

**THOMAS A. INSKO**  
12 Pine Crest Drive  
La Grande, Oregon 97850

Home Phone: (541) 663-9193  
Cell Phone: (541) 786-1316  
Email: tainsko@yahoo.com

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## **EXPERIENCE**

**2015 to present EASTERN OREGON UNIVERSITY**

**La Grande, Oregon**

### **President**

Chief Executive Officer of the university responsible for general administration of internal and day-to-day operations in all areas of the university, the interrelation of the Board of Trustees and the internal affairs of the university, and relations between the university and the greater academic and regional communities. Sit on the Board of Trustees as an ex-officio member. Initiate and oversee all internal strategic, academic, physical-plant, programmatic, personnel, and fiscal planning. Responsible for presenting the image and programs of the university to the general public and accreditors and for efforts to advance the quality and fortunes of the institution, as well as for ensuring competent, ethical performance on the part of all university personnel.

**2014 – 2015 BOISE CASCADE COMPANY**

**La Grande, Oregon**

### **Area Manager, Inland**

Senior level operations and forest policy manager responsible for leading approximately 1,200 employees working in 9 geographically dispersed manufacturing facilities producing plywood, lumber, composite panels and laminated beams. Led the company's composite panel sales and marketing team based out of Boise, Idaho. Managed strategic growth effort and leadership development for organization transitioning from operational retrenchment to expansion. Directed company forest policy engagement at the state and federal level most significantly through role as board member of the Oregon State Board of Forestry.

- Led the assessment of multiple strategic growth and acquisition initiatives for the region and the company with potential for significant impact on company performance.
- Executed profitable composite panel business expansion through new product development, exceptional sales and service delivery, and market expansion.
  - Grew composite panel business by 25 percent in 2014 while U.S. industry output grew less than one percent.
  - Expanded and reconfigured pine lumber operations and achieved record financial performance within business segment during last two years.
- Led the integration of newly acquired business, Filler King Laminated Beams, into Boise Cascade's operations. Achieved year-over-year profitability improvements by multiple millions during last two years while also reducing employee safety incident rate by more than 60 percent.
- Developed new pulpwood merchandising and chipping business to complement existing business strategy and adding incremental profitability.
  - Justified more than \$15 million in capital funding to support new business development.
  - Part of a multifaceted strategy to strengthen long-term competitiveness and access to raw materials for operations.
- Facilitated the initiation of the Federal Forest Subcommittee to the Oregon Board of Forestry.
  - Helped secure state investment of \$2.8 million to facilitate the increase in pace and scale of forest management on eastern Oregon federal forests.
  - Testified in front of Oregon House and Senate committees on implementation and progress of state investment and lobbied for additional \$6.05 million.

**2005 – 2014 BOISE CASCADE COMPANY**  
**Region Manager, Inland Region**

**La Grande, Oregon**

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Managed all aspects of business operations for 9 manufacturing facilities located in Oregon, Washington, and Idaho. Responsible for leading more than 1,100 team members working in or supporting the operation of 5 lumber mills, 2 plywood plants, a laminated beam plant and a particleboard plant. Annual product sales exceeded \$300 million and log procurement of approximately 300 million board feet. Developed and implemented a strategy that maximized long-term cash generation while adhering to the principles of an injury-free work culture and environmental stewardship.

- Successfully integrated two, previously independent, region administrative support organizations achieving annual cost savings in excess of \$1 million.
- Achieved record safety results reducing injury incident rate by 55 percent in 5-year period.
- Managed annual capital investment and implementation plans ranging from \$6 to \$15 million.
- Consistently achieved highest return on employed capital within the company.
- Transformed pine lumber strategy, creating a profitable business segment while strengthening the integrative value to the broader region manufacturing system.
- Acquired two lumber operations; successfully strengthened competitive position within log market while enhancing ability to execute on manufacturing growth strategy. Achieved investment payback of less than one year for both acquisitions.
  - Completed financial and operations modeling to support acquisition decision process.
  - Presented strategic plan to executive leadership and board of directors.
  - Led the successful integration of facilities into existing operations and administrative systems.
- Restarted mothballed lumber operation with new workforce and returned to profitability.
- Implemented successful public relations and community engagement initiatives.
- Created a learning organization allowing for effective succession planning and leadership development. Positioned numerous leaders to move into positions of greater responsibility.
- Initiated and maintained participation in forest policy activities and issues education through collaborative teams, legislative development groups, community education forums and lobbying at the state and federal level of government.
  - Appointed to a select group of stakeholders by Oregon United States Senator Ron Wyden to collaborate and draft forest legislation.
  - Testified numerous times before Oregon and United States House and Senate committees.

**2004 – 2005****BOISE CASCADE, LLC****Kettle Falls, Washington****Region Manager, Washington Region**

Full profit and loss responsibility for eastern Washington operating region including a plywood plant, two lumber mills and 475 thousand acres of company timberland located in central and eastern Washington. With approximately 400 employees, the region had annual sales in excess of \$100 million and a log usage of 130 million board feet. Managed all administrative support activities including safety, accounting, human resources, environmental, engineering and forestry.

- Exceeded overhead cost reduction target while reorganizing region support organization in response to closure of two manufacturing facilities in central Washington.
- Optimized timber receipts from 200 thousand acres of central Washington timberlands in response to closure of company facilities within the local geographical area.
- Achieved successful outcome of Sustainable Forestry Initiative (SFI) timberlands audit.
- Successfully transitioned organization from an integrated timber, manufacturing organization to a standalone wood products converter in response to sale of company timberlands.
- Completed and presented timberlands valuation analysis for use in sale negotiations.
  - Negotiated ten-year log sale agreement ensuring key business objectives were maintained.
  - Managed relationship development and contract implementation.

- Effectively leveraged competitive position within wood basket to lower log costs.
- Instituted new environmental management program and capital plan in response to escalating storm water and process water management compliance requirements.
- Led the analysis and presentation of a region integration strategy to improve cost position in response to sale of timberlands.

**2001 – 2004****BOISE CASCADE CORPORATION****Boise, Idaho****Senior Financing Manager**

Managed the company's financial portfolio and related treasury functions to maintain financial flexibility enabling the company to raise capital for continuing operations and planned expansion in a manner that minimized overall corporate financing costs.

- Maintained and enhanced bank relationships that provide credit in excess of \$1 billion.
- Assisted in structuring, negotiating and closing a \$600 million revolving credit facility.
- Organized temporary and permanent financing for a \$1.2 billion acquisition of a major office supplies retailer.
  - Secured \$600 million of committed bridge financing.
  - Issued \$500 million high yield multiple tranche senior notes.
  - Structured, negotiated and closed a \$150 million term loan credit facility.
- Monitored capital markets and evaluated, recommended and executed various types of financings.
  - Issued \$172.5 million of equity hybrid securities.
  - Issued \$150 million, 6-year notes.
  - Closed multiple medium-term note offerings totaling \$137 million.
  - Refunded \$22 million tax-exempt bonds.
  - Completed lease transactions in excess of \$75 million.
- Worked with investment banking community analyzing potential acquisitions and divestitures.
- Developed financial presentations for rating agencies, lending institutions and board of directors.
- Provided financing oversight and coordinated lender and shareholder communication for Voyageur Panel Limited, an oriented-strand board (OSB) manufacturing partnership.
- Participated in risk management activities including the execution of interest rate hedging.

**2000 – 2001****BOISE CASCADE CORPORATION****Elgin, Oregon****Production Manager, Elgin Complex**

Managed a unionized plywood plant and sawmill complex with sales of \$50 million and \$20 million, respectively. Led approximately 300 hourly employees and 20 salaried positions. Directed all associated support facilities including a log utilization center, truck shop and log yard that handled approximately 85 million board feet of log volume, annually. Responsible for all aspects of the business including financial performance, capital planning, manufacturing, environmental, safety, product mix and sales.

- Successfully completed a \$17 million plywood plant rebuild after major portion of plant destroyed by fire.
- Achieved record annual production in plywood plant during rebuild completion and startup process.
- Restructured management organization in support of combined facility management strategy.
- Negotiated new labor agreement with local union.
- Instituted new behavioral safety program and developed a rigorous safety management system.
- Initiated process management program and developed a comprehensive "quality manual".

- Actively contributed while serving on a company marketing strategy development team for inland plywood plants.
- Developed operating strategy and negotiated a partial shift addition at studmill.

1997 – 2000

**BOISE CASCADE CORPORATION****Elgin, Oregon****Plant Manager, Elgin Studmill**

Managed a unionized sawmill with sales of \$20 million and a log yard providing 85 million board feet of log volume to sawmill and adjacent plywood plant. Responsible for all aspects of the business including financial performance, capital planning and execution, manufacturing, environmental, safety, product mix and sales.

- Returned operation to profitability in 10 months and consistently achieved positive results.
- Reduced manufacturing costs to more than 14% below single-shift budget projections.
- Achieved production records in sawmill and 25% productivity gains in log utilization center.
- Improved fiber recovery by more than 15%.
- Effectively managed a shift elimination resulting in personnel reductions from 140 to 78 employees.
- Instituted new safety program and improved performance from a 14.63 incident rate to 1.92.

1996 – 1997

**BOISE CASCADE CORPORATION****La Grande, Oregon****Administrative Analyst (Industrial Engineer)**

Provided staff support for planning, process management systems development, and capital projects. Fulfilled the duties of Region Total Quality manager. Served as internal consultant for Northeast Oregon and Idaho regions on a reconfiguration study. Tasks included completing the development and leading the application of a complex linear programming model to determine optimal asset utilization and log sourcing among the two regions. Presented results and recommendations to senior management.

1995 – 1996

**LILLIAN VERNON CORPORATION****Virginia Beach, Virginia****Engineering Intern/Quality Assurance Consultant**

Contributed as a Design Team member for a \$36 million distribution center expansion project. Responsibilities included assisting in the development of a conceptual layout of the facility, formulating information system support requirements, and conducting cost analyses of facility design options. Analyzed special market operations. Recommendations resulted in the integration of special order handling and general order fulfillment processes. Hired as an independent consultant to manage quality assurance program implementation. Responsible for project planning, employee and management training, new methods development, and advising management on future self-support methods. Program reduced quality assurance personnel requirements by 50 percent.

1993 – 1994

**BOISE CASCADE CORPORATION****La Grande, Oregon****Statistical Process Control Analyst**

Enhanced existing and implemented new process control measures on production downtime, product grade yield, raw materials waste, and end-product specification conformance. Instructed plant supervisors on application of software, control chart analysis, and other process control methodology. Developed key measures databases for the plant operations.

**EDUCATION****THE COLLEGE OF WILLIAM AND MARY****Williamsburg, Virginia****Raymond A. Mason School of Business**

Master of Business Administration, concentration in Operations Management, 1996

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Graduated in top 10% of class  
Member of the Curriculum Committee, Athletes for Charity and MBA Association  
Graduate Assistantship, Executive MBA program facilitator and tutor  
ITOCHU Fellowship recipient

**EASTERN OREGON UNIVERSITY****La Grande, Oregon**

Bachelor of Science in Mathematics, Honors, 1993  
Bachelor of Science in Business/Economics, Honors, 1994  
Intercollegiate Athletics, Men's Basketball (Scholar-Athlete Award recipient)  
1994 Business Student of the Year  
1994 Student Service Award recipient  
1993 Student Service Award recipient  
ASEOU, Executive of Finance and Incidental Fee Committee Chairman  
ASEOU, Elected Senator

**SELECTED TRAINING**

- Seminar for New Presidents; Harvard University
- Crucial Conversations, Crucial Accountability and Influencer; Vital Smarts
- Breakthrough Project Implementation; King, Chapman and Broussard, Inc.
- Foundations of Leadership; Boise Cascade
- Operative Leadership I, II and III: Boise Cascade
- Statistical Process Control Resident Expert; Boise Cascade

**BOARDS AND SELECTED HONORS**

2012 to present, Governor appointed, Board Member, Oregon State Board of Forestry  
2014 to present, Governor appointed, Member, Northeast Oregon Regional Solutions Committee  
2012 to present, Board Member, Western Resources Legal Center  
2006 to present, Trustee, Eastern Oregon University Foundation  
2014 – 2015, Governor appointed, Trustee, Eastern Oregon University Governing Board  
2012 – 2014, President, Eastern Oregon University Foundation  
2011 – 2012, Vice President, Eastern Oregon University Foundation  
2009 – 2011, Secretary, Eastern Oregon University Foundation  
2006 – 2014, Board Member, Eastern Oregon University Foundation  
2009, Businessman of the Year, Union County