



Kevin Kuschel

CCC, CCP, CECP, SPHR

Senior Vice President

NFP COMPENSATION
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Curriculum Vitae

Executive Summary

Mr. Kuschel specializes in the analysis and design of executive and director compensation programs in both the public and private sector. In addition, Kevin has experience in corporate human resources, with a specific emphasis on HRIS and financial metrics analysis. He has consulted with clients across a wide range of industries, varying in revenue size from less than \$1 million to \$100 billion. Mr. Kuschel has authored and edited articles related to executive compensation and served as a co-contributor to many of NFPCC's recent publications.

Executive Compensation Consulting Experience

- Reviewed, analyzed, and designed competitive executive compensation programs including base salary, annual incentives, and long-term incentives.
- Reviewed, analyzed and designed competitive board of director compensation programs.
- Conducted reviews on Annual Incentive programs and designed competitive bonus structures in public and private companies.
- Conducted reviews on Long-Term Incentive plans and designed competitive programs for public and private companies including stock options, restricted stock, performance shares and phantom stock.
- Designed compensation programs for companies involved in turnaround situations, initial public offerings (IPO) and mergers and acquisitions.
- Designed international executive total direct compensation packages.
- Analyzed and reviewed executive employment contract provisions.
- Provided consulting services for cases of under-compensation.
- Modeled stock option awards through Black-Scholes and targeted gain approaches, including the valuation and strategies surrounding underwater options.
- Provided analysis for litigation support engagements related to reasonable compensation, bankruptcy, employment contracts, shareholder oppression, and wrongful death.
- Conducted job evaluation, job analysis and job classification studies for clients in various industries.
- Reviewed and designed salary structures.

Awards

- Texas Monthly Magazine, Best Companies to Work for in Texas, 2011 – 2020, ranked in the top 3 for 2011 – 2014
- Houston's Best & Brightest Companies to Work For 2014 and 2019
- Houston Business Journal, Fast 100 List, 2018
- Consulting Magazine, Rising Stars of the Profession – 35 under 35, 2018
- Consulting Magazine, Fastest Growing Firms, 2017 and 2018
- Houston Business Journal, Best Places to Work, 2010 – 2012 and 2017, ranked in the top 10 the first three years
- Forbes, America's Best Management Consulting Firms, 2016

Education

Bachelor of Science – University of Houston, Houston, Texas



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Employment

Present

Senior Vice President, NFP Compensation Consulting

Past

Co-COO & Mountain States Practice Leader, Longnecker & Associates

Managing Partner, Longnecker & Associates

Director, Longnecker & Associates

Senior Consultant, Longnecker & Associates

Consultant, Longnecker & Associates

HRIS Analyst, Sysco Corporation

Payroll Coordinator, Sysco Corporation

Professional Affiliations

Mr. Kuschel is a member of WorldatWork (formerly American Compensation Association) and Houston Compensation and Benefits Association.

Certifications and Licenses

Compensation Committee Certified (CCC) – Economic Research Institute

Certified Compensation Professional (CCP) – WorldatWork

Certified Executive Compensation Professional (CECP) – WorldatWork

Senior Professional Human Resources (SPHR) – HR Certification Institute

Teaching Curriculum

WorldatWork Certification Course C12: Variable Pay

Publications - Books

“The Power of Restricted Stock: The Definitive Guide to a Resurging Long-Term Incentive,” FASB & AJCA Update Edition, WorldatWork 2006. As a co-contributor, Mr. Kuschel assisted in the research, writing, and reviewing of this publication.

Publications – Articles Authored

“2022 Proxy Season: A Peek into Developing Trends”, by Kevin Kuschel and Madison Lewis, [L&A L-Blast](#), May 2022.

“ESG & Executive Compensation: A Deeper Look Inside the Growing Trend”, by Kevin Kuschel, [L&A L-Blast](#), April 2022.

“Peer vs. Competitor: The Importance of Distinction for Executive Compensation”, by Kevin Kuschel and Brent Longnecker, [L&A L-Blast](#), October 2021.

“Compensation in a Remote Work Environment”, by Kevin Kuschel, Tyler Brown and Kyle Lamport, [L&A L-Blast](#), January 2021.

“The Attraction and Retention Paradigm”, by Kevin Kuschel and Tyler Brown, [L&A L-Blast](#), November 2020.

“SEC’s New Rule on Human Capital Disclosures”, by Kevin Kuschel, Tyler Brown and Madison Lewis, [L&A L-Blast](#), October 2020.



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“Industry Consolidation and Its Effects on Compensation”, by Kevin Kuschel, Brent Longecker and Carson Hughes, [L&A L-Blast](#), September 2020.

“Pre-Petition Retention Awards: Important Tools or Excuses for Excessive Compensation?” by Kevin Kuschel, Brent Longecker and Daniel Wilson, [L&A L-Blast](#), July 2020.

“Salary Reductions and Their Unintended Consequences”, by Kevin Kuschel and Carson Hughes, [L&A L-Blast](#), May 2020.

“The Board’s Role in Managing Crisis”, by Kevin Kuschel and Sidney Diec, [L&A L-Blast](#), April 2020.

“Covid-19 and Compensation: What to Think About”, by Kevin Kuschel and Ian Keas, [L&A L-Blast](#), March 2020.

“Establishing and Maintaining Pay Equity”, by Kevin Kuschel and Josh Whittaker, [L&A L-Blast](#), February 2020.

“Election Year and Its Effects on Compensation”, by Kevin Kuschel, Tyler Brown and Matthew Brown, [L&A L-Blast](#), January 2020.

“The Discussion on Director Pay”, by Kevin Kuschel, Ian Keas and Sidney Diec, [L&A L-Blast](#), October 2019.

“Process for Pay in “BK” (Bankruptcy)”, by Kevin Kuschel, Ian Keas and Brent Longecker, [L&A L-Blast](#), June 2018.

“Not Just a Public Company Phrase”, by Kevin Kuschel, Matt Brown and Chris Crawford, [L&A L-Blast](#), December 2018.

“Going Public: The Factors and Forces That Shape An IPO”, by Tyler Brown and Kevin Kuschel, [Workspan](#), November/December 2018.

“The Full Picture with Gender Pay Equity”, by Kevin Kuschel, Daniel Wilson, Brent Longecker and Liz Mayo, [L&A L-Blast](#), August, 2018.

“Compensation Landmines & Key Issues”, by Kevin Kuschel, Brent Longecker and Daniel Wilson, [L&A L-Blast](#), November 2017.

“An Interview with Our CEO”, by Kevin Kuschel, Chris Crawford and Jordan Lee, [L&A L-Blast](#), February 2017.

“Compensation Landmines & Key Issues”, by Kevin Kuschel, Brent Longecker and Daniel Wilson, [L&A L-Blast](#), October 2016.

“Say on Director Pay – Is This in Our Future”, by Kevin Kuschel and Alissa Martin, [L&A L-Blast](#), March 2016.

“Executive Compensation: #1 Reason You May Lose Your Board Seat”, by Kevin Kuschel and Brent Longecker, [L&A L-Blast](#), October 2015.

“Chipotle Shareholder Overreach”, by Kevin Kuschel, Brent Longecker and Kevin Kuschel, [L&A L-Blast](#), June 2015.

“Why pay to stay: Retention bonus strategy revealed”, by Kevin Kuschel and Chris Crawford, [L&A L-Blast](#), April 2015.



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“10B5-1 Plans & Stock Ownership Guidelines” by Kevin Kuschel, Brent Longnecker and Alissa Martin, [L&A L-Blast](#), March 2015.

“The M&A Lynchpin: Success or Failure Starts with HR”, by Kevin Kuschel, Brent Longnecker and Jordan Welch, [L&A L-Blast](#), February 2015.

“Choosing a Strategic Compensation Consultant”, by Kevin Kuschel, Brent Longnecker and Josh Whittaker, [L&A L-Blast](#), December 2014.

“A Lesson in Dealing with Shareholder Advisory Firms”, by Kevin Kuschel, Brent Longnecker and Cameron Boswell, [L&A L-Blast](#), October 2014.

“Strategizing for IPO Compensation”, by Kevin Kuschel and Chris Crawford, [L&A L-Blast](#), May 2014.

“Compensation Committee Calendars and Charters Need a Spring Dusting”, by Kevin Kuschel, Brent Longnecker and Josh Henke, [L&A L-Blast](#), April 2013.

“Executive Compensation Trends and Issues in 2013”, by Kevin Kuschel and Chris Crawford, [L&A L-Blast](#), March 2013.

“Say on Pay: Natural Gas Faces an Uphill Battle”, by Kevin Kuschel and Brent Longnecker, [L&A L-Blast](#), October 2012.

“There’s a New Sheriff in Town: 162(m) Compliance”, by Kevin Kuschel, Brent Longnecker and Chris Crawford, [L&A L-Blast](#), April 2012.

“Choosing the Right Peer Group”, by Kevin Kuschel, Brent Longnecker and Chris Crawford, [L&A L-Blast](#), September 2011.

“In the Aftermath of Say-on-Pay: Time to Focus on Risk in Compensation”, by Kevin Kuschel, [L&A L-Blast](#), June 2011.

“The Future of Say on Pay”, by Kevin Kuschel and Josh Henke, [WorldatWork Journal](#), 1st Quarter, Vol. 23, Number 1.

Publications – Articles Featured

“Job openings reflect growing confidence in midstream industry”, by Nischinta Amarnath, [S&P Global Market Intelligence](#), June 29, 2016.

“Survey Reveals Midstream Companies Focusing on Retention Efforts”, by Valerie Jones, [Rigzone](#), July 21, 2016.

“Midstream: A Silver Lining in Oil, Gas Downturn?”, by Valerie Jones, [Rigzone](#), March 29, 2016.

“Setting Your Compensation Committee Calendar”, by Ralph Ward, [Boardroom Insider](#), December 2015.

“American Airlines CEO Gives Up Cash in Shift to Stock Only”, by Mary Schlangenstien and Thomas Black, [Bloomberg.com](#), April 22, 2015

“What to look for in J.C. Penney’s filing to shareholders next week”, by Maria Halkias, [Dallas News.com](#), March 21, 2013.

“Why Natural Gas Companies are at Risk of Failing SOP”, by Howard Risher, [Compensation & Benefits Review](#), July 1, 2012.



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“Say on Pay: Natural Gas Faces an Uphill Battle”, by Aparna Prusty, [Sage Publications](#), May/June 2012 vol. 44.

“Young Consultants: How to Work with the Generation Gap”, by Collin Eaton, [Houston Business Journal](#), May 15, 2012.

