R. Eugene (Gene) Goodson Brief Resume' August 1, 2003

Dr. Goodson's has held leadership positions in university, government, and industry. He graduated from Duke with a Bachelor of Arts in Economics and a Bachelor of Science in Mechanical Engineering. He graduated from Purdue University in 1963 with a doctorate in mechanical engineering. He was Professor of Mechanical Engineering at Purdue from 1963-1981 publishing over thirty referred journal papers. He was Chief Scientist of the U.S. Department of Transportation from 1973-75 during the first energy crises. He returned to Purdue where he led its interdisciplinary institute to national prominence in manufacturing, transportation, energy, and biomedical research.

Moving to industry in 1981, He led Johnson Control's automotive seating business from a \$150 million build-to-print automotive supplier to a \$1.3 billion international tier one leader. In this position, he was responsible for building over forty new plants that epitomized lean manufacturing best practices.

He became Chairman and CEO of Oshkosh Truck Corporation in 1990. In that position, he led the company from a single-product defense contractor to market leadership in fire trucks and concrete ready-mix equipment. During his time at Oshkosh, he also enhanced its position as the premier supplier of heavy tactical trucks to the military capturing the Army's PLS and the Marine's high technology, cross-country truck contracts. He also led the company through a quality and productivity transformation culminating in ISO 9001 Certification and outstanding profitability.

Retiring from Oshkosh in 1998, Dr. Goodson became an Adjunct Professor at the University of Michigan Business School teaching operations management. Dr. Goodson's paper on Rapid Plant Assessment, published in the May 2002 Harvard Business Review has been well received with many companies adopting this process as a standard tool in their lean transformation journey.

Gene is a Director of the Executive Officer Association of American Industrial Partners (AIP), a private equity firm. As a result of his AIP involvement, he became Chairman, CEO, & President on July 1, 2002 of Williams Controls, Inc. Williams makes electronic throttle controls and components for the automotive and truck industry. He is also board chairman of CIS Corporation, which supplies hardware to the computer industry.

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R. Eugene Goodson Resume August 1, 2003

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EXPERIENCE

July 2002-Williams Controls Portland, OR Chairman, CEO, & President

Williams designs and supplies electronic throttle controls for the automotive and truck industry in NA, Asia, and Europe. It has developed a proprietary sensor that has a long life under tough environmental conditions. Williams also supplies pneumatic and valve components for the off-road vehicle market. AIP (discussed below) invested in Williams in July 2002. This position is a result of that investment and the opportunity to realize the many opportunities for the company and to mentor its current managers.

1999-**CIS Corporation Grand Prairie, TX** Chairman of the Board

CIS Corporation designs and manufactures enclosures and hardware for the computer industry. Customers include HPQ, Dell, IBM, Sun, and several telecoms. The components range from fasteners to full enclosures with a focus on metal fabrication and JIT assembly operations. CIS has manufacturing presence and serves customers in the Far East, North America and Europe.

1998-American Industrial Partners New York, NY **Executive Officer Association Board Member**

American Industrial Partners is an equity capital firm investing in manufacturing companies. Its goals are to increase shareholder returns through improved operations and investments in product development and marketing. The Executive Officer Association Board members advise the firm partners and provide expertise as board members or consultants to enhance the portfolio and prospects.

1998-University of Michigan Ann Arbor, MI School of Business Administration **Adjunct Professor in Operations Management**

The focus is manufacturing and operations teaching and research. Taught the Tauber Manufacturing Institute Seminar in 1998 and 1999. This course introduces MBA candidates with an engineering background and honors engineering students to manufacturing disciplines from both the management and technology perspectives. In the winter terms of 1999-2002, he taught an elective course on rapid plant assessment (RPA) to estimate improvement potential and enterprise value. This process is now used in several companies to assess their operations. He taught two sections of the operations management core 2000-2002. His research agenda concentrates on the supply chain and plant operations.

1990–1997 Oshkosh Truck Corporation Oshkosh, WI Chairman & CEO

Heavy-duty on and off road truck developer and producer with 1997 sales of \$700 million in defense, fire, and commercial markets—NASDAQ listed as OTRKB

Primary Achievements

- Diversified the company from a defense contractor to one with two strong and growing commercial businesses along with the original defense business
- Developed a growing and stable defense funding base for the company despite low defense department acquisition priorities for the company's products
- Developed and implemented major productivity and quality improvements based on teamwork in a UAW work environment with an adversarial history
 - Led the company to ISO 9001 certification
 - Targeted the premier U.S. fire apparatus manufacturer (Pierce) for purchase and acquired the company in 1996
 - Negotiated the primary agreement and purchase terms for the acquisition of McNeilus Manufacturing Corporation, the premier North American firm in ready-mix and refuse equipment
 - Delivered 13% average yearly growth in shareholder return in spite of a 50% reduction in the early 90s defense funding. The company stock price over the 15 months since my retirement has jumped an additional 225%.

1993-2002 Donnelly Corporation Holland, MI Member of the Board of Directors

Committee Membership—Strategy, Technology, Audit (Chairman)

Donnelly is a leading tier one manufacturer of mirrors and optical products for the automotive and electronics industries and operations in the U.S., Brazil, China, Germany, Ireland, Japan, Mexico, Spain, and the U.K. Donnelly is a QS 9001 Certified supplier to the Automotive Industry. It acquired the leading German automotive mirror company in 1995 (Hohe) and had 1997 sales of \$700 million. The company is listed on NYSE as DON. Donnelly was sold to Magna International in 2002 with the transaction closing September 30.

1989-1999 Knowles Electronics, Inc. Itasca, IL Member of the Board of Directors

Committee Membership—Compensation, Audit, and Management Development (Chairman)

Knowles is a leader in hearing aid components, diesel engine controls, and electronic transducers for the electronics and automotive industries with operations in the U.S., Austria, China, Germany, Hungary, Malaysia, Taiwan, and the U.K. It is an ISO 9001 Certified

company. Knowles is privately held. In 1999, the board reached agreement to sell the company to Doughty-Hansen, a U.K. conglomerate. The transaction closed in June of 1999.

1985-1990 Johnson Controls, Inc. Ann Arbor, MI Automotive Systems Group Vice President

The Automotive Systems Group supplied seating, interior trim and door systems to the automotive industry worldwide

Primary Achievements

- Led JCI automotive group after it was acquired from Hoover Universal in 1985
- Expanded yearly sales and corresponding profits from \$385 million to \$1.3 billion
- Won the Saturn seating business in face of fierce Japanese and U.S. competition
- Built over 30 lean plants delivering seats to OEM plants JIT
- Implemented lean manufacturing technology in all operations worldwide
- Developed the leading European seating business for JCI acquiring a major German seating component supplier, forming JVs with a leading French seating component supplier, a Belgium seating company, and a Spanish seating supplier
- Won European seating contracts from Opel, Ford, Renault, VW, Nissan, Toyota, and Mercedes Benz

1981-1985 Hoover Universal Corp Ann Arbor, MI Vice President and General Manager

Automotive Systems Group encompassed ball bearing and seating divisions

Primary Achievements

- Increased sales and corresponding profits from \$150 million in 1981 to \$385 million in 1985 by structurally changing the automotive seating supply business to a tier one supplier category
- Won the Nissan and Toyota transplants seating businesses throughout North America including the NUMMI GM/Toyota JV and gained a substantial portion of Honda's seating business through competitive bidding and JVs with Japanese suppliers
- Successfully integrated Japanese lean manufacturing and JIT technologies into a traditional U.S. automotive manufacturing
- Acquired and integrated a \$110 million U.S. hardware supplier in 1985

1980-1989 Member of Policy Board

US—Japan Study on the Future of the Automobile Led by Massachusetts Institute of Technology and the University of Michigan

This study group developed the concepts and environment for the manufacturing revolution of the 1980s that introduced and developed the "lean" discipline.

1975-1981 Purdue University West Lafayette, IN Professor of Mechanical Engineering, Director of Interdisciplinary Institute
Associate Dean for Research in Engineering—1979-

1973-1975 U.S. Department of Transportation Washington, DC Chief Scientist

1963-1973 Purdue University West Lafayette, IN Professor of Mechanical Engineering (Full professorship from 1970)

Education

1961-1963 Purdue University West Lafayette, IN

- Ph.D. in 1963 thesis on distributed systems
- MSME 1961 majoring in automatic controls

1959-1961 Duke University Durham, NC

- BSME 1959
- AB in Economics 1957

Honors

- Distinguished Engineering Alumnus Purdue University 1991
- Distinguished Engineering Alumnus Duke University 1984

FAMILY

Spouse: Susie Elizabeth Goodson, Organist, married 1957

Son: Dr. Kenneth E. Goodson, Sc. D. MIT 1991, Associate Professor of

Mechanical Engineering at Stanford University, Baritone

Daughter: Kathryn Elizabeth Goodson, Pianist, Oberlin Conservatory of Music,

Ph. D. candidate, University of Michigan Music School

AVOCATIONS

Music: Founder & Director--Bach Chorale Singers, Lafayette, IN, 1966-72.

Director of Music, First Baptist Church, Lafayette, IN, 1967-1973 Choir Director, Manchester United Church of Christ, 1998-present Baritone soloist for Ann Arbor & Oshkosh, WI concerts & recitals

HOBBIES

Fly fishing, hiking, squash, windsurfing, & music