

MAIN BIO



Fulton graduated West Point in 1980, in the first class to admit women. She served as a platoon leader, staff officer, and company commander in Germany before honorable discharge at the rank of Captain. During a 25-year career in brand management at Fortune 100 companies, she gained expertise in management, cross-functional team leadership, and strategic communications. Continuing to mentor West Pointers, Fulton helped found Knights Out and OutServe, in the battle to repeal “Don’t Ask, Don’t Tell.” Fulton founded and led SPARTA to successfully end the transgender ban, while at the same time providing important (confidential) counsel to Army leaders on removing the combat exclusion role and integrating women in the combat arms.

In 2011, President Obama appointed her as the first openly gay member of the West Point Board of Visitors, and she was later elected Chair (twice) with strong bipartisan support. During 8 years on the Board, she successfully advocated for significant increases in admissions of Black, Latino, and women cadets. In 2017, she was appointed to the Board of Visitors of the National Defense University.

Since 2018, Fulton has served NJ under Governor Phil Murphy as Chief Administrator of the NJ Motor Vehicle Commission (MVC), an agency of 2,200 employees that generates ~\$1.8 billion in annual revenue. During her tenure, she transformed and modernized NJ Motor Vehicles systems, shifting an in-person, stand-in-line system to a largely online transaction system, and streamlining the remaining in-person operations with queuing, SMS notifications, and scanning solutions.

In 2012, Fulton and Penny Gnesin were the first same-sex couple to wed in West Point’s Cadet Chapel. In 2019, after 24 years together, Penny died of breast cancer. Fulton continues to live in Asbury Park, NJ.

Fulton has been nominated by President Biden to serve as the Assistant Secretary of Defense for Manpower & Reserve Affairs, and is pending confirmation.

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MVC Bio



Brenda S. “Sue” Fulton was nominated by Governor Philip D. Murphy on February 20, 2018, to become the Chair and Chief Administrator of the New Jersey Motor Vehicle Commission (MVC) and was sworn on April 17. As Chief, Fulton manages a state agency that generates more than \$1.8 billion in revenues annually and is charged with the licensing of more than six million drivers and the titling, registration, and inspection of nearly five million vehicles. During her tenure, she completely transformed and modernized NJ Motor Vehicles systems, shifting an in-person, stand-in-line system to a largely online transaction system, and streamlining the remaining in-person operations with queuing, SMS notifications, and scanning solutions.

On July 31, 2018, Governor Murphy appointed Chief Fulton as one of three State government appointees to the State Ethics Commission, which administers and enforces State conflicts of interest law.

Chief Fulton is a 1980 graduate of the United States Military Academy at West Point, where she was a member of the Academy’s first-ever class to admit women. She was commissioned in the Army as a Signal Officer, serving as a platoon leader, staff officer, and company commander in Germany before receiving an honorable discharge at the rank of Captain. In 2011, she was appointed by President Barack Obama to the West Point Board of Visitors, and later served as the first female West Point graduate to chair the Board. With her military background, Chief Fulton has been a tireless advocate for service members, working with numerous non-profit groups.

In addition to her military service, Chief Fulton has more than 20 years’ experience working in leadership roles with Fortune 500 companies.

The MVC is effectively the face of state government, having more direct contacts with New Jersey residents than any other state agency. Chief Fulton is focused on MVC’s 2,200 employees delivering excellent customer service in each of the more than 24 million transactions processed by the MVC annually.

ACTIVIST Bullets

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Sue Fulton will not only be the first woman Secretary of the Army, but she is a proven effective change agent within the military, essential at a time when gender-based violence and racism represent serious threats to the force.

Advocate for LGBTQ military service members

Played a pivotal role in repealing "Don't Ask, Don't Tell," leading Knights Out and OutServe to make the case inside and outside the Pentagon.

Led SPARTA, the organization of transgender service members, in educating Pentagon officials and the public, resulting in the end of the transgender ban in 2016.

Appointed as first openly gay member of West Point's Board of Visitors.

Advocate for women in the military

Worked with Gen. Mark Milley on policies to successfully integrate women in combat arms.

Successfully advocated inside the Pentagon to address issues affecting women at Ranger School.

Worked with Gen. Bob Caslen in revamping sexual harassment & assault programs at West Point.

As member of Board of Visitors, successfully advocated for increased admissions of women from 16% to 24%.

Advocate for people of color in the military

As member of Board of Visitors, successfully advocated for increased admissions of Black candidates from roughly 9% to 15%.

Active mentor of Do More Together, the recently founded organization of Black West Point graduates.

Facilitated policy changes to allow the first Sikh cadets at West Point.

Effective government leader

In just 3 years, completely transformed NJ "DMV," mobilizing info technology resources.

- Built major online capabilities, from about 15% of total transactions to over 50% of total.
- Transformed in-person experience with queuing, text, and scanning solutions.

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GOV MURPHY Bullets

Smart at mobilizing info technology resources and outsourcing for modernization: completely transformed and modernized NJ Motor Vehicles systems

- upgraded hardware and software systems
- shifted an in-person, stand-in-line system to a largely online transaction system, and
- streamlined the remaining in-person operations with queuing, SMS notifications, and scanning solutions.

Experienced in fighting sexual assault, racism, and misogyny in the military.

- Played active role working with Gen. Bob Caslen in revamping sexual harassment & assault programs at West Point
- Successfully advocated to increase percentage of Black, Hispanic, and women admissions to West Point (+33%, +15%, +50% respectively)
- Actively mentors advocates for anti-racism efforts at West Point.
- Worked with Gen. Mark Milley to successfully integrate women in combat arms.

Via hiring & promotion, built most diverse agency leadership in the most diverse state government in the US (women, gay, trans, racial minorities).

B. Sue Fulton

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PROFESSIONAL SUMMARY

Nationally-recognized leader driving national security policy changes in diversity and inclusion, leveraging a lifetime of leadership and extensive messaging, media, and public relations experience. Public sector leader who guided over 2000 employees serving millions of customers safely through the pandemic. Strategic Communications Professional with over 20 years' experience in Fortune 500 companies; strong background in leading diverse and cross-functional teams. Army Veteran, graduate of the 1st West Point class to include women.

PROFESSIONAL EXPERIENCE**NEW JERSEY MOTOR VEHICLE COMMISSION*****Chair and Chief Administrator*****3/2018 – Present**

Appointed by Governor Phil Murphy; part of the Governor's Cabinet. Heading an organization of over 2,200 employees and a budget of \$1.2B. Responsible for individual and commercial driver licensing; vehicle registrations and titles; license suspensions and restorations; fraud investigations and partnership with law enforcement.

- Transformed customer service processes, shifting millions of transactions online and instituting an automated queuing and text notification system in offices. Enabled the MVC to complete a record 12.3M transactions in 2021 despite COVID constraints.
- Implemented licensing without regard to immigration status seamlessly; the first state to execute a status-neutral licensing program without major issues. Also implemented a "gender X" option on licenses/IDs.
- Managed re-fitting of offices and protection measures for unionized labor force following COVID-19 close. Fielded over a dozen initiatives to reduce in-person visits and reduce COVID exposure.

U.S. MILITARY ACADEMY BOARD OF VISITORS, West Point, NY***Presidential Appointee, First openly gay member*****7/2011 - 12/2019**

Worked alongside Congressional leaders and the Superintendent regarding morale and discipline, curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy

Chair (3/15-12/19)

- Unanimously elected Chair two years in a row supported by Democratic and GOP members
- Worked collaboratively with new leadership to increase diversity in entering classes, with significant increases in women (+50%), African Americans (+33%), and Hispanics (+20%).
- Fielded media interviews and mobilized West Point women in defense of sixteen African-American women cadets targeted in the media for a controversial photo in which they raised their fists. Included as their honored guest at the National Congress of Black Women.

Board Member (7/11-3/15)

Engaged leadership on sexist climate; after internal efforts failed, public letter on "rugby email" incident resulted in dramatic change in leadership.

SPARTA, Asbury Park, NJ**7/2013 – Present*****Founding Board Member and Past President***

Advocacy organization of over 1,000 LGBT military service members, veterans, and their families. Largest US organization of transgender service members (over 400 on active duty)

President (10/14-9/16)

- Led battle to end the ban on transgender service in the US Armed Forces
- Developed messaging and trained active-duty transgender military members for media interviews; featured in Washington Post, New York Times, and local papers.

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- Secured high-level meetings and brought transgender service members to DC to meet with senior civilians and flag officers in Defense Dept.; secured significant policy change.
- Coached and mentored rising leadership through two “generations,” leaving the organization with 100% transgender leadership.

Founding Board Member (7/13-10/14)

- Stood up a new organization without significant funding or paid staff
- Conducted an off-the-record, first-of-its-kind conference of transgender military members.
- Identified, mobilized, and trained key members for advocacy work inside the Beltway.
- Led evolution of unskilled member organization to most effective advocacy group on this issue.

OUTSERVE-SLDN/OUTSERVE. Washington, DC**7/2010 – 6/2013*****Founding Board Member, Communications Director***

Association of LGBT active-duty military service members (4,000 members)

- Key leader in changing public opinion for repeal of “Don’t Ask, Don’t Tell” (DADT) • Built and led network of over a dozen chapters. Grew organization from a few hundred to over 4000 members.
- Developed messaging and trained dozens of active-duty LGBT military members for print, radio and TV appearances locally and on CBS, PBS, CNN and MSNBC. Identified, mobilized, and trained key members for advocacy work inside the Beltway.
- Led evolution of unskilled member organization to most effective advocacy group on this issue.

PFIZER CONSUMER HEALTH, Madison, NJ**7/2012 – 3/2018*****Global Project Leader, Disruptive Channels (3/2016-3/2018)***

Developed programs to extend Pfizer Consumer products access to low-income consumers globally.

- New product offerings salable in 1-2 count sizes.
- Expansion into Mexico’s OXXO low-price convenience store channel.

Franchise Lead and Director, Rx to OTC Switch (7/2012-3/2016)

Created best-in-class marketing programs for Switch brands Z---, T---, and M---

- Started and led first-of-its-kind Consumer Access program to take advantage of latest health information technologies to facilitate informed choice by consumers.
- Led M--- Core Team through personnel difficulties to achieve stretch goals of finishing pivotal selfselection and Label Comp Studies, started pivotal Actual Use Trial 3 months ahead of goal.
- Led multi-authored, new-to-Pfizer “Workplace Gender Identity Guidelines.” adopted by Pfizer.

SCHERING-PLOUGH/MERCK CONSUMER CARE, Summit, New Jersey**3/1997 – 2/2011*****Brand Director and Senior Project Manager***

- Developed successful new advertising on both Afrin and Coricidin that grew sales >10%, setting new sales records. Led development of new cold brand and several Rx-to-OTC switch projects.
- Led development, FDA filing, and successful launches of Claritin Grape Syrup and Chewables.
- Drove out-of-the-box thinking to pursue extensions in nasal irrigation, eye drops, and licensing.
- In Sales role at CVS, delivered highest growth in S-P categories of any major customer.
- Drove Dr. Scholl’s Insoles +27% and the total business a record +11% in retail sales.
- Launched over a dozen new products.

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- Grew profit +46% ahead of plan by turning around declining brands with targeted spending.

KNIGHTS OUT, West Point, NY**3/2009-5/2013*****Executive Director, Founding Board Member and Communications Director***

A nonprofit advocacy organization of LGBT West Point grads and allies

- Led communications efforts in support of repeal of DADT, including message development, training over a dozen spokespeople, blogging, and public speaking.
- Built network of dozens of LGBT cadets to provide support and counsel prior to repeal of “DADT”; post-repeal, helped gain approval for SPECTRUM, a cadet LGBT & allies group.
- Launched annual Knights Out Dinner at West Point, now in its 8th year, the first open event to highlight LGBT cadets, graduates, staff and faculty.

UNITED STATES ARMY OFFICER (CAPTAIN, SIGNAL CORPS)**5/1980 – 1/1986****Stuttgart, Germany**

- Served forward deployed as Platoon Leader; Operations Officer; Company Commander.
- Awarded Meritorious Service Medal and Army Commendation Medal with Oak Leaf Cluster

EDUCATION**UNITED STATES MILITARY ACADEMY, West Point, NY**

- Graduated in first class to include women
- BS in Engineering, T.D. Thompson Award for Academic Writing

PUBLICATIONS

“Transgender Military Service: A Guide to Implementation,” a 147-page guide, with Brynn Tannehill and Allyson Robinson, Feb 2015. Available online at spartaprider.org. the Guide was used extensively by the Pentagon working group and decision makers.

“OutServe: An Underground Network Stands Up,” Journal of Homosexuality, Volume 60, 2013 - Issue 2-3: Evolution of Government Policy toward Homosexuality in the U.S. Military.

ADDITIONAL INFORMATION

- Member, New Jersey State Ethics Board, 9/18 – Present
- Member, Board of Visitors of the National Defense University, Washington, DC, appointed by the Secretary of Defense, March, 2017 – Present
- “Soldier for Life” Awardee, Army Week Association, June 2022
- Member, Board, American Association of Motor Vehicle Administrators (AAMVA), 8/18-8/20
- “Hooah” Award, National Conference on Citizenship, 10/18
- Keynote speaker at the 2017 West Point Diversity Leadership Conference
- Selected by “We Are the Mighty” as one of 25 “Veterans to Watch in 2017”
- Secretary of the Army Public Service Award, January, 2017
- Founding member of Schering-Plough Rainbow Alliance, 2007-2011
- Board President of Olympia’s Daughters choral group performing throughout the US, 1995-2008