

# CHANGE AGENTS

ARTICLE BY  
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**W**hy would a young person want to go into the oil and gas industry today? Between Macondo and Keystone XL, the industry does not have a favorable public image. So why would Millennials, noted for their environmentally conscious mindsets and purpose-driven career strategies, want to work in an industry that, in the public view, stands for neither of those things?

The truth is that the industry isn't strictly anti-environment, and the Millennials aren't strictly anti-industry. But since stereotypes are easy to define, we roll with them.

The 20 young professionals in the following pages are anything but stereotypical. Whether establishing their own companies, developing a new drilling technology, working in concert with landowners to develop new fields, advising foreign governments on best practices or seeking a new way to finance a merger, these individuals are already transforming the industry's image into one of critical thinkers who are cutting-edge and humanity-driven.

So, how do we break through the pro-environment/pro-industry stereotypes and start a real, thought-driven dialogue about energy production and consumption? How do we become an industry of humanity as well as one of profit?

We believe these 20 young professionals might be the ones to answer those questions.

—The Editors

## TODD BROOKS, 39

Chief Executive Officer, President  
ZaZa Energy Corp., Houston

Fifth-generation Texan who co-founded ZaZa Energy. Company now holds a premier position in the emerging Eaglebine/Eagle Ford East play. Formed a JV with Hess Corp. in the early days of the Eagle Ford to acquire and develop more than 100,000 acres in the play. Gained an additional 100,000 acres in the Eaglebine a year later. Executed a JV with Range Resources in the Eaglebine/Eagle Ford East play. Executed a second JV with a world-class operator (according to public filings,

EOG) in the same play. "Being on the front end of both the Eagle Ford and now the Eaglebine has proven to be substantive. We were first movers in both plays."

Vanderbilt graduate in economics and South Texas College of Law grad who worked as production analyst for L.J. Melody & Co. and in the field for OGM Land Co., where he delivered title work and negotiated oil and gas leases. Serves as trustee of his family's mineral trusts, which have had continuous production since the early 1940s.

Active in SPE, the Houston Producers' Forum and the IPAA. Supports various local nonprofit organizations focused on health care, education and the arts.

**Accomplishments:** "Regarding accomplishments, I would rather focus on forward goals. There's a lot to be done, and this is a dynamic time for the industry."

**Advice to young professionals:** Ask thoughtful questions. "In this business, it is rare to be in a room with someone that you can't learn something from."

**Goals:** "Establish a legacy E&P company. Right now we are working to build a

production base and exploit the Eagle Ford and Eaglebine alongside our JV partners. We are also working in East Texas to acquire new quality acreage and resource at reasonable prices and to execute appraisal drilling followed by larger scale development.

"Personally, I want to be the best father and husband I can be to my two young sons and my wife."

**twenty  
UNDER  
40**  
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Todd Brooks





David L. Clay

## DAVID L. CLAY, 26

Vice President, Exploration  
Ames Acock Oil & Gas LLC, San Antonio

Petroleum geologist with expertise in multiple Texas basins and the Midcontinent. Worked as a managing geological and operating advisor at Ames Energy Advisors. Interned as a geotech at a San Antonio-based oil and gas investment company while earning a BA in geosciences



Tyler Crabtree

**Goals:** "To be directly involved in a discovery that ignites a new play or proves up a new frontier basin."

Recently spoke about natural resources at a local school where his wife teaches. Hopes to further develop his involvement in sparking children's interest in math and science. "I think it's essential to motivate kids to be curious and ask questions. I want to help children challenge themselves in the realm of math and science."

## TYLER CRABTREE, 37

Chief Financial Officer  
Ursa Resources Group II LLC,  
Houston

from Trinity University. "I got hooked on drilling and producing oil and gas wells. I can't think of a better industry to be in." Currently finishing up his MS in Energy and Earth Resources from University of Texas at Austin. Active in the American Association of Petroleum Geologists, the Gulf Coast Association of Geological Societies and the South Texas Geological Society.

About unconventional versus conventional activity, says the upstream industry is separating into two segments, primarily due to the capital intensity of unconventional and resource play development. "We're conventional players. Having this separation actually gives us great opportunities. We're going into cold, bypassed areas to reinvigorate or kick off new plays."

### Accomplishments:

Launched Ames Acock Oil & Gas, a new exploration company, as a partner.

"I think our expertise in upstream E&P is hard to compete with. I have confidence that we're going to be very successful, because we have a track record of finding oil and gas." Generated a number of successful drilling prospects and has several more that will be drilled soon.

### Overcoming competition in the industry:

"It's important to find your niche and make yourself stand out. You must be an outside-of-the-box thinker. Staying motivated

is crucial because you will fail at certain things."

Integral part of Ursa II's growth since its launch in 2011. Built and leads a team of finance and accounting staff with an emphasis on being proactive rather than reactive to the industry. Previously was a director in the oil and gas group at Denham Capital Management. Began his energy career as an associate in the merchant energy group at El Paso Corp. before joining Randall & Dewey/Jefferies as an investment banker. Attended Princeton University for his undergraduate degree.

Aids in fundraising for the University of Houston's Honors College and the Houston Area Rugby Club. Involved with Young Texans Against Cancer and Tackling Cancer, a rugby organization focused on cancer research. "Cancer is unfortunately a disease that affects so many people worldwide. I've had loved ones who have been affected by it, which is one of the reasons I wanted to get involved."

**Accomplishments:** Secured a \$450-million multibank debt syndicate for Ursa II's first acquisition and implemented a commodity and interest rate hedging strategy. "I feel proud about the ability to pull together six different traditional strong lenders in the oil and gas community to finance Ursa, which was a startup at the time, to make our first acquisition."

Worked on the \$230-million San Fernando Pipeline JV between Pemex and El Paso in 2002. "I look back on that as an early project that is contributing to the integration of the North American gas market."

**On Ursa's growth:** "When I joined Ursa II, we were a team of 12 people. Over the past two years, we are now 40 employees and we have built a balanced portfolio of assets including a gas-weighted producing asset in Colorado and acreage in four oil shale plays where we are currently drilling appraisal wells."

**Goals:** Longevity and relevance in his career and personal life. "I would like to be active





Jason D. Dean

in the oil and gas industry well beyond retirement age and I would like to still be able to beat my brother at tennis at that age, too—my younger brother.”

## JASON D. DEAN, 37

Vice President Land, Partner  
Cascade Petroleum LLC, Denver

A Certified Professional Landman who has negotiated complex land deals in multiple domestic basins. Co-founded Cascade in 2011 and helped build its position in the Rocky Mountain region. Earned a BS in biology from Central Michigan University. During college breaks, learned the nuts and bolts of the industry while working alongside his father in the Antrim shale.

“I started in the field working with my father and learned from the ground up. I’m proud that hard work, the excellent mentors I’ve had, as well as a little good luck ended up materializing into the role I’m in currently.”

Began his career as a field agent throughout the Appalachian Basin. Joined Anschutz Exploration Co. to help with its Appalachia assets before coming onboard with New-field Exploration as team lead for its Eastern Rockies asset team.

Active in the American Association of Professional Landmen and the Denver Association of Petroleum Landmen.

**Accomplishments:** Involved in the acquisition of more than one million acres, including establishing entry into what eventually became the Utica and Marcellus plays.

**On M&A activity:** Large acreage grabs have slowed as independents focus more on their inventory. “Another thing we’re seeing a lot here in the Rockies is basin consolidation. Some of these larger basins that have historically had a number of companies come in and put together scattered and noncontiguous acreage positions



Joanna Desjardins

are beginning to consolidate into single companies.”

**Goals:** Help further Cascade’s success while mentoring younger landmen. Outside of his busy career, aims to spend more time with his wife and two sons. “In this industry, often things are going along at a frenetic pace. It’s nice to be able to slow down every once in a while and take stock of where you are.”

Plans to increase his leadership role in Growing Home, a Denver-based anti-poverty organization he and his wife are involved with. “It’s an organization that I think is very well run and that maximizes its financial contributions to help those in need.”

## JOANNA DESJARDINS, 29

Project Interface Engineer  
ConocoPhillips Canada, Calgary

Named one of the Top 20 Compelling Calgarians in 2013, currently works in the Canadian Arctic on a large exploration project. Began as an intern for an affiliate of ConocoPhillips and has since held various positions in reservoir, production and infrastructure/operations engineering at the company. Earned an MBA in finance and BS in mechanical engineering from the University of Calgary.

Active in the Canadian Association for the World Petroleum Council, Young Women in Energy and The World Economic Forum: Global Shapers. Authored and co-authored papers published at the 20th World Petroleum Congress.

Served as the chair and manager of the fourth international World Petroleum Council Youth Forum held in Calgary in 2013. Attendance was the largest to date for the event, which hosted more than 120 speakers. “For us it was a huge success, and we couldn’t be more proud. Our entire team worked extremely hard for three

years while balancing working full time. It was a great feeling to accomplish all our main goals.”

**Accomplishments:** Shortly after graduating with her secondary degree, began working on an exploration project in the Canadian Arctic. “Not everyone gets the opportunity to step out of their traditional role and work on something this big. I was able to stay close to my technical background and merge it with the strategy side of the business, which is an interesting development opportunity at my age and career juncture. I’ve had a lot of growth in the last year.”

**On the industry’s future:** “Technology is the key to long-term sustainable development for most energy resources. At ConocoPhillips, we’re focused on developing technology that is improving recovery rates, reducing environmental impacts, and of course decreasing costs.”

**Goals:** Further develop her skills on an international project. “I think working with a team on another major project, coupled with an international experience, would be truly amazing.”

## DEEPAK M. GALA, 35

Subject Matter Expert-Well  
Control; Engineering & Relief  
Well Planning  
Shell, Houston

Focuses on global unconventional assets in the Americas, Ukraine, China and Turkey. Has 10 years of industry experience with technical (underbalanced drilling, managed pressure drilling, air drilling and well control engineering) and nontechnical (safety, business process optimization, training, commercial, cost allocation/improvement, financial metrics review) strengths. Previously was U.S. commercial manager, NAM operational excellence manager, U.S. engineering lead at Weatherford. Before that was U.S. well control engineer and field engineer at Cudd Well Control.

**Accomplishments:** Holds BS in chemical engineering from Mumbai University, MS in natural gas engineering from Texas A&M University-Kingsville, and MS in finance from Tulane University. Has published more than 20 technical papers, co-authored a chapter in Advanced Drilling & Well Technology textbook published by SPE and is working on a textbook on drilling hazard technologies published by Petex. Active member of SPE, AADE and IADC. Volunteers to teach SPE & Petex-sponsored courses. “I believe we can only become truly skillful by teaching others, and it also





Deepak M. Gala

gives me the opportunity to interact with people from different technical backgrounds.”

Recipient of SPE Regional Young Engineer of the Year Award, SPE Young Member Outstanding International Service Award, and SPE Outstanding Technical Editor Award.

**On challenging roles:** “During one of my most exciting roles as a commercial manager, my team was able to win major tenders for multiple product lines by optimizing pricing strategy. This was a challenging role as I had to build a new team in place and the role provided exposure with multiple level stakeholder engagement.”

**Goals:** Make a bottom-line impact and play a key role in challenging projects. “I want to combine my technical and operations background with the financial side of the business so at the end of the day I can deliver on strategy and business plan and at the same time maintain the right to operate wherever in the world I’m working.”

## CAMERON W. GEORGE, 33

Director of Finance  
Linn Energy LLC, Houston

Began career as an investment banker at RBC Capital Markets. Joined Linn Energy in 2005 to help take it public. Currently oversees corporate finance as the second-longest-tenured, pre-IPO employee at the first and largest upstream MLP/LLC.

“To be part of something this big and to earn investor trust and confidence and the dedication of our employees through a number of cycles is a huge point of pride for me.” Graduated summa cum laude with a BBA in finance from Southern Methodist University.

**Accomplishments:** Played a key role in several groundbreaking transactions: Linn

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Cameron W. George

Energy LLC IPO, the first E&P MLP/LLC; LinnCo LLC IPO; and Berry Petroleum Co. acquisition, the first acquisition of a public C-corp by an MLP/LLC. “They were important transactions for us and the industry overall. Others have followed in our footsteps and I’m happy to see them doing well.”

**On what led to the revolutionary transactions:** The desire to grow the company, and finding new ways to do that. “It was the next big thing. It was proof of concept and then using it to create value for our investors.” Less focus on wildcatting and more on delivering predictable growth should lead the industry to more E&P MLPs. “The market values consistent results, especially in our sector.”

**Goals:** Continue to feel challenged and grow in career. “The ability to grow and finance a business—that sort of strategic viewpoint and knowledge base—transcends any one sector of the economy. I feel like there are a lot of opportunities out there.”

Become more involved with Goodwill Industries of Houston. “I got to where I am today by working, coming in every day with new ideas and trying to add value where I can. I believe that people are very much defined by their work. The fact that Goodwill supports people in need by providing opportunities to create a new self-identity through a job is highly inspirational.”

## CHRISTINA HILTON, 31

VP Reservoir Engineering, Co-Founder  
Covey Park Energy, Dallas

LSU petroleum engineering graduate who co-founded Covey Park Energy LLC in July 2013 with former Exco Resources Inc. colleagues. Covey Park acquires and operates Permian, Midcontinent and Ark-La-



Christina Hilton

Tex assets. Hilton has an eye for “properties that have a 50% PDP-to-upside value ratio. That gives us both predictability and some running room.”

**Accomplishments:** As one of three engineers in executive roles, balances engineering and geology work with corporate management. Alongside 12 employees, has “big plans” for Covey Park, which is backed by \$300 million from Denham Capital Partners.

**On camaraderie:** “It’s kind of amazing to find a

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group of people that you work so well with, and we’re pretty fortunate that we have the ability to assemble this team; we think our future is very bright. Everybody brings something to the table in their experience and technical abilities.”

**Goals:** “We think there is an opportunity in the marketplace where operators will need to sell high-quality, long-life properties with development potential and stacked pay to fund their capital programs.”

Wants to be a mentor at her alma mater. “When I was in school, I didn’t really know that there was more out there to the engineering discipline in terms of starting your own company using private-equity [money]. And I want to give back to the LSU community and particularly SPE at LSU, and really just try to show young people that there are many facets of the business.



**Blu Hulsey**

"There is an entrepreneurial side, which they probably haven't been exposed to, and it is an ever-growing part of the business, and there are a lot of opportunities to potentially start your own company."

## BLU HULSEY, 36

VP Government-Regulatory Affairs  
Continental Resources Inc.,  
Oklahoma City

Joined Continental in 2010 when chief executive Harold Hamm approached him about the director of government relations position. Has since moved to his current position, where he advises corporate leaders and government representatives on energy strategy and policy.

Came to Continental with experience in both city management and state government. From 2009-2010, he was city manager for Bixby, Oklahoma; years earlier, from 2002-2004, he was economic development director and chief executive of Skiatook, Oklahoma, his hometown. In between those jobs, from 2004-2005, he worked for Sen. James Inhofe (R-Okla.), first as Inhofe's Tulsa field representative,



**Castlen Kennedy**

about this industry. This is a very complex industry, with a complex regulatory environment." Also recommends finding a mentor.

**Accomplishments:** In 2004, earned a law degree at the University of Tulsa College of Law through night classes. While in Washington, worked with Army Corps of Engineers and EPA on environmental issues. "I really loved working with Sen. Inhofe, and that committee was fantastic."

**On Oklahoma's E&P outlook:** "Our regulatory climate is good, we have some great policymakers. Oklahoma's pretty much an example of how to develop natural resources. What we're trying to do is make sure everybody sees the example that Oklahoma's set."

**Goals:** "My goals, from our area of the company—government and regulatory affairs—is simply to remove regulatory and political obstacles that are preventing folks from doing their jobs."

## CASTLEN KENNEDY, 35

Manager, Investor Relations  
Apache Corp., Houston

Joined Apache in July 2006 as manager for government affairs. Moved to investor relations in October 2011. Enjoys

Apache's corporate culture after working in Washington, D.C., as a senior policy advisor for the Department of Energy's Office of the Assistant Secretary for Fossil Energy. Apache has "a real strong reputation as an efficient operator, a company that's known for really getting after it. The people work really hard."

Believes energy "is the backbone. It is the most interesting and exciting industry there is. Whether you work on the clean-tech side of things, or the renewables side of things, or you work on the more traditional oil and gas side of things, it's certainly not an in-



**Jason Maloy**

dustry that's going anywhere. There is some job security as well. I think there's a lot of long-term opportunity."

**Accomplishments:** In 2011, earned two master's degrees—one in energy and earth resources, and one in public affairs—from the University of Texas-Austin. Wrote her thesis on natural gas as a transportation fuel. Included in the thesis is the journal she kept—and the conclusions she drew—from a 10-day road trip, from Austin to Boston, in a natural-gas-powered vehicle. Was interviewed about the trip for *Scientific American's* blog in 2011.

As senior policy advisor for the Office of the Assistant Secretary for Fossil Energy, coordinated its participation in Department of Energy projects. Worked on bilateral energy agreements with Australia, Canada and China.

**Advice on career paths:** Be flexible—"You never know where your career could take you."

**Goals:** "To be constantly improving myself and my understanding."

## JASON MALOY, 33

Land Negotiator  
Encana Oil & Gas USA Inc., Dallas

Originally from Kingfisher, Oklahoma. Is an endurance athlete and five-time Ironman Triathlon finisher. Joined Encana in June 2005 and currently focuses on Mississippi's Tuscaloosa Marine shale. Rose through the ranks of the Dallas Association of Professional Landmen (DAPL), completing two three-year terms as president. Advises young professionals to "enjoy what you do," be active in the community and network regularly.

**Accomplishments:** DAPL president and Landman of the Year. Serves on AAPL Ed-

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and later in Washington, D.C., as counsel for the Senate Environment and Public Works Committee.

Finds the public sector "a great start" for young professionals—"and I would encourage all folks to be in it and learn, and just soak everything up. I still learn every day



Phil McPherson

education and Publication Committees. Received AAPL Awards for Community Service and Newsletter. Was finalist for Oil & Gas Awards—Future Energy Leader. Founded the MP Foundation for ALS Awareness after a colleague's diagnosis. Holds BBA from the University of Oklahoma; attended on an athletic scholarship.

Currently training for this fall's Ironman Triathlon; has also completed 11 marathons. Says of competition, "I don't have to be the best. I just want to compete. I want to be up there. I want to make a difference, that's the biggest thing."

**On the endurance athletics-business relationship:** "It's actually worked well in business. I've come across quite a few executives and upper-level managers who enjoy doing triathlon or road cycling. I'll see them out at races every now and again. I've done more than one deal where the majority of the business meeting we've talked about Ironman and the last five minutes was closing

the deal, so it's worked out to my favor."

**Goals:** "I eventually see myself as a vice president of land or an executive at a start-up. I enjoy my profession, I love making a difference."

## PHIL McPHERSON, 39

Chief Financial Officer  
Citadel Exploration Inc.,  
Newport Beach, California

The New Jersey native will never leave California, which is the third-largest domestic producer despite tough permitting laws. He and his wife are raising a daughter, who will start school next year.

"I love Southern California. It's a great place to raise your family." Had "a weird intuition" the state would experience an energy renaissance. "I think people are starting to look more into California."

Was a partner and managing director of energy research at Global Hunter Securities Inc. when, in 2011, a mutual acquaintance introduced him to Armen Nahabedian, Citadel's chief executive. "I wasn't really looking for the opportunity. It sort of found me, which is always better." Has more than 20 years' experience in financial and capital-markets sectors as an analyst, and prefers research to investment banking.

His advice for aspiring CFOs is that, while "trying to build something is a lot more rewarding than trying to cri-



Jay Paul McWilliams

tique somebody else," it is also tough. "Now I basically get to live and die by my own success and failures, and it's a different mentality and a different risk-reward."

**Accomplishments:** Named the 2011 Wall Street Journal All-Star Analyst at Global Hunter Securities. Holds a BA in economics from East Carolina University.

**On California's resources:** "The majors dominate California and typically don't seek out exploration. It is easier for the majors to grow through the checkbook rather than the drillbit. With OXY recently announcing it is spinning off California into a separate company, we think the company's thirst to continue acquiring smaller producers will only increase."

**Goal for Citadel:** "I think over the next five years, we have the opportunity to grow into one of the larger independent producers in California."

## JAY PAUL McWILLIAMS, 34

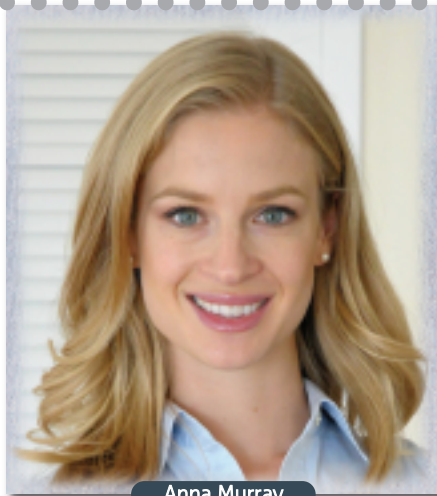
President  
Logos Resources LLC  
Farmington, New Mexico

Comes from an entrepreneurial family with roots in New Mexico's Four Corners that go back "a couple of hundred years."

Founded Logos Resources in January 2012 in a partnership with ArcLight Capital Partners and Consolidated Asset Management. Logos acquires and develops assets in the San Juan Basin in northwestern New Mexico. Previously worked for Linn Energy as senior staff engineer (2009-2011), Resolute Natural Resources as lead operations engineer (2006-2009) and Burlington Resources (2002-2006) in various engineering roles.







Anna Murray

**Accomplishments:** Led Logos' effort to acquire 20,000 gross acres in the San Juan Basin's oil window and grow production to more than 1,000 barrels of oil equivalent per day. Holds BS in chemical engineering from New Mexico Institute of Mining and Technology and MBA from Duke University. While at Duke, briefly studied abroad in Belgium and China through the Cross-Continent program.

**On Farmington's human element:** "It's really fun to be out in the field on our development locations and see more than a hundred people working, knowing that our neighbors have jobs because of the efforts we're putting into our company. "It's exciting when you're able to lease good acreage from someone who doesn't have a lot, and they tell you stories like 'Okay, I'm going to be able to pay for my grandchild's college education with this' or things like that."

**Goals:** Continue building a career as an entrepreneur. The most exciting part is "accomplishing things that you never could have dreamed could be accomplished. It's really neat when you and your team attack a project and you're able to come out of it with some great results." To that end, his advice for aspiring entrepreneurs: Work hard, "learn as much as you possibly can," and work for people you respect.

## ANNA MURRAY, 33

Senior Advisor, Stakeholder Relations and Corporate Affairs  
Talisman Energy Inc., Calgary

A Canadian who has traveled and worked internationally, including in Asia, South America and Africa. Came to Talisman from GlencoreXstrata (2007-2011) and the U.N. Global Compact. Helps Talisman teams working internationally meet community relations, corporate responsibility, human rights and ethics guidelines. Cur-



Laura Randall

rently, leads corporate affairs' country exit work in Sierra Leone, Peru and Poland, developing "key performance indicators" that monitor compliance with Talisman's Global Community Relations Policy.

**Accomplishments:** Speaks Spanish, Mandarin and French. Earned an MBA-International in 2007 from the University of British Columbia. Has volunteered extensively, including Schools Without Borders, Canadian Centre for Victims of Torture, and the Stephen Lewis Foundation. Currently sits on the board of directors for the Calgary Women's Emergency Shelter.

Considers greatest professional accomplishment "working with a world-class team at Talisman, and founding Young Women in Energy." While at GlencoreXstrata, wrote "Xstrata in the Dominican Republic: Integrating Security and Human Rights Principles into Business Practice," for the U.N.'s *Embedding Human Rights in Business Practice III* publication, which is used internationally as a best practice example. Her career advice is to "build your network and put your hand up."

**On the human rights-energy industry overlap:** "With the ever-increasing demand for energy, corporations, governments and consumers need to be keenly aware of business impacts in terms of both human rights and the environment. There is a tendency for the end user to have a NIMBY mentality. "However, we need energy to exist as we do—whether it is to heat homes, advance scientific and medical technology or power the lights in schools and hospitals. Given this reality, there is an even greater need for constructive engagement to encourage a balanced approach through consultation with all impacted stakeholders."

**Goals:** Pursuing a JD and hopes to focus on transnational corporate liability for human rights violations.

## LAURA RANDALL, 33

Geologist  
Border To Border Exploration  
Austin, Texas

Interest in geology dates back to a rock collection she started with her grandfather in first grade. Is now responsible for evaluating well economics at Border To Border. Focuses on decline curve analysis, evaluating reserves, asset valuation and assessing prospects, while contributing to budget analysis, well planning and workover justification. Previously was responsible for geosteering BBX-operated Austin Chalk wells and managed the in-house BBX well-site geological team.

**Accomplishments:** Recently created a drilling program for a new play in which BBX is interested. "It is challenging to see if the wells are going to be economic, and how economic, and how that would fit into our company."

Earned BS in geology from the University of Colorado at Denver, where she also received the Neil J. Harr Outstanding Student award from the Rocky Mountain Association of Geologists. Supports March of Dimes and the local neonatal intensive care unit where her twins stayed when they were born.

**On motivation:** From her chief executive officer, came to understand the maxim, "Rise early, work late and strike oil." Says, "It just kind of solidified that maybe this wasn't an 8 to 5 job, and the hard work, and the afterhours, and possibly the weekends, the time that we spend working, pays off. That's definitely helped in my career, and when I was geosteering and putting in those long hours for the company, it paid off."

**Goals:** "I would eventually still like to pursue a graduate degree. I'm trying to find a program that fits in with my current role here and would still allow me to work."

## DANIEL J. RICE IV, 33

Chief Executive Officer

## TOBY Z. RICE, 32

President & Chief Operating  
Officer

## DEREK A. RICE, 29

VP, Exploration & Geology  
Rice Energy, Canonsburg,  
Pennsylvania

Brothers who became the "wonder triplets" of the oil and gas industry earlier this year



Daniel J. Rice IV, Toby Z. Rice, Derek A. Rice

after taking their family-owned, Marcellus-focused E&P company public with a \$994-million IPO in January. Daniel Rice: “Derek’s a geologist, I’m oil and gas finance and Toby’s a petroleum engineer and head of land. We just complement each other really well with no real overlap of our strengths, so we all defer to the others’ areas of expertise.”

**Accomplishments:** Managed growth from a small firm with approximately 40 employees in 2012 to more than 150 employees today. Daniel Rice: “Being able to manage growth into a larger organization, that’s probably been our biggest accomplishment. We were able to get the company running as a going-concern entity, planning for the next five to 10 years, and not just thinking about the next three to six months, all of which made the decision to take the company public a much easier one to make.”

Started “Marcellus Mania,” an annual community fundraiser for volunteer fire departments in Washington County, Pennsylvania (last year the event raised \$100,000). Created an enrichment fund for Belmont County, Ohio. “We’re especially big supporters of the communities where we operate.”

**On being good neighbors:** Toby Rice: “I think one thing that’s really helped grow this company has been placing emphasis on taking care of our partners’ priorities over ourselves. One thing with Rice is that the focus for growth has been on repeat business with landowners. The way we look at it is, if we continue to give them a great experience with Rice Energy, the repeat business a landowner can give is telling their neighbor about Rice Energy. And that’s really helped give us the opportunity to extend within this basin.”

**Goals:** Daniel Rice: “One of our near-term goals is to grow operated production to more than a billion cubic feet per day. Which is a

pretty lofty goal for most companies, but we think it’s a pretty realistic goal for us.”

## KATHERINE RICHARD, 32

Founder, Chief Executive Officer, Warwick Energy Group, Oklahoma City

Harvard grad who did thesis research in Rwanda on post-colonial theory and went on to become one of the youngest chief executives of a company larger than \$400 million in size. Has been an advisor on energy and transparency to Afghanistan’s Ministry of Mines since 2010. Began career at Goldman Sachs, working in private-equity and natural resources investment banking. Is actively involved in multistakeholder discussions on U.S. natural gas, fracing, LNG exports, CNG and American energy independence for various organizations, including Bloomberg, Handelsblatt, the State Government Leadership Project, Women in Government, American Enterprise Institute and Deloitte’s Global Chemicals Think Tank.

**Accomplishments:** Founded Warwick Energy Group in 2010 with a focus on natural gas, and has grown the company to own more than 4,500 wells in 13 states with \$500 million in committed capital. Grew technical team to include industry veterans from Chesapeake Energy, EOG Resources, Teco, Devon Energy, Quicksilver Resources, Anadarko Petroleum and Mesa Petroleum.

“Our office is honest, intense and challenging. We’re really tough, and we work very hard. We demand a lot of ourselves and of one another, but we take good care of each other.” In 2013, was elected to the World Economic Forum’s Young Global Leaders class for a five-year term.

**On natural gas as a transportation fuel:** “The U.S. is the Saudi Arabia of natural gas, yet only 3% of our natural gas is used for



Katherine Richard

transportation. It’s shocking that, as part of national discourse, we’re not having more serious conversations about incentivizing advanced natural gas engine and tank technologies, the American Natural Gas Highway or the requisite infrastructure.”

**Goals:** “Our industry lacks the credible, honest, authentic thought leadership necessary to communicate with policymakers and the U.S. public at large about the scale of our unconventional hydrocarbon resources and the implications of impending North American energy independence and the impending U.S. manufacturing revolution.”

## MATT ULTIS, 35

Manager, Finance & Investor Relations, Oasis Petroleum, Houston

Joined the finance team at Oasis Petroleum as manager of strategic planning and business development just after its IPO in August 2010 before transitioning to current position. Throughout tenure at Oasis has played a key role in strategic planning, investor relations, business development, risk management, treasury, and capital-market activities.

Since Oasis went public in June 2010, raising about \$400 million in proceeds to the company, it has grown production to more than 42,000 barrels of oil equivalent per day in fourth-quarter 2013 and increased its Bakken position by more than 65% to 515,000-plus net acres. The company’s enterprise value was \$7.2 billion as of year-end 2013.

Prior to Oasis Petroleum, worked in upstream business development and planning at Constellation Energy.

**Accomplishments:** Helped raise \$2.2 billion of high-yield notes for Oasis and \$314 million of equity to help fund the company’s substantial growth and acquisitions. Led the





Matt Ultis

corporate planning process at Oasis for its approximately \$1-billion capital budget and participated in acquisition valuation and financial forecasting.

Involved in the acquisition of more than \$600 million in upstream assets while at Constellation Energy Group. Graduated magna cum laude with a BBA and played basketball at Concordia University in Austin, Texas. Holds a master's in finance from Texas A&M University and an MBA from the University of Texas. On the finance committee at Houston's First Baptist Church.

**Advice for business and work:** "Whatever you do, work at it with all your heart, as working for the Lord and not for man."

**Goals:** "In the short term, I'm focused on playing a part in building and growing Oasis to be the premier operator in the Bakken. We have some of the best leadership and minds in the industry and I am proud to be a part of the team."

## JAMES DANIEL (DAN) WESTCOTT, 33

Executive Vice President, CFO  
Legacy Reserves LP,  
Midland, Texas

Joined Legacy Reserves after serving as a principal at GSO Capital Partners, where he was involved in the sourcing, structuring, evaluation and management of debt and equity investments for public and private companies in the energy and power industries. Previously worked in investment banking at J.P. Morgan's Global Energy Group. "I moved to Legacy so I could play a significant and long-term role in shaping the direction of the company. This management team has big ambitions and a common commitment to God, family and work."

**Accomplishments:** In less than a full quar-



James Daniel Westcott

ter on the job at Legacy, helped the company complete the largest acquisition in its history with \$520 million of Permian Basin assets. Led the company's inaugural launch of senior notes in the fall of 2012. "In about six months time, we raised \$750 million in long-term capital helping reshape the balance sheet to provide sufficient liquidity for our acquisition strategy." Stanford graduate with a bachelor's in science technology and society and a master's in management science. Sits on board of directors for Peace Gospel International, a nonprofit charitable organization caring for orphans and widows in Asia and Africa through small business enterprise initiatives. Member of IPAA tax board.

**His mantra:** "1 Thessalonians 5:16-18: 'Rejoice always, pray without ceasing, and in everything give thanks.' I think the verse puts a perspective that irrespective of your situation, or circumstances, God has put you in a specific place and he commands a specific mindset."

**Goals:** "Professionally, to help grow Legacy into a world-class people development organization that generates a growing, sustainable distribution to our unitholders. Personally, to be a better husband and father of four."

## JULIE WOODARD, 32

Land Manager, Mid-Continent  
South District, Chesapeake Energy  
Corp., Oklahoma City

Had been accepted into law school when she looked into the energy management program at University of Oklahoma-Norman and decided to go with oil and gas instead. "It just seemed like a natural fit." Was offered a landman job by Chesapeake while she was still in the energy management program. Manages and maintains Chesapeake's mineral and leasehold interests in the Mid-Continent South region. Past president of



Julie Woodard

the Oklahoma City Association of Professional Landmen and sits on the board of directors of the American Association of Professional Landmen.

**Accomplishments:** Currently playing an instrumental role in the restructuring of Chesapeake's land department during a major organizational change. "It has been a huge undertaking that I am very proud to have been a part of. We have identified ways that we can improve

twenty  
UNDER  
IN E&P  
COMPANIES  
40

upon our efficiency in processes and procedures as we continue to support the company's business needs." Holds a BS in economics pre-law from Oklahoma State University and a certificate of completion in Energy Management from the University of Oklahoma-Norman. Active in the University of Oklahoma's William M. Majors Mentoring Program.

**No. 1 piece of advice for the students she mentors:** Get involved with local and national professional associations. "It's amazing how many people you will have the opportunity to meet, and how valuable the relationships that you cultivate are. It's a large industry, but at the same time, it's a very small world."

**Goals:** "To become more proficient in my current role at Chesapeake, by improving my leadership skills and continuing to strive to be a leader who people want to follow, and continuing to maintain my active involvement with OCAPL and AAPL." □

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