

A Legal Best Practices Community

20 Hours of CLE (6 Hours of Ethics)

# 2020 Leadership Institute

SMU COX SCHOOL OF BUSINESS  
COLLINS EXECUTIVE CENTER

SESSION 1: TUESDAY, APRIL 14 – THURSDAY, APRIL 16

SESSION 2: TUESDAY, MAY 12 – THURSDAY, MAY 14



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# Leadership Institute

Texas General Counsel Forum Leadership Institute, formerly the Forum Institute for Leadership in the Law (FILL), returns to the SMU Cox School of Business this spring for our annual six-day program. The Leadership Institute was designed by general counsel for general counsel and provides a unique management program taught by SMU Cox School of Business faculty. Each three-day session provides an intensive study of leadership, management, and corporate finance in a classroom of 25-30 general counsel, managing counsel, and rising counsel from major companies and organizations.

**REGISTER ONLINE TODAY**

[www.tgcf.org/Leadership-Institute](http://www.tgcf.org/Leadership-Institute)

The Institute greatly enhanced my in-house business effectiveness. The small, interactive classes, taught by top-notch MBA faculty, helped me focus on legal issues through both a business and leadership lens.

Not only did it enhance my in-house success, it changed my career trajectory. In addition to legal oversight, the Institute contributed to my opportunities to lead other functions such as Human Resources, Culture and Corporate Communications. The Institute is unique among programs offered for in-house attorneys. Whether you are newly in-house or a seasoned professional, I recommend this program for all.”

**Chris Willis**

Chief People Officer and EVP Legal and Corporate Affairs, Interstate Batteries  
Leadership Institute Class of 2006

**SESSION 1**

TUESDAY, APRIL 14 – THURSDAY, APRIL 16

**SESSION 2**

TUESDAY, MAY 12 – THURSDAY, MAY 14

**SMU COX SCHOOL OF BUSINESS**

COLLINS EXECUTIVE CENTER

3150 BINKLEY AVENUE

DALLAS, TEXAS 75275

**2020 PRICING (PER PERSON)**

	Early Bird Price	After February 15th
Members	<b>\$3,800</b>	<b>\$4,200</b>
Non-Members		<b>\$5,500</b>

**2020 PROGRAM BENEFITS**

- 41 hours of study over 6 days
- All study & classroom materials
- Certificate of completion
- 20 CLE credit hours including 6 hours of ethics
- Continental breakfast, lunch, & refreshments
- 2 evening networking receptions
- 2 networking dinners
- Attendee directory

**NOTEWORTHY ALUMNI COMPANIES**

- 7-Eleven, Inc.
- Austin Industries
- AT&T Inc.
- Baylor Scott & White Health
- Ben E. Keith
- Celanese
- CenterPoint Energy
- Chevron Phillips Chemical Co.
- Children's Health System of Texas
- CITGO Petroleum Corporation
- Comerica Bank
- Cook Children's Health Care System
- Dell Technologies
- FedEx Office & Print Services, Inc.
- GM Financial
- Goldman Sachs
- Interstate Batteries
- J.C. Penney
- Kimberly Clark
- Lennox International
- LyondellBasell
- Mattress Firm, Inc.
- North Texas Tollway Authority
- NTA Life
- ORIX Corporation USA
- Orthofix Medical Inc.
- PepsiCo, Inc.
- Rent-A-Center, Inc.
- Ryan, LLC
- Southwest Airlines Co.
- Texas Instruments Inc.
- The Weir Group PLC
- Topgolf
- Trinity Industries, Inc.
- Varsity Brands, LLC
- Vistra Energy

# Session 1

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## **DAY 01** TUESDAY, APRIL 14, 2020

- 9:30 AM Networking Breakfast
- 10:00 AM **Making Ideas Stick | Jay Carson**
- 12:00 PM Lunch
- 1:00 PM **Creativity, Innovation and Risk | Jay Carson**
- 5:30 PM Evening Networking Reception

## **DAY 02** WEDNESDAY, APRIL 15, 2020

- 8:00 AM Networking Breakfast
- 8:30 AM **Manage for Success or Set-Up-To-Fail | Don Vandewalle**
- 12:30 PM Lunch
- 1:30 PM **Introduction to Financial Reporting | Greg Sommers**
- 6:00 PM Networking Dinner

## **DAY 03** THURSDAY, APRIL 16, 2020

- 7:30 AM Networking Breakfast
- 8:00 AM **Strategic Financial Statement Analysis | Hemang Desai**
- 12:00 PM Lunch
- 12:30 PM **Applied Innovation: Human Centered Design | Tim Sutton**
- 3:30 PM Dismissal



# Session 2

## DAY 04 TUESDAY, MAY 12, 2020

- 9:30 AM Networking Breakfast
- 10:00 AM **Corporate Governance & Ethics | Hemang Desai**
- 12:00 PM Lunch
- 1:00 PM **Value Based Management | Pam Baker**
- 5:30 PM Evening Networking Reception

## DAY 05 WEDNESDAY, MAY 13, 2020

- 8:00 AM Networking Breakfast
- 8:30 AM **Managing Through Influence | Jerry Magar**
- 12:30 PM Lunch
- 1:30 PM **Managing for Performance | Jerry Magar**
- 6:00 PM Networking Dinner

## DAY 06 THURSDAY, MAY 14, 2020

- 7:30 AM Networking Breakfast
- 8:00 AM **Authentic Presence | Kimberly Davis**
- 12:00 PM Lunch
- 12:30 PM **Leading in a VUCA World | Jay Carson**
- 3:30 PM Dismissal





# SESSION 1 PROGRAM & PRESENTERS

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TUESDAY, APRIL 14 – THURSDAY, APRIL 16

## Day 01 Tuesday, April 14, 2020

9:30 AM Networking Breakfast

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### 10:00 AM MAKING IDEAS STICK

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**Jay Carson** Participants will learn how to better communicate ideas in a way that is memorable and influential. Using six key principles, we will work on ways to improve your communication using language that is simple and concrete, as well as how to use elements of emotion, surprise and story to make sure that the audience remembers and can act on your ideas. The session will utilize video clips, interaction and an application exercise to reinforce the ideas and how they can be used.

12:00 PM Lunch

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### 1:00 PM CREATIVITY, INNOVATION AND RISK

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**Jay Carson** In order for organizations to succeed, they must strike a balance between managing complexity with structures and procedures while also managing creativity and innovation, which involves some level of risk taking. The session will use an experiential exercise to demonstrate these tensions and to allow participants to discover key factors that can contribute to organizational creativity and innovation. Emphasis will be on evidence-based modeling for managing innovation in organizations and will help participants develop areas for growing both individual creativity skills and organizational practices that support risk-taking and innovation.

5:30 PM Evening Networking Reception

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HOSTED BY:

The logo for the Weil Center for Leadership Studies, featuring the word "Weil" in white serif font on a green rectangular background.

**Weil**

## Day 02 Wednesday, April 15, 2020

8:00 AM Networking Breakfast

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**8:30 AM** **MANAGE FOR SUCCESS OR SET-UP-TO-FAIL**

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Don Vandewalle

Why do seemingly strong hires go sour? Why does feedback backfire? Does micromanagement deserve such a bad rap? Evidence-based management models, case studies and role-playing are utilized to develop significant insights into the psychological processes underlying leader-employee relationships. These insights provide powerful guidance to initiate and grow productive relationships. The session also integrates the topics to better understand the characteristics of admired, high performance organizations.

12:30 PM Lunch

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**1:30 PM** **INTRODUCTION TO FINANCIAL REPORTING**

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Greg Sommers

Move past being glazed over when financial information is discussed. The initial financial module reviews income, balance sheet and cash flow statements and their interrelation. This module provides detailed examination of the information conveyed by financial statements. It enhances your understanding of the difference between earnings and cash flows and implications of the difference.

6:00 PM Networking Dinner

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HOSTED BY

**KIRKLAND & ELLIS**

## Day 03 Thursday, April 16, 2020

7:30 AM Networking Breakfast

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### 8:00 AM STRATEGIC FINANCIAL STATEMENT ANALYSIS

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**Hemang Desai**

The first accounting session provided an introduction to the basic principles underlying U.S. GAAP, core financial statements and information contained therein. This session will build on the first session and will focus on developing a framework for strategic financial statement analysis. Through a series of ratios, we will examine how a firm's strategy or its business model is reflected in its financials. The ratios will also permit an assessment of how well the management has executed its strategy. The key takeaways will be (i) an understanding of key drivers/levers of a firm's performance (ii) how you can influence your firm's performance and (iii) how the business story is reflected in the firm's financials.

12:00 PM Lunch

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### 12:30 PM APPLIED INNOVATION: HUMAN CENTERED DESIGN

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**Tim Sutton**


Complex and ingrained problems require a means through which to discover the way to a solution. We will review a process which provides a way to move forward even when the solutions might not appear obvious. Design decisions fit into a larger context which includes history, politics, sustainability, ethics, relationships and aesthetics. Courses work to ground participants in a world bigger than their own through an understanding of design impact.

3:30 PM Dismissal

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HOSTED BY



The background image shows a conference room. A man in a dark suit is standing at a podium on the left, facing a large projection screen on the right. The screen displays a presentation with text and a logo. In the foreground, the back of a person's head and shoulders are visible, seated at a table. Other tables and chairs are visible in the background, suggesting an audience. The overall lighting is dim, with the screen providing the main light source.

# SESSION 2 PROGRAM & PRESENTERS

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TUESDAY, MAY 12 – THURSDAY, MAY 14

## Day 04 Tuesday, May 12, 2020

9:30 AM Networking Breakfast

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### 10:00 AM CORPORATE GOVERNANCE & ETHICS

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**Hemang Desai**

This session will address multiple important themes. Managerial responsibility over financial reporting, corporate ethics and governance and control failures and their implications. The discussion will center around two real case situations. We will examine the above issues with a critical lens discussing the roles ( or failure, if you will) of the Management, the Board, Auditors as well as Analysts and Institutional Investors.

12:00 PM Lunch

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### 1:00 PM VALUE BASED MANAGEMENT

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**Pam Baker**

Business value includes all forms of value that maximize the health and well-being of an organization. This may include economic value and shareholder / stakeholder value that are measured with mathematical models. Other forms of value, such as customer value and supplier value are not as easy to measure. This discussion focuses on the various types of business value and how to incorporate value into decision making to better work toward the long-term success and prosperity of the organization.

5:30 PM Evening Networking Reception

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**Weil**

## Day 05 Wednesday, May 13, 2020

8:00 AM Networking Breakfast

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### 8:30 AM **MANAGING THROUGH INFLUENCE**

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Jerry Magar

As work becomes more complex and collaborative, the ability to build trusting relationships distinguishes those who flourish from those who falter. We are often required to achieve results with groups and individuals well beyond where our formal authority lies. Learn to leverage influence to create more productive and even more enjoyable relationships with your boss, peers and employees.

12:30 PM Lunch

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### 1:30 PM **MANAGING FOR PERFORMANCE**

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Jerry Magar

This session explores various strategies to evaluate and develop employees, introducing skills in coaching, counseling and methods for motivating non-performers. The session will cover both managing the problem performer and developing the high performer.

6:00 PM Networking Dinner

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HOSTED BY



**Day 06 Thursday, May 14, 2020**

7:30 AM Networking Breakfast

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**8:00 AM AUTHENTIC PRESENCE**

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Kimberly Davis

A powerful and engaging session that explores why you do what you have chosen to do professionally. What is the impact you want to have outside yourself on your direct reports, your customers (internal/external), your colleagues, and your community through the work that you do? Be prepared to share.

12:00 PM Lunch

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**12:30 PM LEADING IN A VUCA WORLD**

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Jay Carson

Leadership as usual is not enough in a VUCA world. VUCA stands for Volatile, Uncertain, Chaotic and Ambiguous. Leading in a VUCA world not only presents a challenging environment, but also opens the door to an array of skills that are required to succeed. Leaders and their organizations need to develop the mental capabilities and desire to avoid being left behind.

3:30 PM Dismissal

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HOSTED BY:

**KIRKLAND & ELLIS**

# Become a Member Today!

## The Power of the Forum

Founded in 1998, Texas General Counsel Forum brings together more than 650 general counsel and senior managing counsel from across the state. The Forum is a boutique organization of in-house leaders who share legal best-practices in a local, networking community. Our goal is to build relationships and gain knowledge through strategic programming and networking hosted in our chapter cities: Austin-San Antonio, Dallas-Fort Worth, and Houston. Our members are leaders in their industries who understand the power of collaboration. The Forum provides the diverse sources necessary for our members to excel at in-house innovation. To learn more and apply for membership today, visit [www.tgcf.org/Membership](http://www.tgcf.org/Membership).

## Member Benefits



### BEST-PRACTICES

- Address crucial best-practice issues at each chapter's quarterly programs.
- Attend our two-day Annual Conference with a series of short, dynamic discussions from industry leaders. The conference is included in your membership dues.



### NETWORKING

- Develop lasting professional relationships at regular networking and social functions like after hours events, quarterly programs, women's events, holiday receptions, special events and the annual conference.
- Engage in advanced dialogue on current legal topics at our informal roundtable lunches throughout the year.



### LEADERSHIP

- Gain leadership knowledge from programming and fellow members representing more than half of the Fortune 500 companies headquartered in the state as well as prominent companies in each chapter city.
- Participate in our six-day annual Leadership Institute designed by general counsel which provides attendees with a unique leadership and financial management program presented in association with the SMU Cox School of Business. The Leadership Institute is discounted for Forum members.

## Membership Levels

<b>INDIVIDUAL CORPORATE</b>	<b>\$600</b>
<b>INDIVIDUAL GOV'T/NON-PROFIT</b>	<b>\$300</b>
<b>CORPORATE LEGAL DEPARTMENT</b> General counsel & up to 3 managing counsel. Additional members \$300 each.	<b>\$1200</b>
<b>GOV'T/NON-PROFIT LEGAL DEPARTMENT</b> General counsel & up to 3 managing counsel. Additional members \$225 each.	<b>\$900</b>
<b>CORPORATE MENTORING SPONSOR</b> General counsel & up to 8 managing counsel. Additional members \$300 each.	<b>\$2500</b>

*All memberships are valid for the duration of the calendar year (January 1 - December 31)*

## #

7-Eleven, Inc.  
7-Eleven, Inc. | SEI Fuel Services, Inc.

## A

A. H. Belo Corp.  
Accenture LLP  
Accretive Solutions  
AdvoCare International LP  
AIC Title Service, LLC  
AIG  
Air Liquide USA LLC  
Ambit Energy  
Americas Styrenics, LLC  
AMN Healthcare  
Anadarko Petroleum Corporation  
Apex LPO  
Aramco Services Co.  
Armadillo Financial Partners, LLC  
Ascension Texas  
Asset Living  
AT&T Inc.  
AT&T Services, Inc.  
Atmos Energy Corporation  
Austin Industries, Inc.  
Avant Energy

## B

Bauer Ventures  
Baylor College of Medicine  
Baylor Scott & White Health  
Bazaarvoice  
BBA Aviation  
Berry Petroleum Corporation  
BHP  
Blucora, Inc.  
Blue Cross and Blue Shield of Texas  
Blue Mountain Midstream  
Boardwalk Pipeline Partners, LP  
Breg, Inc.  
Bristow Group, Inc.  
BT Americas

## C

C&J Energy Services, Inc.  
Cabot Oil & Gas Corporation  
Caiman Energy II, LLC | Blue Racer Midstream, LLC  
Callon Petroleum Company  
Camden Property Trust  
Capital Senior Living Corp.  
CaptureRx (Formerly)  
CARBO Ceramics Inc.  
Cardtronics plc  
Carrizo Oil & Gas, Inc.  
Cathexis Holdings, LP  
CEC Entertainment, Inc.  
CenterPoint Energy, Inc.  
Chambers Energy Capital, LP  
Charles Schwab & Co., Inc.  
Cheniere Energy, Inc.  
Chevron Africa & Latin America Exploration  
& Production Company  
Chevron Downstream Americas Shipping  
& Pipeline  
Chevron North America Exploration  
and Production Company  
Chevron Phillips Chemical Company  
Cinopolis USA  
Classic Industries, LP  
Comerica Bank  
Comfort Systems USA, Inc.  
Commercial Metals Company  
ConocoPhillips Inc.  
Cook Children's Health Care System  
Crestwood Equity Partners LP  
Crown Castle International Corp.  
CSW Industrials, Inc.  
Cyber Law Consortium

## D

Dallas Fort Worth International Airport  
Danaher Dental Platform  
Darling Ingredients Inc.  
Daseke, Inc.  
Dave & Buster's, Inc.  
Dean Foods Company  
Dell Technologies  
DentalOne Partners  
DexYP  
Digital Discovery, LLC  
Direct Energy

## E

Ecolab Inc.  
Ecopetrol America Inc.  
Electric Reliability Council of Texas, Inc.  
Elemetal, LLC  
Embree Group of Companies  
Enable Midstream  
Enbridge  
Enerflex Ltd.  
Energy Transfer LP  
ENGIE North America Inc.  
Enscop plc  
Enserve, Inc./ Entrust Energy

Enterprise Products Partners L.P.  
Environmental Resources Management (ERM)  
Eureka Midstream  
Exchange Income Corporation  
Exeter Finance LLC  
Exterran  
ExxonMobil Corporation

## F

Farm Credit Bank of Texas  
Federal Reserve Bank  
FedEx Office & Print Services, Inc.  
Flowserve Corporation  
Fluor Corporation  
Fogo de Chao, Inc.  
Forcepoint  
ForeFlight LLC  
Fort Bend County  
Fossil Group, Inc.  
Frank's International, N.V.  
Frito Lay, Inc.  
FTS International

## G

G6 Hospitality LLC  
Gaedeke Group, LLC  
Galderma Laboratories, L.P.  
GameStop, Inc.  
GC Consulting Solutions  
General Counsel Legal Services, PLLC  
General Datatech, L.P.  
General Electric Company  
General Motors Company  
Geoforce, Inc.  
GM Financial  
Goosehead Insurance  
Gridliance  
Group 1 Automotive Inc.  
Group One Thousand One | DLIC  
Guggenheim Retail Real Estate Partners  
Gulf States Toyota, Inc.  
Gyrodota Incorporated

## H

H.D. Vest Financial Services  
Hall Group  
Halliburton  
Halliburton Energy Services, Inc.  
Hanger, Inc.  
HealthSmart Holdings, Inc.  
Helis Oil & Gas Company, L.L.C.  
Herff Jones, LLC  
Hewlett Packard Enterprise  
HighGround Advisors  
Hill & Wilkinson General Contractors  
Hilltop Securities Inc.  
Hines Advisors LP  
HMS Holdings Corp.  
Honeywell Process Solutions  
Houston Botanic Garden  
Houston Community College System  
Houston Housing Authority  
Houston Methodist  
Huawei Technologies USA  
Hunt Consolidated, Inc.

## I

Independent Bank Group Inc.  
Ingredion Incorporated  
Integer Holdings Corp.  
InfraGard National Members Alliance  
InterHealth Technologies  
Interstate Batteries, Inc.  
Intervale Capital  
Invitation Homes

## J

JCPenney

## K

Katy Independent School District  
Kayne Anderson Energy Funds  
Keane Group, Inc.  
Keurig Dr Pepper Inc.  
Key Energy Services, Inc.  
KidKraft, Inc.  
Kimberly-Clark Corporation  
Kintetsu World Express (USA), Inc.  
Kronos Worldwide, Inc.  
Kubota Credit Corporation U.S.A.

## L

LALA U.S., Inc.  
Le Duff America, Inc.  
Lennox International Inc.  
Lewis Energy Group  
LGI Homes, Inc.  
Lincoln Property Company  
Lone Star Circle of Care  
Lower Colorado River Authority  
LSG Sky Chefs, Inc.  
Lucid Energy Group  
LyondellBasell Industries

## M

Main Street Capital Corporation  
Marathon Oil Corporation  
Masergy Communications Inc.

Matador Resources Company  
Match Group  
MBL Title  
McCoy Corporation  
McGrath  
McLane Company, Inc.  
McLane Foodservice, Inc.  
Memorial Hermann Health System  
Merichem Company  
Monadnock Resources, LLC  
MoneyGram International  
Motiva Enterprises, LLC  
MRC Global Inc.  
Munich Re Trading LLC

## N

Nabors Industries  
National Instruments  
NCI Building Systems, Inc.  
NCS Multistage Holdings, Inc.  
NexBank Capital, Inc.  
Noble Corporation plc  
Noble Drilling Services, Inc.  
Noble Energy, Inc.  
North Texas Tollway Authority (NTTA)

## O

Oasis Petroleum, Inc.  
Occidental Petroleum Corporation  
Oceanering International, Inc.  
One Technologies LLC  
OneSource Virtual, Inc.  
OOGC America LLC  
ORIX Corporation USA  
Orthofix Medical Inc.  
Overhead Door Corporation

## P

Pacific Drilling Services, Inc.  
Pacific Holdings Group  
Panda Power Funds  
Parker Drilling Company  
Parkland Health & Hospital System  
Patra Corporation  
Patterson-UTI Management Services, LLC  
Peak Completion Technologies, Inc.  
Pedernales Electric Cooperative, Inc.  
PepsiCo, Inc.  
Perry Homes  
Pilot Flying J  
Pin Oak Corpus Christi, LLC  
Pinnacle Propane, LLC  
Pioneer Natural Resources USA, Inc.  
Plains All American Pipeline, L.P.  
Planned Parenthood Gulf Coast  
Pon North America, Inc.  
Premier Trailer Leasing  
PrimeSource Building Products, Inc.  
PROS, Inc.  
Prudential Asset Resources, Inc.

## Q

Quanex Building Products Corporation  
Quantlab Financial, LLC

## R

Rackspace  
RealPage, Inc.  
Reddy Ice Corporation  
RetailMeNot  
Rice University  
Rosehill Resources Inc.  
Rug Doctor, LLC  
Russell Reynolds Associates  
Ryan, LLC

## S

S & B Engineers and Constructors, Ltd.  
SAM Holding Company, Inc. & Subsidiaries  
Samsung Austin Semiconductor, LLC  
San Antonio Water Systems  
Schneider Electric  
Scientific Drilling International  
Seabed Geosolutions  
Seatrax, Inc.  
Select Energy Services, Inc.  
Service Corporation International (SCI)  
Service Experts LLC  
Service King Collision Repair Centers  
Siemens PLM Software Inc.  
Siltstone Capital LLC  
Silver Eagle Distributors, L.P.  
SilverBow Resources, Inc.  
Sinelli Concepts International, Inc.  
Smoothie King  
SoftLayer Technologies, Inc.  
South Texas Money Management, Ltd.  
Southern Methodist University  
Southwest Research Institute  
Southwestern Energy Company  
Spark Energy, Inc.  
Sparta Systems, Inc.  
SRS Group Holdings, Inc.  
Stallion Oilfield Services  
Stevens Transport, Inc.  
Stonebriar Commercial Finance

Stream  
Strike, LLC  
Summit Financial Group, Inc.  
Summit Midstream Partners, LLC  
Supreme Court of Texas

## T

Talos Energy Inc.  
Targa Resources, LLC  
Tauber Oil Company  
TaxAct, Inc.  
Teacher Retirement System of Texas (TRS)  
TechnipFMC PLC  
Tellurian Inc.  
Tenet Healthcare Corporation  
TETRA Technologies, Inc. & CSI Compressco LP  
Texas Children's Hospital  
Texas Hospital Association  
Texas Medical Association  
Texas Mutual Insurance Company  
Texas Reliability Entity, Inc.  
Texas State Board of Pharmacy  
Texas United Corporation  
Texas Workforce Commission  
The Beck Group  
The Beneficient Company Group (USA), LLC  
The Boeing Company  
The Brock Group  
The Freeman Company, LLC  
The George W. Bush Foundation  
The HollyFrontier Corporation  
The Museum of Fine Arts, Houston  
The Neiman Marcus Company LLC  
The Potter's House of Dallas, Inc.  
The Texas LawBook  
The University of Texas at Dallas  
The Weir Group PLC  
Third Coast Midstream  
Tidewater Inc.  
TMK IPSCO  
Tokyo Electron U.S. Holdings, Inc.  
TollPlus, LLC  
Topgolf  
Total E&P USA  
Total Petrochemicals & Refining USA, Inc.  
Toyota Motor North America, Inc.  
TPC Group, Inc.  
Trinity Industries, Inc.  
TrinityRail  
Trive Capital  
Tuesday Morning Corporation

## U

U.S. Army Corps of Engineers  
Southwestern Division  
U.S. Concrete, Inc.  
U.S. Silica  
Univar Solutions  
UniversalPegasus International, Inc.  
University Lands, University of Texas System  
University of Houston System

## V

Varsity Brands, LLC  
Vine Oil & Gas LP  
Vinmar Group  
Vistra Energy

## W

Waste Connections, Inc.  
Waste Management, Inc.  
Weatherford International Ltd.  
Weingarten Realty Investors  
Welocalize, Inc.  
Western Gas Holdings LLC  
WEX Payments  
Whataburger  
Wilks Brothers, LLC  
Williamsburg Enterprises  
Wingstop Inc.  
Wolfenson Electric, Inc.  
Wood Group

## X

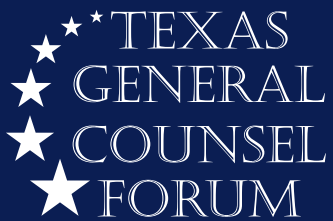
X3EM Brands, LLC

## Y

YETI Coolers LLC

## Z

Zachry Group



**TEXAS GENERAL COUNSEL FORUM**

P.O. Box 131263, Dallas, TX 75313

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