

# DAVID CARTER ♦ TRANSFORMATION ADVISOR

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## Program Management | Organizational Change & Transformation | Strategy Realization

**Transformation and Program Management subject-matter-expert with over two decades of experience** in program and project management, quality, strategy, performance and change management for prestigious UAE and UK institutions. **Holds a PhD in Management, Masters in Management and Organizational Development, PRINCE2, ISO certification's.**

- **Translates Board-level strategy into major, multi-year transformation programs, which align vision with value and deliver significant organizational benefits;** expert knowledge of strategic development, policy development, operating and governance modelling, process re-engineering and human capital alignment.
- **Directs on-time, on-budget delivery of large-scale organization transformation programs for higher education institutions; expert in full lifecycle management of multi-million-dollar projects,** leveraging 20 years' international project delivery experience, deep understanding of higher education practices, trends and issues, and strong IT skills.
- **Enables change in large, complex organizations, with strong ability to collaborate, mobilize and influence multi-cultural stakeholder groups;** unlocks synergies and mitigates competing priorities through leadership skills, management skills, superior interpersonal skills, transparency and flexibility. Talented leader of cross-functional teams.

## Experience

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### Higher Colleges of Technology | UAE Federal Government

2011 - 2017

*Largest educational institution in the United Arab Emirates; 25,000 students, 2500 employees and 17 campuses.*

### Transformation Advisor, 2017 - Present

**Selected as a member of a high-profile new Transformation Program Management Office (TPMO) tasked with delivery of a large-scale portfolio of major change projects to fundamentally transform HCT's education offering, operational structure, and cost base.** Delivering complex projects related to strategy formulation, policy development, operating and governance modelling, process / procedures development, organizational design and restructuring, including human capital alignment.

- **Contributed to the development of a best-practice program management office, focused on delivery of controlled transformational change to specification, budget and timelines;**
  - ✓ Created program charters, developed RFPs, conducted technical evaluations, produced project management tools and service level agreements which defined authority, access and timescales. Developed systems for effective collaboration between TPMO advisors and top-tier management consulting firms.
  - ✓ Allocated 97% of budget, protecting critical funding, and drove completion of 30% of the program within seven months.
- **Contributed to the development of new organizational governance and operating model.**
- **Leading the HR program management, with three large-scale projects, which will transform HCT's brand, enhanced recruitment talent and efficiencies, professional development and employee retention.**
  - ✓ Overseeing the full cycle implementation of organization transformation, from program plans, charters and requests for proposals, to change and communication management, risks, assumptions, issues and dependencies, progress reports, quality control, budget management, change requests, and interfacing with major consulting firms.

### Manager of Learning Resources, 2013 - 2017

**Promoted to business-critical role; handpicked by executive management to pioneer major transformations to SHCT's learning resources, focused on commitment to excellence in education amidst a period of significant student growth.** Fully accountable for development and management of learning centers, libraries, educational technology department, online learning zone, teaching and learning department, supporting >5,000 students and delivering professional development to 100's of faculty. Active member of SHCT Institutional Management Team, Previous Chair of System Educational Technology working group and SHCT Institutional Innovation Committee, and appointed SHCT Institutional Innovation Champion, mandated to create SHCT's innovation strategy, led the development and delivery of innovation week at SHCT.

- **Developed HCT's first ever higher education blended learning environment; catapulted student's grades and satisfaction levels, slashed staffing costs, and positioned HCT as a leader in educational technology integration;**
  - ✓ Designed and delivered customized individual self-learning environment, the Online Learning Zone at Sharjah HCT, with innovative technology and supervision strategies, which drove self-learning outcomes for over 1000 students.
  - ✓ Led full cycle transformation project, including business case design, budget planning and management, governance, progress reporting and team leadership, plus course content development and faculty professional development.
  - ✓ Delivered average 8% increase in student grades, 91% satisfaction levels, and significantly cut annual staffing costs.
- **Spearheaded development of SHCT's Innovation Center advanced educational technology environment, which transformed under-utilized library spaces with tools, systems and resources for innovation excellence.**
  - ✓ Launched 'maker-spaces' across two campuses, with 3D printers, media room, collaboration areas, distance learning environments, lecture theatre, library area, café, student study rooms, project rooms and comfort areas.
  - ✓ Planned and delivered end-to-end transformation, including project planning and project governance, budget proposal and management, change and communication plans, faculty professional development, launch and staffing. Won the SHCT Excellence Award for Developing Professional Development.
  - ✓ Increased utilization of existing facility by 250%, with 150% jump in increased circulation of resources and 93% customer satisfaction and 98% satisfaction with professional development delivery.

### Business Faculty, 2011 - 2013

**Hired as subject-matter-expert in project management, strategic development and leadership** to develop and deliver courses to UAE Nationals in Higher Education.

- **Positioned HCT as thought-leaders in project management education; won prestigious 2013 Nikai Award for innovation in teaching project management, 2014 UAE Educator of the Year Award and Excellence Award for Curriculum Development.**
  - ✓ Introduced student-centered learning principles (e-learning and learning by doing), brokered partnerships with organizations for practical application, and piloted blended learning and distance learning education technology pedagogical approaches.
  - ✓ Conducted orientation and professional development delivery for all new faculty within SHCT.
  - ✓ Developed new IP in Project Management for cross-disciplinary courses across all 17 campuses, including iBook.

**Solihull MBC | UK Government**

**2006 – 2011**

**Director of Performance Management and Service Development**

**Drove Government service excellence, efficiency and cost control as pioneer and leader of multiple performance management and service development programs** and projects, driven by educational technology and professional development. Headed teams of up to 15 service development specialists and project managers, in developing government services including libraries and maker-spaces.

- **Revolutionized cost, efficiency and effectiveness of highway management; spearheaded design and delivery of multi-million-dollar project, which won high-profile UK-wide 2010 Good Communications Award for Innovation.**
  - ✓ Initiated and led digital transformation, with first-of-its-kind innovative mobile technology and agile working for highway inspectors; enabled \$2M cost reduction, 90% increase in highway repairs, and 78% increase in quality of repairs, alongside 86% staff satisfaction rate. Delivered entire program to budget and time, with ten-person matrixed team.
- **Gained ISO9001 accreditation, one of the first government libraries to achieve ISO standard;** headed development, implementation and professional development of strategic quality system that achieved 80% accreditation of council services and 5% increase.
  - ✓ Subsequently invited by European Commission to present to Government officials at three international conferences as Quality Management and Performance Management subject-matter-expert.
- **Parachuted in by CEO to lead complex and high-risk programme focused on Government-mandated performance indicators for children's social services.**
  - ✓ Delivered program of 22 projects that generated 90% improvement in referral targets, meeting critical 48-hour timelines; applied cutting-edge lean management techniques, which eradicated waste and duplication within case load management, underpinned by major educational technology change, including key CMS customisations.
- **Directed major technology project, which increased recycling by 25%;** rolled-out in-cab technology, arming organization with in-depth insight on consumer behaviour and enabling change to recycling systems and communication.

**Warwick DC | UK Government**

**1999 – 2006**

**Senior Policy and Performance Officer – Strategy Department, 2005 - 2006**

Handpicked to lead high-profile policy development, strategic management and performance management projects.

- **Led first-of-its-kind technology transformation for UK council, which enhanced service levels, efficiency and cost control of key departments with 300 end-users;** delivered Electronic Document Management and Workflow program on-budget and on-time, and met key metrics, including 30% reduction in property planning application timescales.
- **Gained sought-after European Foundation for Quality Management status;** headed successful EFQM submission, including strategic development and documentation of quality management model that complied with requirements.
- **Implemented Balanced Scorecard organization-wide;** delivered 3% increase in performance results through KPI visibility, and achieved 80% integration of performance indicators with back office systems.

**Area Leisure Centre Manager | Head of Training & Development, 1999 - 2005**

Fully accountable for commercial and operational leadership of three leisure centers with \$2.3M revenues and 21 staff. Program managed **\$1.4M, eight-month refurbishment of two facilities**, which led to 23% outperformance of income targets and 83% increased utilization, particularly in key markets. **Transformed Professional Development;** created modular training packages, which embedded continuous learning for 200 staff, slashed costs and reduced resourcing issues.

**Education | Professional Development | Awards**

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**Education: Ph.D., Management**, UCN Central University of Nicaragua, 2016 | **Doctorate in Management**, Swiss Management Centre, 2016 | **M.Sc., Management and Organizational Development**, Birmingham City University, UK, 2008 | **Diploma in Management Studies**, Birmingham City University, UK, 1995 | **Business Technology Diploma in Computer Studies**, Hall Green College, UK, 1990.

**Professional Development: Henery Ford Entrepreneurship Trainer**, 2018, **Governance in Higher Education**, Clicks, 2017 | **PMP Project Management**, Amideast, 2017 | **Instructional Skills Workshop**, 2015 | **Lean Management**, Cardiff University, 2010 | **International Standard Organization (ISO) 9001 Lead Auditor Certificate**, 2008 | **PRINCE2 Project Management**, 2006 | **European Foundation for Quality Management Assessor Institute of Leadership**, EFQM, 2006 | **National Examination Board in Occupational Safety and Health, NEBOSH**, 2005 | **City & Guilds 7307 Teachers Certificate**, 1999.

**Awards: Senior Fellowship**, Higher Education Academy (HEA), 2017 | **Excellence Award for Innovation**, Higher Colleges of Technology, 2015 | **Excellence Award for Leadership**, Higher Colleges of Technology, 2014 | **Educator of the Year**, 2014 | **Nikai Award for Innovation within Education \$10k Prize**, 2013 | **Excellence Award for Developing Professional Development**, Higher Colleges of Technology, 2013 | **Excellence Award for Curriculum Development**, Higher Colleges of Technology, 2012 | **UK Government Good Communications Award for Innovation in Project Management**, 2010.