

# Dr. Ellie C. Gates, SCP.

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## 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 *Glo-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 - Bringham 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

#### 2020-2025 - 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)
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- **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).

## AWARDS, ACCOMPLISHMENTS, AND HONORS

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