



*BRINSON*

**STATE EMPLOYEES' CREDIT UNION  
(SECU)  
BOARD OF DIRECTORS CANDIDATE  
PACKAGE**



## GENERAL INSTRUCTIONS

- Please answer every question unless the question directs otherwise or if a section is designated as voluntary. Indicate "No" or "Not Applicable," where appropriate. You are welcome to include a resume with the application but including a resume does not eliminate the need to complete all questions.
- Four parts of this Candidate Package are **mandatory** and must be completed in order for a candidate to be eligible to appear on the ballot: (1) Section 1 – Biographical Information of the *Director Candidate Questionnaire* form; (2) the *Notification and Authorization Form for Employment Consumer Report*; (3) the *Certification of Information* form; and (4) the *Certification of Candidacy and Willingness to Serve* form.
- Three parts of this Candidate Package are **voluntary** and, while candidates are strongly encouraged to complete them, the responses to these parts, or lack thereof, will not affect the candidate's eligibility to appear on the ballot: (1) Section 2 – Statement of Background of the *Director Candidate Questionnaire* form; (2) Section 3 – Supplemental Background Information of the *Director Candidate Questionnaire* form; and (3) the *Voluntary Self-Identification* form.
- Give answers as of the date you complete the Candidate Questionnaire unless otherwise specified. Please sign and date the Certification of Information form immediately following the Director Candidate Questionnaire.
- Please return your completed and signed Candidate Package, including the Candidate Questionnaire and other forms by June 7, 2024. Send in your Candidate Package via e-mail to [board.corporate.secretary@ncsecu.org](mailto:board.corporate.secretary@ncsecu.org), and/or via mail or overnight delivery, addressed to:

**Via regular mail addressed to:**

Assistant Corporate Secretary of SECUCU  
PO Box 27665  
Raleigh, NC 27611

**Via overnight delivery addressed to:**

Assistant Corporate Secretary of SECUCU  
119 N Salisbury Street  
Raleigh, NC 27603

Those who seek but do not receive nomination by the Nominating Committee must provide a completed Official Nominating Petition to the Assistant Corporate Secretary of SECUCU by



August 9, 2024 for self-nomination, as described in the Election Policies and Procedures above.

## **DIRECTOR CANDIDATE QUESTIONNAIRE**

PLEASE PRINT OR TYPE YOUR FULL NAME:

Robert S. Brinson

### **STRUCTURE OF THE CANDIDATE QUESTIONNAIRE:**

We are grateful for your interest in service on the SECU Board and for your support of SECU and its members.

The Candidate Questionnaire is divided into three sections. The first section is mandatory and collects information that helps SECU confirm your eligibility to serve on the Board. The second section is voluntary and solicits information from you that will be used to prepare the statement of background that will be shared with the membership if your name appears on the ballot. The last section is voluntary and gathers information that better helps the Nominating Committee evaluate your candidacy.

Please be sure to read each question carefully. If you have any questions regarding this questionnaire, please email [board.corporate.secretary@ncsecu.org](mailto:board.corporate.secretary@ncsecu.org).



## **SECTION 1 - BIOGRAPHICAL INFORMATION**

This section of the Candidate Questionnaire is mandatory and collects information that helps enable SECU to confirm you are eligible to serve on the Board of Directors and have not been convicted of (or entered into pretrial diversion for) a disqualifying offense under federal law.

Name: Robert S. Brinson

Date of Birth: [REDACTED]

Home Address: [REDACTED]

Business Address: [REDACTED]

Telephone numbers:

Home: [REDACTED]

Work: [REDACTED]

Cell: [REDACTED]

E-mail address (personal): [REDACTED]

SECU Share Account Number: [REDACTED]

(to be confidentially maintained)





## **SECTION 2 - STATEMENT OF BACKGROUND**

This section of the Candidate Questionnaire permits you to provide certain background information to be shared with the membership if you are nominated or self-nominate. Completion of this Section 2 is voluntary but if the candidate does not supply the requested information or the information does not comply with the instructions, there will be no Statement of Background for that candidate. **The answers to these questions in Section 2 may not exceed 250 words in the aggregate for all four questions.** The Nominating Committee reserves the right to exclude answers, or portions thereof, that are defamatory, exceed the word length, or fail to respond to the question or prompt posed.

**Please carefully read each question and respond to the question asked.** The responses you provide will be used to prepare the Statement of Background that will be provided to members. For your reference, here is an example Statement of Background prepared using responses to the questions:

### ***SAMPLE STATEMENT OF BACKGROUND***

**JANE  
MEMBER**

**SELF-  
NOMINATED**

#### **OCCUPATION:**

Retired, North Carolina Department of Financial Literacy,  
Ombudsman

#### **EDUCATION:**

- University of North Carolina at Chapel Hill, BA, 1990
- North Carolina State University, MS, 1992

#### **BOARD AND VOLUNTEER EXPERIENCE:**

- First in Personal Finance, Board of Directors
- Animals Take Flight Foundation, Board of Trustees
- Third United Church, Elder
- Capitol Food Kitchen, Volunteer
- Heels Housing Hope, Volunteer

#### **SECU MEMBERSHIP:**

32 years



### QUESTION 1: CURRENT OCCUPATION

Are you currently employed?

☐ Yes    ☐ No    ☒ Retired

If you select yes, please provide your current employer, position, and title; if you select retired, please provide your most recent current employer, position, and title:

Chief Information Officer (CIO), North Carolina Department of Public Safety

### QUESTION 2: EDUCATIONAL BACKGROUND

Please provide your educational background:

North Carolina State University, BS Industrial Engineering, 1972  
University of North Carolina at Chapel Hill, MBA, 1975

Upon completing USAF military service:

- subsequent accounting classes at NCSU to qualify for and successfully pass the CPA exam.

### QUESTION 3: BOARD AND VOLUNTEER EXPERIENCE

Please describe your experience serving on boards and your volunteer experience:

- SECU at-large member of the Audit Committee. Selected to serve based on CPA credential and IT experience.  
- SECU Board of Directors, 2006 to-date. Served as Chair, Oct 2019-Oct 2021.  
- SECU Foundation. Served as Chair Oct 2021-Oct 2023.  
As a State employee, served on 2 statewide Boards and Commissions:  
- North Carolina Geographic Coordinating Council and North Carolina Criminal Justice Information Network Governing Board. Chaired both during my tenure.

### QUESTION 4: SECU MEMBERSHIP

How long have you been a member of SECU?

40+ \_\_\_\_\_ years, \_\_\_\_\_ months

\*Please note that your responses to Section 2, questions 1-4 may not exceed 250 words in total and must be responsive to the question.\*



### **CANDIDATE PHOTOGRAPHS:**

SECUCU reserves the right to publish candidate photographs on or in connection with the ballot and, in doing so, may use a member photograph of you on file, if any. If you prefer that SECUCU use a different photograph, SECUCU will make its staff photographer available to take candidate photographs on select dates in summer 2024 at one of its offices in Raleigh. If you are interested in having your photograph taken, please contact [board.corporate.secretary@ncsecu.org](mailto:board.corporate.secretary@ncsecu.org) by July 21, 2024, and we will provide more information about dates and details.

### **SECTION 3 - SUPPLEMENTAL BACKGROUND INFORMATION**

This section of the Candidate Questionnaire seeks information to allow you and the SECUCU Nominating Committee and/or Board of Directors to assess: (a) your qualification for Board service; (b) your views about what you bring to the SECUCU Board, considering the totality of your experience, skills and ideas; and (c) whether there are any material relationships or other issues that might impair your ability to serve as member of Board of Directors.

The purpose of this inquiry is to:

- help shape and organize the expression of interest and qualifications;
- identify attributes which, collectively possessed by the Board, provide the range of skills, experience, and other qualifications to competently direct the SECUCU, on behalf of its membership; and
- screen for and manage potential conflicts or other issues.

**A description of your unique assets, experience and skill sets is an important part of this process and significantly aids the Nominating Committee in its deliberations. However, like Section 2, all parts of this section are voluntary.**

**IMPORTANT NOTE: IT IS NOT EXPECTED THAT ANY SINGLE CANDIDATE WILL POSSESS ALL THE RELEVANT ATTRIBUTES THAT SUPPORT A WELL-ROUNDED BOARD.**





## **PART I**

### **PERSONAL DATA**

#### **QUESTION 1: EDUCATIONAL BACKGROUND**

Please describe your educational background, including names and locations of schools and institutions, dates of attendance, and certificates/degrees received. (You may cross-reference your response to the Section 2 - Statement of Background, Question 2 above.)

See attached Addenda pages.

#### **QUESTION 2: BUSINESS AFFAIRS BIOGRAPHY**

Your title, a description of your principal business activity (or if retired, your last business affiliation) and a brief summary of your career, including any memberships on Boards of Directors held by you in the last 15 years. The background should relate to the level of your professional competence, which may include, depending upon the circumstances, such specific information as the size of the operation supervised, led, organized or managed, amount of finances managed and role in employee performance management. Emphasis is requested regarding your experience with, and knowledge of, North Carolina State government as an employer. (You may cross-reference your response to the Section 2 - Statement of Background, Questions 1 and 3 above.)

See attached Addenda pages.





**QUESTION 3: COMMUNITY SERVICE BIOGRAPHY**

A description of your principal community service activities, including any memberships on Boards of Directors or other leadership roles held by you during the last 15 years. The background should relate to your understanding of non-profit operational and financial management, your ability to develop and advance a non-profit mission and vision, and your commitment to serving people. The background should include such specific information as the size and mission of the organization or operation, your leadership and financial responsibilities, and your experience in measuring the effectiveness of the organization's work. (You may cross-reference your response to the Section 2 - Statement of Background, Question 3 above.)

See attached Addenda pages.



## **PART 2**

### **QUALIFICATIONS FOR SECU BOARD SERVICE**

#### **QUESTION 1: GOALS IN SERVICE**

Please describe why you wish to serve on the SECU Board.

See attached Addenda pages.

#### **QUESTION 2: SKILL-SETS AND ATTRIBUTES**

The SECU Board of Directors consists of eleven individuals that bring diverse skill-sets, experiences, and ideas to the Board. While no single member possesses all skill-sets and attributes required by the Board, the 11 directors collectively constitute a strong, well-rounded Board that draws upon one another's strengths. Below is a list of skill-sets, experience and attributes that are relevant and useful for service on this Board. Please rate your strength in each area on a scale of 1 to 5 from weak to strong, with 1 meaning "not a strength" and 5 meaning "very strong."

<b>SKILLSET RATING</b> <b>(Rate on Scale of 1 to 5 from weak to strong)</b>	<b>RATING</b>
Accounting	5
Agency Management	5
Aggregate Membership Perspective	5
Audit Experience	5
Board Experience (Govt / Non-Profit)	5
Budgeting	5
Collaborative Skills	5



<b>SKILLSET RATING</b> <b>(Rate on Scale of 1 to 5 from weak to strong)</b>	<b>RATING</b>
Communications	5
Community Service	4
Cybersecurity	5
Data & Analytics	5
Data Evaluation Expertise	5
Education	4
Energetic	5
Executive Experience (Business, Govt. or Non-Profit)	5
Financial Literacy	5
Financial Mgmt & Control	5
Financial Services Expertise	5
Foundation/Philanthropic Work	5
Governance Expertise	5
Healthcare	4
Human Resources Experience	4
Independent Minded	5
IT Planning & Operations	5
Legal / Compliance	4
Public Speaking	4
Real Estate	5
Regulatory Environment	5



<b>SKILLSET RATING</b> <b>(Rate on Scale of 1 to 5 from weak to strong)</b>	<b>RATING</b>
Represents Core Membership Base	5
Risk Management	5
Social Media Expertise	3
State Govt Employment	5
Strategic Visioning & Planning	5
Strong Network	4
Understands Member Needs	5
Understands NC's Education, Housing, Healthcare and Human Services Needs	5





### QUESTION 3: RELEVANT EXPERIENCE

Describe your experience, qualifications, and/or expertise which are relevant to the skill sets, experience, and attributes listed in question 2, as well as to any other skill set or attribute that you think you would bring to this Board's work.

- (i) list any experience or expertise in operating, managing or advising companies in the same or related industries or lines of business in which SECU operates
- (ii) highlight relevant academic credentials, formal training, or certifications
- (iii) state specific qualifications that make you especially suited to serve as a member of any of SECU's Board committees (such as, with respect to the Audit Committee, any financial reporting expertise)
- (iv) list your volunteer activities with respect to SECU, such as Advisory Board memberships, Loan Review Committee work, participation in any fundraising or other charitable undertakings, etc.

describe the contributions you would like to make to the work of the SECU Board

See attached Addenda pages.



### PART 3

## SCREENING FOR MANAGEMENT OF POTENTIAL CONFLICTS

Note that the purpose of these questions is not to disqualify based upon various kinds of relationships, but rather to identify family and business relationships so that any potential for conflicts can be disclosed and managed. This is ordinary business practice and standard conflict management protocol.

### QUESTION 1: IMMEDIATE FAMILY MEMBERS

Transactions and various relationships between a Board member or their family and the SECU must be tracked in certain ways. This information would allow SECU to do that. Please list below all your immediate family members. The term "immediate family member" means the following: spouse, child, sibling, parent, grandparent, grandchild, stepparent, stepchild, stepsibling, adoptive relationships and any other persons living in the same residence as you and maintaining a single economic unit.

Name	Relationship to You	City of Residence
[REDACTED]		



## **QUESTION 2: BUSINESS INTERESTS**

List any interests in (1) a non-publicly owned company or business interest (including interests in sole proprietorships, partnerships, limited partnerships, joint ventures, limited liability companies, limited liability partnerships, and closely held corporations), and (2) a publicly owned company where you control a majority of the voting shares.

## **QUESTION 3: TRANSACTIONS WITH SECU IN WHICH YOU MIGHT HAVE AN INTEREST**

The purpose of this inquiry is to determine whether you, an immediate family member or a business with which you are affiliated either transacts significant business with, is employed or retained by, or is engaged in a consulting or other type of service-provider relationship with SECU or its affiliates. For purposes of this inquiry, SECU's affiliates include The State Employees' Credit Union Foundation, Credit Union Investment Services, Inc., SECU Brokerage Services, Inc., SECU\*RE, Inc., and SECU Life Insurance Company. The kinds of activities that applicants should disclose include, for example, employment by, or ownership of, an organization that is a vendor of SECU or its affiliates, or is a contractor, service provider or consultant to SECU or its affiliates. These activities are not necessarily disqualifying; they simply should be disclosed so that the applicant, the Board, and the applicant's employers or associates can avoid and/or manage any potential conflicts.

- (a)** Do you or any member of your immediate family have an ownership interest in a business providing goods or services to SECU or its affiliates (including vendors and accounting, financial, legal, and consulting and tax advisors)?

If so, please identify the family member, the name and address of the business, the type of business, and the nature of the contract/relationship with SECU or its affiliates.



- (b) Are you, or is any member of your immediate family, employed by a company or firm that provides goods or services to SECU or its affiliates (including vendors and accounting, financial, legal, consulting, and auditing and/or tax advisors)?

If so, please identify the family member, the name and address of the business, the type of business, and the nature of the contract/relationship with SECU or its affiliates.

- (c) Do you, any of your immediate family members, or business with which you or your immediate family members are associated have a personal services contract with SECU, its affiliates or their respective Directors or executive officers?

If yes, please provide details.

- (d) With respect to any of your business, employment or investment activities, are you aware of any circumstance that may place the interests of yourself or your business associates/clients/members/constituents in conflict with the interests of SECU or its affiliates?

If yes, please describe below.





- (e) Please provide any other information regarding transactions or business relationships involving you, any member of your immediate family or any business with which you or your immediate family members are associated, on the one hand, and the SECU/SECU Foundation, their executive officers, or their Board members, on the other hand, that you think is relevant.

- (f) Do you or any of your immediate family members have a financial interest in another credit union or other financial services provider? A person has a financial interest in an entity if the person has, directly or indirectly, through business, investment, or family an ownership interest in an entity (other than as a credit union member or through publicly traded stocks) or a compensation arrangement (including employment) with an entity.

If yes, please provide details.

- (g) Do you or any of your immediate family members have a position as a trustee, director, officer, key staff, or someone owing a fiduciary duty to another credit union or other financial services provider?

If yes, please provide details.



## **PART 4**

### **LEGAL PROCEEDINGS**

- If you answer "Yes" to any of the questions in this Part, please provide details concerning the event in the space provided after each question, including the court or agency in which the proceeding is, or was, pending, the date it was instituted, the principal parties, a docket or file number (if available), a description of the factual basis alleged to underlie the proceeding, the relief sought and any mitigating circumstances.

**Please Note:** the answers to these questions are not necessarily disqualifying — the inquiry is for the purposes of allowing evaluation of relevant factors.

#### **QUESTION 1: BANKRUPTCY AND SIMILAR PROCEEDINGS**

During the past 10 years, has a petition under the federal bankruptcy laws or any state insolvency law been filed by or against you, or has a receiver, fiscal agent or similar officer been appointed by a court for your business or property; or has such a petition been filed by or against, or such a receiver, agent or officer been appointed for, the business or property of (A) any partnership in which you were a general partner at or within two years before the time of such filing, or (B) any corporation or business association of which you were an executive officer at or within two years before the time of such filing?

If yes, please explain:

#### **QUESTION 2: CRIMINAL PROCEEDINGS**

During the past 10 years, have you been convicted in a criminal proceeding or are you a named defendant or subject of a pending criminal proceeding (excluding minor traffic violations)?

If yes, please explain:



**QUESTION 3: VIOLATION OF LAWS**

During the past 10 years, have you been found by a court of competent jurisdiction to have violated any federal or state law, or are you presently the subject of any formal or informal investigation or proceeding that could result in the finding of such a violation?

If yes, please explain:

**QUESTION 4: PROCEEDINGS ADVERSE TO SECU**

Have you, any business associate of yours, or any member of your immediate family, been a party to any proceeding in which you were, or are, a party adverse to SECU or its affiliates?

If yes, please explain:



## CERTIFICATION OF INFORMATION

The information I have provided in my responses to Board of Directors Candidate Package, including any appendices and attachments, is true, correct and complete as of the date given below. I agree to supplement or update the information I have provided to the extent there is any material change while my application for Board membership is pending. I understand that the information I am furnishing to you herein will be used by the Nominating Committee, the Board of Directors and/or their agents solely as necessary for evaluation of my interest in becoming a member of the SECU Board of Directors and in connection with the SECU Board of Directors 2024 elections. I irrevocably grant permission to SECU to use, in perpetuity and without compensation, my name, image, likeness, professional and personal biographical information and/or quotes in connection with the 2024 SECU Board of Directors election in any medium whatsoever, including, but not limited to, printed materials (ballots, newsletters, Annual Reports, etc.), video, social media and web content.

MAY 27, 2024  
Date

  
Signature

Robert S. Brinson

Print Name





**NOTIFICATION AND AUTHORIZATION FORM  
FOR EMPLOYMENT CONSUMER REPORT**

- I understand and acknowledge that State Employees' Credit Union ("SECU") may obtain a consumer report on me for employment purposes in connection with my interest in serving on the SECU Board of Directors.
- I hereby authorize SECU to obtain a consumer report on me from a consumer reporting agency before being placed on the ballot as a candidate for election to the SECU Board of Directors.
- If I am elected by the membership to serve on the SECU Board of Directors, I further authorize SECU to check my consumer report as needed, on a continuing basis, as it relates to my service on the Board. This authorization will be valid during my tenure on the Board.

The consumer report may include such information which bears on my credit worthiness, credit standing, credit capacity, character, general reputation, personal characteristics, mode of living, or criminal record. SECU will evaluate the findings of the report(s) in terms of business necessities of the position and/or their relatedness to the duties of the position.

Signature of Applicant:  Date: MAY 27, 2024

---

**FOR INTERNAL USE ONLY:**

Account Number: \_\_\_\_\_

Name (Please Print): \_\_\_\_\_

Current Address: \_\_\_\_\_  
\_\_\_\_\_

Birth Date: \_\_\_\_\_



## CERTIFICATION OF CANDIDACY AND WILLINGNESS TO SERVE

Board Of Director Candidate: Robert S. Brinson

If I am nominated by the Nominating Committee to run for a position on the Board of Directors with the State Employees' Credit Union or I validly self-nominate, by signature on this Certification Form, I agree to have my name placed before the membership as a candidate for election to the Board of Directors, and, if elected, agree to serve. Unless otherwise specified to me, my term of office shall be for three years.

Signature: *RS Brinson* Date: MAY 27, 2024

### PLEASE ALSO PROVIDE THE FOLLOWING INFORMATION, IF ANY APPLY:

☐ I might be interested in serving on an Advisory Board for my local SECU Branch Office.

---

#### MAIL TO:

Assistant Corporate Secretary  
State Employees' Credit Union  
119 N Salisbury Street  
Raleigh, NC 27603



**SECU BOARD OF DIRECTORS**  
**APPLICANT VOLUNTARY SELF-IDENTIFICATION**

We are grateful for your interest in service on the SECU Board and for your support of SECU. SECU provides equal opportunity to all qualified persons regardless of race, color, religion, age, genetics, sex, sexual orientation, gender identity, national origin, disability, or other classification protected by law. SECU is committed to Diversity and Inclusion and values the differences in our staff, Board of Directors, and in our North Carolina communities. We believe that embracing the uniqueness of individuals makes our cooperative stronger, more innovative and better able to serve SECU members. Completion of this form is voluntary, and participation or refusal of participation will not affect consideration for appointment to the SECU Board of Directors.

Please complete the following and submit with your application.

Last Name: Brinson First Name: Robert

Date: MAY 27, 2024

Signature:   
*Signature must be handwritten*

\*See next page for EEOC Race/Ethnic Identification category definitions\*



## EEOC/Race/Ethnic Identification Categories

**Hispanic or Latino:** A person of Cuban, Mexican, Puerto Rican, South or Central American or other Spanish culture or origin, regardless of race.

**White:** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

**Black or African American:** A person having origins in any of the black racial groups of Africa.

**Native Hawaiian or Other Pacific Islander:** A person having origins in any of the peoples of Hawaii, Guam, Samoa or other Pacific Islands.

**Asian:** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand and Vietnam.

**American Indian or Alaska Native:** A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

**Two or More Races:** All persons who identify with more than one of the above five races.



**ROBERT S. BRINSON**  
**Addenda To 2024 SECU Board of Directors Application**

**PART I: PERSONAL DATA**

**QUESTION 1: EDUCATIONAL BACKGROUND**

Section 2, Question 2 provides my formal academic education. During my career (further described below), I completed a number of short courses directly related to the nature of the work at that time. In the Air Force, this involved the technology of the projects we were working on, as well as overall project management. At the bank, it involved financial statement analysis of businesses to support loan decisions. At the State, it involved accounting, procurement and operations of agency functions. Later, as my role moved further into IT, courses involved IT operations, technology project management, and cybersecurity. I also completed coursework and self-study to prepare me to take the exam and receive the Certified Information Systems Security Professional (CISSP) designation (now inactive).

**QUESTION 2: BUSINESS AFFAIRS BIOGRAPHY**

On completion of my MBA, I entered the Air Force as a commissioned officer (I had received an ROTC scholarship at NCSU). I was assigned to a base in Boston where the Air Force develops its electronic weapons. Further, they develop weapons for, and sell weapons to, friendly foreign governments. I spent 3 years working on a project to develop a countrywide radar system for Iran, at that time, an ally. I was then assigned to a base in Florida where the Air Force develops armaments (bombs and bullets). I worked on a project for a guided bomb that was the precursor of what we now know as laser-guided bombs. I left the Air Force as a Captain upon completing my 4-year ROTC commitment.

I returned to Raleigh and began working at First Union National Bank, training to be a commercial loan officer. I leveraged my MBA coursework to learn how to further analyze financial statements and assess risk prior to making business lending decisions. This was very interesting work, but it clearly was going to involve frequent moves around the bank's locations. My wife and I had returned to Raleigh in the hopes of staying in here for some time, so I looked for work in State government.

At that time (1980), the Office of State Budget and Management, which is part of the Governor's Office, was beginning to build a Management Section to supplement the work of the traditional budget analysts. This small group was assigned to deal with problem situations or develop solutions for more comprehensive issues in State government. As a couple of examples, I worked on the initial push to enroll all employees in direct payroll deposit. I also staffed a

statewide commission looking at how to improve affordable housing across North Carolina. The variety of tasks made this very interesting work.

In 1992, the Department of Correction had become involved in a purchasing scandal, buying inmate clothing far beyond the available budget, and ultimately beyond their needs. As the investigation deepened, and the press reports came faster, the Governor asked the State Budget Officer to send someone over to assess the situation. The Secretary and many of the senior leaders had been fired or resigned. I came to Correction as Assistant Secretary, in charge of the Controller, purchasing, warehousing, and IT. We slowly resolved the situation, cancelling some orders, and selling off some overstock. When the Administration changed, I stayed on as the IT leader, as the Agency was in the throes of a major upgrade of the offender management system...an effort not unlike SECU's core replacement project. The offender management system keeps track of everything we know about an inmate or probationer: sentence computation, location, health, behavior, finances, skills, and threats. The effort took several years and became one of the premier offender management databases in the country. It gave me an appreciation, not only for managing a technology staff and project with its associated risks, but more importantly, for the power of rich data and its ability to answer questions and drive an organization forward.

In the last few years prior to retiring, the Department of Correction was combined with other agencies (Juvenile Justice, SBI, Highway Patrol, Emergency Management) into the Department of Public Safety. My CIO duties expanded to direct the overall IT efforts of the larger agency. That gave me a broader role in assessing public safety needs and opportunities across North Carolina.

I retired from the Department of Public Safety in 2018.

### **QUESTION 3: COMMUNITY SERVICE BIOGRAPHY**

My involvement with SECU has been my significant community service activity. As noted earlier, I came on the Audit Committee as at-large member. This was a time when the Audit Committee was wrestling with its role assessing cybersecurity. I had the audit knowledge because of the CPA, and was actively working in the IT area, dealing with many of the same cybersecurity issues at my State agency.

When a Board position opened mid-term, I moved up to the Board. I spent time learning the role of a Board member, and helped SECU work through the 2008 economic downturn, where we were trying to balance the needs of individual members who were in financial distress, while at the same time, making sure SECU remained safe and sound. I eventually came into a leadership role at a time when the CEO retired and the Board consensus was that there was both opportunity and need to consider some significant changes. My background in IT

involves managing change, and managing the risks change brings with it. I have used those experiences to help inform the changes SECU is now going through.

I then became the SECU Foundation chair. This role is a great opportunity to move around North Carolina and see the good work SECU has enabled, and also the needs and opportunities yet to be addressed. During my time as chair, the Foundation was developing their mission development grants...a way for non-profits, even very small ones, to further develop their good ideas and also form a support network to give them better success opportunities. It is an idea that has been admired and is being adopted by other foundations, large and small. It has been a pleasure to see "the power of a dollar" SECU Foundation become a philanthropic leader in North Carolina.

## **PART 2: QUALIFICATIONS FOR SECU BOARD SERVICE**

### **QUESTION 1: GOALS IN SERVICE**

SECU is in a time of change. We have some serious headwinds to contend with, as is always the case with significant change. The Board work is hard these days, trying to honor the good work and smart thinking of those who built SECU into the powerhouse it is, keep the faith with the members that we always have their best interests in mind, but also deal with current issues as we find them today.

I'd like to help see us through this change.

### **QUESTION 3: RELEVANT EXPERIENCE**

As noted in other questions, I would point to my accounting and financial management skills, my IT and project management background, and the experience I have gained here at SECU in working with a Board of skilled volunteers and experienced staff to achieve the best results for our members.

## **PART 3: SCREENING FOR MANAGEMENT OF POTENTIAL CONFLICTS**

### **QUESTION 2: BUSINESS INTERESTS**

