

# MATT COOPER

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## CHIEF OPERATING OFFICER/DIRECTOR OF OPERATIONS

VISIONARY LEADERSHIP ... OPERATIONS STRATEGY ... \$4B+ PORTFOLIO ASSET MANAGEMENT ... ORGANIZATIONAL EXCELLENCE

Forward-thinking, growth-driven executive specializing in executing strategy to design, develop, and operate cutting-edge, sustainable international schools that elevate student experience and overall performance. Trusted visionary leader who aligns organizational goals with business strategy to position schools and students for long-term success. Known for reengineering processes and revitalizing operations to generate savings, maximize efficiencies, and drive positive change.

Tech-savvy leader committed to implementing groundbreaking technology solutions to optimize campus operations, mitigate asset erosion, and reduce maintenance costs. Natural business partner who cultivates strategic business and community alliances to advance initiatives. Servant leader committed to assembling and coaching high-performing teams. Empower staff to break through cultural boundaries of global communities. Define/communicate vision to gain consensus among stakeholders.

## PROFESSIONAL HIGHLIGHTS

- **Grew property portfolio to \$4B+ in value over 3-year period for ABC International.** Commissioned and oversaw development of 100,000-square-foot K-12 school and 67,000-square-foot K-12 school, serving ~2,000 students. Designed and oversaw development of 3 large international schools in 3-year period, with 400,000+ square-feet in education floor space intended to serve 7,000+ students.
- **Designed, launched, and positioned ABC International School as first school to achieve IWBI WELL Gold v2 building standard designation;** replicated model to 2 additional schools currently undergoing audits to earn same certification.
- **Slashed long-term costs by more than 20%** after implementing cost-savings solution and overhauling processes to increase efficiencies and enable transparency into production and delivery schedules.

Business Development | Business Partnering | Change Management | Coaching & Mentoring | Community Outreach  
Compliance | Contract Negotiations & Management | Environment & Sustainability | Expense Control  
Facilities & Asset Management | Financial & Data Analysis | Financial Governance | Global Procurement  
Health & Safety Compliance | Human Capital Development | Market Analysis | Operations Management | P&L  
Process Improvement | Project Management | Risk Mitigation | Sales & Marketing | Stakeholder Management  
Start-Ups | Strategic Planning & Execution | Team Building & Leadership | Turnarounds

## CAREER HISTORY

**ABC International** | New York, NY

2019 to Present

### FOUNDING HEAD OF OPERATIONS, FACILITIES & ASSET MANAGEMENT (FAM) (2019 to Present)

Lead and steer strategy for \$4B+ school property portfolio while operating 3 premium, K-12 international schools serving approximately 2,000 students. Oversee design, financing, development, and operation of school designed for future sustainability and scalable learning. Develop and implement startup processes and systems, as well as hire and train talent across all departments. Align all schools with high standards of health and safety. Report to CEO and Board Chairman.

Department oversight: Operations, Finance, HR, Procurement, IT, Admin, Facilities, Catering, Bus Services, and Health Centre, including dotted-line oversight of Marketing and Admissions.

- Played major role in doubling flagship school's fee revenue to \$150M over 3 years and amid pandemic, despite lockdowns and restrictions. Helped navigate school leadership through challenges of pandemic, providing hands-on leadership and guidance while driving organizational excellence during sustained social crisis.
- Designated and entrusted to establish Facilities & Asset Management (FAM) department as organization grew from \$1B to \$4B in assets via development and rollout of 2 additional schools.
- Expanded curriculum by identifying and delivering on several collaboration projects with industry leaders to integrate technology workshops covering Internet of Things (IoT), electric vehicles, mobile technology, and sustainable farming. Key partners include Apple, WaterCo Aquatics, Steelcase, AO Smith, Gree Air Systems, local organic farms, and more.
- Strengthened relations between schools, residents, and government agencies via launching strategic community outreach programs and forging alliances with key partners, including local law enforcement.

ABC World College | New York, NY

2017 to 2019

**HEAD OF GENERAL ADMINISTRATION**

Guided large, 2-campus school through complex business changes, such as new procurement processes, Bring Your Own Device program, standardized department budget, tender process (with Board's transparency expectations), and bespoke general terms and conditions. Advised senior leaders and stakeholders on operations strategy, business planning, cost control and risk mitigation. Overhauled several policies, reducing paperwork processing time. Led 5 direct reports and up to 30 staff.

- Optimized processing time across 2 schools by spearheading development of new ERP system for finance and procurement models; established and revised delegations of authority across organization, influencing buy-in and gaining support from several stakeholders. Enhanced transparency while achieving compliance through reengineering procurement process.
- Saved school more than 20% YOY via championing major inter-department purchase consolidation.
- Generated millions of dollars in savings through implementing successful BYOD IT policy within school.
- Safeguarded stakeholders, personnel, students, and financial, commercial, and physical assets via developing risk management tools and strategies to manage unforeseen challenges, such as supply chain issues and inflation.

XYZ Education Group | New York, NY

2016 to 2017

**HEAD OF OPERATIONS**

- Developed framework for quick setup and operations for chain of kindergartens, including defining key due diligence components and leading local market statistics, SWOT analysis, staffing, and construction turnaround.
- Led positive change in each school's infrastructure development budgeting and approval process, preventing disruption in classes; created bulk orders with cost savings.

123 International School | New York, NY

2013 to 2015

**DIRECTOR OF OPERATIONS**

- Served as Chairman of Health, Safety, & Security Committee.
- Integrated 2 campuses into 1, navigating complexities of duplicated positions/functions by redefining job descriptions.
- Managed construction of new 55,000-square-metre campus via all dispute management and final accounts settlement.
- Fueled 40%+ enrollment increase over 2 years by enhancing customer experience and introducing boarding services.

## EDUCATION & PROFESSIONAL DEVELOPMENT

**Bachelor of Science, Building/Construction Management (Honors):** College University of New York  
**Executive Certificate in Global Management & Management Skills for International Business:** INSEAD  
**Organizational Leadership | High-Performance Collaboration | Leadership Through Design Innovation**  
**Leadership through Marketing, Communications, Social Influence**  
 College University

**Advanced Business Strategy | Strategic Planning & Execution | Business Growth Strategy**  
 University of College School of Business

Child Protection | Safeguarding and Duty of Care | Equality and Diversity for International Schools  
 Effective Fire Warden or Fire Marshal | International Data Protection: Education | Fire Safety for International Schools  
 Health and Safety for International Schools | Food Hygiene and Safety



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