

Carol Coughlin Profile



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PUBLIC/PRIVATE/ADVISORY BOARD DIRECTOR / BUSINESS OWNER/ENTREPRENEUR
CHIEF FINANCIAL OFFICER / GROWTH ADVISOR / AUDIT COMMITTEE
NACD BOARD LEADERSHIP FELLOW

Financial Services / Health Care / Insurance / High Growth Companies

Carol Coughlin is an accomplished C-suite executive with a proven track record helping high-growth companies improve profits, overcome obstacles, and implement change. As CFO for organizations as large as \$330MM in revenues, she is known for her skills in financial strategy, turnaround and profitability improvements, scaling for growth, risk assessment, M&A, managing change and cultivating highly motivated teams in high growth environments. In these companies, she partnered with the CEO to lead turnarounds; recapitalizations; high growth and profitability improvement; prepared for and participated in the sale of three companies; implemented post-merger financial, systems and benefits integrations; and rebuilt finance departments and systems.

During her 17-year career as finance executive for high growth healthcare insurance companies, she helped to develop the financial strategies to facilitate growth in three companies, including one firm that grew from \$10MM to \$250MM in revenues. This firm became highly profitable and was sold to Prudential Insurance. Carol was highly involved in the pre-merger planning and post-merger integration.

Carol also partnered with the executive management team on two highly successful turnarounds, including one firm which showed results of a gain of \$12MM from a loss of \$24MM. This company, a privately held joint venture between an academic medical center and Prudential Insurance, was sold to Wellpoint, Inc. Carol was highly involved on the team to sell the company as well as the post-merger integration. Carol then went to work for another high growth health plan which grew from \$10MM to \$125MM during her tenure, including an acquisition and expansion into another state. She participated on the team to sell the company to Wellcare, Inc. and stayed on for the integration.

Carol is equally comfortable with the entrepreneurial creation of a new business, as with the complexity of leading large corporate financial and operations teams. In 2006, Carol launched BottomLine Growth Strategies, Inc., a growth advisory service firm which works with CEOs of privately held companies to transform their enterprise value through implementation of proven best practice financial and operations strategies and to assist them in the development of board governance best practices. She and her company have received numerous awards for her leadership and community impact.

Coughlin has served on a number of boards including public, private, government, non-profits and advisory. She qualifies under Sarbanes Oxley section 404 as a financial expert and is an NACD Board Leadership Fellow. On the board of Hamilton Bancorp (NASDAQ: HBK), a community bank with over \$500MM in assets, she currently serves as the Board Chair, and is a member of Audit and Risk and Nominating/Governance Committees. She was on this board as it converted from a mutual to a stock bank through IPO. In addition, she serves on the board and is the Finance Affairs Chair of University of Maryland Medical Center, an academic medical center with over \$1B in revenues, and the Maryland 529

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GROWTH ADVISOR / AUDIT AND RISK COMMITTEE
HEALTHCARE / INSURANCE / FINANCIAL SERVICES / HIGHLY REGULATED ENTITIES
NACD BOARD LEADERSHIP FELLOW

Summary:

Accomplished C-suite executive in finance and operations with companies ranging from \$10MM to \$330MM. Partnered with management team to orchestrate two highly successful turnarounds. As CFO, skilled at supporting growing businesses organically and through M&A. Strong public and private board experience including Chairwoman, Lead Independent Director, Audit Committee Chair and membership on the Governance and Compensation Committees. Very collaborative; led highly productive teams during times of high growth and change.

Select Accomplishments:

- Accomplished financial executive with over 20 years leading finance/operations; significant experience in turnarounds, growth, performance improvement and M&A.
- Partnered with CEO and management team on two highly successful turnarounds, including one that showed results of a gain of \$12MM from a loss of \$24MM.
- Significant experience with high growth companies, including one company that grew revenues from \$10MM to \$250MM and another that grew revenues from \$10MM to \$125MM.
- Track record of building, leading and aligning teams during growth and turnarounds.
- Launched BottomLine Growth Strategies, Inc. in 2006, a growth advisory service firm that works with CEOs of privately held companies to transform enterprise value. As CEO of this company, received numerous awards including: “Top 100 Women in Maryland (2012, 2015), The Daily Record; “Brava!” (2012), Smart CEO; “Top Turnaround Firms” (2012), Baltimore Business Journal; “Most Admired CEOs” (2013), The Daily Record; “Circle of Excellence – Finance” (2013), Smart CEO.
- Serves as chairwoman of Hamilton Bancorp, a regional community bank; provides growth, M&A, audit, risk and governance leadership. Was nominated as Lead Director (2014) and subsequently to chair (2015). On the board as it converted from mutual to stock company in 2012.
- Nominated as director of the newly created University of Maryland Medical Center (“UMMC”) board in 2015. UMMC is a regional academic medical center with over \$1BB in revenues. Chairs the Financial Affairs Committee and participates on the University of Maryland Systems Financial Affairs and Strategy Committee.
- Appointed by the governor as director of the Maryland 529 Board in 2016, with oversight of over \$5BB in assets including prepaid college funds and college savings plans.
- Financial expert under Sarbanes Oxley section 404. Serves as Audit and Risk Committee Chair, Hamilton Bancorp (NASDAQ: HBK) and Financial Affairs Chair, University of Maryland Medical Center.
- Expertise in working with highly regulated industries including healthcare, insurance/risk entities, financial services and high growth companies.
- Board Leadership Fellow (NACD).

Employment History

BottomLine Growth Strategies, Inc., Baltimore, MD, Founder and CEO, 2006 to present

Woodhaven Health Services, Inc., Baltimore, MD, Chief Financial Officer, 2004 to 2006

Harmony Health Plan/Wellcare Health Plans, Chicago IL, 2000 – 2004

- Vice President, Finance, Wellcare Health Plan of Illinois, 2004
- Chief Financial Officer, Harmony Health Plan, 2000 – 2004 (sold to Wellcare)

Rush Prudential Health Plans/Wellpoint, Inc., Chicago, IL 1996 – 2000

- Vice President, Finance, Wellpoint, Inc., 2000
- Chief Financial Officer, Rush Prudential Health Plans, Inc., 1996 – 2000 (Sold to Wellpoint in 2000)

Johns Hopkins Health Plan/Prudential of the Mid-Atlantic, Baltimore, 1987 to 1996

- Vice President, Finance and Systems, Prudential of the Mid-Atlantic, 1994 – 1996
- Director of Finance, Johns Hopkins Health Plan), 1987 – 1994 (sold to Prudential in 1994)

Board Affiliations and Community Involvement

Hamilton Bancorp (NASDAQ: HBK), Baltimore, MD, 2010 to present

- Board Chair (2015 to present); Lead Director (2014)
- Risk and Audit Committee Chair (2011 to 2015)
- Nominating/Governance Committee member (2012 to present)
- Compensation Committee (2012 to 2014)
- Ad hoc committees: Finance subcommittee, Growth and M&A

University of Maryland Medical Center, Baltimore, MD, 2015 to present

- Chair, Financial Affairs Committee, 2015 to present

Maryland 529 Board, Baltimore, MD, 2016 to present

Junior Achievement of Central Maryland, Owings Mills, MD, 2010 to 2015

- Director (2010 – 2015)
- Development Committee Chair (2013 – 2015)

Network 2000, Inc., Baltimore, MD

- Director (2012 – 2014)
- Treasurer, Chair of Finance Committee; Co- Chair Women on Corporate Board Committee, member, Mentoring Committee

University of Baltimore Finance Department Advisory Board, Baltimore, MD

Woodhaven Health Services, Baltimore, MD, 2004 to 2006

- Corporate Secretary, Board participant, member of Finance/Audit Committee

Harmony Health Plan, Chicago, IL, 2000 to 2004

- Board participant, Finance/Audit Committee and M&A/deal subcommittee

Rush Prudential Health Plans, Chicago, IL 1996 – 2000

- Board participant, Finance/Audit Committee

Education and Certifications

MBA, Loyola University

Certified Public Accountant

Board Leadership Fellow, NACD

B.S. in Business Administration, Towson University

Certified Exit Planning Advisor (inactive)

Board which governs over \$5BB in assets of Maryland's prepaid college and college savings plans. She also participates on the Strategy workgroup and on the Finance and Strategy Committee of the University of Maryland Medical System.

As CFO, Carol served as an Officer on the Boards of Rush Prudential Health Plan, Harmony Health Plan and Woodhaven Health Services, participating on the Audit/Finance Committees. She has also participated on other non-profit boards including Network 2000, Junior Achievement of Central Maryland and The Chicago Finance Exchange. She has also served on advisory boards (University of Baltimore Finance Department Advisory Board and Baltimore County Executive's Advisory Board for Higher Education) and the Business Council at White House for Access to Capital, Manufacturing Policy and Healthcare Reform Initiatives. To stay current on Board issues she is a member of NACD, Women Corporate Directors, Women in the Boardroom and Bank Director.

Education and Certifications

MBA, Loyola University

Certified Public Accountant

Board Leadership Fellow, NACD

B.S. in Business Administration, Towson University

Certified Exit Planning Advisor

Carol is married, has two children and lives in Towson, Maryland. She is a horse enthusiast and enjoys hiking and other outdoor activities.