

Carolyn Paul

Lafayette, CO | [LinkedIn](#)

Strategic Board & Committee Leader | Financial Services & Bank Executive

Industry thought leader and board advisor with 30+ years of executive experience in strategic planning, sales, P&L management, finance, budgeting, business development, risk management, private banking, investments, and trust services.

- **Board / Committee Interactions.** More than 25 years participating in, serving on, interacting with, and advising a variety of corporate and non-profit boards and committees.
- **Transformation & Change Management.** Trusted transformation leader and organizational “fixer” with a proven track record launching new business units, leading rebranding efforts, re-engineering sales strategy, improving operational processes, expanding service offerings, restructuring teams, and improving staff performance.
- **Risk Management / Compliance.** Partners effectively with corporate Boards of Directors and executives to facilitate mutual understanding of risk perspective and align operational and regulatory controls. Extensive experience navigating interactions with banking and investment regulators.
- **Effective Leadership.** Gains trust, drives collaboration, and builds strong relationships across all levels and functions of an organization with open communication and shared vision and strategy.
- **Diversity & Inclusion | Mentor.** Dedicated to supporting the development and advancement of women and diverse employees through empowerment, knowledge sharing, and coaching.

Board & Committee Leadership

Corporate Board Work

ANB Bank Board Member, 401K Fiduciary Committee Chair, Trust Committee Chair **2012 – 2020**

Member of privately held \$2.8B community bank board driving overall business strategy. Appointed Chair of Trust and 401K Fiduciary Committees presenting monthly financial reports to the ANB Bank Board, quarterly updates to the Audit Committee, and quarterly reports to holding company board. Served as a member of Leadership Training, Technology and Security, and Strategic Planning Committees.

Non-Profit Board Work

Colorado Women’s Hall of Fame, Board Member **2021 – Present**

Selected to join the board to advise on board development and governance.

Colorado Secure Savings Program Board Member (Governor Appointed) **2020 – Present**

Colorado Secure Savings Research Board Member (Governor Appointed) **2020**

Originally appointed by the governor to the research board charged with researching the launch of a state-run 401K program. Delivered recommendation to create an auto-enroll IRA for Colorado employees. Upon passing of legislation, reappointed to create and oversee the program as a member of the Colorado Secure Savings Program Board.

Wise Women Council Advisory Board Member and past Chairman **2015 – Present**

Led the strategic planning committee for the leadership incubator for women business leaders, entrepreneurs, and innovators. Upon dissolution of the overarching non-profit, reenergized the executive women’s network and served as chair the Wise Women Council Advisory Board. Researched organizations to become a part of and led the integration with Colorado Thought Leadership Forum (CTLF), while doubling the number of executive women members.

Susan G. Komen, Colorado Affiliate Board Member **2009 – 2016 & 2020 – Present**

Board President **2014 – 2015**

Advised on and assisted with policy making, strategic planning, finances/funding, community relations, and operations for the Colorado affiliate of the Susan G. Komen Breast Cancer Foundation. Sought after to rejoin the board for a second stint, which ultimately focused on strategic planning and fundraising continuity through the COVID-19 pandemic.

Denver Community Health Services Board Member (Mayor Appointed) **2018 – 2020**

Appointed by the mayor of Denver to serve as a member of the board overseeing fund distribution for an \$18M federal health services grant. Visited clinics and communicated with health care providers and staff to ensure safety and security of all locations as well as evaluate opportunities to provide new/upgraded services to patients.

Colorado Thought Leadership Forum (CTLF) Board Member **2017 – 2019**

Held a seat on the CTLF Board as Chair of the Wise Women Council with focus on applying leadership to do good in the community on a regional and global scale.

Women's Vision Foundation Board Member & Treasurer **2004 – 2016**

Board member and Treasurer of the women's leadership organization focused on developing, mentoring, supporting, and accelerating opportunities for women in leadership.

Community Food Share of Boulder & Broomfield County Board, Golf Committee Member **2003 – Present****Executive Women's Golf Association Board Member & President** **2005 – 2008****Community Food Share of Boulder & Broomfield County Board, Board Member and Secretary** **2003 – 2008****Boulder Valley Rotary Member & Trustee of Local Foundation** **2002 – 2007****Community Foundation & Investment Committee Member** **2002 – 2003****Bethlehem Chamber of Commerce Board Member & Vice Chair** **1991 – 2002**

Professional Experience

ANB Bank | Denver, CO **2012 – 2020****President, ANB Financial Services & ANB Bank Board Member**

Recruited to revitalize the Financial Services division while overseeing all aspects of strategic planning, risk, P&L management, and business operations across Investment Management, Trust Services, Trust Operations, Retirement Services, and Advisory Services (brokerage) divisions in Colorado and Wyoming. Led rebuilding, restructuring, and rebranding efforts focused on increasing sales, improving efficiency of operations, reducing risk profile, and enhancing a 22-person team through recruitment of new hires and ongoing employee development.

- Served as a **member of the bank board, a voting member of the Loan Committee, and member of 14 various bank committees**, including Technology & Security, Strategy Planning, and Trust Committees.
- **Led operational and compliance turnarounds** and maintained highest examination ratings from bank regulators.
- **Restructured the Financial Services team** and established new leadership for overall enhanced performance.
- Eliminated silos and created collaborative partnerships across the organization through increased interaction and relationship building, resulting in **2X referrals and sales for three consecutive years**.
- Established a **relationships-based sales culture** focused on long-term trusted client advisory.
- Expanded service offerings for a **holistic approach to meeting client needs**, including launch of brokerage platform.
- **Reduced overall expenses** through vendor management and negotiations as well as rightsizing staff.
- Consolidated client base from 1,100 to 500 high quality accounts while **maintaining a consistent asset base of \$1B**.
- **Expanded Centers of Influence (COI) network** through client interaction, community events, and networking.

Bank of the West | Denver, CO **2006 – 2012****Senior Vice President, Rocky Mountain & Central Division—Wealth Management**

Navigated progression in responsibility through bank restructuring to oversee Investment Management, Trust Services, and Private Banking for a 17-state region. Managed an evolving team of up to 80 cross functional direct reports across 10+ national offices. Led recruitment and professional development for a team of 25 cross-functional staff.

- Served as a **member of six bank committees**—including Risk Management, Asset Management Policy, and Sales Strategy Committees—and regularly presented to the Trust Committee of the Board of Directors.
- Collaborated with French parent company counterparts to **build a Wealth Management business**, aligning global operations while considering regional regulations and business nuances.
- **Increased loan production, deposits, and investment sales** across the market footprint.
- **Enhanced internal visibility and value of the Wealth Management division** through relationship development and on-site interactions across offices.
- **Represented the U.S. division at BNPP Paribas Wealth Management meetings** in Paris and Rome.

Charles Schwab and Company | Denver, CO **2005 – 2006****Vice President & Regional Branch Executive, Great Plains Region**

Managed P&L with sales revenue of \$90M+ and oversaw 90 sales professionals and cross-functional staff across nine branch offices and four satellite branch offices.

- Trained and coached sales professionals in relationship-based sales, leading to a **33% increase in sales**.
- Increased cross sale of bank products, positioning the region as a **leader in nationwide sales**.
- **Led diversity and inclusion efforts**, mentoring and supporting women and diverse employee groups.

Colorado State Bank & Trust | Denver, CO **2004 – 2005****Vice President & Private Banker**

Instrumental to cleaning up private banking files, improving the organization and accuracy of client data.

Wells Fargo National Bank | Boulder, CO **2002 – 2004****Vice President & Private Banker**

Recruited to **rebuild the private client services business** through recruiting, sales, and business strategies. Created leadership structure for Northern Colorado and increased profitability by 250% in 18 months. Increased client satisfaction and reduced attrition by 20%. Increased referrals from within the bank by 35%.

Wachovia Corporation | Allentown, PA **1986 – 2002****Vice President & Regional Investment Director, First Investment Advisors (1993 – 2002)****Vice President & Investment Officer (1992 – 1993)****Assistant Vice President & Investment Officer (1990 – 1992)****Investment Officer / Officer (1986 – 1990)**

Navigated and thrived among seven mergers and acquisitions while directing investments in multiple locations with \$1B in assets under management. Personally managed \$400M portfolio of the largest and most sensitive clients and drove a 95% client retention rate. Grew team sales to \$1M in new fees. Improved risk management and compliance.

*Additional experience includes new business development strategy as a **Financial Planner & Account Representative** for American Express and **Buyer** for 30 Hess Department Stores.*

Education & Professional Development

B.S. (Finance), Sum Cum Laude | DeSales University, Center Valley, PA

A.A.S. (Fashion Buying & Merchandising) | Fashion Institute of Technology, New York, NY

Securities License Series 7, 63, 65, 9, 10 (Inactive)

Access Denver, Denver Metro Chamber Leadership Foundation, Program Participant

50 for Colorado, Leadership Certificate

Women's Vision Leadership Institute, Program Participant

Cannon Institute, Advanced Investments 1 & 2

Central Atlantic School of Trust, Trust Certification, Top Honors

Recognition

Access Denver, Denver Metro Chamber Leadership Foundation, Selected Program Participant **2017**

Denver "Women of the Year" Award, The Leadership Investment **2014**

Featured in Avid Golfer Magazine **2009**

Featured in Bank of the West Annual Report **2009**

Cover feature in Bank Advisor™ publication: Carolyn Paul's Best Laid (Wealth Management) Plan **2008**