

Rodney E. Hood

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Executive Leadership | Board Management | General Management

*Strategic Planning • Staff Development • Public Relations • Advocacy • Financial Management
Strategic Partnerships • Negotiations • Public Speaking • Organizational Behavior • Project Management
Oral & Written Communication • Culture Building • Interpersonal Relationships*

Accomplished and knowledgeable senior executive leader with expertise in organizational management, banking, business strategy, advocacy, and strategic partnerships. Experience as presidentially appointed and Senate-confirmed Board Member with the National Credit Union Administration, a Prudential Financial regulator. Proven track record of success and a deep understanding of all aspects of successful enterprise growth, including general management, corporate strategy, operations, marketing, finance, and human capital management. Recognized for ability to identify opportunities, create value, and develop and implement strategic plans. Highly effective in recruiting, training, mentoring, and supervising high-performance teams to achieve strategic business objectives. Strong reputation as collegial and visionary leader.

PROFESSIONAL EXPERIENCE

ZEST AI, *Independent Member, Board of Directors*

February 2024 - Present

POSH AI, *Independent Member, Board of Directors*

February 2024 – Present

ModernFI, *Independent Member, Board of Directors*

March 2024–Present

STRATEGIC RESOURCE MANAGEMENT, *Member, International Advisory Board*

March 2024 - Present

NATIONAL CREDIT UNION ADMINISTRATION (NCUA)

Alexandria, VA

NCUA Eleventh Chairman of the Board

April 2019 – January 2021

NCUA Board Member

January 2021 – January 2024

NeighborWorks America Board Chairman

June 2023 – January 2024

Financial Stability Oversight Council (Voting Member)

April 2019 – January 2021

Federal Financial Institutions Examination Council (Vice Chairman)

April 2019 – January 2021

The NCUA is an independent federal agency that charters, regulates, and insures America's credit union system. The NCUA operates under the guidance of a three-member Board, appointed by the President and confirmed by the U.S. Senate. In a historic milestone in 2019, became first African American to ever lead a federal banking regulatory agency in the United States.

- Actively served as a voting member of the Financial Stability Oversight Council (FSOC) during the COVID-19 pandemic, played pivotal role in steering financial regulatory policies and stability measures, ensuring robust oversight and response to evolving economic challenges and systemic risks.
- Served as Vice Chairman of the Federal Financial Institutions Examination Council (FFIEC), overseeing critical regulatory policies and advancing the effectiveness of financial institution supervision.
- Manage an annual budget exceeding \$350M and a workforce of ~1,200 full-time equivalents, responsible for examining ~4,700 credit unions nationwide. Oversee the safeguarding of over \$2 trillion in federally insured shares owned by ~137 million Americans.
 - Spearheaded initiatives that enhanced operational efficiency, resulting in a 1.7 percent reduction in the 2021 budget, the first decrease in nearly two decades. This achievement was realized by leveraging travel savings during the pandemic and conducting meticulous assessments of key contract expenditures, successfully renegotiating contracting agreements.
 - Personally identified excessive reserves in rainy-day fund at the agency; worked with Board colleagues to direct that \$15 million in these reserves be refunded to federal credit unions in January 2022.
- Directly supervised and managed five senior executives on behalf of the Board, including the agency's Executive Director (career public-servant, COO equivalent), General Counsel, and Chief of Staff, among others.
 - Collaborated with the C-Suite to drive strategic operational projects, establish organizational objectives, and formulate high-impact strategies.
 - Spearheaded project management endeavors to meticulously prioritize and optimize workloads, agency initiatives, and comprehensive agency-wide programs, ensuring streamlined execution and superior outcomes.
- Implemented a robust plan to improve organizational culture and performance, resulting in significantly positive outcomes.

- Executed a substantial internal communications strategy, including sending company-wide emails and personal calls (from me to NCUA staff). An employee expressed their appreciation of this outreach, stating in an email, “I just want you to know that your (all staff email) messages over the past few months and our phone conversation encourages me every day and makes me proud to be an NCUA employee.”
- As a direct consequence of this effort, the NCUA achieved recognition as a top workplace within the federal government for mid-size agencies for calendar year 2020, specifically acknowledged by the Office of Personnel Management’s Federal Employee Viewpoint Survey in coordination with the Partnership for Public Service ([see press release](#)). This is only the second time the NCUA has achieved this milestone.
- Notably, there was an impressive 18 percent increase YoY in NCUA employees’ positive response to the survey question regarding the motivation and commitment generated by senior leaders, surpassing the government-wide average by 11 points.
- During the same timeframe, an impressive 83 percent of NCUA survey respondents affirmed the agency’s standing as a favorable place to work, representing an 8-point increase YoY. This collective success underscored the significant strides made in fostering a positive and motivating work environment.
- In response to this success, NCUA Vice Chairman Kyle Hauptman said:

“People who know Rodney Hood understand his gift for making those around him feel heard and appreciated. This is a leadership ability that, in my view, made the difference for NCUA in 2020. For example, there was massive uncertainty in the early days of the pandemic. Rodney constantly told everyone what he knew, and just as important, what he didn’t know. And then about George Floyd and Rodney’s own “conversations with my father about how to engage with police when pulled over.” He spoke on these themes repeatedly...” ([see op-ed](#))

- Navigated intricate regulatory and legislative landscapes adeptly and effectively.
- Successfully advocated for the inclusion of agency priorities in COVID-19 relief legislation in the CARES Act, resulting in a substantial \$15B increase in liquidity for the credit union system.
- Effectively testified as Chairman biannually before the U.S. House of Representatives Financial Services Committee and the U.S. Senate Committee on Banking, Housing, and Urban Affairs.
- Played instrumental role in financial policy coordination as voting member of the Financial Stability Oversight Council.
- Served as Vice Chairman of Federal Financial Institutions Examination Council, working to coordinate federal examination procedures.
- Successfully managed the high-profile sale of agency’s taxi medallion loan portfolio.
- Despite outside pressure to delay the sale, demonstrated sound judgment by choosing to sell portfolio to hedge fund that committed to treating buyers fairly. Sale consummated days before pandemic.
- Effectively communicated support for restructuring loans, ensuring fairness to medallion owners, and promoting stability in the NYC taxi market through an op-ed in the *New York Daily News* ([see op-ed](#)).
- Conducted extensive credit union outreach during my time on the Board, traveling to nearly all 50-states.
- Envisioned, orchestrated, and implemented NCUA’s Capital Markets Symposium at the New York Stock Exchange in April 2023, attended by ~125 senior credit union executives and industry leaders ([see video montage](#)). Not only secured venue but also recruited senior *Wall Street Journal* reporter as breakout session moderator with CFTC Chairman Rostin Behnam.
- Placed strong and personal emphasis on promoting diversity, equity, and inclusion at the agency as soon as my chairmanship began and continuing throughout my tenure on the Board:
 - Coordinated 20+ small roundtable discussions with staff following the tragic death of George Floyd, a model adopted by other agencies and financial institutions.
 - Created NCUA’s ACCESS Initiative, Advancing Communities Through Credit, Education, Stability, and Support. This initiative garnered widespread media attention from outlets such as [Fox Business](#), the [Wall Street Journal](#), and numerous trade publications. This initiative was designed to address greater financial inclusion following the tragic death of George Floyd.
 - Under chairmanship, achieved increased diversity within its workforce, with minorities making up 30.5 percent of the agency’s staff in 2020. Racial diversity in senior staff positions and examiner ranks also improved.
- Spearheaded the establishment of the Office of Financial Technology & Access and personally recruited the Office’s first Director, Charles Vice (former Commonwealth of Kentucky Department of Financial Institutions Commissioner).
 - Office aims to address emerging risks while promoting fintech adoption among credit unions as strategic imperative. The office’s mission also extended to fostering financial inclusion through fintech.
- Selected as NeighborWorks America’s Chairman in June 2023 on a bipartisan basis.
 - NeighborWorks America is a national nonprofit organization created by Congress that works to create opportunities for people to live in affordable homes, improve their lives, and strengthen their communities.
 - In June 2023, unanimously selected NeighborWorks America Board Chairman by the FDIC Chairman, HUD Deputy Secretary, OCC Senior Deputy Comptroller, and member of the Federal Reserve Board of Governors.
- Worked in partnership with Office of Executive Director, General Counsel, Office of Examination & Insurance, and

other Board Members on policy formation; played significant role in creating a regulatory and supervisory environment that is effective but not excessive. Key accomplishments include:

- A final interpretive ruling and policy statement in November 2019 on the second chance initiative, allowing people convicted of certain minor criminal offenses who paid their debt to society to return to work in the credit union industry without first seeking Board's approval. The FDIC later followed NCUA's leadership in this area.
- A final rule to expand the Payday Alternative Loans program in September 2019, offering credit unions more flexibility to provide short-term, small-dollar loans as a safer alternative to traditional payday loans.
- A final rule in April 2020 that increased threshold for appraisals required for residential real estate transactions, reducing regulatory burden for credit unions.
- A final rule on loan participations in September 2023, which allows more credit union partnerships with fintechs.
- A final rule in December 2023 that permitted low-income designated credit unions, complex credit unions, and new credit unions to issue subordinated debt for purposes of regulatory capital treatment.
- A final rule in May 2019 allowing federally insured credit unions to accept a greater amount of nonmember shares. This initiative aimed to enhance liquidity for credit unions.
- A final rule in October 2021 that changed the Credit Union Service Organization regulation to permit CUSO auto lending.
- Led and managed staff to create meaningful supervisory guidance following the onset of the COVID-19 pandemic; guidance encouraged collaboration with affected borrowers, small-dollar lending support, identification of essential workers, and prudent use of SBA programs. It also mandated offsite examinations to protect staff and credit unions during the duration of the pandemic.
- Championed the issuing of a supervisory guidance letter to credit unions in August 2019, which provided clarity for servicing legal hemp-related businesses, ensuring access to financial services for the legal hemp industry, and earning praise from Senator Mitch McConnell (R-Kentucky, see [press release](#)) and Senator Bennet (D-Colorado). The other federal banking regulators later followed the NCUA's guidance.

JPMorgan Chase & Company

Corporate Responsibility Manager

Washington, DC

2010 – 2019

JPMorgan Chase is one of the oldest financial institutions in the United States. Managed significant strategic partnerships to promote financial inclusion and to serve as the bank's liaison among prominent organizations and individuals. Oversaw 2 analysts and yearly budget of ~\$5M.

- Led significant national partnerships with important third-party organizations and individuals, strategically fostering financial inclusion and shared prosperity in underserved communities, contributing to JPMorgan Chase's legacy as a premier financial institution with \$2.6 trillion in client assets, and a workforce of over 250,000 employees.
- Proficient in navigating complex situations and managing various external organizations necessitating regular interaction with Chairman & CEO Jamie Dimon.
- Acted as representative of JPMorgan Chase and fostered collaborative relationships with influential financial services associations, notably contributing to trade associations' committees.
- Represented JPMorgan Chase as a key liaison at influential financial and real estate industry conferences, amplifying the bank's commitment to shared prosperity.
- Cultivated and nurtured an extensive relationship portfolio, encompassing influential bodies such as the National Association of Realtors, National Housing Conference, NeighborWorks America, National Association of African American Real Estate Brokers, National Association of Hispanic Real Estate Professionals, National Urban League, and National Disability Institute, among others.

NATIONAL CREDIT UNION ADMINISTRATION (NCUA)

Vice Chairman

Alexandria, VA

2005-2009

The NCUA is an independent federal agency that charters, regulates, and insures America's credit union system. The NCUA operates under the guidance of a three-member Board, appointed by the President and confirmed by the U.S. Senate.

- Managed agency's nearly ~\$178M annual budget and provided management general oversight for ~1,000 FTEs.
- Pioneered an agency-wide emphasis on Enterprise Risk Management, fostering a proactive approach to risk assessment and mitigation.
- Advocated ardently for the integration of Enterprise Risk Management, championing a holistic approach that transcended isolated efforts. Proactively guided agency examiners to assess risk management, considering not only historical performance but also forward-looking safeguards.
- Key tenets of this approach encompassed aligning business strategies with risk appetite and establishing a direct correlation between risk levels and net worth.
- Spearheaded the organization, facilitation, and execution of NCUA's Enterprise Risk Management summits, held across the nation in 2007-2008, fortuitously preceding the Great Recession, to underscore the critical significance of

comprehensive risk mitigation strategies applicable to credit unions of all asset classes. This initiative firmly positioned risk management as a paramount focus during tenure as NCUA Vice Chairman.

- Served on the Board of Directors of NeighborWorks America with other regulatory officials.
- Played significant role in creating a regulatory and supervisory environment that is effective but not excessive. Key accomplishments include:
 - Played a pivotal role during the Great Recession, overseeing creation of the Temporary Corporate Credit Union Loan Guarantee Program, which stabilized the credit union system following the collapse of several large Corporate Credit Unions.
 - Introduced essential standards requiring disclosure of merger-related compensation and benefits, enhancing transparency in the merger process.
 - Pioneered the development of the agency's first formal policy related to setting the Normal Operating Level in 2007.
 - Mandated online reporting (Call Report and Report of Officials) to replace outdated paper and floppy disk submissions, enhancing efficiency and accuracy.
 - Modernized the CUSO rule, enabling credit card lending and payroll processing.
 - Led an outreach task force focused on expanding credit union service to low and moderate-income communities.
 - Advocated for and adopted standards granting members the right to inspect their credit union's books and records.
 - Updated records preservation requirements based on lessons learned from the aftermath of Hurricane Katrina.

United States Department of Agriculture

Washington, DC

Associate Administrator, Rural Housing Service

2004-2005

USDA's Rural Housing Service offers a variety of programs to improve housing in rural areas including loans, grants, and loan guarantees for single- and multifamily housing.

- Appointed by U.S. President to serve as second-in-command of government agency that oversaw housing and community development programs in rural America. Provided management oversight for ~150 employees, ~\$43B housing loan portfolio (single family & multifamily) and ~\$1B community facilities loan portfolio. Addressed the housing needs in rural communities and helped administer the agency's mortgage portfolio.
- Worked with State Directors to highlight farm labor direct loan program and technical assistance grants.
- Created and maintained external partnerships with banks and credit unions to promote lending programs.

Various Positions

North Carolina Mutual Life Insurance Company
National Director, Community Development Lending

Durham, NC
2003-2004

Wells Fargo
National Director, Community Development Lending

Washington, DC
1996-2003

NationsBank (now Bank of America)
Assistant Vice President CRA Manager

Charlotte, NC
1992-1996

GE Capital
Retail Financial Management Development Program

Atlanta, GA
1989-1992

EDUCATION

UNIVERSITY OF NORTH CAROLINA
Bachelor of Arts; Business Administration, Political Science, and Speech Communication

Chapel Hill, NC

UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

Certifications:

- Wharton Executive Education, Fintech Revolution: Transformative Financial Services and Strategies, 2021 (online)
- Wharton Executive Program, Venture Capital, 2023 (in-person)

ADDITIONAL

Board Membership:

- Member, Board of Governors, University of North Carolina College System, governing body for all 17 public universities and hospitals in North Carolina, 2013 – 2017

Honors/Awards:

- Hall of Fame, African American Credit Union Coalition, July 2023
 - Distinguished Alumni Award, University of North Carolina, October 2021
- The Distinguished Alumni Award is given to alumni of the University of North Carolina at Chapel Hill who have made an outstanding contribution to humanity in any walk of life. Traditionally, no more than five awards are given each year.*
- Named “Young Global Leader” by the World Economic Forum, February 2008

Selected Media:

- *Wall Street Journal*, How Financial Institutions Can Help America Heal, June 2020 ([op-ed](#))
- *Fox Business*, Financial Inclusion is ‘Civil Rights Issue of our Generation,’ June 2020 ([television](#))
- *New York Daily News*, What Medallion Owners Deserve Finding Individual Solutions to the Taxi Financial Crisis, July 2019 ([op-ed](#))
- *American Banker*, The Civil Rights Issue of our Generation, June 2020 ([op-ed](#))
- *American Banker*, It’s Time to Reconsider Job Applicants with Criminal Records, June 2019 ([op-ed](#))
- *American Banker*, Financial Literacy is Key to Broader Inclusion Efforts, April 2021 ([op-ed](#))
- *American Banker*, Four Ways the Banking Sector Can Boost Financial Inclusion, November 2020 ([op-ed](#))
- *CU Today*, Long Road Ahead with COVID, but there are Reasons for Optimism, March 2020 ([op-ed](#))
- *Lexington Herald-Leader*, A Regulatory Step Forward in Securing Financial Services for the Legal Hemp Industry, August 2019 ([op-ed](#))
- *Marijuana Moment*, Federal Financial Regulator Urges Congress to Act on Marijuana Banking Ahead of Inevitable Legislation, October 2021 ([op-ed](#))

Selected Remarks:

- Board Member Hood Remarks at the World Council of Credit Unions, Financial Inclusion in the Digital Revolution, Vancouver, Canada, July 2023 ([prepared remarks](#))
- Board Member Hood Remarks at the United Nations Federal Credit Union’s United in Sustainability Summit, New York, NY, November 2022 ([prepared remarks](#))
- Board Member Hood Remarks at the World Council of Credit Unions, Glasgow, Scotland, July 2022 ([prepared remarks](#))
- Board Member Hood’s Remarks at the NASCUS 2022 Cannabis Banking Symposium, Aurora, CO, July 2022 ([prepared remarks](#))
- Board Member Hood Statement on Request for Information and Comment on Digital Assets and Related Technologies, Alexandria, VA, July 2021 ([prepared remarks](#))
- Chairman Hood Remarks at Ceremonial Swearing-In with the Vice President, Washington, DC, June 2019, ([prepared remarks](#))

Other:

- Top-Secret SCI Clearance (granted as NCUA’s Chairman)