

Jennifer Mallini Lauer

Career Overview

Executive leader with deep experience aligning people strategy, operating models, and enabling systems to strategic goals across higher education and government. Brings executive-level partnership, large-scale digital transformation leadership, and a track record improving organizational effectiveness through process redesign, talent architecture modernization, analytics, change management, and human-centered program design.

Skills and Qualifications

- 11 years of consulting experience in digital transformation for higher education and government across HCM, Finance, and Supply Chain
- Over 15 years of executive management experience in higher education, state government, and K-12 settings, including HR, operations, and technology
- Over 6 years of professional human resources, legal, and insurance risk management experience
- Experienced and credentialed in analytic strategy, AI, and machine learning, leveraging modern tools to include Tableau, R, Python, SQL, and Data Robots
- A leader recognized for building culture and community across lines of business
- Recognized leader in public sector consulting for organizational transformation, leveraging various digital tools (Workday, PeopleSoft, SAP, UKG, Banner)
- Strong knowledge of laws, rules, and regulations applicable to higher education and government
- Experienced in leading clients through talent architecture modernization, business process redesign, enhancing talent acquisition strategies, organizational redesign, and analytic strategy to enhance operational and organizational effectiveness
- Experienced in developing proposals and contract documents, resource plans, change management strategies, risk assessments, and reporting strategies
- Proficient in the use of various applications for project and program delivery: Smartsheet, JIRA, Digital Forum, Octane, ALM, Agile Manager, and SharePoint
- Experienced mediator for state employee grievance and mediation program (agency and state level)
- Strong program and project management skills
- Excellent communication and presentation skills
- Experience in programmatic budgeting and planning for business application purchase, design, and implementation
- Experience developing business process procedures and training programs leveraging multiple software applications and related technologies

Work Experience

Managing Director

2023 to Present

Deloitte Consulting- Charlotte, NC

Managing Director responsible for leadership and stewardship of firm growth and strategic vision, driving high-quality of services, and fostering ethical leadership and a culture of integrity. I am focused on higher education and government clients, responsible for C-suite client leadership, end-to-end engagement delivery for a portfolio of projects, practice growth, including oversight of engagement economics, quality, risk, leadership of cross-functional teams, and strategy execution for the Government and Public Services (GPS) practice. I serve in key leadership roles, including the Charlotte Office GPS Consulting Leader for over 400 GPS professionals, and the GPS Workday Practice Offering Talent Experience Leader for about 500 professionals.

- Lead strategic client accounts and executive relationships; negotiate outcomes, protect the firm's brand, and drive account profitability and growth. In 2025, I was accountable for leading pursuits for some of the most complex government and higher education clients across the practice, resulting in sales of over 27.8M that exceeded my goal by 253.47%.
- Drive eminence in the marketplace, frequently speaking at external events and conferences, sharing product and delivery innovations, and client success stories. Published a playbook on public sector talent acquisition strategies in cloud ERP.
- Own end-to-end delivery across complex engagements, including economics, quality, risk, and talent; provide executive guidance to teams to ensure strong client outcomes. In 2025, I delivered profitable growth through conservative project management in my portfolio by effectively managing engagement economics, sustaining or exceeding expected margin and profitability levels. In addition, all projects received green ratings from our Delivery Excellence Program.
- Drive practice performance through strategy execution, sales/pricing oversight, financial and operational planning, investment prioritization, and talent leadership (e.g., performance management/compensation processes).
- As the Charlotte Office GPS Consulting Leader, I oversee the engagement of GPS consulting professionals, building culture

and connectivity for our people. Responsible for driving local office culture for the Charlotte office and managing the GPS budget, and collaborating with the Consulting Services Office Leader on relevant events. Oversee a culture budget strategically to engage our people, and spend thoughtfully on things that demonstrably contribute to our culture and talent experience in our current hybrid environment.

- As the Talent Experience Leader for the GPS Workday Practice, I am responsible for talent enablement across the offering. I oversee practitioner product certifications, product leaders, practitioner development, community and culture, practice communications, staffing and resource management, performance-related matters, utilization, and people analytics to support our leaders in engaging and developing highly qualified professionals to serve our clients.

Senior Manager
Deloitte Consulting- Charlotte, NC

2018 to 2023

As a Senior Manager in our GPS practice, I focused on business transformation across HCM, Finance, and Supply Chain for our most complex higher education and government clients with an emphasis on applying digital cloud technologies. Leveraging an agile approach and human-centered design, I led teams to uncover solutions to complex operational challenges, transforming the customer journey.

- Responsible for client relationship management and growth; led project teams from project planning through execution, while specifically managing the day-to-day design and implementation of digital cloud solutions. Identified and solved project-related problems that were technical, business, and resource specific. Facilitated design sessions, project kick-offs, Steering Committee Meetings, conducted sprint planning, and managed risks and issues.
- Led engagement planning and budgeting, mobilized and managed engagement team, defined deliverable structure and content, facilitated buy-in of proposed solutions from top management levels at the client, directed on-time, quality delivery of work products, managed engagement economics, and managed engagement risk.
- Developed and maintained relationships with key clients and/or prospective clients, organized and led pursuit teams, led proposal development processes, developed proposal pricing strategies, and product architecture solutioning.
- Performed the role of counselor and coach; provided input and guidance into the staffing process, led staff recruitment and retention activities, and provided leadership and support for delivery teams.
- Developed and presented product-related innovations and industry human capital trends at regional and national conferences and via webinars.

Manager
Deloitte Consulting- Charlotte, NC

2015 to 2018

As a Manager in our GPS practice, I focused on business transformation for our most complex higher education clients with an emphasis on applying digital cloud technologies.

- As a team leader, I was responsible for **maximizing team performance**, driving people development through an apprenticeship model, and holding team members accountable for project success.
- I served as a business advisor and **managed client relationships** for the projects I supported. This included identifying client challenges and conducting needs assessments, demonstrating technical excellence, and providing **subject-matter expertise**.
- I was responsible for successfully navigating organizational dynamics with our clients and their business, **anticipating change and managing uncertainty**, while managing relationships at all client levels.
- I managed activities that generated a business opportunity and pipeline for our higher education and government clients, **expanded our strategic relationship** portfolio, led responses to proposals, participated in eminence efforts at conferences, webinars, and greenhouse labs.
- I led **engagement planning and budgeting**; mobilized and managed the functional team; was responsible for deliverable quality, facilitated buy-in of proposed solutions from top management levels at the client; and managed on-time, quality delivery of work products.
- Managed expectations and day-to-day interactions with functional, technical, and change management teams, clients, and sponsors.
- Performed the role of **coach** for over six practitioners supporting year-end performance processes and actively participated in staff recruitment and retention activities.

Associate Vice President
University of South Carolina- Columbia, SC

2011 to 2015

Member of the senior leadership team. Provided oversight and direction in the human resources functional areas of HR operations, classification and compensation, Human Resources Information Systems (HRIS), and international support for faculty and staff for the University system, including the 8 system campuses and the School of Medicine. Program Lead and member of the leadership and advisory teams for the OneCarolina Enterprise Project.

- Evaluated internal HR operations and made recommendations for modifications as needed to ensure sound business processes and compliance with state and federal laws. Provided vision, planning, and project management of HR business applications. Oversaw development, interpretation, and implementation of policies and/or procedures for programmatic areas of responsibility for the University System.
- Identified, managed change, and implemented enterprise systems, processes, and services for human resources, ensuring integration with student and other University applications. Oversaw system support activities to include purchase, service delivery, change management,

training, operational effectiveness, business process review, technology strategy, and planning. In partnership with key university leaders, participated in the development of data standards, data privacy and security policies, strategic reporting, and software purchases, focusing on faculty, staff, and integrated student business applications.

- Developed progressive and proactive compensation programs for faculty and staff to provide motivation, incentives, and employee rewards for effective performance. Evaluated the effectiveness of existing compensation practices and policies and advised senior management of programmatic trends. Developed, revised, interpreted, and implemented HR policies and/or procedures for the University System.
- Oversaw design and delivery of a comprehensive international support program for faculty, including training and compliance with the regulatory and procedural aspects of highly complex US immigration laws, specifically for the employment of foreign employees or for hosting foreign scholars. Provided leadership and staff supervision that contributed to the realization of the University's goals to be recognized internationally for excellence in research and teaching.
- Researched leading practices and recommended new programs/services to enhance the competitiveness of the University in areas of responsibility. Participated on internal and external committees including: the SC Council of Human Resources Directors (CHRD), State HR Advisory Committee, College and University Professional Association for HR (CUPA-HR), Faculty Policy Working Group, Data Administration and Access Committee (DAAC), OneCarolina Project Leadership, Data Standards Committee, Data Privacy Committee, Oracle Higher Education User Group, and other related groups. Served as SC CUPA-HR Chapter President in 2015.

Program Manager

2007 to 2011

SC Division of Technology (Formerly State Chief Information Office)– Columbia, SC

Successfully designed and implemented SAP HCM 6.0 in the areas of Organizational Management, Personnel Administration, Time Management, Payroll, Travel Management, Nakisa, Adobe Forms development/testing, and ESS/MSS on time and within budget for over 70 agencies and 55,000+ state employees.

- Provided leadership in evaluation, planning, testing, configuration, implementation, and application support of SAP HCM 6.0 for the State of South Carolina.
- Developed the statement of work, defined project scope, and worked with implementation partners to establish procedures for documenting project status, change control, risk identification, logistics, and planning of the project kickoff.
- During the Blueprint phase, oversaw the development of the “business blueprint” for a state-wide human resources and payroll system to replace existing legacy systems both in the central state government and in over 70 state agencies. In concert with consulting partners, facilitated 70 design workshops and developed electronic survey tools to collect “as is” and “to be” business process information from agency SME participants.
- During the Realization phase, oversaw and participated in the design, development, and delivery of training curriculum and materials. Supported and participated in organizational change management strategies to promote adoption of the system. Oversaw and participated in the development of a data conversion strategy that outlined the activities and responsible parties for cleansing and migrating data. Oversaw and participated in unit, string, negative, and integration testing efforts within the HCM team, including integration points with other modules, when applicable.
- During the Final Preparation phase, ensured final system testing, user training, and cut-over activities were executed timely. Provided direct training to the newly formed internal help desk to support end users after going live. Managed the daily production support activities for agency end users and central government super users.

Director of Agency Operations and Human Resources

2000 to 2007

South Carolina School for the Deaf and the Blind- Spartanburg, SC

Fostered a collaborative, creative, and efficient work environment with a sharp focus on high morale and the achievement of agency business objectives within budgetary and legal requirements for a state agency with a K-12 residential campus-based and state-wide outreach program serving individuals who are deaf, blind, or sensory multi-disabled.

- As a member of the agency's executive management team reporting directly to the President (school superintendent), participated in the development of the agency's budget and strategic plan as well as the related data measurement, collection, report writing, and analysis of the annual Baldrige Accountability report. Responsible for standards, policy development, and school accreditation in areas of responsibility. Provided programmatic updates to the Board of Commissioners at quarterly and annual meetings.
- Directed a comprehensive human resources program providing leadership to the President and agency management in the areas of recruitment and retention, classification and compensation, professional development, employee/employer relations, mediation administration, records management, and HRIS.
- Implemented and directed a twelve (12) member 24/7 agency law enforcement and campus security services department responsible for developing and administering the agency's first safety program, including a safety committee, incident management procedures, and emergency response plan.
- Directed the evaluation, certification, and development activities of certified faculty that included the implementation of a web-based learning management software (LMS) for the registration, tracking, and reporting of faculty and staff professional development.
- Provided oversight and policy development for the Sign Language Communication (SCPI) training program for SCSDB employees. Presented status reports and quarterly updates to the Board of Commissioners.
- Responsible for the agency's physical plant and maintenance operations, including a twenty-six (26) member bus transportation department, agency fleet/motor pool services team, and a twenty-four (24) member campus-based maintenance, grounds, and custodial services team for a 160-acre campus with 41 building locations that included the implementation of a work order and maintenance management system.
- Established, staffed, and implemented the first agency gift shop (Walker Hall Gift Shop), including the installation of a point-of-sale (POS)

inventory and purchasing system for retail operations.

Human Resources Consultant
South Carolina State Division of Human Resources – Columbia, SC

1999 to 2000

Served as a technical resource providing guidance in various human resource areas, including FLSA, compensation, performance management, and policy interpretation to agency leadership in state agencies across the State government.

- Provided consulting services to state agencies regarding employment law, employee relations, classification, and compensation.
- Served as a lead consultant for the statewide Delegation Audit Program. Conducted audits and studies of state agency human resources departments to ensure compliance with laws and regulations. Routinely provided recommendations for process improvement.
- Participated in technology initiatives and made recommendations for updating the HR Consulting Services website. Initiatives included developing an Access database to house the State Classification Manual and a training and assessment database to store and report critical employee skills.
- Provided training to supervisors and HR professionals in the areas of compensation and employee performance management through the Office of Human Resources Personnel Practices Associate Public Manager curriculum.
- Served as a statewide mediator/arbitrator to facilitate the settlement of grievances in accordance with the SC Grievance Procedure Act.
- Conducted classification/compensation studies for state agencies, including a study on the pay and benefits plan of the SC State Judiciary.
- Researched retention strategies and competitive pay practices while assisting in the development of an employee competency dictionary.

Quality Control/Marketing
Chicago Title Insurance Company – Columbia, SC

1997 to 1999

As a licensed title agent, I audited financial records, underwriting practices, electronic data processing systems, and business operations to assess financial status, data accuracy, and compliance with laws, reducing the risk of loss and fraud.

- Managed state auditing and quality assurance functions for South Carolina agents and certain functions of internal operations for the Southeastern Regional Business Unit Controller.
- Responsible for the coordination, completion, and tracking of annual audits for all South Carolina agencies. Acted as liaison between Southeast Region Controller and local management for the “Supervision and Control” process.
- Audited policy underwriting and escrow accounting practices of licensed title agents; Prepared audit findings reports, facilitated exit interviews with individual agents, and assisted in the implementation of audit recommendations.
- Implemented and maintained audit-tracking systems and updated existing systems using various computer database programs.
- Consulted with new and existing agencies to recommend and implement improved business systems and internal controls.
- Assisted in the marketing and acquisition of new agents/agencies for the Company. Provided agency staff training in underwriting, escrow accounting, and policy reporting. Implemented accounting software and provided end-user training as needed to reinforce internal controls and escrow accounting procedures.

Corporate/ Real Estate Paralegal
Nelson, Mullins, Riley & Scarborough, LLP- Myrtle Beach, SC

1993 to 1996

As a corporate paralegal, I assisted corporate and tax attorneys with the formation of business entities. Drafted and maintained corporate minutes, facilitated client interviews, expedited completion and filing of state and federal tax forms, conducted UCC searches, and performed asset checks.

- Assisted real estate attorneys with the preparation of closing documentation. Coordinated and participated in client interviews, closing meetings, performed title searches, reviewed title documents, prepared title insurance commitments, policies, and disbursed escrow funds.
- Assisted clients with the alcoholic beverage licensing and video poker licensing processes. Researched regulatory requirements, facilitated client interviews, served as liaison between the client and the Department of Revenue, prepared various filings, prepared advertisement of public notices, and coordinated receipt of business licenses.

Accomplishments

2023 Harvard Business School Certificate of Excellence in Global Supply Chain Management Simulation- leveraging predictive analysis, artificial intelligence, and machine learning to advance a simulated company’s position in the global market.

2007 Practitioner Award of Excellence by the International Public Managers Association (SCIPMA-SC) for excellence in innovation and high standards in public human resources.

Education

- 1990 B.A., Political Science, University of South Carolina
- 2023 Harvard Business Analytics Program, Analytic Strategy; Quantitative Analysis; AI-based business models and operational approaches; Leadership, Innovation, and Change; Operations and Supply Chain Management; Programming, AI, and Data Architecture; Leadership and People Analytics; Data-driven Marketing; Data Science Pipeline and Critical Thinking
- 1992 Midlands Technical College, Paralegal/Legal Assistant Program

Certifications and Training

- **2023 PMI- Project Manager Professional Certification**
- **Workday Certifications current through 2025**
- **2017 Workday Engagement Management/Project Management Certification**
- **2015 Workday Pro HCM Certification**
- **2015 PeopleSoft Human Capital Management 9.2**
Talent Acquisition Management/Candidate Gateway
- **2014 PeopleSoft Human Capital Management 9.2**
PeopleSoft Human Resources/Benefits 9.2
PeopleSoft Security 8.53
PeopleSoft Payroll-US 9.2
PeopleSoft Absence Management 9.2
PeopleSoft Time and Labor 9.2
PeopleSoft General Ledger
Oracle User Productivity Kit (UPK)
- **2014 SANS Securing the Human Security Awareness Training**
- **2014 Agile Lifecycle Overview**
- **2009 SAP Human Capital Management Certification**
SAP Cross Application Time Sheet (CA500)
SAP Configuration of Time Recording (HR306)
- **2008 SAP Human Capital Management Certification**
SAP ESS and MSS (HR255)
SAP Enterprise Compensation Mgmt. (HR540)
SAP Time Evaluation Without Clock Times (HR311)
- **2007 SAP Human Capital Management Certification**
SAP Business Processes in HCM (HR050)
SAP Master Data Configuration (HR305)
SAP Organizational Management (HR505)
SAP Advanced Organizational Mgmt. (HR506)
- **2007 SC Chief Information Office**
Associate State Certified Project Manager (SCPM) Certification
- **2006 SC Department of Education**
School Leadership Executive Institute Certification
- **2003 Kronos**
Workforce Timekeeper 4 Pre-Implementation Workshop
- **2002 American Academy of Certified Public Managers/State Office of Human Resources**
Associate Public Manager Certification
- **2001 SC Human Affairs Commission**
EEO Professional Certification
- **2000 Midlands Technical College 2000**
C++ Programming Language (incomplete/moved)
- **1999 New Horizons Computer Learning Center**
Microsoft Access (Intermediate and Advanced), Excel, Front Page 98
- **1999 State Office of Human Resources**
Statewide Mediator/Arbitrator Training
- **1998 Midlands Technical College**
Microsoft Access, PowerPoint, Exchange, Windows 95, WordPerfect, Troubleshooting and Maintaining PC's
- **1997 SC Department of Insurance**
Obtained licensure as SC Title Insurance Agent

Professional Affiliations

Project Management Institute; Corporate member of the College and University Professional Association for Human Resources (CUPA-HR); 2015 Chapter President, SC CUPA-HR; Former Member, SC Council of Human Resource Directors for Higher Education (SC CHRD); Former member International Public Managers Association (SCIPMA-SC); Former Board Member, Midlands Technical College Paralegal Advisory Board; Former National Member, Society of Human Resources Management (SHRM); Former Member, Chapin Junior Women's Club.