

Board Profile

CAROLYN PAUL



Strategic Board & Committee Leader Financial Services & Bank Executive

*Board & Committee Leadership
Transformation & Change Management
Risk Management & Compliance
Diversity & Inclusion, Mentoring, Effective Leadership*

EXECUTIVE BIO

Carolyn Paul is an industry thought leader and board advisor with more than 30 years of corporate and non-profit board experience and executive experience in strategic planning, sales, P&L management, finance, budgeting, business development, risk management, private banking, investments, and trust services.

Most recently, Carolyn served as **President of ANB Financial Services, ANB Bank Board Member**, and Chair of the Trust and 401K Fiduciary Committees. She was a voting member of Loan Committee and 12 other bank committees. Carolyn navigated banking and investment regulator interactions, led operational and compliance turnarounds, restructured the Financial Services team, eliminated functional silos across the organization, reduced expenses, and consolidated an expansive client base while maintaining a consistent asset base of \$1 Billion.

Carolyn was **Senior VP of Wealth Management at Bank of the West** where she built the business unit and established an operating model in collaboration with French parent company counterparts. During her tenure, Carolyn led across Investment Management, Trust Services, and Private Banking for a 17-state region. She served as a member of six bank committees while generating numerous business improvements and enhancing internal visibility and value of the Wealth Management division.

Earlier, Carolyn served as **VP & Regional Branch Executive** for Charles Schwab and Company where she managed P&L and \$90M in sales revenue and positioned the Great Plains Region as a nationwide leader in sales. Prior, she cleaned up private banking files for Colorado State Bank & Trust and rebuilt the private client services business for Wells Fargo National Bank. She advanced through investment management roles for Wachovia Corporation, thriving through seven mergers and acquisitions, driving a 95% client retention rate, and growing sales to \$1M in new fees.

Carolyn launched her career in new business development strategy as a **Financial Planner & Account Representative** for American Express and a **Buyer** for 30 Hess Department Stores.

A key leader on more than a dozen non-profit boards throughout her career, Carolyn is currently a board member and advisor on board development and governance for the Colorado Women's Hall of Fame and a governor-appointed member of the **Colorado Secure Savings Program Board** overseeing Colorado's state-run 401K program. In the earlier stages of its development, she was also on the Research Board for this program. Additionally, Carolyn is a current member and past Chairman of the **Wise Women Council Advisory Board** and a long-time member and former President of the **Susan G. Komen, Colorado Affiliate Board** (*Additional Board work details available on request.*)

Carolyn received a bachelor's degree in Finance from DeSales University graduating *Summa cum laude* and an Associates degree in Buying & Merchandising from the Fashion Institute of Technology in New York. She completed numerous trainings throughout her career, including various Securities Licensures and leadership development certifying programs through Access Denver, 50 for Colorado, Women's Vision Leadership Institute, Cannon Institute Advanced Investments, and Central Atlantic School of Trust.