

CAROLYN A. CARPENTER

New Jersey

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www.linkedin.com/in/carolyncarpenter2/

STRATEGY AND OPERATIONS CONSULTANT

Dynamic, strategic, customer-focused leader with proven experience advising, leading, and transforming mission-driven organizations to increase impact. Advise, manage, and inspire large multi-functional teams to meet client needs. Exceptional relationship management and influencing skills; analytical, strategic thinker who can design and operationalize plans. Areas of expertise:

- Strategic & Business Planning
- Operations Management & Strategy
- Talent Strategy
- Interim Leadership
- Analysis & Reporting
- Process Redesign
- Change Management
- Stakeholder Engagement
- Cross-functional Project Management (PMP & Scrum Master Certified)

PROFESSIONAL EXPERIENCE

2016-Present

[PEARL STRATEGY PARTNERS](#), Founder & CEO

New Jersey

Established woman-owned firm, that advises socially conscious organizations on strategy, operations, management, and leadership development. Oversees all aspects of the business including client services, staffing, operations, project management, as well as business development and client engagement.

- Interim executive leadership across operations functions for client. Provided strategic thought partnership, organizational assessment, and management support for Executive Director and Leadership Team members. Resulted in reorganization, new operating plan, and org-wide performance management which increased staff accountability and prioritized key areas for capacity building across systems, processes, and talent.
- Led assessment of student data systems, data governance, and organizational structures for Chief Data Officer of urban school district. Resulted in a complete transformation of 4 departments, improved employee satisfaction, and significant reduction in data issues for state reports that dictated revenue for the district.
- Led the development of a Theory of Change and 5-year strategic growth plan for an education nonprofit, which will grow their impact from serving 90 to over 1000 students annually.
- Assisted COO and Executive Leadership Team of leading education nonprofit in understanding cultural, organizational, and cost implications of significant financial policy changes. Advised on change management efforts and persuaded all 15 EDs to support a policy that had previously been met with strong resistance.

2014-2016

[TURNAROUND FOR CHILDREN](#)

New York, NY

Director of Operations

Deputy to the COO, advising across Finance, Talent, Operations, Reporting & Metrics, and Program departments. Lead organization-wide, cross-departmental initiatives and supervised Program Operations department, responsible for school selection, field staff recruiting, and regional support operations.

- Restructured Program Operations department and service offerings. Streamlined cyclical processes, developed strategic operating plan, shifted departmental priorities. Reduced inventory costs by 80%.
- Co-managed Talent department. Spearheaded overhaul of performance management cycle. Pioneered a merit-based compensation policy including leveling and ratings tools aligned to core values. For the first time in Turnaround's tenure, each employee was rewarded for performance, resulting in an organizational shift on evaluating success.
- Acted as Interim supervisor for Research & Metrics department: Oversaw reporting operations and development of new data management system. Reduced data entry time by over 50% and increased accessibility to data and reporting used to measure student outcomes.

2011- 2014

[PEARSON, INC](#)

New York, NY

Senior Project Manager (2012-2014); Project Manager (2011-2012)

- Managed product relationship with strategic clients whose contracts account for 80% of Schoolnet product development roadmap and 55% of revenue. Collaborated on product roadmap and go-to-market strategy.
- Spearheaded comprehensive cross-functional program to service new State product, by balancing client and internal stakeholders. Resulted in doubling client satisfaction ratings for State product line within 6 months.
- Scaled State product support team to service a 300% increase in client base seamlessly. Mentored staff to take full ownership of key client relationships.

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- 2009-2011 **NEW YORK CITY DEPARTMENT OF EDUCATION** New York, NY
Director, Special Projects - Finance and Technology
- Fiscal oversight of 23 grants totaling \$2.6B: Set fiscal policy and controls, reviewed and approved budgets, ensured program success. Developed repeatable and scalable process for newly created reporting unit and coordinated implementation of allocations to 1700 schools. Funding saved over 11,000 jobs.
 - Facilitated and led major cross-departmental initiative to reduce class size in targeted low performing schools, preserved \$650M in state funding.
 - Cultivated relationships with Federal, State, and City officials to ensure grant success and compliance.
 - Supervised and mentored team of analysts to develop skills, to achieve goals, and to grow within their roles.
- 2008-2009 **TEACH FOR AMERICA** New York, NY
Director of Strategy, Office of the President & CEO / Beacon Capital Fellow
- Managed development of 2015 strategic plan and collaborated with C-suite to develop narrative. Constructed detailed analysis and projections used to set performance targets. Plan approved by the board.
 - Led cross-functional team to investigate viability of a new revenue stream. Developed and subsequently presented business case including product definition, market and competitive analysis, and financial model to senior management. Recommendation launched in summer 2010.
- Summer 2007 **DOWNTOWN COLLEGE PREP CHARTER SCHOOL** San Jose, CA
Strategic Planning and Operations Associate / Education Pioneers Fellow
- Facilitated 30 key stakeholders to create and to agree on a new organizational vision and measurable goals to scale a single school site to 4 schools. Drafted business plan which was approved by the Board in Fall 2007.
 - Constructed a metric-based market analysis tool to evaluate and to prioritize growth opportunities: Identified target student populations, assessed school districts, and determined organizational capacity.
- 2004-2006 **LIBERTY MUTUAL INSURANCE GROUP** Boston, MA
Senior Business Systems Analyst (2005-2006); Business Systems Analyst (2004-2005)
- 2000-2003 **CLOUD SHERPAS (FORMERLY AKIBIA CONSULTING)** Boston, MA
Consultant (2001-2003); Associate Consultant (2000-2001)
- EDUCATION**
- 2006-2008 **KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY** Evanston, IL
Master of Business Administration degree, concentration in Finance and Management & Organizations
- Selected Beacon Capital Fellow, honor awarded to only two Kellogg graduates annually
- 1996-2000 **HAMILTON COLLEGE** Clinton, NY
Bachelor of Arts degree with honors in Biology
- Participated in study abroad programs in Edinburgh, Scotland and Paris, France
- ADDITIONAL NONPROFIT EXPERIENCE**
- 2012-2018 **YOUNG EDUCATION PROFESSIONALS – New York City & National** New York, NY
Executive Board Member – Founder YEP-NYC & VP of Membership (2012-15), National Advisor (2016-Present)
- Launched local chapter from inception. Recruited executive board and grew membership to 1000+ professionals within first year and 2500+ by third year.
 - Set organization's mission, developed strategic plans and organizational structures, cultivated partnerships, drafted marketing communications, and planned highly successful events attended by hundreds of members.
- Summer 2008 **OPPORTUNITY FINANCE - Kellogg Corps Volunteer** Pietermaritzburg, South Africa
- Developed marketing strategy for new microfinance offerings and services that would meet the unique needs of South African entrepreneurs and rural farmers. Products launched in Fall 2008.