

## Project Manager

# Sandra M. McCowan

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### *Providing clients all they need to succeed*

Experienced project manager with significant customer service, vendor management, and technology expertise. Known for quick, innovative solutions with positive bottom line impact. Enthusiastically direct large and small groups to reach solutions through friendly, positive consensus and compromise. Superior organization and follow-through.

## Qualification Summary

### Project Management

- Multiple projects with diverse stakeholders
- Exceptional verbal and written communication to all levels of management
- Create, manage, and track program budgets
- Track and manage corporate assets

### Facilities Operations Management

- Head of Life Safety and Emergency programs
- Manage security software for badge access and video surveillance systems.
- Onboard new hires
- Manage corporate archives

### Vendor Management:

- Control costs by contracting and retaining vendors who consistently meet high expectations on quality, schedule, and cost.

### Process Improvement, Implementation, and Change Management

- Proven track record managing diverse business groups, establishing consensus, and successfully completing implementation.

## Experience

### Dimensional Fund Advisors, Austin, TX

September 2007 to Present

*Privately held global investment firm with 12 offices and 800 employees in North America, Europe, and Asia; \$350 billion assets under management.*

### Project Manager, Corporate Services

Exceed expectations for client service by managing daily facilities operations and special projects. Manage space planning, remodeling, and construction projects and vendors for 200,000+ square foot, Class A "green" building. Responsible for furniture and audio-visual selection, installation and maintenance. Contribute to space planning and growth in Santa Monica, Toronto and Charlotte offices. Supported growth of department from four to 23 local employees by identifying, documenting, and streamlining processes; train and mentor new employees. Share processes and best practices with global offices to support consistent office experience and global growth of company.

### ■ Construction Project Management:

Led series of remodel and restack projects that allowed growth at headquarters location and avoided costly split across campuses. Projects impacted six floors and added density from 470 to 760 seats while maintaining morale. Managed expectations and improved department relationship with other areas of company. Built excellent relationships with contractors and sub-contractors, providing leverage for future projects.

*"Sandy is a master at getting things done. Give Sandy a task, no matter how undefined, and she will successfully achieve it. She plays a very large role in the overwhelming positive experience our clients have in the building."*

Stephen Jones, Global Facilities VP  
Dimensional Fund Advisors

- **Technical Project Management:** Enabled company to connect offices for face-to-face corporate meetings in critical time of growth when communication and collaboration were key elements. Managed upgrade and expansion from outdated, unreliable global video conference system with seven video endpoints in four locations to 22 video endpoints in eight locations, adding new infrastructure with dedicated network and 24/7 support for all offices. Expanded to 80 endpoints connecting 11 global offices and professors at three universities. Selected consulting firm, gathered requirements, obtained approval of selected solution, and delivered global implementation and training.

- **Archive Relocation and Policy Revision:** Avoided significant loss of revenue and other consequences by complying with SEC and FINRA rules for document retention during headquarters relocation. Moved four truckloads of corporate archives from California to Texas. Revised 25-year-old "keep everything" policy by working closely with Compliance and Legal departments to create, publish, and implement new corporate retention policy, including annual triage / purge process. Helped department heads across country to triage and purge > 50% of existing archives. Created process for managing current and future corporate documents, ensuring correct archive manifest and clear ownership.

- **Vendor Management:** Develop long-term relationships with vendors and contractors to create a healthy "team effort" attitude toward projects.

- **Organization:** Enthusiastically create order from chaos. Make information immediately available to senior management by tracking projects, schedules, and resources.

# Sandra McCowan

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## Education

- **MS in Computer Science**, Purdue University, West Lafayette, IN.
- **BS in Mathematics**, Minor in Computer Science, Louisiana Tech University, Ruston, LA.

## Publications

- “Continental Airlines: A New Era for Crew Recovery,” INFORMS, June 2002, C. White, Janet Wejman; CALEB Technologies Corp.: Gang Yu, Michael Arguello, Mark Gao Song, Sandra M. McCowan; The University of Texas at Austin: Gang Yu.  
Continental Airlines won Franz Edelman Award for Achievement in Operations Research and Management Sciences for CrewSolver implementation.

## Experience (continued)

**Southwest Airlines**, Dallas, TX

December 2002 to August 2007

*US Airline known for exemplary customer service with 48,000 employees and 100 million+ customers flying to 97 domestic destinations annually.*

### Sr. Business Analyst

Managed full lifecycle of multi-million-dollar projects spanning multiple business areas.

- Improved processes by implementing project management and software development methodologies and training others in methodologies. Developed new methodology for prioritizing and scheduling requirements across iterative releases for multiple internal customer groups and in keeping with company goals.
- Conducted requirements-gathering meetings and documented all requirements and decisions.
- Maintained project schedule for cross-functional and cross-departmental technology team members and customers by internally motivating team.
- Identified and escalated project issues and risks to appropriate level.
- Led weekly project meetings for team and managers/directors and monthly updates for senior directors. Created presentations and coordinated bimonthly executive updates.
- Managed labor reporting for all team members and reported summary and variances to management.
- Mentored 10 to 12 junior and mid-level Business Analysts and Project Managers.
- Project Summary – All projects completed and implemented
  - **\$2M project** involving five diverse business areas and six subsystems with competing requirements and priorities.
  - **\$1M project** involving three primary business areas with significant process change. Received personal commendation letter from primary customer group for dedication to project development and ensuring successful implementation.
  - Led meetings with Senior Directors from multiple departments to identify new processes and technologies to **cut costs and increase productivity** at the corporate level. Five new initiatives were identified and initiated. The following project is one of those five.
  - **\$17M project** integrated new and legacy systems and technology for two business areas with significant process change.

### Early Career

- Project Manager, Technical Lead, and Sr. Software Developer for Caleb Technologies, Austin, TX.
- Senior Software Developer, Integrated Interpretation Department for Landmark Graphics Corporation, Austin, TX.
- Technical Team Lead, Engineering Department, promoted from Software Developer at UniSQL Inc., Austin, TX.
- Research Analyst, Engineering Department, promoted from Analyst, Automation and Data Systems Department, Southwest Research Institute, San Antonio, TX.