

# CARRIE E. NEAL

WhatsApp: 1.646.629.0608 / Voicemail & Text: 1.914.552.5753 – carrie.e.neal@gmail.com

## PHILOSOPHY

My approach is based on a belief in human potential, social responsibility, and the value of reflective practice. As a way to cultivate learning and support organizational culture, I use processwork and encourage metacognition to encourage criticality and compassion.

In one way or another, all of the work builds capacity in the following nine areas: intentional observation, phenomenologic understanding, inquiry, identifying and understanding patterns, meaning-making, reflective practice, empathy, multiperspectivalism, and taking action.

I believe that differences in race, ethnicity, gender identity, sexuality, cultural heritage, religion and spirituality, physical and intellectual abilities, and life experiences contributes positively to the collective wisdom of society and supports humankind now and for the future.

## THEORY OF CHANGE

When thinking about the unseen and humans, I apply a variety of theories and methodologies to measure and assess where we are as individuals and where we fit into larger structures. By drawing upon expertise in personal and structural analysis, organizational change theories, and organizational psychology integrated with anti-racist and inclusionary practice, decolonization theory, and feminist theory, I invite transparency, name norms, identify intentions, build empathy, engage in disruptive inquiry, and empower leaders and teams to enact their shared values. This builds capacities for innovation and resiliency - both as individuals and in organizations.

We are yet becoming. Marking the journey allows each of us to build intentional ethos. Applying this ethos to our own lived experience builds our agency, increases our consciousness, and ability to identify challenges, and allows us to create innovative, sustainable solutions.

## CONSULTING ETHOS: CULTIVATING COMPASSION & CAPACITY for

|  |   |
|--|---|
| Equity & Inclusion                       | Cultivating the ability to hold multiple perspectives allows for activated, informed, empathetic, and intentional choice-making to create more diverse, inclusive, and equitable experiences for ourselves and others. By examining underlying assumptions we can challenge our views, increase empathy, and take action. |
| Creativity & Courage                     | Creativity allows us to imagine innovative responses to circumstances and ideas—and to use different techniques to solve problems. Courage gives us space to take intellectual and creative risks, accepting failure as part of the creative process.   |
| Collaboration & Communication            | Collaboration and communication foster both positive interdependence and individual accountability. Both are rooted in the ability to listen actively and express oneself clearly in spoken, written, non-verbal, visual, and interpersonal domains.  |
| Critical Thinking & Reflective Practice  | Critical thinking and reflective practice enable us to interpret and evaluate information from multiple perspectives—and to analyze, judge, define, question, organize, and prioritize information.   |
| Civic Engagement & Global Perspective    | Being a human in society means working and living with diverse individuals, organizations, and communities, respecting your own and others' personal and cultural histories while recognizing societal structures.  |
| Integrative & Interdisciplinary Profiles | The increasing complexities of modern culture require that we be able to think, research, and communicate across disciplines throughout everyday life.  |

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## CONSULTING EXPERIENCE

### **Founder & Principal**

*NorthFeather Solutions*

January 2017 to Present

### **Consultant**

*gothamCulture Consulting*

December 2018 to Present

### **Project Lead & Team Lead: Process and Learning Facilitation**

*Leading ChangeMakers*

June 2018 to Present

### **Consultant**

*Empowered Consulting*

April 2022 to Present

CAPACITIES for Consulting: Strategy; Developmental Management; Equity, Diversity & Inclusionary Culture Building; Integrative Organization Assessment and Diagnosis; Organizational Change Consulting; Executive Coaching; Leadership Coaching; Program Design; Proposal Writing; Budgets; Workshop Design; Facilitation

## RECENT CONSULTING CLIENTS

**American Theater Group** – with Jessica Gaines and Anthony D. Meyers [*Leading ChangeMakers*] – 2021

**BOOM Charlotte** – with Jessica Gaines [*Leading ChangeMakers*] – 2021 to 2024

**Convergence Music Project** – with Darren Calhoun – [*NorthFeather Solutions*] – 2022

**Cornell University: Asian American Studies Program** – with Katie Fong and Peter J. Kuo [*NorthFeather Solutions*] – 2021; with Katie Fong 2022 to present

**dWell NYC** – with Katie Fong [*Katie Fong Leadership Consulting*] – 2022 to 2024

**Good Shepherd Services** – [*NorthFeather Solutions*] – 2021

**gothamCulture** – with Katie Fong and Gokce Gizer – [*The New School*] – 2018

**Grafted NYC** [*NorthFeather Solutions*] – 2016 to 2020

**Hart Howerton** – with Katie Fong [*NorthFeather Solutions*] – 2020 to present

**Jewish Center for History** – [*NorthFeather Solutions*] – 2019

**National Sawdust** – with colleague Katie Fong [*Leading ChangeMakers*] – 2023 to 2024

**NYC Department of Education: Chancellor's Office** – [*The New School*] – 2018

**NYC Department of Education: LeadDOE program** – [*gothamCulture*] – 2018 to 2020

**NYC Department of Education: Office of Access and Equity** – [*gothamCulture*] – 2019 to 2020

**NYC Department of Education: Office of Early Childhood Education**– [*gothamCulture*] – 2018 to 2020

**Ping Chong + Co** – with Katie Fong [*Leading ChangeMakers*] – 2022 to present

**Pittsburgh Freethought Community** – [*NorthFeather Solutions*] – 2020

**Q Christian Fellowship** – [*NorthFeather Solutions*] – 2019 to present

**Riverside Church** – [*NorthFeather Solutions*] – 2018

**San Francisco Symphony** – with Jennifer Ifil-Ryan [*Leading ChangeMakers*] – 2021; 2022 to 2024

**The City of New Haven, Arts, Culture and Tourism** – with Anthony D. Meyers and Katie Fong [*Leading ChangeMakers*] – 2022 to 2024

**The Dorm** – with Katie Fong [*Katie Fong Leadership Consulting*] – 2022 to 2024

**The Graduate Institute for Holistic Studies** – [*NorthFeather Solutions*] – 2022 to 2025

**The League of American Orchestras** – with Anthony D. Meyers – [*Leading ChangeMakers*] – 2023 to present

**TIAA** – with Jessica Gaines – [*The New School*] – 2018

**Wells College: Women's, Transgender and Queer Studies Program** – collaboration with colleague Katie Fong – [*NorthFeather Solutions*] – 2019 to 2022

**Zeitgeist - SciFi about your world** – [*NorthFeather Solutions*] – 2018 to 2019

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### SAMPLE CONSULTING PROJECTS

- Developed a leadership community for anti-oppression pedagogy
- Provided Equity, Diversity and Inclusion (EDI)-related learning modules, listening sessions, executive coaching, and curriculum design with a nationally recognized symphony
- Provided strategic annual planning, Integrative Organizational Assessment and Diagnosis (OAD), and executive coaching for a national LGBTQ+ nonprofit organization
- Engaged with a regional theater company around Equity, Diversity and Inclusion (EDI)-related culture change and strategic planning
- Completed an Integrative OAD, leader development, and strategic planning process with the sponsoring organization of a non-profit nationally recognized fringe festival
- Provided Board Development across leadership transition for an internationally recognized interdisciplinary theater company through workshops, culture building activities and board recruitment tools
- Evaluation of leader development programming for a fortune 100 company
- Facilitating the development of a leadership transition plan and self-study process for an academic department at an ivy league institution leading to the departure of a founding faculty member
- Conducted a Participatory Action Research project for a department in a 150-year-old institution – focused on strategic value and action setting
- Completed an Integrative OAD process, EDI-related, Learning Module delivery, and learning evaluation with a global architecture firm
- Engaged with a private mental health services company focused on leader and culture development including learning modules, individual and group leader coaching, and organization-focused strategic planning and visioning
- Conducted an internal culture assessment for a national culture consulting company
- Designed workshops for and consulted with all organizations that signed an "Arts for Anti-Racism" pledge within a major municipality
- Provided strategic Implementation across leadership transition for an internationally recognized interdisciplinary theater company

### ADMINISTRATIVE & LEADERSHIP PORTFOLIO

#### **President & Chief Operating Officer**

#### **Interim Chief Operating Officer**

*The Graduate Institute, Bethany, CT*

January 2022 to Present

June 2021 to January 2022

CAPACITIES: Executive Leadership; Partnerships; Strategic Planning + Operations Management; Supervision; Organizational Termination

#### **Program Coordinator**

MA Consciousness Studies & Transpersonal Psychology

*The Graduate Institute, Bethany, CT*

November 2019 to August 2023

CAPACITIES: Academic Administration; Coaching

#### **Director of Academic and Faculty Affairs**

*The New School University – College of Performing Arts – School of Drama*

January 2012 to June 2017

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CAPACITIES: Faculty Affairs; Faculty Development; Academic + Curricular Affairs; Partnerships, Study Away; Activated Philosophy; Social Justice Projects; Student Affairs

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## SELECTED LECTURES, PRESENTATIONS, WORKSHOPS & WRITING

**Equity, Diversity and Inclusion Learning Sessions** (monthly workshop series) February 2020-Present  
Ongoing facilitated gatherings – format workshops, fishbowls, discussion sessions. Co-designed and facilitated with colleague Darren Calhoun and additional guests.

*Q Christian Fellowship - <https://www.qchristian.org>*

**Inclusive Stages National Convenings** (workshop series) September 2023-Present

Workshop series on Equity, Diversity, and Inclusion principles for members of Inclusive Stages Coalition. Topics include positionality, positive disruption, change management, power, and inclusion. Co-designed and presented with colleague Anthony Meyers.

*The League of American Orchestras, NYC*

**Board Development Facilitation Series** (workshop series) March 2024-January 2025

Six-part Board Development Workshop Series for Board and Leadership. Co-designed and presented with colleague Katie Fong.

*Ping Chong and Company, NYC*

**Reflective Practice as Research Methodology: Heirlooms as Objects of Meaning** July 2024

Presentation and Workshop at the TransArt Residency.

*Liverpool John Moores University, Liverpool UK*

**Professional Development & Learning Culture Series** (workshop series) August 2023-December 2023

Five-part workshop series on Inclusion, Diversity, Equity and Accessibility for full-time staff. Co-designed and presented with colleague Katie Fong.

*National Sawdust, Brooklyn NY*

**Teaching for Equity and Inclusion** (workshop series) March 2023

Co-presented Introduction to Inclusive Teaching Principles; Implicit Bias and Microaggressions; Trauma-Informed Teaching; Accessibility & Universal Design

Co-presented with colleague Rita Pisalet.

*The Faculty Center at The Provost Office, The New School, NY*

**Integrative OAD:** January 2023

***De-neutralizing the Organizational Assessment Canon to Advance Humanistic Change***

(Co-authored book chapter, with colleagues Kathryn L. Fong and Anthony D. Meyers) published in the edited volume, *Managing for Social Justice: Harnessing Management Theory and Practice for Collective Well-Being*, Palgrave Macmillan.) — [doi.org/10.1007/978-3-031-19971-4\\_14](https://doi.org/10.1007/978-3-031-19971-4_14)

**Highlights from *Integrative OAD:*** August 2022

***De-neutralizing the Organizational Assessment Canon to Advance Humanistic Change*** (Presentation)

*Academy of Management* — [doi.org/10.13140/RG.2.2.12959.64163](https://doi.org/10.13140/RG.2.2.12959.64163)

**Anti-Bias Training** (workshop) July 2022

Co-designed and co-presented with colleague Katie Fong

*Hart Howerton, NYC & San Francisco, CA*

**Understanding & Utilizing Power** (workshop) October 2021

Co-designed and co-presented with colleague Katie Fong

*City of New Haven, New Haven, CT*

**Mapping Power** (learning module) October & November 2021

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## **Anti-Bias Training** (learning module)

September & October 2021

Co-designed and co-presented with colleague Jennifer Ifil-Ryan  
*San Francisco Symphony, San Francisco, CA*

## **SELECTED LECTURES, PRESENTATIONS, WORKSHOPS & WRITING – CONT.**

### **What Does Anti-Racism Mean for Asian/Asian American Faculty?** (workshop series)

May 2021

Two Part Workshop Series. Co-presented/ Co-facilitated workshop with colleagues Katie Fong & Peter Kuo.  
*Asian American Studies Program and The Office of Faculty Development & Diversity, Cornell University*

### **Mapping Power in the Nonprofit Arts Sector** (workshop series) 2021

February & March

Two Session workshop series. Co-presented/ Co-facilitated workshop with colleagues Anthony Meyers & Bryan Glover.  
*City of New Haven, Department of Arts, Culture & Tourism, New Haven, CT*

### **Faith, Identity & Social Justice** (workshop)

January 2021

Co-presented/ Co-facilitated workshop with colleague Darren Calhoun  
*Q Christian Fellowship Annual National Conference, an LGBTQ+ Christian organization*

### **Understanding Power & Instigating Change** (workshop series)

October to December 2020

Three-part workshop series. Co-presented/ Co-facilitator for Understanding Power in the Arts; Utilizing Power in the Arts Ecosystem; Instigating Change: Shifting Influence for Transformation in the Arts  
*Public workshops offered by Leading ChangeMakers, a racial equity for the arts organization*

### **Survive and Thrive: Navigating Cultural and Racial Inequities in Organizations**

November 2020

Co-presented/ Co-facilitated  
*2020 Arts Administrators of Color Annual Convening*

### **Engaging Identity:** (workshop series)

October 2020

Four session workshop series. Presenter/ Facilitator for: Introduction to Identity (LGBTQ+ Identities and More); The Self & Society; Intersectionality, Identity, & Privilege; The Power of Story, Meaning, & Growth  
*Public workshops offered through GraftedNYC, an LGBTQ+ Christian organization*

### **Critical Reflective Practice and Faculty Leadership**

May 2020

*Working paper available upon request*

### **Complexity Theory and Adaptive Change** (workshop)

February 2020

*Office for Access and Equity, the Department of Education - City of New York; Cabinet*

### **Resilience** (workshop)

January 2020

*Department of Early Childhood Education, the Department of Education - City of New York; Operations Leadership Team*

### **Equity, Diversity and Inclusion in the Classroom** (workshop)

Annual in August & January

2017-2022

Facilitated conversations for best practices in pedagogy  
*Provost's Office, The New School University; for faculty orientation*

### **Identity & Privilege** (workshop)

January 2020

Facilitated workshop on understanding identity aspects as related to individual, interpersonal and systemic oppression and privilege  
*Q Christian Fellowship Annual National Conference, an LGBTQ+ Christian organization*

### **Self-Care for Spiritual Leaders** (workshop)

January 2020

Co-facilitated workshop (with colleague Isaac Archuleta) on mediating stress through neurologic regulation, and psychological choice-making (boundaries & margin)

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*Q Christian Fellowship Annual National Conference, an LGBTQ+ Christian organization*

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**On Empathy** (workshop) December 2019

Facilitated workshop on differentiating aspects of empathy to build EQ in the workplace; Cognitive empathy, Affective Empathy, Somatic Empathy, and Empathic Failure

*Office for Access and Equity, the Department of Education - City of New York; Cabinet*

**Emotional Intelligence & Systemic Change** (workshop) September 2019

Facilitated workshop exploring EQ in relationship to culture change at the organizational level; contextualizing through independent, interpersonal and ideological function

*Office for Access and Equity, the Department of Education - City of New York; Cabinet*

**Mindfulness, Mastery & Creativity** (presentation) August 2019

Presentation to Master's students in Consciousness Studies and Transpersonal Psychology

*The Graduate Institute, Bethany, CT*

**Cultivating Capacity for Intersubjectivity in Groups** (poster presentation) May 2019

Poster Presentation for Faculty and Administrators

*The New School, Parsons School of Design; Faculty and Staff Learning Community for Anti-Oppression Pedagogy*

**Cultivating an Equitable Classroom Environment** (workshop) February 2019

Facilitated workshop for artists, educators and administrators in anti-oppression culture building.

*The College Arts Association Annual National Conference*

***What does it mean to have an equitable classroom?*** (essay) January 2019

<http://arthistoryteachingresources.org/2019/01/what-does-it-mean-to-have-an-equitable-classroom/>

**The Safety and Violence Spectrum** (workshops)

January 2018

Facilitated workshops to build capacity for subjectivity, empathy, perspective taking, and active listening

*The Riverside Church, New York, NY; for lay leadership*

**Cultivating an Equitable Classroom Environment** (workshop) December 2017 and January 2018

Facilitation: workshop developed by the First Year Faculty Development Working Group on Anti-Oppressive Pedagogy

*The New School, Parsons School of Design; for new and continuing First Year faculty*

**Understanding Self: Alternative Approaches to Learning** (presentations)

January 2016

Presentations to upper school students on Multiple Intelligences, and Critical Inquiry approaches

*The New School University, College of Performing Arts, School of Drama; in Kampala Uganda; for Ugandan*

*Secondary School students*

**Pedagogy & Social Justice round table series** (facilitations) September 2011-May 2012

Facilitated a series of open forum workshops and conversations for faculty across The New School

*The New School, Provost Office for Social Justice; for new and continuing faculty and staff*

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## EDUCATION

### **PhD in Creative Practice**

*TransArt Institute & Liverpool John Moores University*

Expected Defense Fall 2025

Faculty Advisors: Mark Roughley (LJMU), Michael Bowdidge (TransArt), and Valerie Walkerdine (Cardiff)

Research Focus: Intersubjective Objects: Contemporaneous Heirlooms, Remembering and Relationships in Co-Creativity

### **MA in Consciousness Studies and Transpersonal Psychology**

*The Graduate Institute, Bethany, CT*

Conferred Nov 2023

Faculty Advisor: Bonnitta Roy, MA

Research Focus: Group Intersubjectivity

Culminating Project & Paper: Cultivating Capacity for Collective Intersubjectivity - Pedagogy for Change

### **MS in Organizational Change Management and Graduate Certificate in Leadership & Change**

*The New School for Public Engagement, New York, NY*

Conferred May 2021

Faculty Advisor: Lori Gale Roth, EdD

Research Focus: Authenticity & Leadership

Culminating Paper: Authenticity in Faculty Leadership - Understanding Faculty Leaders as Middle Managers

### **PartsWork I, II, IV - Certified**

Feb 2018, April 2018, Nov

2019

*Leadership that Works, Troy, PA*

Curriculum Designer/ Mentor Coach: Guthrie Sayen, PhD, PCC

### **Change Intelligence (CQ) Practitioner Certification**

Certified July 2019

Change Catalysts, Vernon Hills, IL

Curriculum Designer/ Instructor: Barbara A. Trautlein, PhD

### **Transformative Coach Training**

Certified October 2017 - ICF ACC Credentialing March 2018

*The Graduate Institute, Bethany, CT*

Curriculum Designer/ Mentor Coach: Guthrie Sayen, PhD, PCC

### **MA in Media Studies**

*The New School for Public Engagement, New York, NY*

Conferred 2014

Faculty Mentor: Chris Mann

### **MAT in Art Education**

*Manhattanville College, Purchase, NY*

Conferred 2003

Field Experience Supervising Faculty: Dr. Natalie Schifano

### **BFA Visual Art - Sculpture**

*Purchase College; SUNY, Purchase, NY*

Conferred 2001

Culminating Project: *The Red Pawn: A Multimedia Theater & Projection Design Project* Faculty Project

Advisor: Anney Bonney