

**SHAWN D. BELLING, M.S., PMI-ACP, PMP, CSP, CS@SP**

**Senior technology executive focused on collaboration and execution. Strong expertise and experience in technology product and services delivery. Agile expert and author.**

- **Executive leadership:** Strategic planning, IT governance, organizational change, product development, professional service/consulting delivery. Public/private sector experience, start-up experience.
- **Technology leadership:** SaaS, ERP, ecommerce, e-learning, project delivery, infrastructure, software development, PCI, HIPAA, FERPA compliance, data security. Agile/scrum leadership and coaching.
- **Global leadership:** IT projects (ERP and ecommerce), consulting, speaking/teaching – US, EMEA, APAC.

**PROFESSIONAL EXPERIENCE**

**MADISON COLLEGE – Madison, WI**

August 2018 – Current

*Regional technical college in south-central Wisconsin.*

**Chief Information Officer.** Leading the College's Technology Services team supporting the College's mission to serve its diverse population of over 35,000 students and 2,400 employees at three Madison campuses and four regional campuses. Overseeing \$20 million annual budget with six director-level reports and 100+ people. Key systems include PeopleSoft, Workday, Blackboard, VMware, Microsoft, Drupal, OnBase.

- Pivoted entire college academics and operations to all-remote model in response to Covid-19.
- Leader of Digital Equity team – loaned over 2000 laptops/hotspots to students while developing sustainable long-term digital equity plan.
- Technology leadership of new Goodman South Campus construction, delivering complex infrastructure, computing and A/V implementation in compressed timeframe.
- Executive leadership of \$9 million CARES Title III program delivering transformational student lifecycle including selection and negotiation of EAB Navigate SaaS product.
- Cultural and operations transformation – implementation of agile in the college, diversity, equity, inclusion initiatives for women in technology and student digital equity.
- Co-chair of IT Council, Academic Technology Governance, co-chair of multiple governance groups and process improvement teams.

**FARWELL PROJECT ADVISORS LLC – Madison, WI**

August 2017 – Current\*

*Change management and project management consulting firm focused on change and project strategies.*

**Senior Advisor (Emeritus).** Agile/scrum project and practice consulting, engagement development and delivery, business development.

- Led creation and implementation of health insurance company's agile project teams and practice inclusive of training, coaching, tool development and refinement, scaling from one to three teams.
- Recommended long-term agile transformation strategy for business agility that was adopted by the health insurance client, led executive training and coaching sessions and further transformation work.
- \*Remain affiliated as emeritus Senior Advisor, developing content and presenting in areas of leadership, agile, scrum, product roadmap governance, assisting with key clients, strategy, and business development.

**SALESFORCE B2B COMMERCE (CLOUDCRAZE SOFTWARE) – Chicago, IL:** January 2012 – July 2017  
*Cloud/SaaS ecommerce software company. (Acquired by Salesforce April 2018). Part of executive team that created 10x return on capital when sold to Salesforce.*

**Vice-President – Product Development & Support.** Delivered ecommerce software products built on SaaS (Salesforce) platform. Oversaw cloud IT functions for the company. Instrumental in organizational change positioning for growth, investment and exit. **Highlights:**

- Implemented Agile processes and reorganized software development group. Led engineering, QA, documentation, support teams through 7 major product releases plus multiple product extension releases within 19 months.
- Founded process/acquired resources for SI partner and customer training. Generated direct revenue as well as enabled SI partners and customers, increasing subscription and service revenues.
- Delivered PCI compliance project - software and company PCI certified in less than 4 months, supporting accelerated close of new software subscription and services deals worth over \$4 million in first 2 quarters after completion.
- Implemented knowledge management system in less than 2 months, saving company over \$100,000 in billable hours through consolidated product FAQs in first 6 months.

Prior to August 2015 Aktion Partner acquisition, was **Vice-President - Professional Services** delivering digital transformation, ecommerce implementation + ERP integration projects for prominent U.S. and global companies using Scrum/Agile practices across multiple delivery teams. **Examples:**

- Coca-Cola Refreshments (US regional bottler) – digital transformation with new ecommerce system replacing call center in partnership with Accenture Digital, resulting in 85% reduction of call center costs as well as simultaneous 6% increase in sales and 15% increase in average order size.
- Ecolab – Implemented new ecommerce system in 8 weeks, resulting in immediate ROI and approval of add-on projects, generating additional product and services revenue. + 60% revenue over 2 yrs.
- Avid – Replaced incumbent ecommerce system, integration with multiple hosted systems to reduce Avid's annual ecommerce spend. Avid's ROI = total project payback within 5 months.
- Other projects/clients - GE (Water & Power, Intelligent Platforms), Coca-Cola (Belgium, Germany, Netherlands), AB InBev (Belgium), Kaplan Test Prep, Siam City Cement (Thailand), Flextronics (U.K).

**PROMEGA CORPORATION – Madison, WI:** August 2005 – January 2012  
*Global bio-pharma with +1000 employees, +\$400 million annual revenue, locations in 16 countries*

**IT Project Manager** – Delivered strategic IT projects and programs with focus on ecommerce and ERP.

- ERP system evaluation and selection, SAP system implementation program to replace 20-yr old ERP system – ROI through streamlined and modernized business systems and processes.
- Global web ecommerce/ERP programs including software and infrastructure (.NET, BPCS, Dynamics, SAP) resulting in increased product revenue and operational savings.
- Development of DNA test automation product from prototype to commercial product. (.NET) resulting in new product revenue.
- Launched project management community of practice, mentored project managers and senior leaders in project management, resulting in increased project efficiencies and cost reductions.

**FOREMOST FARMS USA – Baraboo, WI:** January 2004 – August 2005  
*\$ 1.7 billion Midwest regional food/bev company with +1000 employees in multiple facilities*

**IT Project Manager/PMO Leader** – Built/led IT PMO, delivered IT and business strategic projects.

- Developed, led IT PMO – planning, coordination of strategic and tactical projects, training.
- Enterprise Project Management system. Pilot, then full implementation, project process change management, training. ROI through improved IT resource/project allocation.
- Oracle 11i10 ERP and hardware upgrade across 20+ locations. ROI through streamlined and modernized business systems and processes.

**DISCOVER COLOR, INC. – Madison, WI**

November 2002 – December 2003

*Discover Color was a regional digital asset/color workflow agency, merged with Park Printing 2008*

**Vice-President.** Led business development and go-to-market of evolving digital asset and workflow management products and services. Clients included Spectrum Brands, Lands' End, American Girl, Fiskars, Famous Footwear, Demco.

- Created new sales and marketing processes and programs to increase revenue.
- Selected, implemented and managed cloud-based SFA/CRM application for increased sales/marketing efficiency, delivered corporate website redesign project.

**J.J. KELLER & ASSOCIATES, INC. – Neenah, WI**

August 1990 – November 2002

*Regulatory compliance products and services company, +\$500 million, +1400 employees*

**Senior Manager, Custom Solutions.** Built, led innovative business unit/PMO in development/delivery of custom products for Fortune 100 and federal government clients. Owned delivery, development, sales teams, budget/P&L responsibility. Intellectual property management and licensing.

- Created CBT and internet training products for Chrysler, Toyota, Procter & Gamble, Ingersoll – Rand, US DOT, US Customs, generated revenue; clients avoided losses/fines through regulatory compliance.
- Created all business processes and developed a strong entrepreneurial product and project management culture within the business unit.

**PROJECT MANAGEMENT FACULTY/SPEAKER**

2001 - Current

- **Adjunct faculty** – teaching project management and change leadership courses for University of Wisconsin, University of Southern California, other universities and clients (2001 – current).
- **Internationally-recognized speaker/presenter, published author/researcher** - global speaking, consulting, teaching engagements for Project Management Institute, universities, and companies; project management course delivery and curriculum development; keynote PMO Summit. Published in various periodicals, journals, proceedings and texts. (2001 – current).

**LEADERSHIP SKILLS:**

- Executive leadership, strategic planning, organizational behavior and change
- Project, program management, best practices, scaling and training
- Staff development, growth and mentoring
- Management of contract onshore and offshore staff
- Business and leadership experience in EMEA, APAC as well as US
- Budgeting, P&L, personnel management

**TECHNOLOGIES AND PLATFORMS IMPLEMENTED**

- Agile tools: Jira, Version One, Azure DevOps
- SaaS: Salesforce (applications and platform)
- ERP systems: Workday, PeopleSoft, SAP, Oracle, MS Dynamics

- LMS: Canvas, Blackboard, Desire2Learn
- Microsoft, MacOS, Linux – Infrastructure, Middleware and Desktops

#### **EDUCATION AND CERTIFICATIONS:**

- Bachelor of Science – University of Wisconsin – Whitewater
- Master of Science, Project Management – University of Wisconsin – Platteville
- Project Management Professional and Agile Certified Practitioner - Project Management Institute
- Certified Scrum Professional – Scrum Alliance
- Graduate Diploma – Organizational Change Leadership – University of Wisconsin – Platteville
- Certified Scrum @ Scale (S@S) Practitioner – Scrum Alliance/Scrum Inc.
- EdD – Leadership – University of the Cumberland - *in progress, dissertation defense Spring 2022. Emphasis – Student Services; dissertation studies effects of providing technology assistance to underserved student cohorts on persistence, retention and academic performance.*

#### **PRESENTATIONS AND PUBLICATIONS**

- “Losing Your Religion”. Presented, published in the proceedings of the PMI Asia-Pacific Global Congress held in Sydney, Australia, March 2008. Paper discussing aspects of the evolution and career change from project manager to line of business or functional manager.
- “Who are They? Employee Perceptions of Organizational Decision-Making”. Presented, published in the Proceedings of the PMI North America Global Congress held in Orlando, FL, USA November 2009. Paper discussing employee perceptions of power and decision-making within organizations and implications for project and functional managers.
- “When Agendas Override Objectives” Presented, published in the proceedings of the PMI Asia-Pacific Global Congress held in Melbourne, Australia February 2010. Paper and case study describing a project situation in which a sponsor’s hidden agendas interfered with the project’s objectives.
- “Agile and SaaS – Lessons for Value Realization.” Presented, published in the proceedings of the PMI North America Global Congress held in Phoenix, Arizona October 2014. Paper and case studies describing approaches for maximizing the business value obtained through use of Software as a Subscription and Agile project management approaches.
- “Ruthless Prioritization in Project Environments – Four Traps to Avoid.” Presented, published in the proceedings of the PMI North America Global Conference held in Los Angeles, California, October 2018. Case studies describing approaches for prioritizing projects and examining four common scenarios and how to avoid them.
- “Succeeding with Agile Hybrids.” Book focused on delivering projects using agile hybrids; covers assessment of project environments and core agile concepts in the context of hybrid delivery. Published by Apress, November 2020.

#### **ASSOCIATIONS AND BOARD POSITIONS:**

- Project Management Institute – national and local chapter (Madison); founding officer, first Program Director for Northeast Wisconsin chapter.
- Advisor to Agile SIG of University of Wisconsin eBusiness Consortium 2016 – current.
- University of Wisconsin-Madison Project Management Curriculum Advisory Board 1999 – 2003.

**REFERENCES:** Available upon request.