STATE OF NEW HAMPSHIRE
DEPARTMENT OF INFORMATION TECHNOLOGY
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Denis Goulet, Commissioner

New Hampshire
DoIT

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March 25, 2026

Her Excellency, Governor Kelly A. Ayotte
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Pursuant *to* RSA 94:6, the Department of Information Technology respectfully requests authorization to establish a salary of $143,061.00 Salary Grade II, Step 7 for Ms. Pamela McLeod, Chief Information Security Officer (CISO), Department of Information Technology, Position #9U383, effective April 3, 2026, or upon Governor and Council approval, whichever is later. **Funding: 19% Federal Funds, 32% General Funds, 49% Other Funds.**

EXPLANATION

Pursuant to RSA 94:1-d Allocations Decisions, an assessment and review of the letter II allocation for the unclassified position was conducted, and on September 12, 2017, the Joint Committee on Employee Classification voted to approve the Salary Grade II in RSA 94:1-a Salaries Established for the Chief Information Security Officer for the Department of Information Technology.

Cybersecurity remains a top priority for public and private sector organizations in the Unites States. As a result, CISO roles are in high demand and command among the highest levels of compensation in the IT industry. Ms. Pamela McLeod brings significant experience, domain expertise and emotional intelligence to make the most of same. Even at step 7, she will be significantly under market for this role in an organization of this size and complexity. I respectfully request approval to hire this candidate at the requested level.

Sincerely,

Denis C. Goulet

DG/pb

"Innovative technologies today for New Hampshire's tomorrow."

PAMELA McLEOD, CISM, CETL

CYBERSECURITY & TECHNOLOGY EXECUTIVE

Senior InfoSec leader with experience spanning SaaS education assessment, K-12 education, and mission-driven organizations, currently modernizing enterprise security at ACT. Known for building secure-by-design programs, third party risk management, aligning with NIST frameworks, and tenaciously embedding security into every layer. Adept at cross-functional leadership and translating technical outcomes into executive impact.

CORE STRENGTHS

Leadership • Tenacity • Empathy • InfoSec Strategy and Governance • SOC 2 / GovRAMP / NIST / PCI-DSS Compliance • FERPA • Risk & Incident Management • IAM/CIAM • Secure SDLC • Infrastructure Modernization • Vendor Risk • AI Governance • Grant Funding • Instructional Technology Leadership • Vulnerability Management • SIEM • Incident Response • Software Implementations

PROFESSIONAL EXPERIENCE

ACT Education Corp. — Director of Information Security

2023–Present | Remote

Modernized and transformed cybersecurity at this global college and workforce assessment company, driving risk reduction, compliance, and operational resilience. Focused on building relationships and security awareness.

- Spearheaded SOC 2 and GovRAMP/TX-RAMP readiness; achieved SOC2 Type 1 attestation across all 5 Trust Services Criteria in 4 months.
- Championed AI and partnered with AI research/governance teams to ensure responsible innovation.
- IAM: Migrated users to strong MFA, cutting account compromise risk by 90%. Blocked offshore logins, deprecated legacy protocols, reduced credential-based attack exposure by 97%.
- Deployed continuous vulnerability scanning, reducing exposure windows by 95% and speeding remediation 30x.
- Transitioned to deep penetration testing, enhancing threat detection depth by 70%.
- Planned ShiftLeft security integration into SDLC by focusing on secure-by-design principles and developer-first tooling.
- Third-party risk management, including creating a new data security exhibit projected to cut contract review effort by 30%.
- Directed complex, global incident response and lessons learned.
- ITIL, Agile, AWS, Azure, Salesforce, M365/Entra, Google Workspace, OpenAI, Jira, Confluence

Concord School District SAU #8— Director of Technology & CISO

2014–2023 | Concord, NH

Built and led this progressive district's first cybersecurity and data privacy program for 4,500 students and 1,000 staff, in addition to leading technology and serving on the executive council. SAU #8 is an M365 and Google hybrid organization.

- Served CIO function as a member of district's strategic Executive Council.
- Appointed as first CISO; led compliance with NH's NIST 800-171 derived standards.

- Co-founded and led statewide data privacy alliance, focusing on third-party risk management against NIST 800-53, StateRAMP, SOC2, and others.
- Developed inaugural data governance, incident response, and business continuity plans.
- Directed first district-wide strategic planning process (all domains, not just tech).
- Authored first technology capital plan; modernized replacement cycles for infrastructure/devices.
- Administered SIS, ERP, LMS, and a portfolio of ed tech applications.
- Rolled out strong MFA across 1,000 staff & 9 bargaining units, reducing credential attack risk by 99%.
- Secured $1M+ in competitive grants for cybersecurity, infrastructure, and instructional technology.
- Managed 6,500+ endpoints and enterprise systems with a lean team of 8.
- Mentored 7 digital learning specialists and creative educators.
- Led multiple cyber and employee conduct investigations with law enforcement. Worked closely with attorneys on many right-to-know requests.

Alton School Board SAU #72 & Prospect Mountain JMA SAU #301 - School Board Member & Chair
2017-2024 | Alton, NH
Elected member and chair of both Alton School Board and JMA Board (Prospect Mountain High School). Stabilized a formerly divisive community school board through quiet leadership, consensus, patience, and stakeholder communication - which, in turn, reduced teacher attrition by 50%. Served on multiple district negotiations teams, including the execution of a new CBA and a pandemic-related MOA; chaired two superintendent search committees; executed an *historic* MOU for sharing central office services between three neighboring districts, resulting in significant operational efficiencies; advised on the restructuring of shared IT services; developed a new high school model to include tuition students as revenue; oversight of a $16M budget.

Alton School District – Director of Technology. *Jul 2004 – Jun 2014* | Alton, NH
University of New Hampshire Center for Coastal and Ocean Mapping – Information Technologist III (Geomatics). *Jun 2001 – Sept 2003* | Durham, NH

EDUCATION & CREDENTIALS

- CISM (Certified Information Security Manager), 2025
- CAGS, Educational Leadership – Southern New Hampshire University
- Master of Engineering – Purdue University
- Bachelor of Science, Electrical Engineering – University of Wyoming
- CETL Certification – CoSN
- NH Educator Credential – Digital Learning Specialist
- Granite State Leadership Academy Fellow

LEADERSHIP & RECOGNITION

- Founder & Chair – NH CTO Council & NH Student Privacy Alliance
- Board Member – NH School Boards Association
- Board Member and President – NHSTE
- New Hampshire School Technology Leader of the Year
- Testified on a US. Senate field panel on cyberattacks in schools