Resulting in 60% reduction of administrative and transactional processes and shifted 30 roles to support companywide Human Resources Taskforce recruiting initiative.

- Combined and negotiated employee healthcare benefits and 401 thousand plans with AON and UBS, resulting in $4.9 million in synergy savings and $300 savings per employee.

2013 to 2014
AutoTrader Group Inc.
Atlanta, Georgia and Irvine, California

AutoTrader Group Inc. operates a digital automotive marketplace. It provides marketing and software solutions to automotive dealers, as well as connects in-market car shoppers and sellers online. It operates as a subsidiary of Cox Enterprises, Inc.

Vice President, Human Resources, Business Partnerships
Head of Human Resources Business Partnerships supporting Autotrader Group Media and Software businesses, responsible for business partnerships for $1.545 billion in revenue, 4000 employees representing Autotrader.com, Kelly Blue Book (KBB), vAuto, VinSolutions, and its software businesses. Responsible for unifying and developing a team of 45 Human Resources professionals and 6 direct reports.

- Orchestrated organizational effectiveness and redesign of ATG Business Operations, Finance, and Human Resources teams to improve operational excellence and business processes within each function. Resulted in $3 million cost
savings and four diverse promotions within Finance, Strategy, and Human Resource teams.

- Collaborated with Senior Vice President of Sales and implemented Dealer Development Model, DDM. Partnered with 3% of 850 dealer network year till date providing full service talent acquisition and training and development strategy for automotive general managers and sales employees. Resulted in projected $1 million revenue growth for Autotrader in year one and year two and 50% reduction in employee turnover for company’s automotive dealer clientele.

2011 to 2013
Univar USA Inc. (Clayton Dubilier & Rice)
Redmond, Washington and Barcelona, Spain

Univar USA Inc. distributes industrial and specialty chemicals, and related products. It offers coatings and adhesives, such as solvents, resins, pigments, and other thickeners to make paints, inks, glues, and other binders. The company also provides food ingredients, household and industrial cleaning, oil and gas, personal care, and pharmaceutical ingredients. In addition, it offers environmental products, such as structural pest control, vegetation management, food processing, post-harvest, public health, animal health, turf and ornamental, and hay production products. In 2010, Clayton, Dubilier & Rice, LLC acquired ownership interest in Univar Inc.

Vice President, Human Resources, Univar USA
Senior Human Resource leader responsible for all people practices for the USA business, consisting of $6.3 billion in revenue, 4,500 employees and 120 union and non-union locations. Led a team of eight Human Resource directors (direct reports) as part of a matrixed leadership team.

- Implemented talent management process for 2,800 salaried employees, enabled line of sight to next generation leaders, talent engagement, succession planning processes, and career development.

- Program-managed recovery of $15 million SAP (ECC6) HCM implementation for global workforce; encompassed Payroll/HRIS/Benefits systems components.

- Staffed strategic pricing team with one Vice President, three directors, and four program managers, $10 million Earnings Before Interest, Taxes, Depreciation and Amortization impact.

- Partnered with senior staff and executive team to develop and implement long-term USA Human Resource strategy supporting company’s $15 billion top-line revenue growth strategy; implemented life cycle talent management philosophy and infrastructure for long-term sustainability.

2003 to 2011
General Electric Company

General Electric Company is a technology and financial services company. Its products and services include aircraft engines, power generation, water processing, household appliances, medical imaging, business and consumer financing and industrial products.
2009 to 2011
Human Resources Manager, Energy Services Information Management, EH&S, and Quality
Atlanta, Georgia; Schenectady, New York; Markham, Ontario, Canada; Mumbai/Hyderabad/Pune/Chennai, India; Shanghai, China
Senior Global Human Resource Manager with direct generalist and strategic Human Resources responsibility for global business unit supporting $17 billion profit and loss. Led staff of 6 directs and matrixed team of 12 Human Resource managers supporting the IM function for 2,400 global employees.

- Defined strategy to accelerate US and European Performance Services ERP rollout; recruited and hired 56 resources, staffing 2 teams, driving project scope and support of $77 million go-live project.
- Led global engagement sessions with Pole HRM's for employees in Asia, India, Europe, Latin America and Mexico, resulting in smoother assimilation of global teams, reducing less than two years of service attrition by 45%.
- Developed and operationalized IM growth playbook and workforce plan linking performance management with long and midterm business goals, resulting in implementation of global information technology technical career path program.
- Developed and implemented Human Resources dashboard, leading to greater accountability and line of sight that reduced attrition, increased diverse hires, produced 100% presence of diverse candidates in interview slates, and enhanced engagement with at-risk employees.

2008 to 2009
Human Resources Manager, GE Energy Services Finance and Energy Global Sourcing
Atlanta, Georgia; Schenectady, New York; Bracknell, United Kingdom, Shanghai, China
Responsible for leadership, direction, and expertise for all Human Resources functions including performance management, salary planning, rewards and recognition management, succession planning, talent management, employee engagement, and recruiting and selection, supporting 1100 employees, $10 billion in revenues.

- Conducted needs assessment with finance, legal, and sourcing leaders to identify key areas of focus.
- Organized matrixed Human Resources teams for optimal coverage and responsiveness to global client groups, resulting in improved Human Resources support, increasing operational excellence by 30%.
- Hired and promoted 18 diverse employees across finance and sourcing organizations, solidifying commitment to grow talent pipeline and attract thought leaders.
- Implemented career management essentials training, addressing proactive career management including: setting performance goals, developing needs and talents, and managing up.
2006 to 2008
Region Human Resources Manager to Energy Services Field Services, Sales, and Commercial Operations
Atlanta, Georgia and Charlotte, North Carolina
Human Resources manager for 14-state region, supporting field engineers, sales, and commercial operations employees as part of 5,000 employee organization with $3.9 billion in revenues.

- Implemented and presented regional Human Resources vision and strategic plan, emphasizing regional networking in support of local customer teams, targeted recruiting and staffing, process excellence, and career development; contributed to 12% order increase and $6 million sales increase.
- Developed regional recruiting plan and partnered with business leadership focused on 17 universities, military personnel, former GE employees, and industry competitors, resulting in 50 hires in 6 months for unique skills and hard to fill jobs.

2003 to 2006
Client Human Resources Leader, Aviation Materials
Dallas, Texas; Cincinnati, Ohio; Cardiff, Wales; Glasgow, Scotland; Saint Quentin, France
Human Resources leader for 750 employee, $90 million revenue aviation materials and component management organization.

- Leveraged industry expertise in filling talent pipeline; hiring plan resulted in 25 key competitive external hires, contributing to 28% increase in operation plan and 16% sales growth.
- Implemented structured interview process, which led to six internal proactive assignments/promotions and 54% improved employee retention.
- Implemented mentor/mentee initiative, improved internal knowledge sharing; achieved 35% participation.

2002 to 2003
Dell Computer
Round Rock, Texas
Dell Computer offers desktop personal computers, software and peripherals. It designs, develops, manufactures, markets, sells and supports information technology systems such as laptops, desktops, mobiles, workstations, storage devices and printers. It operates as a subsidiary of Dell Inc.

Senior Human Resources Generalist
Provided Human Resources generalist support to inside/outside sales team of 600 with $2 billion revenue.

2000 to 2002
Stanley Mechanics Tools
Dallas, Texas; Wichita Falls, Texas; Smith Falls, Ontario; Taichung, Taiwan
Plant Human Resources Manager
Provided site Human Resources Leadership for Wichita Falls and Dallas, Texas plants, supporting 2 Plant Managers and 800 employees with $600 million in revenues.

- Implemented HRBIWA to diagnose employee relations issues and worked with managers to derive and address employee issues/concerns toward solution, resulting in 85% positive employee survey feedback.
- Led Labor negotiation team, successfully reaching cost-effective settlement, reducing medical expenses by $165 thousand over the three year agreement.

1998 to 2000
General Electric
Stamford, Connecticut; Reading, Pennsylvania

Human Resources Quality Team Leader (Human Resources Junior Officer Leadership Program), GE Capital
Facilitated Six Sigma quality process improvement, training and development of 1,800 Penske personnel. Responsible for planning, process mapping and stratifying data to increase operational efficiency and effectiveness.

1990 to 1998
United States Army
Fort Benning, Georgia; Fort Lewis, Washington; Fort Carson, Colorado; Fort Irwin, California; Middle East; Bosnia; Haiti

United States Army operates as a component of the United States Armed Forces dedicated to protecting America's freedoms domestically and abroad, securing the homeland, and defending democracy worldwide.

U.S. Army, Captain, Infantry [Army Ranger]

- Responsible for strategic planning, morale, health, welfare, training operations, and logistical support for numerous deployments and field training exercises consisting of 165 personnel and over $20 million of equipment.
- Infantry Officer Basic and Advanced Courses (Commandant's List); U.S. Army Ranger School (Audie Murphy Award).