



Ray Carey (Reappointment)

Ray Carey brings 12 years of experience as a three-time CEO, a decade of experience as a private equity investment partner, and a background as an investment banker. Mr. Carey joined Level full time in November 2023, after serving as president of CivicPlus, a Level Equity portfolio company that in June 2022 acquired Optimere, a Level Equity portfolio company focused on cloud-based social media archiving, risk management, and analytics, where he was CEO. Mr. Carey previously served as CEO of Astute until its acquisition by Audax Partners in June 2019 and as CEO of NeoNova for the six preceding years. Prior to his operational roles, Mr. Carey spent a decade as a Partner at Azure Capital Partners, investing in early-stage companies. Mr. Carey began his professional career in the technology practices at Robertson Stephens and Credit Suisse, raising public and private capital and advising on mergers and acquisitions. Mr. Carey has also served on numerous boards of directors, including at Kelly's Roast Beef, a multigenerational family business. A graduate of Stanford University, Mr. Carey was an NCAA champion swimmer in the butterfly and represented the United States in the 1996 Olympic Games.

Courtney Crowder (Reappointment)

Courtney Crowder, a leading expert in public affairs, government relations, and political strategy, brings a wealth of experience and a track record of success. In his current role at APCO, Mr. Crowder serves as the North America managing director and chair of advocacy and manages the firm's operations in Washington, D.C., and Raleigh, overseeing the south region. Prior to APCO, Mr. Crowder founded and operated Crowder Consulting, where he leveraged his experience to provide tailored advisory services. His expertise in the political arena was further refined in his role as legislative director and senior advisor to Governor Bev Perdue, where he played a key role in policy formulation and strategic decision-making. Before joining the governor's office, he counseled corporate, nonprofit, and governmental organizations at Capstrat, a North Carolina-based communications firm. He also served as the legislative liaison for the North Carolina Department of Insurance and special assistant to Commissioner James E. Long and was on the campaign and congressional staff for U.S. Rep. Bob Etheridge from 2000 to 2003. Mr. Crowder received his Bachelor of Arts in English Literature and French from North Carolina Central University and his Master of Arts in Liberal Studies from Duke University. He also studied at Oxford University in Oxford, England, where he completed the Program of History, Politics, and Society at Exeter College.

Heather Norris (New Appointment)

Dr. Heather Hulburt Norris became Appalachian State University's interim chancellor on April 19, 2024. Previously, she had served as provost and executive vice chancellor of App State since May 2021, after fulfilling that role in an interim capacity since February 2020. Beginning her journey at the university in 2003 as a seasoned assistant professor in the Walker College of Business' Department of Finance, Banking and Insurance, she was named assistant dean for undergraduate programs in 2005, associate dean for undergraduate programs and administration in 2008, senior associate dean in 2012, acting dean in 2014 and interim dean in 2015. Following a rigorous national search, she became the seventh dean — and first female dean — of the Walker College of Business in July 2016.

Prior to her tenure at App State, Norris held faculty positions at Bowling Green State University, Pennsylvania State University and West Virginia University. Norris holds a Bachelor of Business Administration in finance from James Madison University, and master's and doctorate degrees in finance from Penn State University.