WHAT I DO

Gretchen is a **Seasoned Product Manager with Big Five consulting experience.**  In this role she translates data driven client insights into prioritized business and technical requirements for the development team and delivery teams. She is responsible for **people management, end to end product management, sales enablement, and has P/L responsibility. In 2016 Forbes magazine nominated her as a leader in integration delivery for Enterprise Analytic Solutions.** She is known for requiring deep engagement experience and relationships with both clients and business partners. Gretchen has strong leadership, mentoring, organizational and communication skills that facilitate delivery of the **Product Architecture and Product Roadmap that best meets corporate strategic objectives.** Gretchen is superb in leading and motivating globally matrixed and cross-functional teams and is highly experienced in **AGILE/SCRUM, SAFe. 4.0, Software Engineering, Release Mgmt., Test Mgmt., and Governance. Gretchen gets it done.**

PROFESSIONAL COMPETENCIES & CRITICAL SKILL SET

- Global Program Mgt - Business & Data Architecture - Program Metrics & Best Practices

* Budget Planning - IT Operations alignment - Big Data & Analytics
* Acquisition & Mergers - SAP, Oracle, Salesforce.com - Certified Scrum Master
* Requirements Definition - P/L Responsibility - Business Process Modeling
* Software Engineering - Data Governance - Regulatory & Compliance controls

CHRONICLE OF CAREER EXPERIENCE

**Founder & Managing Consultant, Wallace-Rose Investments, USA,** 2/2002 – Present.

Acquire, lead, manage complex IT solutions, products, and audit programs for clients in various industries and market sectors. Oversees all levels of software and/or product lifecycle including requirements elicitation, architecture and design, budgeting, creation of effective communication and workflow channels among necessary divisions while maintaining solid vendor relationships, and ensuring on-time program/product completion. Utilizes expertise in product management, R&D management, sales initiatives, marketing, budgeting, cost controls, executive reporting, compliance and quality assurance to deliver successfully.

* **ADT Program Manager Strategic Dealer Revenue Channel –** **ADT Salesforce.com Program Manager - Dealer Portal –** Extended Salesforce.com capability to enable sharing of Leads, New Orders, Content, Mass Communications, Case Management and availability to Mobile devices to Dealer LOB. Solution integrated with existing Dealer Web on Adobe Cold Fusion platform. Responsibilities included Governance, Budgeting, Resource Planning, build out of Project re-design, Product Owner role, PMO and executive reporting. Drafted 200+ User Stories and input into JIRA while Integration activities with Protection1 merger was occurring. Used Salesforce.com sys admin and developer screens, Planview, JIRA, Confluence, MS Project and MS Office 365. Aurora CO, 7/16 – 10/16.
* **Cigna Enterprise Rally Architect** & **Administrator &**–Stood up Agile Center of Excellence RallyHelp@Cigna for 35,000 employees. The design requirements for RallyHelp@cigna were responsive and self-sustaining. Created 24 month roadmap for phased delivery. Provided Agile and RallyHelp@Cigna via phone and online distribution channels. Automated the licensing, software acquisition and for users. Managed software licenses. Integrated RallyHelp@Cigna with enterprise wide Cigna Support Center. Provided Rally instruction via classroom & WebEx. Documented solutions, business processes. Built out ACoE wiki, ACoE SharePoint site, provided Data Architecture services to Agile SAFe Release Trains, Programs, and Portfolios. Customized dashboards for scrum teams, Kanbans, and 75% travel, Bloomfield, CT. 9/2015 – 7/2016.
* **Truven Health Analytics - Agile Trainer & Rally Admin** – Did initial One Truven Experience Program [Data Lake] set up in Rally tool consisting of 4 Scrum teams, User Stories, tasks, Point, Hours, parent/child relationships and, Rally catalog apps along with training a team of 24+ (on-site and remote) using WebEx on-site in Agile Methodology specific to Data Visualizations. DTC. CO 8/2015.
* **IBM Watson Research Lab & McCormick & Company: Big Data Cognitive Computing Research Program** Drafted and secured Sr. Mgt. 7 sig acceptance sign off on Program Charter, Communication Plan, Roadmap, RACI, WBS, and Risk/Issue matrix for Big Data Program with MKC Chief Scientist & CIO sponsorship. Week 2 developed and hosted two day workshop for IBM Watson team to meet with MKC Product Development and IT. Led Due Diligence effort on data sources. Set up entire resource and financial templates in Clarity. Designed data structure & classification system, as developed, administered, and populated Program SharePoint site. Provided detailed analysis on SOW/MSA and analysis on suggested encryption levels. Drafted Discussion Papers re: business risk for audit purposes. Scheduled entire Big Data Program’s weekly Leadership meetings, Steering Committee meetings, as well all hosted visits and events. Baltimore, MD 4/2015-7/2015.
* **State of Colorado Governor’s Office Information Technology: IT Program Audit** Brought in as an independent verification and validation for “major project” History Colorado Ute Museum extension as required by [C.R.S. 24-37.5-105](http://www.lexisnexis.com/hottopics/colorado?app=00075&view=full&interface=1&docinfo=off&searchtype=get&search=C.R.S.+24-37.5-105) (4)(a)(VII)(VIII). Initiated required Communication Plan, Project Road Map, WBS, BRD, Risk Assessment, DR Plan, and funding strategy for ongoing maintenance. Identified gaps in current Project Plan and offered solutions for “major project” to be in full compliance with [C.R.S. 24-37.5-105](http://www.lexisnexis.com/hottopics/colorado?app=00075&view=full&interface=1&docinfo=off&searchtype=get&search=C.R.S.+24-37.5-105), [C.R.S. 24-37.5-109](http://www.lexisnexis.com/hottopics/colorado?app=00075&view=full&interface=1&docinfo=off&searchtype=get&search=C.R.S.+24-37.5-109). Denver, CO 3/2015-4/2015.
* **twtelecom: Sr. Program Manager & Scrum Master:** Brought in to turn around a customized Enterprise [Salesforce.com](http://salesforce.com) implementation in the midst of Business Acquisition Integration activities with Level 3. Managed 7 application teams, on-site, off-shore, and remote developers. Was responsible for managing and coordinating Unit, System Integration, QA, Regression, and UAT testing as well as refresh, defect, Issue, and Risk Management. Developed Go-Live Deployment plan through building relationships and coordinating with new CM organization, Sales, Application managers, DBA teams, and developers. Used Agile/Scrum methodology. Hosted daily Scrum of Scrums. Used Version1 as Software Program Development management tool and provided all essential Executive and Program reporting. Created and maintained Salesforce.com Communication Plan, Resource Plan, Calendar, and Deployment Schedule via SharePoint. Worked with C-level executives and entire 146 members of the Implementation team. Denver, CO 6/2014-9/2014.
* **Wellmark BCBS: IT Environment Program Manager** Managed the architecting and delivery upgrade from a 4 tier to 5 tier environment to better enable current Unit, System, and UAT testing and establish future in-house operations capability. as well as meet Federal ACA requirements. Used Agile methodology, established and maintained Quantum Program Communication Plan, Calendar, Plan/Schedule via SharePoint. Partnered with Release Mgmt. and Testing Mgmt. teams. Worked with C-level executives and all members of 259 person team. 100% Travel, Des Moines, Iowa. 6/2013 - 1/2014.
* **@5280BigData: Business IT Architect/Product Mgr./Developer** Architected, designed, developed (uses Hadoop framework) and maintains Social Media channel for distribution of content and mind-share of Big Data, emerging tools, thought leadership, companies promoting tangible solutions for the complexities surrounding Data Volume, Variety, and Velocity specific to both the Boulder/Denver and global Big Data ecosystem. Current.
* **BigDataWeek/Colorado - CoChair: Program Manager & Scrum Master** for local and global effort to promote the use and application of Big Data concepts, tools, and platforms among regional R&D and business communities. Provided oversight and delivery of Big Data Science Fair and Coffee @ Techstars, hosted presentation for start-up and data enthusiasts. Coordinated multiple Big Data demos and sessions. Owner of @5280BigData. Participants included SendGrid, Precog, FUSE, GNIP, CU, Tagwhat, Trueffect, and Techstars. Boulder, CO. 2/2013 - 5/2013.
* **DCSD: Program Manager & ScrumMaster** for Douglas County School District project expanding Oracle functionality to mine data and expand security for mobile applications that access grade and student information. Directed 15 person team that worked both on and off-site. 12/2012 - 2/0213.
* **Trizetto: Program Manager & Scrum Master** For Consumerism Initiative: Provided PM capability to Big Data & Analytics Division’s Healthcare Acquisition. Managed and advised on the development of Vendor Assessment Tool Kit, all Vendor Management Assessments, and on-site Due Diligence activities, ands drafting of Business Due Diligence Plan for acquisition w/recommendations for C-Level audience. Architected, designed, developed, and administrated Program SharePoint site. Operated in a matrixed environment across multiple time-zones and exclusively at the executive level. 8/2012 - 10/2012.
* **TMG Health: Program Manager & Business Architect** For 4 MAPD and 2 PPO customized TMG software implementations, including Medicaid and Medical Management services. Also managed the Annual Operational Readiness exercise to ensure that CMS guidance was in place with existing accounts. Worked with all areas of the enterprise to establish a reusable process for forecasting and managing annual new business implementations. Established and led the Program Focus Group to (precursor to a corporate PMO) to facilitate intra-divisional communications, coordination, and planning across the entire Sales/Delivery lifecycle. Developed, coordinated, and delivered 1 day workshop to provide training on cross-organizational requirements for gathering a Program baseline for development of an Enterprise Implementation WBS and Schedule. Created and managed 7 work groups and 5 PMs to re-engineer broken processes while managing current 2012 implementations. Documented problem areas to be re-engineered for the 2013 schedule. 100% travel. Scranton, PA. 4/2012 - 7/2012.
* **ProMorphics: Director of PMO & Agile Project Management** Developed and institutionalized ProMorphics “One Team” methodology while architecting , building, and deploying organizational infrastructure including SharePoint Server and SAP by Design. Initiated PMO processes via Org Chart, Weekly Corporate Portfolio Status views of internal and external projects, Sales pipeline, and IT development environments. Charged with building and training Solutions Delivery team in Agile/Scrum methodology. Project managed Center of Excellence and SAP By Design enterprise rollouts. Was billable 50% of time doing account management, Project Management, leading dashboard and mobile application design sessions developed in SAP Celsius, Hadoop, HANA, SAP Business Objects Explorer, is, Salesforce.com for Fortune 500 clients in the Telecommunications, Computer, and Energy industry sectors. Virtual, Elmhurst, IL. 12/2011 - 4/2012.
* **Promontory Financial Group: Director of PMO** Established and managed start-up logistics and PMO for Federal Government OCC Ordered mortgage foreclosure independent audit review activity. Worked directly for PFG's, Sr. Managing Director. Drafted and managed all revisions of organizational charts, Engagement Letter and required attachments, PMO policies. Responsible for understanding and mapping business process, gathering requirements, analyzing data, proposing solution options, documentation as well as performing coordinating user testing , etc. Managed and mentored four PMs. Managed using AGILE/Scrum and PMP methodologies. Denver, CO. 4/2011 - 9/2011.
* **Erie Insurance: Project Manager & Business Architect** forData warehouse assessment deliverable for Fortune 500 Insurance Company with integration to CRM. Managed DW program website using AGILE/Scrum and PMP methodologies. Developed proposal, scope, requirements definition artifacts and project Roadmap, and delivery timeline for Data Analytics and Reporting organization. Managed team of 11 PM’s and developers. 100% travel. Erie, PA. 2/2011 - 5/2011.
* **TIAA-CREF: Project Manager** fortwo phases of the “Scaling Brokerage Platform” delivering 300M in new assets to the organization. Lead global co-located team across the full development lifecycle using both Waterfall and Agile methodologies while collaborating closely with the Brokerage business unit and vendors. Responsible for Project Plan, Project Framework, Project Charter, Work Breakdown Structure, Requirements elicitation sessions and Web project management. Responsible for understanding and mapping business process, gathering requirements, analyzing data, proposing solution options, documentation performed Clarity Report configurations, and coordinated user testing. Had a combined budget responsibility of over 5M+. Denver, CO. 9/2010 - 1/2011.
* **InfoNow:** **Project Manager & Scrum Master** for solution design and customer delivery for Channel Data Management tool developed in Business Objects, SQL, [Salesforce.com](http://salesforce.com). Gathered BI reporting requirements for Global 500 Global clients. Managed solution deliverables using an AGILE/Scrum methodology, SQL, Salesforce.com in a B2B SaaS software development environment. Successfully delivered multiple projects using JIRA with multiple customers at a time. Performed roles as Scrum Master and Risk Mitigation Analyst in a nascent Agile advanced Tech Start-up using open source web based tools for managing project. Responsible for understanding and mapping business process, gathering requirements, analyzing data, proposing solutions, documentation as well as performing configurations, and coordinating UT. Interfaced regularly with global clients, Product Mgrs., Engineering teams, and Vendors. Denver, CO. 5/2010 - 9/2010.
* **Colorado Banker’s Life:** **Regulatory & Compliance Manager** Redefined and developed outmoded Compliance Management department including establishing a Sales & Marketing Data Mart. Managed all regulatory and compliance efforts across North America and Guam including AML program management. Established compliance web portal for BI reports, risk analysis queries, and expanded data mining techniques to improve AML practice. Drafted and updated Fraud Plan with STOLI requirements, corporate BCP and AML Program plans, and implemented Fraud management plan and developed Compliance business workflow diagrams and procedures. Responsible for understanding and mapping business process, gathering requirements, analyzing data, proposing solution options, documentation and coordinated user testing. Managed solution deliverables using an AGILE/Scrum methodology exclusively and had two direct reports. Greenwood Village, CO. 8/2008 - 4/2010.
* **Colorado Banker’s Life:** **Business Architect & Scrum Master** Managed business and system requirements for a multi-million IT modernization project including data warehouse creation utilizing Agile methodologies. Performed roles as Scrum Master, BPM & Systems/Data Analyst. Greenwood Village, CO. 8/2008 - 4/2010.
* **CIGNA:** **Program Manager & HIPAA Compliance Manager** converted legacy systems to FACETS software for a $250 million re-systemization project managed and ensured data security and HIPAA/SOX compliance for the IT Division, managed and administrated division website for program area. Had 5 direct reports. Managed solution deliverables using a hybrid AGILE/Scrum and Waterfall methodology. Division managed and administrated division website for program area. Greenwood Village, CO. 4/2006 - 4/2008.
* **Rocky Mountain Health Plans:** **PM & BSA** configured FACETS system to support Medicare Part D health plan administration, including data configuration and test data generation for the proprietary Facets data model. 6 months, 100% travel 1/2006 - 3/2006.
* **Regence BCBS:** **Business Architect** Re-engineered B2B and B2C communication and product distribution channels both customer and companywide using web portal technologies and RUP and BPR methodologies; managed tasks in support of business requirements, data analysis, system requirements, and data modeling; worked with Claims, Enrollment, Membership, Customer Service, and Pharmacy departments. 100% travel. 4/2005 - 12/2005.
* **State of Oregon – Financial Division:** **PM & Business Architect** Upgraded an outdated web application to a data-driven, SOA-based solution using an Oracle backend and cutting-edge web technology. Also created Visio BPM diagrams and Excel data mappings. 100% travel. 5/2004 – 3/2005.
* **CareFirst BCBS:** **Project Manager** For Vendor Management Supervised seven entities in support of and compliance with Medicare Part D administration, including data configuration and test data generation for the proprietary Facets data model. 100% travel. 3/2003 - 3/2004.

**Director of Professional Services - NA, Borland Software Int’l; Scotts Valley, CA,** 1/2001 – 9/2001

Managed North American professional services division with > 10M P&L and a staff of 25+ consultants. Integrated professional services sales with software sales, creating 50% growth in 6 months and establishing strategic partnerships with key customers and complimentary service providers. Expanded division to include sales of standardized courseware and customized user training along with deploying Salesforce.com for CRM effort. Collaborated with direct and indirect sales channels to expand service and solution opportunities. Major accomplishments include:

* Developed web portal for Professional Services Organization, Sales, Channel Partners, and consulting resource support.
* Standardized methodologies and documented best practices for sale of services including delivery of solutions.
* Established and formalized (through HR) consultant career paths, professional growth plans, and technical training tracks.
* Led Acquisition & Merger opportunity.

**Program Director, Compaq Computer Corp; Houston, TX,** 1/2000 – 1/2001

Hired as a turnaround expert and deal closer on strategic e-business account opportunities worldwide, representing a $40 million account base. Worked closely with senior business leaders and decision-makers on multiple global engagements. Highly skilled in Business Architecture, BPM, business case planning, data management, risk assessment, and client services. Prospected among Fortune 500 leaders in telecom, energy, government, financial services, transportation, and healthcare sectors.

* Salvaged a critical international manufacturing project spanning 22 companies throughout Western Europe after rolling out effective solutions to increase productivity and streamline operations.
* Succeeded in winning a $30 million bid over Dell, drafted winning proposals, worth $10 million in potential revenue from SOA and Oracle application integration for client. Solution used SaaS for billing and invoicing.

**Sr. Enterprise Architect Consultant, IBM Global Services; Armonk, NY** 1997 – 2000

Coordinated all aspects of multiple project management with cross-functional teams of professionals involving enterprise-level domestic and global on-demand SOA solutions. Highly skilled in BPM re-engineering integrating e-business applications, which incorporated CRM and marketing channel development. Supported ongoing business development efforts through extensive proposal generation and client presentations.

* Performed due diligence on a $400 million New Zealand telecom outsourcing bid.
* Expanded account activity by 17% within six months by implementing a $2.7M web services integration architecture to support outsourcing efforts, utilizing COGNOS BI and performance management solutions.
* As Project Manager, facilitated a global leading edge “Watershed Study” to analyze Internet impact on travel industry ROI.

**Project-Product Manager, NASA Langley Research Center; Hampton, VA,** 1991 – 1997

Hired to spearhead the introduction of new “Internet” programs, along with the set-up of a searchable document web server, utilizing WAIS, HTML, and related technologies. Deployed expertise in Internet technologies, protocols, and web development languages and tools to enhance all levels of corporate communications.

* Instrumental in developing and launching the world’s second documented Intranet.
* Established searchable database engine for search and retrieval of NASA Technical Reports using IP and WAIS.
* Facilitated workstation modernization and information automation initiative for 600 aerospace professionals.
* Published over 20 original technical reports and delivered several key papers at international conferences.
* Developed, marketed, managed the delivery of over 150 Internet and web training classes utilizing TQM, Six Sigma, and Train the Trainer methodologies

EDUCATION & CERTIFICATIONS

* M.A. Technology & Communications Management; Denver University, Denver, CO
* M.I.S. Information Science; Indiana University, Bloomington, IN
* BA Urban Planning and Geography; University of Arkansas
* Executive Leadership Program; Berkeley Haas School of Business
* Executive MBA coursework; The College of William & Mary  
    
  **Certifications**: PMP, R&D Program Mgmt., Product Management, Agile Scrum Master, Agile Product Owner, Service Delivery Mgmt., HIPPA,,SAFe 4.0, Portfolio Mgt, Rally SuperUser, Paralegal.

WORKING KNOWLEDGE & TOOLS & METHODOLOGIES

ServiceNow, TOGAF, MS Project, SharePoint, Primavera, Version 1, Visio, Planview, FACETS, J2EE, XML, SQL, AGILE, SDLC, CMMI, ITIL, CaliberRM, Clarity, FileNet, JIRA, Rally, Oracle, SAP, Business Objects, SAP HANA, XCelsius, FileNet, Use Case Modeling, COBIT, SaaS, SOX, SOA, Remedy, HTML5, JavaScript, Tableau, IBM Analytics, Big Data, Predictive Analytics, Data Visualization, Hadoop, SPSS, Data Warehouse, Data Marts, Splunk, MapReduce, [Salesforce.com](http://salesforce.com), Social Media, Twitter, Python, C++, UNIX, Talend, HBase, YARN, Hive, Pig.