

DARRELL HUBBARD

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**education  
1991 - 1993 HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS Boston, MA**Awarded Master of Business Administration degree, June 1993. General Management curriculum.  
**MBA Report:** *Organizational Planning for Information Technology*

**1986 - 1988 NORTH CAROLINA STATE UNIVERSITY Raleigh, NC**Awarded Master of Science degree, with honors, in Computer Science (4.0 in major, 3.67 overall).

* Inducted into the 2018 Computer Science Alumni Hall of Fame
* Elected as a Strategic Advisory Board (SAB) Member of the Computer Science Department

**1983 - 1985** **NORTH CAROLINA WESLEYAN COLLEGE Rocky Mount, NC**Awarded Bachelor of Science degree in Computer Information Systems (4.0 in major, 3.54 overall).  
***Completed B.S. degree in 2 years at age 18 with Magna Cum Laude and Computer Science Honors***

**experience  
2002 – present VERTRON CORPORATION Charlotte, NC**

**Chief Enterprise Architect**

Led and managed the design, development, customization, and delivery of over $1.3 Billion in Information Technology and Business Process Re-engineering projects spanning Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Web and Mobile E-commerce, Master Data Management (MDM), Operational Data Stores (ODS), Enterprise Services Bus (ESB), Enterprise Data Warehousing (EDW), Business Intelligence (BI), Big Data, and Data Governance (DG) systems. Partial Client List include:

* Hewlett-Packard
* Amgen
* Toyota (Scion)
* Philips Healthcare
* Dell Computers
* Warner Bros.
* Sony Pictures
* State of New York
* Fannie Mae
* Kiewit
* Ferguson
* McKesson

**Industry: Health Care 01/22 -** present **Project Type: Data Governance and Master Data Management, AWS, SAP and Collibra**

**Company and Role: LA CARE, Enterprise Data Architect and Governance Lead Los Angeles, CA**

Built an enterprise data governance organization leveraging AWS Cloud and Data Infrastructure, Databricks on AWS, and Collibra, with integrated cataloging through Unity Catalog to support governed analytics and enterprise-wide data management.

* Instituted three knowledge domains: Enterprise Data Governance (EDG), Provider Data Governance, and Member / Patient Data Governance, with Provider and Member domains formally established as governance committees under EDG.
* Formed an EDG support team and developed enterprise standards, policies, and guidelines through a multi-tiered data governance framework supporting both enterprise and business unit applications.
* Implemented an EDG intake process to determine governance requirements and participation levels for business unit projects involving application development, data architecture, or analytics.
* Led EDG in overseeing the implementation of an enterprise MDM platform across LA Care using a data sharing model to streamline integration across internal systems and applications.
* Directed the design and development of a enterprise data glossary in Collibra, encompassing Provider and Member domains and commonly used business intelligence, reporting, and analytics terminology.
* Integrated Databricks on AWS into the enterprise data architecture as the primary compute engine for transforming MDM data to support both the data warehouse and subject-area data marts.
* Modernized the data warehouse environment, aligning it with Databricks-based pipelines to incorporate master data attributes, support regulatory and operational reporting, and drive self-service BI initiatives.
* Established a metadata governance framework to classify, catalog, and manage unstructured content such as scanned documents, intake forms, clinical notes, and survey data across business units.
* Designed and implemented a comprehensive set of technical data quality metrics and key performance indicators to track improvement over time, integrated with Databricks processing workflows and surfaced through governance dashboards in Collibra.

**Industry: Software 07/20 - 01/22  
Project Type: Data Governance, Data Stewardship, Master Data Management**

**Company and Role: ANSYS, Senior Enterprise Architect and Data Governance Chair Raleigh, NC**

Elected by the Executive Management Steering Committee to lead an enterprise data governance effort for improving the quality and integrity of source system and enterprise data including Master Data Management (MDM) and Enterprise Data Warehousing (EDW) systems across. Subsequently, lead the design and optimization of an enterprise data warehouse using a Snowflake MPP data architecture.

* Based on the existing IT organizational model, a decentralized IT systems ownership and funding model, and the P&L responsibility of business and product owners, recommended a data governance structure that would align with the current IT and business operating practices.
* Working with various customer, product, data, and system stakeholders wrote a Data Governance Charter document outlining the principles, policies, people, processes, and technologies needed for implementing an enterprise data governance and data stewardship program for the MDM and EDW.
* Rationalized the current digital asset storage and management solution to support enhanced digital transformation and integration various business unit end products, catalogs, and online shopping.
* Defined the roles and responsibilities of the various constituents of data governance and data stewardship including the Data Governance Committee, Business Sponsor, Technical Sponsor, Product Owners, Data Owners, Data Stewards, Data Architects, and the implementation teams.
* Held weekly working committee meetings to define an enterprise workflow for extracting data from source systems into the master data management systems, to define which attributes are enterprise managed and source system or product owner managed, and to define the business glossary, metadata, and validation rules for onboarding attributions into the master data management systems.
* Designed and developed a transaction grain Snowflake Data Warehousing solution for all sales related activities across all business units and product lines with data mart rollups with KPI analysis in Azure.
* Optimized the Snowflake Data Warehousing platform to maximize the Snowflake MPP data architecture by partitioning and segmenting the data across processors to maximize concurrency and throughput.

**Industry: B2B / Plumbing / Construction 01/17 - 07/20  
Project Type: Master Data Management (MDM) / e-Commerce / Oracle ERP Migration**

**Company and Role: FERGUSON, Senior Enterprise Architect | MDM Architect Newport News, VA**

Led the Enterprise Architecture team in developing both a transition and long-term architecture for migrating from premise-based MDM, e-Commerce and ERP systems to Oracle Exadata Cloud-based solutions.

* Led the technical review of the product information system (PIM) in Stibo STEP and determined how it would map to Oracle Product Hub. Identified the GAPS in features and architecture to determine the complexity of Extract Transform and Loading (ETL) needed to complete the migration.
* Lead a team in the review of over 1,000 attributes and organized them in a core, common, and unique data governance architecture using Oracle Cloud Infrastructure (OCI) Data Catalog. Developed a data stewardship, governance, and subscription framework around the data attribution framework.
* Led a review of the unstructured data in MongoDB to determine its role in the data management ecosystem for MDM, ODS, attribution management, and subscription servicing.
* Led the design and deployment of Canonical Data Models (CDM) across Locations, Vendors, Customers, and Products. Developed a logical integration design for mapping Stibo STEP to the CDM, and mapping from the CDM to Oracle Engagement Manager, Enterprise Data Manager, and Product Hub.
* Led the designed and developed a Digital Asset Management (DAM) solution for storing common multi-media assets to integrate with the e-commerce brochure and shopping experience in real-time.
* Developed a data lineage and metadata framework for tracking data throughout its life-cycle from source systems, various data management and quality assurance processes in all stages of mastering, transacting, and analyzing and reporting.

**Industry: Mortgage Servicing / Capital Markets Washington, D.C.  
Project Type: MDM, ODS, Data Warehousing, and Business Intelligence**

**Company and Role: ERNST & YOUNG, Senior MDM and Data Warehouse Architect 04/14 – 02/17**

As a Senior Information Architect in the Enterprise Architecture and Standards Group, I was responsible to working across the enterprise in collaborating and designing various enterprise data management solutions.

* Work as a Senior Solutions Architecture in researching, assessing, designing, and delivering applications to support real-time business operations, Master Data Management (MDM), Data Governance (DG), Enterprise Data Catalog (EDC), Operational Data Stores (ODS), Enterprise Services Bus (ESB), Extract, Transform, and Load (ETL) Frameworks, Enterprise Data Warehousing (EDW), Business Intelligence (BI), Reporting Marts and Big Data Analytical Reporting Solutions.
* Responsible for the leading the end-to-end information architecture, information movement and management, and data governance for an Informatica Enterprise Data Catalog encompassing Loan Originations, Loan Servicing, Loan Accounting, Capital Markets / Securitization, and Credit Policy.
* Work as lead architect in the Cloud Computing and Integration Architecture team to construct a standard services layer (SaaS) for assessing common servicing components for both Freddie Mac and Fannie Mae. Developed a common integration architecture using a JSON messaging architecture.
* Recommended a data management framework leveraging Informatica EDC as information assets transitioned from various Loan Servicing Transaction Systems to the ODS and EDW.
* Designed an Enterprise Canonical Data Model (ESB Solution) for publishing data from transactional systems into the ODS and subscribing data to downstream system from the ODS.
* Designed an ETL Services Architecture for transitioning data from the ODS into the EDW, archiving solutions, and the enterprise data mart to meet both functional and latency requirements.
* Designed a 3rd normal form ODS solution by subject area. Designed a star-schema solution for the EDW, and the Informatica ETL framework to convert the ODS Layer to the EDW Layer using IDQ.
* Designed Fact and Dimension Tables for Loan Accounting and Securitization. Designed enterprise level conformed dimensions, and designed reporting marts specific to each business unit requirements.
* Conducted a comparative architectural analysis of SAP HANA, Oracle Exadata, and Greenplum. Developed an enterprise reporting mart for optimization use in SAP HANA over a BO Universe.
* Led the design of the Master Data Management (MDM) Architecture for enterprise-wide information assets such as Party (Business Organization), Borrower (Person), and Loan (Entity).
* Led the business intelligence solutions architecture to support Operational Reporting, Analytical Reporting, Ad-hoc Reporting, Visualization and Drill-down Reporting using Tableau.
* Designed an end-to-end Financial Management Architecture to model loan servicing events and to map them into Accounting Events, and Journal Entry Activities for drill-up and drill-down reporting.
* Responsible for assessing and writing various Architecture Feasibility Reports, Solutions Architecture Requirements Documents, and Technical Design Documents suitable for implementation.
* Led weekly technical architecture and design sessions for constructing the logical and physical designs and for implementation of the ODS, EDW, and Reporting Data Marts.

**Industry: Entertainment Culver City, CA  
Project Type: Master Data Management (MDM) and Operational Data Stores (ODS)**

**Company and Role: SONY PICTURES, Senior Data Architect**

Lead Solutions Architect in the refactoring and migrating of their legacy Title, Alphas, Contracts & Rights, and Performance data systems for Television, Movies, and Internet media into new architectures and design principles to support the rapidly changing needs of the digital entertainment industry using Informatica Power Center and Informatica Enterprise Data Catalog.

* Led an enterprise-wide Data Governance and Data Stewardship process for define global, line of business, and application specific information architectures for implementing in the MDM.
* Recommended best practices and methodologies in the areas of Data Administration, Data Governance, Data Quality, and Data Stewardship (authoring, subscribing, and publishing rules).
* Defined a data management lifecycle, methodology, and templates to maintain the integrity of MDM and ESB metadata and data models using Informatica Enterprise Data Catalog.
* Designed a Cloud-based SaaS solution for a multi-domain MDM for Party and Products to globally manage Talent, Customers, Suppliers, and Partners in both domestic and international markets.
* Improved the data architectures, data management, and business analytics models across staging, transactions, data warehouse, and analytics reporting.
* Worked with Application Development to assess, design and integrate with SAP and 83 other legacy systems using a Standardized Electronic Service Bus (ESB) Architecture implemented in JBOSS.

**Industry: Money Transfer Service La Mirada, CA   
Project Type: Master Data Management (MDM) and Electronic Money Transfer Servicing**

**Company and Role: SIGUE / COINSTAR, Senior Information and Solutions Architect**

* Lead Solutions Architect and Developer in the deployment of a Global Money Transfer Solution across several acquired companies with vastly different web and mobile Money Transfer Solutions.
* Led the design of a cross platform Informatica Customer 360 MDM solution to consolidate the same customers across various companies and brands sending or receiving money internationally.
* Defined a data management lifecycle, methodology, and templates to maintain the quality and integrity of metadata and data models using Informatica Enterprise Data Catalog.
* Designed and developed an Informatica MDM Agent Solution to identify the same Sending or Receiving Agent across multiple companies and brands transacting money on the behalf of their customers.
* Developed a Multi-Language Informatica MDM and IDQ Solutions for implementing ETL and data transformation rules across various ISO Coding Conventions, and ASCII and Unicode Data Sets.
* Recommended best practices and methodologies in the areas of Data Administration, Data Governance, Data Quality, and Data Stewardship (authoring, subscribing, and publishing rules).
* Designed and developed various Federal, State, and company specific Anti-Money Laundering (AML) Alerts and Tracking for Daily, Weekly, Monthly, and Quarterly limits.
* Designed and Developed an Electronic Service Business (ESB) solution with orchestration layer services to support the integration of legacy money transfer applications with the Global MDM Solution.

**Industry: Healthcare / Biotechnology Thousand Oaks, CA  
Project Type: Business Intelligence / Application Development**

**Company and Role:** [**AMGEN.COM**](http://www.AMGEN.com)**, Senior Technical Project Manager and Lead Data Architect**

Led a company-wide initiative in conceptualizing, designing, and implementing a template-based document management and storage system for various documents generated during the full clinical life-cycle.

* Led a team of business and research analysts to work with be clinical research team in defining a common enterprise metadata repository of structure data elements per clinical trial document.
* Led an R&D initiative on document parsing and processing logic to convert unstructured data into a structured and codified data structure.
* Developed a business intelligence and data warehouse environment for storing clinical trials data, FDA submissions, and post product launch data for both domestic and international product launches.
* Developed a Standard Procedures List and a Template-based System that facilitated the ease of setting up regulatory compliant studies – HIPAA and 21CFR Part 11 Compliance.
* Designed and developed a data entry system for clinical operators to streamline and quality check their data entry of clinical trial sampling data for day-to-day study management requirements.
* Developed a reporting system to analysis single-site and multi-site clinical trial analysis.
* After the first three months of roll-out, the clinical trial data entry and automatic document retrieval system realized a 12% improvement in data accuracy and a 37% improvement in staff productivity.

**Industry: Healthcare / Insurance Albany, NY  
Project Type: Master Data Management (MDM) and Data Warehousing**

**Company and Role: ORACLE CORPORATION / STATE OF NEW YORK, Oracle Data Architect**

Subcontracting to Oracle Corporation, retained to assist their client, The State of New York Office of Mental Health (OMH), in defining a Data Warehousing and Business Intelligence Strategy, a Master Data Management (MDM) strategy, a Key Performance Indicator (KPI) Model, and a cross entity ETL Framework using a hybrid of technologies across the enterprise leveraging a hybrid of Amazon Global Cloud Solutions and internal enterprise SaaS Solutions.

* Reviewed data models from in-house applications, 3rd-party healthcare applications, and from their outpatient Medicaid feed and recommended a unified service delivery architecture for their 26 inpatient hospitals, its outpatient clinics, and their non-inpatient residential programs.
* Reviewed, modified, and validated their MDM and ESB services architecture, programs, and governance model to support their regulatory, care provisions, and their research activities.
* Provided guidelines and recommendations to ensure their MDM software had the ability –
  + to create and manage the information models from all content and application domains,
  + to support record profiling, cleansing and matching for both automated and manual stewardship,
  + to create the user interfaces needed to support all the data stewardship processes, and
  + to interface with existing legacy applications and with sister agencies for data sharing purposes.
* Designed and implemented an IBM Initiate MDM Master Person / Party Indexes (MPI) to include all people identifiers. Examples include Person (e.g. Patient, Practitioner, Employee, or User), Organization (e.g. Agency, Program, or Facility). Extended the core MDM solution to include Master Indexes on locations and the cross-referenced hierarchical relationships among them.
* Reviewed all major clinical care and treatment plan data warehousing and business intelligence applications and recommended a BI roll-up strategy for the centralized data warehousing solution.

**Industry: Healthcare / Insurance Pasadena, CA  
Project Type: Business Intelligence / Data Warehousing**

**Company and Role:** [**KP.ORG**](http://www.kp.org)**, KAISER PERMANENTE, Management Consultant / Program Manager**

Reporting the Head of the Solutions Design and Consulting Group, responsible for enhancements to Kaiser’s Data Management and Use Standards and their Business Intelligence Framework.

* Using best practices PMO project management guidelines, instituted a framework for enhancing Kaiser’s Master Data Management for their hospital, clinical care facilities, and to reduce redundancies, to improve data quality, and to meet the regulatory compliance requirements.
* After developing a good understanding of their regulatory and business policy requirements, developed data governance strategies to maintain data quality and to enhance operational efficiencies within the organization, while minimizing and risk exposure.
* Review the current state master data management and data warehousing environment and provided a GAP Analysis and future state design to resolve many data inequality and anomalies.
* Held regular meetings with the Executive Leadership Team and key business stakeholders to ensure refined policies and approaches would meet their strategic and operational objectives.
* Revamped the Medicare Encounter Tracking System (METS) from hard-coded validation routines, SAS programs and flat files, manual process triggers to a more scalable and master data management and data warehousing solution using ETL tools and metadata structures with data integrity rules.

**Industry: Healthcare / Insurance San Diego, CA  
Project Type: Master Data Management (MDM) / Data Warehousing / Business Intelligence**

**Company and Role: SHARP.COM, SHARP Health Plans, Oracle Information Architect**

As the lead solutions architect, designed, developed, and deployed an enterprise Master Data Management solution for patient, provider, and location domains integrating with the GE Centricity healthcare system.

* Designed an Enterprise-wide Corporate Taxonomy incorporating all of the GE Centricity Dictionaries.
* Implemented a Single Source of Truth issue for all of the GE Centricity Dictionaries across their entire network of Managed Care Plans, Medical Provider Networks, Primary and Specialty Care Groups, Hospitals, Pharmacies, and Laboratories.
* Designed all Logical and Physical data models, data marts, and end-user business universes to interface with Claims, Provider, Member/Subscriber, Plan, and Accounting Data Domains. Developed the Data Warehousing Technical, Workflow, and on-going maintenance methodologies.
* Developed an ETL Framework for extracting data from multiple GE Centricity systems into the data warehousing environment to meet security, data quality, and business intelligence confidence intervals.
* Implemented ODI integration technology for ETL processing of 3rd party data feeds to meet SLAs.
* Led a team in the development all ETL procedures and PL/SQL Stored Procedures to populate and refresh the data warehouse integrating with them MDM and to aggregate reporting tables.
* Responsible for defining system, security, and performance requirements, such disk space allocation, partitioning and indexing strategies and end-user access rights to reports.
* Interfaced with clinical staff and medical billing to understand and document their business intelligence analysis and reporting needs.
* Developed an overall ETL design, development, and migration project plan. Assign team members specific technical modules. Held code reviews to ensure coding was consistent with overall architecture.
* Designed and developed a KPI module for tracking cross channel quality of care and cost of care for physicians enrolled in multiple management care plans, provider networks, and care facilities.

**Industry: Healthcare / Real Estate Investment Trust (REIT) Toledo, OH  
Project Type: Master Data Management (MDM) / Data Warehousing / Business Intelligence**

**Company and Role: HEALTHCARE REIT, Senior Solutions Architect**

Responsible for leading an enterprise-wide technology migration, business process re-engineering, and system enhancements of their asset management, master data management, data warehousing, and business intelligence systems to prepare for a 5-year plan of tremendous growth and expansion.

* Assessed their Corporate Finance, Accounting, and Tax requirements across their Triple NET Leases and their operational Medical Office Buildings LOBs to assess how JD Edwards could leverage to consolidate various Excel and 3rd Party software applications.
* Developed a JD Edwards Chart of Accounts structure and a financial processing model to support both their GAAP and Tax Revenue Recognition and related Financial Models.
* Assessed various source systems, including Excel, Argus, JD Edwards, Impak, Saleforce.com, Infor CRM, Yardi, and Kardin; and designed a Master Data Management (MDM) and Financial Management Architecture (FMA) data warehousing solution to consolidate these systems for centralize reporting.
* Interviewed the business owners across Originations, Underwriting, Development, Accounting, Asset Management, Property Management, Capital Markets, Financial and Tax Reporting to understand their business requirements and architected a Master Data Management (MDM) solution to fit their needs.
* Designed and led the development of an enterprise-wide data warehousing solution consisting of Development, Landlord, Tenant, Tax, and Metrics Data Marts leveraging Information for ETL.

**Industry: Healthcare / Medical Devices San Francisco, CA   
Project Type: eCommerce / Web Portal / Business Intelligence**

**Company and Role:** [**McKESSON.COM**](http://www.McKesson.com)**, Enterprise eBusiness Solutions Architect**

Reporting to the Vice-President of Strategy and Innovation, retained to review and assess their current Enterprise Resource Planning (ERP) Systems and their Financial Management Applications. Made recommendations to improve their end-to-end supply chain processes and their Invoice-to-Cash lifecycle.

* Completed a business case identifying over $12 Million in savings by providing a unified sales support portal across all sales channels integrated with Salesforce.com and consolidating and integrating back-office technology components into one common SAP architecture and Business Intelligence Framework.

* Recommended an in-house versus an outsourcing strategy for the maintenance, operations, and hosting of major eCommerce and BI applications and technologies.

* Constructed an e-business strategy and BI implementation framework that was consistent with their business and product strategy, their pricing strategy, and their online promotions strategy.
* Completed an independent value, and ongoing costs assessment of all sales channels, including online commerce, EDI, Handheld and Mobile Devices, Telephone Dial-in, and Manual Call Center ordering, to identify any significant opportunities for cost reduction or service productivity improvement.
* Constructed an assessment framework and recommended a build versus buy for the development of major eCommerce and BI components.

**Industry: Healthcare / Medical Devices Andover, MA  
Project Type: e-Commerce / e-Business**

**Company and Role:** [**PHILIPS HEALTHCARE**](http://www.kp.org)**, Program Manager / Enterprise Business Architect**

Reporting the Director of Global Customer Services, responsible for working with the most senior levels of management in Information Technology, North America, International, and Emerging Markets Sales and Service Divisions, Marketing, Product Development, and Corporate to design and construct a deployment plan for a Global eBusiness Web Portal for all Philips Healthcare Key Markets around the world.

* Reviewed the e-commerce architecture of various independently developed customer-facing applications (InCenter, eStore, NEPOS, eLearning, PSI Reporting, PMS, Asset Management) to assess how to re-engineer and seamlessly integrate them into one customer-facing web portal.
* Developed a Single Sign-on Architecture and application-to-application messenger architecture using Active Directory. Designed a common web service authentication procedure for all portal applications.
* Led a global customer study and a competitive benchmarking study, conducted by Frost & Sullivan and Bearing Point respectively, to assist in prioritizing the migration of key features and functionalities to the new global eBusiness platform.
* Developed a detailed GAP Analysis, Realization Plan, and Operational Impact plan for migration from the existing fragmented web portal environment to an enterprise global eBusiness environment.
* Held regular meetings with the Executive and Technical Leadership Teams in North America, Europe and Asia to educate and engage them on the value of the Global eBusiness Initiative, the Governance Policies and Procedures, and to devise a plan for migrating them to the platform.
* Worked with IBM and the internal IT Department to design and architect an Enterprise Web Portal Architecture and an Enterprise Service Oriented Architecture for all web portal plug and play components. Assisted in the design and development of a prototype of the new eBusiness platform.

**Industry: Healthcare / Provider Insurance Los Angeles, CA  
Project Type: Data Warehousing**

**Company and Role:** [**SAGPH.ORG**](http://www.kp.org)**, SCREEN ACTORS GUILD, Data Warehouse Architect and Developer**

Single handedly responsible for the complete design and development of an Enterprise Data Warehousing solution for the health plan, pension, and claims divisions.

* Met with departmental business owners to understand their information and analysis needs.
* Developed an ETL Framework using PL/SQL to Extract, Transform, and Load data from a staging environment into the data warehouse schema.
* Designed and developed various subject-based reporting marts for the business users.
* Devised an Enterprise Data Dictionary to standardize data elements across various departments.
* Designed and Developed a Metadata Management System for tracking and documenting the technical systems ETL processes drill-down audit trail capabilities.