Melissa Liu

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Skills

Program management: executive-facing programs, large programs, difficult situations, and project rescues. Team leadership: calm, effective, cohesive leadership through turbulence or change. Leadership across company levels, from executive to line staff. Cross-industry experience: life sciences, software, network equipment, supply chain, semiconductor, and consumer retail. Ability to lead technical and business efforts and people equally effectively. Ability to balance diplomacy and influence with persistent, relentless pursuit of results. Complex data analysis. Operational excellence: assessment, action planning, improvement. IT management, operations, strategy, planning, implementation, and M&A IT.

Experience

2025 Labs, CEO, Entrepreneur   **2013-2016**

- Company founded to introduce kids to engineering in fun, non-stereotypical ways (e.g., not clearly aimed at boys, and not pink) to shift demographics of engineering and computer science by 2025.

- Learned that education market sales model favors large companies that can spend multiple years trying to sell to a single school district. Parents are hungry for ways to give their kids technical literacy, but a consumer business model requires high sales volume to break-even, and probably years of losses. We now do this good work as a benefit to the community while driving profits via consulting services.

- Renaissance person throughout this effort: web development (Rails/JavaScript/Postgres on AWS); graphics, video, and publishing (Adobe Illustrator, InDesign, FinalCutPro); branding, and evangelizing. I've lived the life of an entrepreneur in a startup incubator. I've created and led engineering projects and activities with kids at schools. It's been incredibly educational and fun – but not profitable.

Liu Technology Management Consulting, President & Management Consultant   **2005-2015**

- Founded company and grew from single-person consulting entity to millions of dollars of cumulative revenue through organic means and flexible staffing, including contract negotiation, supplier qualification, onboarding, AP/AR, and legal compliance.

- Instituted program management practices at an organization within a $2+ billion software company with little experience with tracking and reporting requirements for executive-funded programs.

- Analyzed system stability issues at a $28 billion network equipment company, defined action plan, secured strong sponsorship, and drove improvement team, resulting in measurable, sustained, highly-recognized improvements to system stability.

- Assisted program owner at $30+ billion semiconductor on a CEO-sponsored program to shift from technology-driven to end-user solutions-oriented. Created framework for managing the "fuzzy front end" (ideation) of product development to synthesize and value opportunities out of large amounts of raw data. Helped team define data architecture to capture unstructured data about needs, identify themes, coalesce around opportunities, value solutions, and define product plans.

- Interim COO role. Helped early-stage software services company transition from technology-only to solutions, customers, and revenue, including landing big engagements, professionalizing the company, and identifying compelling solutions and usage.

- Performed technology-related assessment for a possible merger transaction between two $1 billion+ companies, including: system architecture; scalability; IT capabilities and strategic alignment

- Streamlined IT operations processes at a global network equipment company to deliver same-or-better quality at significantly reduced cost

- M&A (and divestiture) related IT projects: technology alignment assessment, post-divestiture integration architecture, merged-company network/infra design/planning

- Defined IT operational processes for large network equipment company creating SaaS environments and needing to balance highly-controlled environments with need for fast-paced SaaS delivery

Independent Management Consultant   **2003-2004**

Continuation of consulting work in Life Sciences-related IT. Projects included computer system validation of ERP implementation at $5 billion biotech company. Also spent time as a new mom to a preemie.

PRTM (now part of PwC), Management Consultant   **1999-2002**

Part of company's IT Services and Life Sciences practices. Successful leadership and projects in system implementation, operational assessment, process improvement, integration, and more. Significant contributions to build-out of the IT Services practice area. Heavy focus on Biotech/Pharma, but also worked in Telecom/Internet and Supply Chain. Companies ranged from near-startup to global, multi-billion dollar companies. Engaged with staff to executives. See LinkedIn profile for partial list of projects.

Starlight Networks, Principle Engineer & project manager   **1996-1998**

Real-time streaming video using TCP/IP (UDP) IP multicast protocol on MS Windows. Also assisted in company direction-setting efforts related to identifying exit plan via acquisition (company was acquired)

Novell, Engineering Manager, Engineer, Intern   **1990-1996**

Engineering roles in Network Management, using SNMP and other network standards in both UI and back-end software. As Engineering Manager was the youngest engineering manager in the 11,000-person company and one of only three women in the role. High employee retention during troubled times for the company. Spoke at technical conferences, customer briefings, and on TV.

Education

MBA, Santa Clara University   **1996-1999**

Graduated Beta Gamma Sigma (Highest Honors). Dual concentrations in Finance and Quantitative Approaches to Business Problems (Economics and more Finance).

BS Computer Engineering   **1987-1991**

Electives included Computer Networks, Signal Processing, and graduate course in Image Processing. Major includes software, operating systems, computer architecture, circuits, electronics, etc.

Volunteerism and Advocacy

Chair, Baskin (School of Engineering) Alumni Advisory Council, UC Santa Cruz   **2015-2016**

Chair of alumni group that drives engagement of engineering alumni with the school of engineering and brings the voice of alumni to the Dean and the School. Accomplishments include:

- Drove diversity in the School of Engineering as an outcome alumni want. Raised visibility of the issue within engineering academic leadership. Resulting changes have improved metrics.
- Co-created MESA Engineering Program (MEP) Alumni Mentoring program, matching MEP students with alumni mentors for resume review, mock interviews, and other advice. MEP largely includes students from underrepresented demographics (female, low-income, and/or students of color)
- Helped organize panel discussion and screening of the documentary "CODE: Debugging the Gender Gap" in Santa Cruz. Helped identify panelists. Closing speaker at the request of university.

Professional Counselor, Society of Women Engineers (SWE) UCSC Student Chapter   **2015-2016**

Mentor to the SWE student branch. Co-hosted a mentoring session with a female engineering professor on our experiences in industry and academia. Presented a session on entrepreneurship to the SWE chapter.

Speaker, Society of Women Engineers (SWE) National Conference　　　　　**2015, 2016**

Presented a lightning talk titled "Beyond Talk: Moving the Levers of Diversity in Technology," which highlighted research findings showing influences that encourage or discourage young people to pursue engineering or computer science, and identified concrete actions that participants could take to make a difference. Will be presenting "Diving into Entrepreneurship" at the 2016 national conference in October.