

National Thought Leader & Federal Policy Influencer – Steered the U.S. Credit Union Industry Out of the Biggest Financial Meltdown Since The Great Depression



FINANCIAL SERVICES EXPERT — CREDIT UNION INDUSTRY AUTHORITY

5+ Years of Dedicated, High-Impact Leadership in Nationally Prominent NCUA Chairmanship & Board Roles

– Profound Insight to Federal / State Financial Law & Regulations Based on 19-Year Legal Career Serving Financial Services Sector and Exemplary Results as State Regulator for Illinois Department of Financial Institutions (DFI) –

Leadership Brand: Influence and negotiate at the uppermost corporate and government levels within high-visibility leadership roles to catalyze systemic change. Progressive leader recognized for solving mountain-sized problems by taking calculated risks, making the bold decisions, and owning the outcome.

EXAMPLES OF LEADERSHIP SUCCESS

As Federal Regulator:

- Saved credit union sector from single most disastrous economic crisis in 80 years.*
- Charted and navigated legislative sea change during industry’s most pivotal year to alter trajectory from devastation to growth & prosperity.*

As Finance Attorney:

- Built and grew successful law practice as “go-to” place for Illinois credit unions and other financial services operations on pivotal cases involving specialist finance law.*
- Influenced MACU merger with ICUL as strategic legal advisor.*

As State Regulator:

- Transformed 3 of 4 Illinois DFI divisions into beacons of operational excellence and honor.*
- Reformed crucial laws on Illinois Governor’s Task Force on Financial Services & Governor’s Financial Institution Transition Team.*

Value Added Qualifications

- Licensed to practice law in Illinois & Washington, D.C. – Fluent in State of Illinois & U.S. political process –*
- Broad network of relationships with elected officials affecting financial services & credit union legislation –*

CAREER SUMMARY

National Credit Union Association (NCUA) ■ Alexandria, VA

Sworn in as Chairman of U.S. Congress-created federal regulatory agency with 1,234 staff and \$251.4M budget – which insures deposits of 94+ million account holders and holds regulatory oversight of 6,753 federally chartered credit unions with \$1T in total assets and \$599.9B in net loans – and overpowered growing crisis by master-planning new path forward.

BOARD MEMBER, 2008 to 2014 ■ CHAIRMAN, 2008 to 2009

Appointed by President George W. Bush, confirmed by U.S. Senate to 6-year term, and given immediate charge to confront and prevent imminent collapse of 5 large corporate credit unions encountering serious capital and liquidity problems. Faced crisis head on by shaping vision for insolvency protection and exercising strategic authority to stabilize tenuous credit union system.

In 8 short months, preserved the 2 largest corporate credit unions – an unprecedented event – and solidified entire industry while relieving U.S. taxpayers of costs to resolve corporate crisis with ground-breaking, long-term conservatorship plan.

Nexus Strategies & Stabilization Programs:

- ✓ *Creation of Corporate Stabilization Fund*
- ✓ *Congressional action to increase CLF borrowing from \$1.5B to \$41.5B*
- ✓ *Treasury line of credit increase to \$30B*
- ✓ *CU SIP & CU HARP Programs*
- ✓ *NCUA guarantee of corporate deposits*

Board Member, Chairman, NCUA *(continued)*

- Critical Pathways to System Liquidity:
 - **Blocked failure and closure of 2,000 federally insured credit unions** by partnering with U.S. Treasury Department and Congress to establish temporary Corporate Stabilization Fund; persuaded Congress to raise Central Liquidity Facility’s (CLF’s) borrowing authority from \$1.5B to \$41.5B; obtained \$30B treasury line of credit increase to redirect cost burden from U.S. taxpayers.
 - Unveiled Credit Union Homeowners Affordability Relief Program (CU HARP), 2-year, \$2B program providing **mortgage interest rate relief to 10,000 struggling low- to mid-income credit union members**, and complementary Credit Union System Investment Program (CU SIP) offering **contingent liquidity for credit unions**.
- Industry Supervision Strategy | New Exam Staff & Processes | Reporting Transparency:
 - **Circumvented future insolvency of federal credit unions** and protected National Credit Union Share Insurance Fund (NCUSIF) from potential losses by hiring and training National Exam Team, as well as introducing shorter 12-month examination cycle and consistent financial reporting.
 - **Armed 96% of credit unions to meet “well capitalized” statutes** at 2009 year-end by stepping up compliance administration.
 - **Prevented federal overregulation of credit unions** by forming NCUA Office of Consumer Protection, prior to President Obama’s launch of Consumer Financial Protection Bureau.
- Board Member Policy Initiatives | Strategic NCUA Transformation | Industry Alliances:
 - **Paved route for operational success** by improving hiring process for upper management and initiating programs that course-corrected significant structural challenges in the agency’s supervision and insuring of credit unions.
 - **Coordinated closely with 2 national credit union trade associations**, Credit Union National Association (CUNA) and National Association of Federal Credit Unions (NAFCU), and **served as board liaison** to National Association of State Credit Union Supervisors (NASCUS) and Defense Credit Union Council (DCUC).

“We proclaim our admiration, appreciation, and respect for MARK FRANKLIN...[for] ensuring that cooperative financial institutions remain viable and competitive...during a time of unprecedented tumult in the global economy, as well as the American financial and political scene...[with] a vision and plan for the future of the credit union movement and its regulators for the betterment of nearly 90 million consumer members across the United States...” – Excerpts from Official Proclamation, Board of Directors, Washington Credit Union League

Law Offices of Mark Franklin ■ Chicago, IL

Launched and grew thriving practice by arming clients (credit unions, consumer credit lenders, title companies, banks, money transmitters, currency exchanges, and trade associations) to overcome legal, compliance, and business obstacles.

PRINCIPAL PRACTITIONER, 1989 to 2008

Broadened business perspective with law practice specializing in financial services, regulatory, and real estate law. Leveraged prior experience as state financial services regulator and **broad professional network of government contacts** to **guide clients through procedural intricacies of local, state, and federal government agencies**.

Represented clients in front of Illinois Commissioner of Residential Savings, Department of Revenue, Department of Public Health, Illinois and Indiana Department of Financial Institutions, IRS, and NCUA. Expedited contracts for Commissioner of Banks, Illinois Department of Employment Security, and Department of Financial Institutions.

Notable Credit Union Highlights:

- ✓ *Survival of Midwest Association of Credit Unions (MACU) by urging merger and leading negotiations with Illinois Credit Union League (ICUL)*
- ✓ *Later retained by ICUL to solve complex legal and government regulatory issues*
- ✓ *Longest tenure (16 years) on Illinois Governor’s Credit Union Advisory Board*

Principal Practitioner, Law Offices of Mark Franklin *(continued)*

- **Illinois Governor’s Board of Credit Union Advisors: Advised 3 different governors on how to resolve myriad credit union problems** through deep collaborations with industry leaders and regulatory bodies.
- **Client Wins | Strategic Relationships | Financial Gains | Federal Compliance:**
 - Equipped consumer credit lenders and check cashing clients to **earn tens of thousands in added revenue** and meet consumer demand by persuading state regulators to allow expansion of services.
 - **Deflected tens of thousands in losses** for banking client by counseling on proper course of legal action in case involving 3 failing check cashing businesses.
 - **Guaranteed long-horizon profitability** for several money transmitters by introducing standard procedures and reporting practices to avoid government fines and convictions.
- **Industry Standardization: Safeguarded check cashing startups against business fraud and unfair competition** by formalizing business purchase contracts and model documentation packages used to challenge competing entities – now adopted across numerous states.
- **Other State of Illinois Legal Contributions: Eliminated mounting backlog of 1,500 cases to less than 100** during short term as Commissioner on Illinois Court of Claims.

– *Earlier Career as State Regulator* –

State of Illinois, Department of Financial Institutions (DFI) ■ Chicago, IL

Governor-appointed to cabinet-level strategic leadership role after converting 3 of 4 divisions (Consumer Credit, Unclaimed Property, and Currency Exchange) from operational inefficiencies and unprofessional practices to peak performance, compliance, and revenue gains in 5 years. Reappointed 3 times based on 5-year plan that positioned agency for consistent goal achievement and growth.

DIRECTOR OF AGENCY and MEMBER OF GOVERNOR’S CABINET

Concluded stellar 12-year tenure **strengthening consumer protection** by modernizing regulation. Licensed, examined, and investigated credit unions, currency exchanges, consumer finance companies, title insurance companies, and money transmitters while prioritizing **\$7.6M budget** and building **123-person state organization** into integrity-focused culture of excellence.

– **Set new precedent for Currency Exchange Division receivership protocol**, orchestrating monumental operation to take possession and control of 50+ Chicago-area check cashing operations with \$250M+ in assets and reopen doors in 24 hours to ensure zero service disruption to thousands of customers.

– **Prompted millions in year over year growth** in collections/receipt of assets for Unclaimed Property Division.

Institutions Licensed & Regulated:

- ✓ 700+ state-chartered credit unions with \$4.3B+ assets under management
- ✓ 800+ consumer credit lenders with \$1B+ loans outstanding & \$1.2B+ in gross assets
- ✓ 650+ community currency exchanges with ~\$80M annual gross income

Began public service career in state government as **Director of Administration & Fiscal Manager in the Governor’s Office of Human Resources** with intervening years as **Staff Assistant** to both **Illinois Speaker of the House** and **House Minority Leader**.

CREDENTIALS

JURIS DOCTOR | CHICAGO UNIVERSITY SCHOOL OF LAW

MASTER OF BUSINESS ADMINISTRATION (Executive Program) | UNIVERSITY OF ILLINOIS

BACHELOR OF SCIENCE - BUSINESS ADMINISTRATION | INDIANA UNIVERSITY

– Sought-after presenter and media spokesperson | Prolific author, credited with dozens of white papers and articles published in industry-leading publications and trade resources –

– Extensive listing of publications, community/civic initiatives, political activities, and affiliations available on **LinkedIn**.

EXECUTIVE RESUME – PROJECT BRIEF

With a background as a state regulator and 19-year career running a law practice specializing in finance law, Mark's transition into his Washington D.C. post as a high-profile federal regulator and policy maker was a natural fit. He had not used a resume in many years.

Since his term was ending soon, he was targeting chief executive roles with credit unions and associations in his home state of Illinois. Mark's previous resume was a bare bones outline and it wasn't going to help him with his new job search since the strategy involved networking within his extensive network to secure his next CEO position.

At present, his main target was the Illinois Credit Union League (ICUL). Through collaborative efforts, interviews, and research, I crafted marketing tools (both resume and LinkedIn profile) that showcased Mark's prominence and influence on an entire industry, and highlighted direct links to ICUL within various roles throughout his career.