

# CARLA RUDDER, Ph.D., PMP

Data Analyst | Project Manager | Learning & Development | SQL | Python  
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*Versatile professional with experience in data analysis, project management, and learning & development with a PMP credential and expertise in SQL, Python, and data visualization. I'm a results-driven problem solver and critical thinker who tackles challenges with precision and a collaborative approach. Known for my approachable style and commitment to excellence, I bring a detail-oriented mindset to drive strategic decisions, optimize project lifecycles, and enhance team performance.*

## Key Attributes

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- **PMP credentialed Project Manager and accomplished researcher** with 15+ years of experience leading data-driven initiatives and managing cross-functional teams, consistently delivering projects on time and within budget.
- **Skilled data analyst with expertise in Python, SQL, and statistical modeling** to perform data cleaning, predictive analytics, and visualization, driving a 42% improvement in learner experience and a 15% increase in success rates.
- **Trusted to independently manage strategic, high-stakes projects** that drive leadership decisions and strengthen external partnerships through consistent, high-quality results.
- **Valued inclusive leader who promotes organizational culture**, empowers employees, and facilitates goal alignment between individuals and the organization, driving improved communication and a 15% increase in collaboration.
- **International experience and proven cultural adaptability** demonstrated by living and working in the USA, Singapore, and UAE, and successfully managing a multinational team, fostering collaboration and boosting team cohesion.
- **Top-rated, award-winning educator** recognized for fostering an inclusive, learner-centered environment that enhances engagement and retention, consistently earning a minimum average of 4.5 out of 5 in learner satisfaction.
- **Earned a BSc, MSc, Ph.D., and Post-Grad Certificate from top-ranked institutions**—North Carolina State University, Florida State University, and MIT—with each program consistently ranked #18 or higher in Applied Mathematics, Mathematics Education, and Data Science.

## Current Work Experience

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### Associate Professor, Mathematics, Rabdan Academy

Abu Dhabi, UAE | September 2014 – December 2024

*Key contributor to the foundation and growth of a startup, joining in its second year and dedicating 10 years to its success. Demonstrated flexibility by taking on multiple roles to support organizational growth and strategic goals.*

#### Data Analysis:

- Used Python for data cleaning, statistical modeling, and visualization to analyze student data, identifying key factors that boosted student achievement and contributed to a 10% increase in qualified applicants.
- Developed advanced statistical visualizations and trend analyses using Python, enhancing education program performance and driving a 42% improvement in the student experience.

#### Project Management:

- Led a key strategic initiative in scope management, competitor analysis, and market trends, defining activities, schedules, and milestones while meeting deadlines and delivering all project deliverables, resulting in a 25% increase in program innovation.
- Authored and reviewed two standards for the organization's first international accreditation, documenting the program lifecycle, validating scope, and applying quality control. Conducted curriculum alignment and gap analysis, guiding updates that achieved full compliance with zero corrections.
- Co-secured a \$54,000 grant and directed project planning, budget control, and impact measurement for over 500 participants, using structured assessments to measure outcomes through pre- and post-surveys.

#### Learning and Development:

- Developed and assessed tailored learning programs in Calculus, Statistics, and General Education Mathematics, applying instructional design and training needs assessment to engage diverse audiences—including students, adult learners, and 'Train the Trainer' participants—using learner-centered design and outcomes-based assessment.
- Led the analysis and documentation of the program assessment cycle for initial international accreditation, providing evidence-based reports that demonstrated program effectiveness, resulting in unqualified approval with zero clarifications.

### Department Chair, Assistant Professor, Mathematics & Statistics, Zayed University

Abu Dhabi and Dubai, UAE | August 2008 – August 2014

*Inclusive leader who promotes organizational culture, empowers employees, and facilitates goal alignment between individuals and the organization, driving improved communication and a 15% increase in inter-departmental collaboration.*

**Leadership:**

- Provided strategic leadership as Head of Department across Abu Dhabi and Dubai campuses, overseeing academic operations, personnel management, and quality assurance to uphold course integrity, faculty productivity, and departmental performance.
- Led a standing committee for four years, collaborating with board-level executives to drive organizational initiatives, regulatory compliance, and strategic policy recommendations, fostering alignment with academic and operational goals.

**Project Management:**

- Managed a 35-member team through all phases of the project lifecycle, integrating iPad-based learning tools to align with organizational and governmental strategic initiatives. Leveraged risk prediction and mitigation skills to swiftly address issues, resulting in a 20% productivity boost and enhanced interactive learning experiences.
- Spearheaded initiatives to enhance the department's reputation and ease of collaboration, applying stakeholder engagement and communication management strategies to improve cross-functional collaboration by 15% and multi-sector knowledge sharing by 10%.

**Learning & Development:**

- Designed and delivered high-quality mathematics courses with a focus on learner engagement, instructional strategies, and measurable learning impact, achieving a 96% positive feedback score over seven semesters.
- Developed and implemented professional development programs, using targeted onboarding and empowerment strategies to reduce faculty turnover by 25% and cultivate an engaged, supportive departmental culture.

**Data Analysis:**

- Collaborated with agencies such as the National Statistics Bureau to refine curriculum and enhance mathematics learning, incorporating data-driven insights to align educational content with sector needs.

**Consultant / Researcher / Project Manager / Data Analyst, Research Triangle International (RTI)**

Durham, NC (Remote) | 2019

*Led a key initiative under a \$58 million USAID grant, successfully transforming an initial concept into a completed, impactful project.*

**Project Management:**

- Independently led a multi-phase project within a USAID contract, developing the project plan, managing execution, stakeholder engagement, and phase closures to deliver on-time, within-scope results that supported strategic decision-making.
- Collaborated with RTI leadership on scope and deliverables, establishing a structured project plan with process improvement strategies that improved project flow and increased organizational buy-in by 30%.

**Data Analysis:**

- Performed trend analysis and predictive analytics on 50+ datasets, generating actionable insights that enhanced decision-making accuracy to 95% and informed strategic recommendations for teacher effectiveness.
- Optimized over 10,000 datasets through data cleaning and statistical analysis in Excel and XLStat, identifying critical correlations and trends that shaped data-backed strategic initiatives.

**Survey Design and Research:**

- Designed and conducted a comprehensive survey for 146 teachers, using data collection and analysis techniques to capture key insights that informed senior leadership's strategic decision-making.

**Consultant / Researcher / Data Analyst, Research Triangle International (RTI)**

Durham, NC (Remote) | 2017 – 2018

*Conducted a Comprehensive Study Under a \$58 Million USAID Grant on mathematics education in upper primary grades.*

**Project Management:**

- Independently managed the end-to-end data collection and analysis process, overseeing project execution, resource management, and timeline optimization to reduce delivery time by 30% while adhering to budget constraints.
- Collaborated with the program manager to align project scope and stakeholder engagement, delivering a comprehensive report on five countries' education systems with timely, actionable recommendations based on extensive research.

**Data Analysis:**

- Conducted thematic analysis and content modeling on 75+ datasets to identify inefficiency gaps, delivering targeted, data-driven recommendations that improved productivity and guided strategic adjustments.

## Selected Early Career Experience

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### Customer Service Agent, WorldNet – AT&T

Morrisville, NC | 1997 – 1999

- Provided frontline technical support for dial-up internet customers, resolving connectivity issues, software conflicts, and configuration problems across diverse operating systems.
- Delivered account and billing support through phone and chat, using early CRM systems to log cases, escalate complex issues, and ensure timely resolution.
- Built customer trust through clear communication and a patient, service-oriented approach, consistently meeting performance targets for resolution time and customer satisfaction.

## Education

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### Applied Data Science and Machine Learning

Postgraduate Certificate | Massachusetts Institute of Technology

### Mathematics Education (18+ graduate credits in Applied Mathematics)

Ph.D. and MSc | Florida State University

### Applied Mathematics

BSc | North Carolina State University

## Technical Skills

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Apache Spark	Databricks	Google Cloud	Numpy	Seaborn	Competitor Analysis	Mathematics
Big Data	ETL	Hadoop	Pandas	SQL	Data Visualization	Microsoft Power BI
BigQuery	EXCEL	IBM Watson	Python	Tableau	Hypothesis testing	Project Budgeting
Data Science	Github	Jupyter	Scikit-Learn	XLSTAT	Machine Learning	Statistical Analysis

## Professional Certifications

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### Project Management

- **Project Management Professional (PMP)**  
Project Management Institute – Credential ID 3960997
- **Certified Scrum Master (CSM)**  
Scrum Alliance – Credential ID 001508254

### Data Analysis

- **Google Data Analytics Professional Certification**  
Google – Credential ID 4WAL64UPERYG
- **IBM Data Science Fundamentals with Python and SQL Specialization**  
IBM – Credential ID JTBR8W6BBD86
- **SQL Basics for Data Science Specialization**  
UC Davis – Credential ID WD7W8LCKKBHD

### Learning and Development

- **NOCN Level 3 Award in Education and Training (601/0619/0)**  
NOCN Group – Certificate No: 47625368
- **NOCN Level 3 Award in Assessing Competence in the Work Environment (600/0742/4)**  
NOCN Group – Certificate No: 47639419

### In Progress

- **PL-300: Microsoft Power BI Data Analyst**  
Expected End of Q3 2025