ADAM W. HOLDREN (he/him)

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BUSINESS PLANNING & OPERATIONS LEADER

BUILDING THE FINANCIAL & VENDOR SYSTEMS THAT SCALE ENTERPRISE OPERATIONS

Strategic operations leader with 15+ years building the operating infrastructure organizations run on, from zero-to-one startup builds to a $146.5M statewide portfolio redesign. Diagnoses the root-cause gaps beneath processes that have outgrown their own capacity and builds the finance, HR, technology, and vendor systems that let leadership scale with confidence. Known for turning ambiguous policy and executive priorities into operating systems that function at scale, increasingly through the AI-enabled workflows that sustain adoption. Deeply committed to mission-driven work that improves outcomes for the communities served.

HIGHLIGHT REEL

- Builds complete operating infrastructure from zero when no system exists to inherit, spanning finance, HR, technology, compliance, and vendor management.
- Diagnoses root-cause gaps inside processes that have outgrown their own capacity, then redesigns them to operate at multiples of their original scale.
- Translates ambiguous policy, regulatory, and board requirements into operating systems that function day to day.
- Serves as a trusted checkpoint for executive leadership, reviewing high-stakes external commitments before they leave the organization.
- Designs AI-assisted workflows and governance structures that reduce manual work and drive real organizational adoption.
- Builds and manages vendor and procurement ecosystems end to end, negotiating favorable terms under real resource constraints.

PROFESSIONAL EXPERIENCE

INVICTUS CHARTER SCHOOL | Founding Director of Operations Nashville, TN | Mar 2024 – Jun 2026

Owned the full build-out of a founding-team charter school's operating infrastructure (finance, HR, technology, compliance, enrollment, and vendor management) as primary operating partner to the CEO, directing a lean internal team and an outsourced network spanning 12+ vendor categories that delivered the organization's day-to-day operations.

- **Operating Infrastructure Build:** Built the organization's entire operating infrastructure from zero (finance, HR, technology, and compliance), scaling the startup from 4 to 35+ employees within two years.
- **Enrollment System Build:** Established the enrollment and application infrastructure with no existing system to inherit, growing enrollment 79% year-over-year in the school's second operating year.
- **AI-Assisted Operations:** Used ChatGPT and Claude to design workflows, research and pressure-test policy, and build lightweight internal tools, keeping student and family data out of AI systems.
- **Custom Internal Tools:** Built an AppSheet system of record giving staff real-time access to data for all 131 Year 1 students, and an AI-assisted Supabase and Stripe payment portal managing Pre-K tuition and weekly state voucher credits for 20 families.
- **Vendor & Procurement System:** Architected vendor and procurement infrastructure across 12+ operational categories from the ground up, running 4 formal public RFP processes within applicable state and federal requirements.
- **Grant Compliance & Closeout:** Directed a $700K federal grant through full expenditure and compliant closeout, resolving all findings across two separate compliance reviews.

TENNESSEE DEPT. OF EDUCATION | Director of Charter Schools Nashville, TN | Sep 2022 – Feb 2024

Promoted to Director of Charter Schools after leading Choice Grants Management, expanding oversight to Tennessee's full statewide charter-school portfolio, working directly with charter operators, authorizers, and senior TDOE leadership, and representing the agency in a standing three-way partnership with the Tennessee State Board of Education and Public Charter School Commission.

- **Contract Volume Transformation:** Redesigned the operating infrastructure for Tennessee's $146.5M federal EANS portfolio, scaling contract execution from approximately 30 to more than 900 agreements.
- **Statewide Facilities Program:** Administered approximately $62M in statewide charter facilities funding across two fiscal years, combining formula-based allocations with competitive capital grants of up to $700K per school.
- **Federal Grant Activation:** Converted a stalled $24.67M federal Charter Schools Program award into an executable statewide subgrant competition, building the eligibility, budget, and compliance framework from the ground up.

- **Process Standardization:** Authored Tennessee's statewide charter application processing manual, standardizing sequencing, reviews, and documentation to reduce dependence on institutional knowledge.

REPUBLIC SCHOOLS / INTREPID COLLEGE PREP | Senior Director of Operations TN & MS | Sep 2018 – Jan 2021
Led operations across RePublic's seven-school, two-state network of 2,700+ students, assuming Acting COO-level responsibility for budget approvals, vendor commitments, and enterprise operating decisions alongside the CFO. Served as the organization's primary escalation point for Mississippi.

- **Acting COO Financial Oversight:** Assumed Acting COO-level financial oversight alongside the CFO, reviewing capital requests and vendor commitments across two state entities reporting $35M+ in combined annual expenses.
- **Operational Audit System:** Led standardized compliance, facilities, and finance audits across three Mississippi schools, improving compliance ratings at all three (a combined four-point gain) while all three met enrollment retention targets.
- **Vendor & Procurement Discipline:** Led a competitive custodial RFP across 3 schools and 2 campuses, establishing stronger vendor standards and evaluation criteria for a $133K annualized service category.

LEAD PUBLIC SCHOOLS | Operations Manager & Leadership Roles Nashville, TN | Aug 2013 – Sep 2018
Directed non-instructional operations across multiple campuses, including budgeting, enrollment, technology, compliance, and crisis response.

- **Performance Dashboard Rollout:** Built standardized performance dashboards and accountability structures across multiple campuses, giving leadership consistent visibility into budgeting and enrollment decisions.
- **Enrollment Strategy Execution:** Directed enrollment strategy across multiple campuses, consistently meeting organizational growth objectives while supporting nearly 1,000 students.
- **Compliance Audit Readiness:** Coordinated state audit preparation and documentation across multiple campuses while coaching and developing operations staff.

ADDITIONAL EXPERIENCE

Holdren Ventures LLC | Independent Operations Consultant (Jun 2026 – Present)
Metro Nashville Public Schools | Teacher (2021 – 2022)
Lead Public Schools | Teacher / Department Chair
KIPP Academy Nashville | Teacher
NYC Department of Education | Teacher

EDUCATION

M.S., Urban Education *(Special Education Emphasis)* — MERCY COLLEGE
B.A., Sociology & Women's Studies — UNIVERSITY OF CALIFORNIA, SANTA BARBARA

SKILLS

- **Strategic Operations & Executive Partnership:** Strategic Planning, Executive Decision Support, Cross-Functional Leadership, Change Management, Governance & Compliance
- **Financial & Vendor Management:** Budgeting & Forecasting, Financial Planning, Vendor & Procurement Management, Contract Negotiation, RFP Management
- **AI & People Systems:** AI-Assisted Workflow Design, ChatGPT, Claude, KPI Dashboards & Operational Analytics, HRIS / SIS Platforms
- **Productivity & Collaboration:** Google Workspace, Microsoft 365, Salesforce, Airtable, Advanced Excel & Google Sheets, QuickBooks Online, Paylocity, Zapier