



INSIGHTS

Speaker Biography

Charles Goldman

Charles Goldman, with executive experience across a range of industries, is recognized for effectively turning around and building successful businesses through major growth initiatives, cost containment and by building world-class service organizations.

Mr. Goldman is a co-founder of Advizent, a not-for-profit standards setting organization. He is also currently advising clients on strategy, operational effectiveness and organization. Mr. Goldman is an advisor to/has advised Bain & Company, Goldman Sachs, Raymond James, Boulder Ventures, and several Registered Investment Advisors, Private Equity Firms and Start-Ups. Mr. Goldman also is currently serving on the boards of Personal Capital Corporation, the Certified Financial Planner Board of Standards and the Foundation for Financial Planning.



Mr. Goldman was President of Fidelity Investments, Custody & Clearing, where he was responsible for three of Fidelity's businesses: National Financial, a leading correspondent clearing provider for banks, broker dealers and insurance companies; Fidelity Institutional Wealth Services, a leading custodian for Registered Investment Advisors; and Fidelity Family Office Services, which custodies assets for Single Family Offices. Within the role, Mr. Goldman defined new strategies for the businesses including a complete redesign of the service models, delivered new technology platforms and improved the cost structures for each business.

Prior to joining Fidelity, Mr. Goldman built his reputation over eight years at The Charles Schwab Corporation where he held several key leadership positions including COO and then head of Schwab Institutional, the nation's largest custodian for Registered Investment Advisors. Responsible for all aspects of the business, including strategic development and daily operations, Mr. Goldman's accomplishments include achieving compound average growth rates over the period of 2005 through 2008 for revenue of 15%, pre-tax margins of 23% (from 39.5% to more than 50%), net new assets of 17% and growing market share from 30.4% to 35.4%. With his emphasis on client service, Mr. Goldman also increased the company's Net Promoter Score (a key client satisfaction measure) to a world class level of 58%, earning Schwab the best client service reputation in the industry.

Additional roles for Mr. Goldman at Schwab included heading strategy, corporate development and venture investing for the firm. Among other accomplishments, Mr. Goldman led the 2004 cost reduction turnaround program for Schwab eliminating approximate \$750 million of expenses. He was also a member of the firm's Executive committee from 2005 until his departure at the end of 2008.

Mr. Goldman was previously President and Chief Operating Officer of Paramount Farms, Inc. a privately held \$250 million packaged food company, where he grew the business, increased margins and cut costs. He was also asked to serve jointly as the President of Paramount Citrus Association the largest grower and packer of citrus in the Sunkist Cooperative.

Mr. Goldman was a consultant from 1991 through 1996 for The Boston Consulting Group, servicing clients in the financial services, telecommunications and technology sectors. Mr. Goldman was ranked in the top of his peer group and was rapidly promoted within the firm. He began his corporate finance career in 1987 with Bankers Trust Company in New York City.

Mr. Goldman has served on several boards including: Wall Street on Demand, Woolf Enterprises, Correctnet, and Sunkist.

Mr. Goldman received his Bachelor of Science degree in finance, magna cum laude, from the University of Southern California in 1987. He also received his MBA with honors in general management from the University of California, Los Angeles in 1991.