

# James DuPont

## Strategic Operations Executive

Building Organizational Capacity and Creating Profitable Alliances for Mission-Driven Organizations

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### Strategic Partnership Development ■ Program Management ■ Operational Excellence

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Collaborative, strategic leader with operations management, division startup and turnaround experience spanning online education, workforce development, enrollment management, and international education. Known as an innovator for strengthening operations and establishing processes for multimillion-dollar enterprises to align practices with organizational strategy.

#### SPAN OF EXPERTISE

Strategic Planning – Complex Operations Management – Empowering & Leading Teams – Stakeholder Engagement  
Contract Negotiations – Talent Development – Budget Administration – Change Management – Diversity & Inclusion  
Process Reengineering – Resource Allocation – Business & Industry Partnerships – Workforce Development

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#### VALUE & CONTRIBUTIONS

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- ✓ **Spearheaded the successful launch of Pearson's Accelerated Pathways division**, with \$50M in sales projections over 3 years as company's first new division in 5 years.
- ✓ **Launched the first community college/workforce education program within Pearson Online Learning Services** in only 90 days, exceeding forecasted enrollment goals 200%.
- ✓ **Established Study Group's first International Study Centers** embedded within higher education institutions, overseeing operations to stabilize \$100M in sales and achieve year-over-year revenue growth.
- ✓ **Orchestrated turnaround and stabilized** Fisher College financially to realize highest enrollment in 25 years.

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#### EXPERIENCE HIGHLIGHTS

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**Pearson Online Learning Services** | Boston, MA; Glenview, IL and Orlando, FL 08/2011 – 11/2018

*Divisions of a \$5.8B global educational content provider with 35,000 employees worldwide.*

**Director of Partnership Operations** (10/2017 – 11/2018)

Hand-selected to start-up the Accelerated Pathways division based on earlier success launching first program integrating Online Learning Services with parent company divisions.

#### SELECTED ACCOMPLISHMENTS:

- Designed and implemented all operations, partner launch strategies, and key performance indicators for division projected to generate \$50M in sales over a 3-year period.
- Initiated and managed partnerships between 4 community colleges and 6 corporate partners to establish foundation for innovative workforce education model, coordinating efforts among diverse stakeholders.

**Regional Partnership Director | Partnership Director** (08/2011 – 09/2017)

- Managed a \$31M portfolio of 17 programs at 9 universities. Led 50-member matrixed team of enrollment advisors, student support advisors, marketing managers, and instructional designers. Conceptualized and executed customized client retention and account growth strategies.

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**Pearson Online Learning Services** | Boston, MA, Glenview, IL and Orlando, FL

continued

## SELECTED ACCOMPLISHMENTS:

- Launched a brand-new integrated online learning services program in 90 days used as foundation for new Accelerated Pathways division, coalescing cross-functional group to exceed enrollment goals 200+%.
- Implemented a webinar platform that increased utilization 300%, saved hundreds of thousands of dollars, and contributed to student recruitment and retention.
- Introduced multiple tools now used throughout organization, including a forecasting tool, lead value calculator, regional marketing plan, staff training model, and academic partner assessment tool.
- Generated \$31M in annual revenue across all accounts and retained 100% of university relationships despite overall flattening enrollment numbers and departing accounts in the Online Learning Services division.
- Rescued a jeopardized relationship with a nationally ranked business school, turned around performance to grow enrollment 25% and retained the account.
- Collaborated with a top-tier STEM university to course-correct unprofitable programs and reinvest resources in higher-ROI programs, leading to a 2-year, \$5 million contract renewal.
- Instituted a partnership-building summit concept that addressed distressed accounts. This strategy was used on multiple accounts thereafter.

**Study Group** | Boston, MA

06/2008 – 10/2010

*International provider of English language schools and university transition programs in the U.S., Canada, Australia, and the UK with 1,600 staff members worldwide, 60,000 students, and \$300M in annual sales.*

## Director of North American Operations

Oversaw operations at 6 International Study Centers, 8 language schools, and the International Admissions Center in New York City. Managed 300-member team. As senior management team member, served as principal liaison with all partner institutions, oversaw budgeting, and managed contracts.

## SELECTED ACCOMPLISHMENTS:

- Launched company's first International Study Center, defining processes and partnerships to guide future location startups, achieving 20% to 24% year-over-year revenue growth and boosting overall sales 15%.
- Stabilized \$100M in annual revenue by bolstering college-based study center model to replace declining language school profits.
- Increased placement network from 20 to 27 colleges and 30 to 37 high schools.
- Reduced operational costs 30% to maintain profitability following the swine flu epidemic.

**Fisher College** | Boston, MA

06/2002 – 06/2008

*Small private college with a 500-member student body, a high number of international students, and 100 employees.*

## Vice President, Enrollment Management

Hired to turned around financial performance and declining enrollment. Managed 20 staff in admissions, financial aid, international education, enrollment management, and athletics. Liaised with Massachusetts Board of Higher Education and the New England Association of Schools and Colleges.

## SELECTED ACCOMPLISHMENTS:

- Spearheaded a career readiness and dual enrollment program with Boston Public Schools that attracted and retained more commuter students. Program is in its 10<sup>th</sup> year, contributing to enrollment growth.
- Overhauled the Admissions department to increase enrollments 15% within 1 year and 30% overall during my tenure to achieve the college's highest enrollment levels in 25 years.
- Grew international student enrollments from 5% to 25% of the student body and 40% of its revenue by ramping up global recruitment strategies and leveraging partnerships.

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- Increased institutional scholarship resources by 25%, which were allocated to high-need students.
- Reduced loan default rate from 15% to 6% with a default loan management program that brought college out of Department of Education probation.
- Made key contributions to college's first strategic plan that drove creation of 3 baccalaureate programs and Back Bay property acquisition.

**Fitchburg State College** | Fitchburg, MA

06/1993 – 04/2001

*Public university with 3,500 undergraduate and 1650 graduate students.*

## Director of Admissions

Hired to lead 11-member admissions department facing enrollment crisis from increasingly stringent state standards. Introduced programs and alliances that directly contributed to enrollment growth.

### SELECTED ACCOMPLISHMENTS:

- Created a new pathway to college entrance by cultivating critical partnerships with vocational high schools and community colleges, ultimately improving college readiness and increasing enrollment.
- Boosted the number of transfer students 50% and increased diversity of student body.
- Launched the AP Institute (now in its 18<sup>th</sup> year) and instituted honors program scholarships.
- Implemented admissions standards for the Graduate division.

**Labouré College** | Boston, MA

06/1991 – 06/1993

*Accredited, private, non-for-profit college specializing in nursing and healthcare education with 750 students.*

## Director of Admissions

Key contributor to reviving an institution on the brink of closure. Instituted aggressive recruiting tactics, strengthened enrollment processes, and upgraded marketing materials to stabilize enrollment. Boosted clinical placement program, a key differentiator for the college, to further increase admission numbers.

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## EDUCATION

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### Master of Arts, English Literature

State University of New York at Albany

### Bachelor of Arts, English Literature

State University of New York at Buffalo