

Dr. Ellie C. Gates, SCP.

E-Mail: ellie.gates@colorado.edu

Business Website: www.businesstechne.com

LinkedIn: <https://www.linkedin.com/in/elliecgates>



PROFESSIONAL SUMMARY

Respected and accomplished Business Professor recognized for fostering student engagement and academic excellence. Develops interactive course content that enhances critical thinking and relationship-building skills. Extensive background in Human Resources with over 25 years of experience as a people partner and senior leader in talent management, leadership development, performance and global learning. Ellie has led multiple high-impact projects that delivered substantial revenue increases, employee engagement, and operational improvements by leveraging strong business management and communication skills.

SKILLS

- Proficiency with Generative AI
- Strategic Foresight
- Strategic planning
- Problem-solving
- Executive Coaching
- Facilitation
- Curriculum and Course Design
- On-Line Synchronous & Asynchronous Learning
- Cultural Agility
- Team building
- Communication skills
- Leadership
- Resourcefulness
- Certified Senior Human Resources Practitioner - SHRM
- Conflict Management

EDUCATION

Doctor of Strategic Leadership | Strategic Foresight Concentration

Regent University, Virginia Beach, VA - Graduation May 2025

GPA: 3.79 GPA

- Doctoral Project: "Compassion as an Operating System for Human Flourishing"
- Committee: Dr. Virginia Richardson (Chair, Strategic Foresight Program Director)
- Dr. William Winner (Human Resources Program Director)

- Master of Arts | Bible & Theology** **Graduation August 2022**
Southwestern Assemblies of God University, Waxahachie, TX
GPA: 3.98 GPA
 - Theta Alpha Kappa – Theological Honor Society Inductee
- Master of Arts | Organizational Leadership** **Graduation, May 2011**
Azusa Pacific University, Azusa, CA
GPA: 3.788 GPA
 - Sigma Iota Epsilon – Business Honor Society Inductee
- Master of Arts | Business Administration** **Graduation, May 2000**
Azusa Pacific University, Azusa, CA
GPA: 3.575 GPA
- Art Center School of Design | Graphic Design** **Aug 1993 – Dec 1994**
Pasadena, CA
3.75 GPA
- Bachelor of Arts | Psychology** **Graduation, June 1991**
California Lutheran University, Thousand Oaks, CA
GPA: 3.228 GPA
 - Student Body Commissioner - Artist/Lecturer
 - Opinion Editor of CLU Newspaper
 - Presidential Host

CERTIFICATIONS

- **Senior Certified Professional (SCP)**, Renewed July 2025. Society of Human Resource Management
- **Insights Discovery Practitioner**, March 2014. Society of Human Resource Management
- **Certified Human & Organizational Systems Coach**, March 2005. Hudson Institute.
- **Senior Human Resources Professional (SPHR)**, July 2000. Society of Human Resource Management
- **Instructional Design**, May 1998. American Society of Training & Development (ASTD).
- **Certified Professional Facilitator (CPF)**, May 1997. American Society of Training & Development (ASTD).
- **Professional in Human Resources (PHR)**, Dec 1996. Society of Human Resource Management
- **Human Resources Certificate**, May 1996. University of California Los Angeles (UCLA)

TEACHING HISTORY**Full Time- Assistant Teaching Professor, Organizational Leadership
August 2025- Present**

Colorado University, Boulder – *LEEDS School of Business* Boulder, CO (On Campus & Hybrid)

- **Prepare the next generation of Organizational Leaders** by creating and teaching dynamic courses in organizational behavior and leadership, integrating “real-world” assignments and engagement with business leaders.
- **Full Time Faculty Teaching load (3 to 4 courses/semester):** Teach on premise at the junior/senior undergraduate level and Virtually Synchronous at the Masters' Level in the MBA Program.
- **Increase Student HR and Organizational Development knowledge** by serving as the Faculty Advisor of the CU Boulder SHRM Club for the LEEDS School of Business.
- **Courses taught and designed (*)**
 - BUSM3031 Business Leadership* (*Business minor SP '26*)
 - INBU3300 International Business and Management* - (*Wintermester '25-26*)
 - ORGN 3030 Critical Leadership Skills* (*Fall '25*)
 - ORGN 4010 Redefining Employee & Employer Relations* (*Fall '25*)
 - ORGN 4040 Individual, Team & Organizational Development* - (*SP '26*)
 - MBAX 6003 Foundations of Leadership* (*SP '26*)
 - MBAX 6565 Inclusive Leadership* (*Fall '25*)
 - EMBA Academic Enrichment - Breaking Bias (Jan '26)
- **University Service:**
 - OLIA Curriculum Alignment Working Committee ('25-'26)
 - FACULTY ADVISOR, SHRM Club (*Spring '26*)

Full Time- Associate Professor, Business
August 2017 – December 2025

Nelson University (*Formerly Southwestern Assemblies of God University*) Waxahachie, TX (Hybrid)

- **Produced multiple weekly Top-100 Champion Teams in *Global Bus Business Strategy Simulation*** every semester since taking over the program in 2018. Competing against 1700+ teams, 120+ Universities, and 20+ countries each semester. (**Four #1 placements for multiple weeks in multiple semesters**).
- **Doubled program enrollment** and quality of graduates through upgrading program requirements and standards for the Management Program and Bachelor of Arts – Business (*Transfer degree*).
- **Increased student effectiveness and engagement** by redesigning every program course to include real-world case studies and consulting projects.
- **Teaching load (28/semester)**: 12 Credits On-campus and 12 Credits Online offerings each semester in addition to 6 Credits of internships every semester.
- **Advise management and BA business students on course selection and degree pathways.**
- **Courses taught and designed (*)**
 - BUS2253 Business Law*
 - BUS4113 Business Ethics*
 - BUS4453 International Business*
 - BUS4473 Strategy & Policy – Senior Capstone Class*
 - BUS4913 Business Administration Internship
 - BUS5173 Organizational Strategy
 - BUS5273 Information Systems for Management (Master's Level)
 - MGT2813 Principles of Management*
 - MGT2383 Business Communications*
 - MGT4003 Leader & Followership (Special Topics)*
 - MGT4113 Organizational Behavior*
 - MGT4443 Entrepreneurship & Venture Management*
 - MGT4913 Management Internship

- **University Service:**
 - **AI Policy Committee**, Member (January 2024 – May 2025)
 - **Leading Edge** (2017 -2021 Member) | Chair (2022 - 2025)
 - **QEP Leadership Development Team SACSCOC**
Marketing & Presenting (SP22)
 - **QEP Program Director** (2022 – 2024 – Pilot / 2025-2025 - Scaled and Transitioned to Student Services)

EXPERTISE BY SUBJECT:

- Bible (15 hours Masters | 3 hours Doctorate)
- Business (36 hours Masters)
- Leadership Development (24 hours Masters; 9 hours Doctorate)
- Organizational Development (18 hours Masters; 9 hours Doctorate)
- Strategic Foresight (15 hours Doctorate)
- Theology (24 hours Masters)

PUBLICATIONS

- Gates, E. (2013). Chapter 11: Measuring the Impact of Leaders Teaching Leaders Micro Scorecard. In T. H. DeTuncq (Ed.), *Integrated Talent Management Scorecard: Insights from World-Class organizations on demonstrating value*. ASTD Press.
<https://learning.oreilly.com/library/view/integrated-talent-management/9781607287421/Text/Chapter11.xhtml>

SPEAKING/ PRESENTATIONS

- **2022 ICABE Regional Conference (2022). Faculty Presenter:**
The benefits of using reflective learning to enhance student retention.
- **2018 & 2016 California Berkley CHRO Executive Education Faculty**
Driving Organizational Transformation (2018). Transforming Performance Review. (2016)
- **2015 CHRO Top 40 under 40.**
Keynote: *Transforming Review.*
- **2015 - Human Capital Institute Summit (HCI) -Talent Management Conference**
Keynote: *Hacking your career; Increasing Retention Post IPO*

- **2015 - Human Capital Institute Summit (HCI)- Change Management Conference**
Keynote: *Overcoming Resistance to Change.*
- **2014 - Bersin by Deloitte Industry Webinar with Stacia Garr**
Inside Adobe's Performance Review Transformation.
- **2014 - Brigham Young University, HR Conference**
Keynote: *Driving HR Transformation*
- **2014 - Conference Board Presentation Executive Board**
Keynote: *Adobe's Check-In Review Transformation.*
- **2013 - Human Capital Institute Summit (HCI) - Learning/Leadership Development Conference**
Keynote: *The Power of Leaders Teaching Leaders.*
- **2012 - Utah Valley University's *Expand Your Horizon's Conference for Young Women***
Keynote: *Play and Win like a GIRL!*

RESEARCH

CORE INTEREST: Compassion & Leadership

20220-2025 - Doctoral Researcher

Regent University, School of Business & Leadership,

- **2025 (Fall) - Co-Chair of Regent Roundtables Strategic Foresight Track.** Present research findings on personal foresight and communication. Prepare students for presentations and co-facilitate discussion with program Chair, Dr. Virginia Richardson.
- **Conducted secondary research on numerous topics**, including artificial intelligence, biblical leadership, compassionate leadership, human flourishing, humility, organizational effectiveness, social change, and strategic foresight.
- **2024 (Fall) Presenter, Regent Roundtables** - Presented research findings on compassionate leadership and human flourishing for both the Biblical and Strategic Foresight Tracks.

2011-2014 HR Practitioner Research

Adobe Systems

- Researched management development, employee engagement, and performance practices.
- **March 2014 – Bersin by Deloitte** - Industry-wide Webinar with Stacia Sherman Garr sharing research findings on performance management practices and transformation of Adobe's "Check-in" Process. Saved 80,000 hours and decreased voluntary turnover by 30% through designing & implementing the Adobe "Check-in" Performance Process (Lead architect for Adobe's HR team, blowing up and re-designing the performance management model, learning materials, and roll out for Adobe).
- **September 2013 – Josh Bersin & Associates** – Management Essentials, a custom learning program, was featured as an exemplar of management development with a leaders-teaching-leaders model.
- **September 2013 – Human Capital Institute** – Keynote at HCI Summit for Learning and Leadership Development Conference on Management Essentials. Presented findings of increased employee engagement +10% with leaders developing other leaders.
- **November 2012 – Deloitte & Marcus Buckingham Company**. Consulted with Deloitte and Marcus Buckingham on redesigning performance management practices for Deloitte.

PROFESSIONAL WORK HISTORY

MANAGING PARTNER, FOUNDER

Nov. 2016 - present

BusinessTechne, Inc. | Dallas, Texas

Global business consulting practice: Helping leaders and organizations craft & strategy, forge leaders & navigate change.

Some Notable Clients Include: Active Ops, Ancestry.com, The Alamo, Avodah-AI, Chick-fila, Deloitte, Ellie-Mae, Watchmaker, Multiple Chambers of Commerce in Texas.

- **Increase strategy attainment** by employing strategic foresight tools to analyze and anticipate future scenarios, creating action plans to attain corporate goals & objectives.
- **Impact revenue and operational effectiveness** through consulting and coaching senior leadership teams to develop long-range strategic plans to exceed targets.

- **Grow strategic leadership capability** by designing custom learning experiences for first-time managers and senior teams to increase emotional intelligence, foresight, and adaptive leadership styles to unleash employee potential.
- **Turn around under-performing executives** through executive coaching helping them not only restore their reputation but expand their leadership impact and take larger roles.
- **Equip organizations to better prioritize and operationalize their strategy** through leveraging essentialism, change management, and insights communications tools to increase team cohesion as well as clarity and alignment on goals.

● **VICE PRESIDENT OF PEOPLE AND CULTURE** Aug. 2016 – Dec. 2016
Snowflake Computing | San Mateo, California

- \$26M, Series B, 110 employees.
- **Establish foundational processes and procedures** for this 100-person start-up across talent, HR Ops in partnership with our PEO.
- **Set up a long-term HR Plan & Strategy** for the organization.
- **Enhance organizational effectiveness** expanding partnership with Professional Employment Organization (PEO) to increase support.
- **Reduce legal risk** on terminations through training managers on effective management practices.

● **SR DIRECTOR OF TALENT DEVELOPMENT** Feb 2015 – Aug. 2016
Box, Inc. | Redwood City, California

- \$500M+; 1,200 employees, First Tech IPO of 2015
- **Managed team of 3** learning Specialists US / **Matrix 2** UK.
- **Retain 95% of talent post IPO.** Built effective career development programs.
- **Accelerate growth of rotational associates to Director within 3 years.** Recruit top MBAs (Harvard, Brown, Yale, etc.) and grow them through 2-year rotation program.
- **Increase employee learning and engagement** creating Box Einstein; on-demand learning experience covering professional and management skills.

- **Expand mentoring & employee connections** designing and launching LunchBox- monthly program to meet other Boxers and get mentoring.
- **Enhance leadership alignment and engagement** creating senior-level learning programs and strategy off-sites with C-Suite Leaders.

● **HEAD OF GLOBAL ENTERPRISE LEARNING, PERFORMANCE, & MANAGEMENT PROGRAMS** *Oct 2009 – Feb. 2015*

ADOBE Systems | Lehi, Utah

- \$5.4B 13,000 employees
- **Managed US team of 8** – Learning Specialists / **Matrix Team of 4** (India/Sydney/UK/Germany).
- **Saved 80,000 management hours annually** through architecting Adobe's famed 'Check-In' performance process. This model sparked change industry wide eliminating archaic review practices and shifting companies to setting expectations, giving feedback, and having effective and ongoing development discussions.
- **Increased employee engagement by over 10%** by creating Management Essentials, with leaders-teaching-leaders approach to management development.
- **Attain NPS of 95%** migrating all live training courses to scalable virtual offerings.
- **Recognized with Adobe's Founder's Award 2012** for outstanding impact from Management Essentials. Adobe's top award, peer nominated, given to 10 people every year.

● **DIRECTOR, ORGANIZATIONAL CAPABILITY & TALENT MANAGEMENT (Acquired by Adobe)** *Apr. 2009 – Oct 2009*

Omniture | Provo, Utah

- \$1.2B 1,300 employees
- **Managed global team of 12 (UK/US)** – Talent acquisition & learning specialists.
- **Saved \$1M on bottom line** building in-house global recruiting capability and eliminating contractors.
- **Led Adobe/Omniture integration with Head of HR:** identifying and retaining top talent, providing structured retention plans, and process mapping for smoother integration.

- **Ended conflict** between engineering & marketing through off-site facilitation and executive coaching
- **Increased manager capability** through architecting Omniture's Management Training Program.

○ **SENIOR HUMAN RESOURCES MANAGER** Nov. 2006 – Mar. 2009
Microsoft | Redmond, Washington

- \$300M, Windows Mobile Marketing & Services Division, 2,500 employees.
- **Managed global team of 7** (China, Israel, UK, Redmond, Romania).
- **Expand organizational capabilities** by identifying and acquiring companies to decrease time to market essential features (e.g., app store).
- **Increase accountability and communication** by running 'Rhythm of the Business' calendar with quarterly strategic meetings and action planning.
- **Align marketing programs and messages** by participating in Marketing Pipe, driving efficiency and effectiveness by sharing resources and best practices across marketing teams at MSFT.
- **Increased employee morale by 15%** by designing peer-based, personalized recognition program.
- **Streamlined global operations in international development centers** (Haifa, Beijing, Shanghai, Romania) by creating standardized operational procedures and reporting mechanisms.

○ **REGIONAL HUMAN RESOURCES MANAGER** Aug. 2005 – Nov. 2006
T-Mobile | Bellevue, Washington

- \$13B mobile service provider
- **Managed US team of 4** (Washington/ Atlanta/ Austin).
- **Align people strategies with business strategies** as primary people partner to CIO.
- **Increase talent bench** through effective succession planning and HIPO development.

- **Provide Dual career ladder/comp** to provide engineers higher career opportunities.
- **Expand Culture Carriers** through revamping Company Values & Management Training.
- **Increased Data Integrity** partnering with HRIS team to re-fab employee onboarding data input.

SR. REGIONAL HUMAN RESOURCES MANAGER *July 2000-July 2005*

Verizon (formerly MCI WorldCom) | Los Angeles, California

- \$7.6 B telecommunications service provider
- **Managed US team of 7** (California, Arizona, New Mexico, Nevada).
- **Increase business partnership with Regional Line Managers** by establishing core HR practices across Southwest division.
- **Promote Union-Free environment** through providing exceptional employee relations.
- **Increase ready management talent** through building and conducting management training for High-potentials and new supervisors.
- **Reduce Turnover** through implementation of performance development plans (versus improvement plans) increasing employee buy-in and participation in creating their path to success.
- **Increase ethical conduct** through partnering with New York University (NYU) to build ethics program after 2002 - scandal.

REGIONAL HR MANAGER (SOUTHERN CALIFORNIA & PACIFIC NORTHWEST)

Apr. 1999 – July 2000

Pitney Bowes Management | Los Angeles, California

- \$38 M, 800 employees, services organization
- **Manage team of 13 – all aspects of HR** (Benefits & Compensation, Employee Relations, HRIS, Training & Development, Compliance, and Safety)
- **\$1M P&L Responsibility.**
- **Increase revenue and closing percentage for deals** through creating and managing Request for Proposal Process (RFPs).

- **Increase business partnership with Regional Line Managers** by establishing core HR practices across Pacific division.
- **Increase consistency of service** through implementing standard business practices.
- **Reduce Site Turnover** through establishing stronger partnerships with Clients & Site Supervisors.

HR PEOPLE PARTNER / RECRUITER AND

HR ADMINISTRATOR

Aug. 1993 – Apr. 1999

MCI Telecommunications | Los Angeles, California

- \$34.7 B telecommunications service provider
- **Promoted Rapidly through multiple roles:** HR Administrator (93-95); Promoted to Recruiter 96-97; Promoted to HR people Partner 97-98 and then HR Manager 98-99.
- **Expanded Impact:** Provided HR support for 1 regional Vice President, 700 employees, and 50 executives across five states and 30 locations to 2 RVP's, 1400 employees and 7 states.
- **Manage legal risk for organization** through promoting positive workplace practices, and training managers to be better leaders.
- **Increase performance:** through providing employee & management coaching on performance issues.
- **Maximize headcount** through pro-active workforce planning and recruiting of technical, management, and sales roles.
- **Improve compliance & lower risk:** through creation of HR Tracker Tool to capture proactive HR initiatives and measure increases in performance / reduction in turnover.
- **Recognized with Circle of Excellence Award** for HR Tracker Project Development (top award at MCI)

AWARDS, ACCOMPLISHMENTS, AND HONORS

- **2022 - Rose Award.** Community award *Inspirational Businesswoman of the Year*. Ellis Women's Job Corps
- **2021 - City of Waxahachie Chamber of Commerce, Leadership Waxahachie Award.** Community nominated and endorsed for city wide impact (Leadership Waxahachie Curriculum).

		<ul style="list-style-type: none">• 2012 - Adobe Founder's Award. The Top Award in the company, peer nominated and limited to 10 a year. Awarded for Impact of Management Essentials Global Learning Program.• 2008 - Microsoft Goldstar Award. Financial recognition for significant contributions developing an employee recognition program for Windows Mobile.• 1998 - Circle of Excellence - MCI Telecommunications. Recognition for significant contributions in HR in creating an employee relations data tracker application.
LANGUAGES	English (Written/reading) Proficient (C2)	English (Spoken) Proficient (C2)
	Spanish (Written/Reading) Elementary	Spanish (Spoken) Elementary
HOBBIES & INTERESTS	<ul style="list-style-type: none">• Global Travel• Camping• Writing	
REFERENCES	References available upon request.	