



## Carmen M. Rottenberg

Carmen Rottenberg departed USDA's Food Safety and Inspection Service in March of 2020, after thirteen years of service, in order to launch Groundswell Strategy, a consulting firm focused on customizing strategic approaches for clients that interact with regulatory agencies.

Carmen held several leadership roles at USDA, including Acting Deputy Under Secretary for the Office of Food Safety from August 2017 through January 2019, and FSIS Administrator from May 2018 to March 2020. From April 2016 to August 2017, Carmen served as FSIS Deputy Administrator. In those leadership roles, Carmen executed a budget of over \$1 billion, prioritizing resources and resolving disputes, advancing the Agency's vision and goals, and leading innovative solutions to challenges in FSIS.

Carmen spearheaded strategic planning at FSIS and implemented numerous initiatives to strategically move the agency forward. She implemented two major reorganizations leading to a more streamlined, efficient Agency better positioned to carry out its food safety mission. Through her leadership and oversight, an early governance process matured into an established systematic approach to agency decision-making, resulting in more deliberative, science-based decisions that consider enterprise-wide risks and benefits.

Carmen is also credited with leading and implementing several key transformative initiatives in recent years including modernizing food safety inspection systems, implementing Siluriformes inspection, and establishing and updating pathogen performance standards. Through her leadership and oversight, an unprecedented level of collaboration was achieved with federal, state, and municipal agencies, as well as other Stakeholders.

Carmen began her federal career in the Federal Trade Commission's Office of General Counsel, and has experience working in the public and private sector. She holds a Bachelor of Arts Degree in Political Science and Philosophy from Hope College in Holland, Michigan, and a Juris Doctor Degree from American University's Washington College of Law.