Melissa Liu

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Objective

New challenges that leverage and expand broad skills and experience and provide an opportunity to make meaningful impact. Willing to discuss consulting role or FT employment.

Skills

Leading teams to impactful change. Managing difficult people, situations, and project rescues. Providing calm, effective, cohesive leadership through turbulence. Successfully implementing major programs and improvements. Ability to be effective across industries (pharma/biotech, software, network equipment, internet, supply chain, consumer retail, semiconductor). Ability to lead across company levels, from line staff to executive. Ability to lead technical efforts and people, AND business efforts and people, equally effectively. Ability to analyze complex data and summarize concisely. Diplomatic and engaging – while persistent and relentless – in pursuit of results. Specializing in executive program management, operational excellence, system/program/process implementation, and IT leadership.

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) in order to shift the demographics of engineering and computer science by the year 2025.

- Made discoveries about the education market: sales model favors large companies that can afford to spend multiple years trying to sell to a single school district. Parents are hungry to give their kids access to knowledge and skills to help their futures, and are also willing to try young upstart solutions – but the business model for parents requires large numbers of customers to break-even. We built some traction but are looking at many more years of investment before seeing significant results. The market is noisy, with many non-profits also working to improve STEM diversity. We may make this a side effort, rather than a long-term for-profit play.

- Renaissance person over the past few years, with experience from web development (Rails/JavaScript + Postgres/HTML/CSS/Bootstrap on AWS) to marketing and branding to graphics, video, and publishing (Adobe Illustrator, InDesign, FinalCutPro) to 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 as a consultant I do look at long-term business model possibilities and feel it may be better to fund this as a side effort rather than a for-profit venture.

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

- Grew company 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 culture and practices at an organization (within a $2+ billion software company) with little experience with management, tracking, and reporting requirements for large-cost-outlay programs funded at the executive level

- Analyzed system stability issues at a $28 billion network equipment company, defined implementation 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 company on a CEO-sponsored strategic

program to shift from technology-driven to end-user solutions-oriented. Helped team define framework and data architecture to capture unstructured data about customer and market needs, identify themes, coalesce around opportunities and solutions, value the solutions, and define product plans from them. Developed framework for managing the "fuzzy front end" (ideation) of product development to synthesize – and value – opportunities out of large amounts of raw data

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

- Performed technology-related assessment for a possible merger transaction between two $1 billion+ companies, including: overall system architecture; scalability; fit between the target's IT capabilities and the potential acquirer's stated IT strategy

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

- Built Clarabridge models to help an early-stage SaaS company analyze unstructured user review data for technology products to identify dimensions of interest to users, strengths and weakness of competing products, differences in typical usage among competing products, etc. Assisted with demographic analysis and persona definition based on user review data

- Multiple 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 new SaaS environments and services and needing to rationalize their traditional highly-controlled IT environments and practices with needs for a fast-paced SaaS delivery capabilities

- Conducted multiple classes and training sessions with corporate organizations to help IT and business teams improve alignment, collaboration, and results throughout IT planning/funding, capability implementation, and operations/maintenance

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

Led and implemented engineering work in Network and Software Management tools, using TCP/IP SNMP and other network protocol standards. Work included both user-facing and back-end software. When promoted to 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. Also 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 an alumni group whose role is to support engagement of UCSC engineering alumni with the school of engineering, as well as to advise the School of Engineering by bringing the voice of alumni to the Dean and the School. Accomplishments include:

- Driving diversity in the School of Engineering as a key outcome the alumni want and raising the visibility of the issue within the engineering academic leadership

- Co-creating the MESA Engineering Program (MEP) Alumni Mentoring program, matching MESA engineering students with alumni mentors for resume review, mock interviews, and other advice. MEP largely includes students from underserved communities and underrepresented demographics (female and/or students of color in engineering or computer science)

- Helping to organize highly attended panel discussion and screening of the documentary "CODE: Debugging the Gender Gap" in downtown Santa Cruz. Key member of the organizing team. Helped identify panel participants. Closing speaker for the event at the request of the university.

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

Mentor to the SWE student branch leadership. Co-hosted a mentoring session with a female engineering professor on our experiences in technical 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.