CARMEL C. TSE, DBA, MSc, LSSBB, CSM (he/him)

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ENTERPRISE LEARNING | AI ENABLEMENT | DIGITAL TRANSFORMATION

PROFESSIONAL PROFILE

Enterprise learning, organizational development and AI enablement leader with a background spanning public-sector operations, financial services and multi-site systems transformation. Builds learning-academy infrastructure, governance-aligned AI adoption programs and scalable digital capability solutions. Combines leadership of distributed teams, learning technologies, doctoral research, Lean Six Sigma and Agile delivery to connect workforce development with measurable organizational performance.

CORE CAPABILITIES

Corporate Learning Academy & Capability Strategy • AI Governance, Literacy & Adoption • LMS/LXP Ecosystem & Learning Pathways • Leadership, Frontline & Technical Learning • External Learning Curation & Certification Pathways • Instructional & Simulation Design • Learning Analytics / Kirkpatrick L1–L4 • ERM, Cybersecurity & Compliance • Agile/Scrum/XP • Lean Six Sigma • Vendor Management • Accessibility / UDL

PROFESSIONAL EXPERIENCE

Learning & Organizational Development Consultant | eLearning & AI Learning Lead | Toronto Community Housing Corporation | Oct 2022–Present

- Enterprise AI enablement. Designed AI Foundation training as a prerequisite for phased Microsoft Copilot access across TCHC and Toronto Seniors Housing (approximately 2,800 employees in scope); translate AI governance into practical guidance on approved use, privacy, verification and human oversight.
- Enterprise learning academy. Help operate the internal and externally curated learning ecosystem: mandatory learning, corporate and operational curricula, leadership and professional development pathways, divisional training plans, certification requirements and tuition-reimbursement processes. Support Cornerstone OnDemand (CSOD), Skillsoft Percipio, SSO, transcript integration and reporting.
- Risk-aligned curriculum. Design scenario-based digital learning and performance support in enterprise risk management, cybersecurity, AODA, annual unit inspections, project delivery and operational workflows; consult with IT, Privacy, Cybersecurity, HR and frontline subject-matter experts.
- Learning analytics and value. Apply CSOD Reporting 2.0, capability measures and Kirkpatrick L1–L4 to learning effectiveness; helped implement a Percipio learning ecosystem associated with approximately CA$149,611 of identified enterprise value against an approximately CA$60,000 annual subscription.
- AI sandbox and change enablement. Led procurement for Skillsoft CAISY simulation capability and helped shape a controlled AI learning sandbox, adoption support and office-hour plans; create Storyline/Vyond learning assets and support vendor evaluation, integration and change management.

Instructional Designer | TD Bank Group | 2021–2022

- **Agile learning delivery.** Designed learning in Scrum teams, working with product owners and subject matter experts through sprint planning, reviews and iterative delivery.
- **Regulated-industry learning.** Developed performance support on project management, cybersecurity, anti-money laundering and insurance-related topics.

Learning Experience Designer | Meridian Credit Union | 2021

- **Risk and compliance learning.** Developed learning for AML, cybersecurity and enterprise risk management; supported SuccessFactors delivery and iterative refinement informed by learner feedback.

Director of eLearning | iPass Driving School | 2015–2021

- **Learning platform transformation.** Implemented TalentLMS and converted instructor-led driver education into scalable asynchronous online learning, enabling continuity of delivery during COVID-19 restrictions.
- **Learning operations.** Oversaw digital course design, multimedia learning content, assessments and ongoing platform operations.

Managing Partner | Systems Integration Consultant | Q Integrators / Gannett Newspaper Group | 2000–2014

- Multi-site transformation. Led systems integration, digital publishing modernization and user adoption work across more than 20 daily newspaper properties, including Gannett organizations in the United States and Canada.
- Operational assurance. Held major responsibility for ensuring newspaper properties in the transformation portfolio were prepared for production cutovers, with workflow validation, systems integration, operational continuity and post-implementation verification.
- Distributed team leadership. Supervised and dispatched Canadian and U.S. consultants and coordinated client facilitators; used rapid prototyping, iterative delivery and Extreme Programming in complex production environments.

EDUCATION AND SELECTED CREDENTIALS

2022–2026 | AI SPECIALIZATION & RESEARCH — Doctor of Business Administration (DBA/GDBA), Swiss School of Business and Management Geneva (2025); AI Leadership, Ivey Business School; postgraduate AI for Teaching & Learning, Ontario Tech University. Dissertation: AI transition readiness across Ontario's 24 public colleges.
2020–2022 | LEARNING DESIGN & TECHNOLOGY — Master of Science, University of Maryland Global Campus (2022).
2020 | AGILE & PROCESS IMPROVEMENT — Certified ScrumMaster; Lean Six Sigma Black Belt.
2018–2025 | HARVARD PROFESSIONAL STUDY — Teaching and learning strategies (Derek Bok Center), Cybersecurity: Managing Risk in the Information Age (Harvard VPAL), and Data Science Professional Certificate (HarvardX). These are professional programs, not Harvard degrees.
EARLIER DEGREE | Bachelor of Arts, Political Science, University of Lethbridge.

SELECTED APPLIED RESEARCH AND TOOLS

AI Transition Readiness Index (AI-TRI), G-PLAC framework, quantitative evaluation and Monte Carlo simulation. Platforms and tools: CSOD, Skillsoft Percipio/CAISY, Microsoft Copilot, ChatGPT, Power BI, Articulate Storyline, Vyond, SuccessFactors, TalentLMS, D2L, SCORM, Microsoft 365, Yardi and Jira.

PROFESSIONAL ENGAGEMENT

Fanshawe College — Project Management Program Advisory Committee | Online Learning Consortium — Reviewer | Founder — AIDA-Canada | TCHC AI Working Committee and AI Literacy & Change Management Committee