

# Susan E. Major, DOL, MEd

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## Organization, Innovation and Entrepreneurship Leader

Seasoned Industry Leader | Professor of Business Education | Consultant

Visionary leader who built a thriving innovation and entrepreneurship program for a privately held multibillion-dollar corporation before earning a Doctorate in Organizational Leadership. Intent on cultivating an innovation and entrepreneurship academic program by leveraging hands-on business leadership expertise, rigorous academic and research training, and tested abilities to build culture and belonging across programs. Postdoctoral fellow at West Virginia University, Chambers College of Business and Economics – teaching ~600 first-year students and 35 HMBA graduate students. Leadership spans being a founder, executive director, management consultant and professor.

**Competitive edge:** Distinguished by work at the intersection of analytical and creative business education and formation. Using an applied and interdisciplinary approach to educate leaders and cultivate a new generation of generative for-profit organizations.

### CORE COMPETENCIES

Organizational Design | Organizational Behavior | Turnaround Leadership | Product Development | Mentoring  
Project Management | Teaching | Research Methods | MS Office Suite | Startups | Stakeholder Engagement  
Leadership Development | Agile Methodologies | Social Entrepreneurship | Process Improvement

### Highlights

**Innovation and entrepreneurial leader:** Spearheaded and/or consulted on 70 innovation and entrepreneurial projects ranging from micro startups through an innovation lab at a global organization (revenues: \$0-\$15B).

**Turnaround specialist:** Trusted by executive leaders to turn around projects, programs, and organizations. Experience establishing healthy team culture, reversing sales decline, saving key accounts, and bringing faltering projects to successful completion.

**Undergraduate and graduate professor:** Use best practices in education and interpersonal relations to build cohesive teams, empower employees and students, and bridge relations across functions. Design business course curriculum.

**Cross-functional business leader:** Firsthand experience in executive leadership, sales, HR, program management, product management, key account management, innovation lab creation, and digital marketing.

### Career Progression

West Virginia University | Morgantown, WV

08/2024–Present

**Postdoctoral Fellow Entrepreneurship; Chambers College of Business and Economics**

Design curriculum and teach undergraduate and graduate courses in Leadership, Management, Applied Innovation, Social Entrepreneurship and Building High-Performance teams. Research Entrepreneurship and Innovation; Social Entrepreneurship; Interdisciplinary Analogical Methods; Generative organizational development

- Undergraduate - Teach two sections of ENTR 102 (Applied Innovation and Entrepreneurship) to 600 first-year students; in-person
- Graduate/Healthcare MBA – Teach one section HMBA 612 (Management and Teams) to 35 healthcare professional from early-career professionals to MD, PhDs; asynchronous

Ilya Labs | Frederick, MD

09/2018–Present

**Founder/Principal**

Founded consulting and innovation firm as part of earning Doctorate in Organizational Leadership. Conduct research on the development and operationalization of sustainable entrepreneurial paradigms, practices, and technologies, and

consult with and teach design thinking, innovation, and change thinking measures and methods to leaders of large and small for-profit and not-for-profit organizations. Concurrently teach business courses (see page 3).

- **Project management:** Defined a multi-year research study on entrepreneurship, created and met all timeline milestones, and deftly balanced teaching and private-practice consulting during the process.
- **Research output:** Created Ilya Incubator program, a for-credit undergraduate and graduate-level experiential learning program that rigorously gathers data while taking students from ideation through “firm birth.” Invited lecturer (2x) on imbuing generative entrepreneurship practices in the college classroom by University of Valencia, Spain, and Harvard University’s Human Flourishing Program (journal article pending approval).
- **Business consulting:** Advised 8 clients (startups through global) on 26 innovation and entrepreneurial projects. Project topics included upskilling, sustainable investing and education, LinkedIn recruiter integration, video interviewing, chatbot-enabled recruiting, personal coaching service development, real estate team transformation and CRM contact management.

**Allegis Group (\$15B privately held corporation) | Baltimore, MD and Atlanta, GA** 03/2009–10/2020  
**Co-founder, Allegis Garage and Allegis Innovation Labs** 07/2017–10/2020

Developed overarching framework to advance enterprise entrepreneurial ideas from conception through organizing activities, launch, and “firm birth.” Unquestionable success led to pursuit of academic studies in entrepreneurship.

- **Innovation leadership:** Stewarded 16 new product ideas and 1 major platform idea for Allegis Garage.
- **Mentoring:** Taught non-technical managing director the role of Product Owner for her new digital product and also functioned as the turnaround Scrum Master for an ailing Agile product team.
- **Product development:** Partnered with senior technical architects and development teams to design, build, and roll out digital products, allowing for both creativity and analysis to drive the process.
- **Executive communications and advising:** Partnered with senior-level executives within and outside of the enterprise including operating company presidents and senior and C-level executives at Allegis.

**Executive Director of Business Intelligence (BI) Professional Services, MarketSource** 03/2016–07/2017

At invitation of MarketSource’s CFO, took over post unexpectedly vacated by BI Executive Director. At end of term, had successfully established productive business processes and empowered team of 25 to work cohesively.

- **Key account oversight:** Led BI Group in providing data infrastructure, reporting, and analytics services to customers such as LG, Whirlpool, Target, and HP, among others.
- **Continuous improvement:** Rebuilt ad hoc technology delivery model into an ITIL-based model including organizational structure, business process engineering, technology prioritization, demand management, task management, Jira business rules, capacity planning, status reporting views, and issue management.
- **Culture-building success:** Maintained 99% retention of all staff. Awarded top management marks in Willis Towers Watson (WTW) employee engagement survey.
- **Business architecture:** Upon reassignment, transitioned team to have 4 full-time leadership roles to ensure the ongoing success of the organization.

**Strategic Program Lead, Enterprise Front Office Technologies, Information Systems** 03/2013–03/2016

Stood up \$5M enterprise-wide new program, Connected, to replace 17 separate applicant tracking systems (ATSs) with one unified service-oriented architecture (SOA) approach, Salesforce, serving >16k users globally.

- **Internal consulting:** Gained buy-in from presidents from 12 Allegis operating companies to use Salesforce when they were under no obligation to do so. Bridged communications between IT and executive leadership.
- **Turnaround account management:** Asked by CIO to turn around a nearly lost account in Alpharetta, GA. Rebuilt teams and relationships, coordinated programs and processes directly interacting with the customer base, and successfully turned around the account.
- **Executive partnership:** Collaborated with EVP of Enterprise Operations of Allegis Group in revamping company job board and ATS into symbiotic system that improved job seekers’ online experience.
- **Reputation of excellence:** Partner of the Year Award 2016, conferred by CIO and CFO.

**Digital Marketing Shared Service Delivery Manager, Information Systems** 03/2009–03/2013

Led digital marketing for 9 Allegis operating companies, supporting online design, development, QA, SEO, social and email marketing, copy writing, and web analytics. Mentored 20 direct reports at peak and grew team from 6 to 55.

- **Design-thinking project management:** Applied iterative approach while managing 20+ full lifecycle web redesign and mobile development projects, involving removing websites and rebuilding from scratch.
- **Staff leadership:** Supervised and developed business analysts, developers, testers, designers, SEOs, and web analytics in managing creative and technical development of projects. Led using an Agile lens.

**The Hestia Group | Columbia, MD**

03/2006–03/2009

**Founder/Designer**

Founded, developed, and managed a residential interior design firm, with oversight of operations, technology, marketing, sales, design, business development, and prospect presentations.

- **Entrepreneurship:** Hired and mentored 6 employees in building company from startup to \$1M in revenue.

**Deutsche Bank | Baltimore, MD and New York, NY**

03/2004–03/2006

**Business Project Management Office (PMO) Program Manager**

Led 3 significant projects, including a large-scale, \$3M project that involved system build, data migration, implementation, and launch. Collaborated with all stakeholders, field operations (brokers), IT, and comptrollers in defining milestones and deadlines. Reported to Private Banking CFO.

- **Turnaround leadership:** Recovered ailing project from 2 previous project managers, earning CFO advocacy and accolade.

**Willis Towers Watson (WTW) | Columbia, MD**

03/2002–03/2004

**Emerging Services Program Manager**

Entrusted to create, package, and promote an Emerging Services product for HRMS technology systems for this boutique, professional services consulting firm.

- **New service offering development:** Designed methodologies joining PeopleSoft HRMS software with recruiting and applicant-screening software. Initiated strategies to drive revenue for new product, enhance market perception, expand alliances, and capture market share.

**Hewlett Packard (HP) | Washington, D.C.**

03/2001–03/2002

**Business Process Architect**

Spearheaded the successful U.S. Senate Microsoft Exchange Mail Rollout, serving as business process analyst.

- **Business process development:** Documented as-built and desired business process, and documented requirements for HP project team on site with U.S. Sergeant at Arms.

**TEKsystems (Allegis Group – iMedia team) | Columbia, MD**

08/1996–03/2001

**Recruiter, Sales and Consulting Team Manager**

Gained invaluable sales experience at an organization experiencing hypergrowth.

- **Turnaround leadership:** Transformed inactive sales territory to \$720k first-year sales with additional 125% second-year increase by reengaging audiences and developing trusting relationships; hit internal “sales contest” 3 months early; won sales incentive trip.

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**Business Teaching**

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*Postdoctoral and Adjunct Professor for graduate programs at various Schools of Business. Course components include organizational leadership; organizational survey and diagnostics; organizational influence; organizational insights; management consulting processes (methodologies; client and team relationships; presentation design); project management; product management; iterative and Agile build; launch, retrospective stabilization, and learning.*

<b>Applied Innovation and Entrepreneurship</b> , West Virginia University	08/2024-Present
<b>Social Entrepreneurship</b> , West Virginia University	08/2024-Present
<b>Management and Teams</b> , West Virginia University	08/2024-Present
<b>Management Consulting</b> , American University	08/2023–2/2024
<b>Forecasting and Realization</b> , Maryland Institute College of Art/Johns Hopkins University	10/2021–Present
<b>Product Management</b> , Maryland Institute College of Art/Johns Hopkins University	10/2023-Present
<b>Management Theory</b> , Hood College (received Most Impactful Professor award)	08/2021–5/2022

## Education and Professional Development

Doctorate, Organizational Leadership, Hood College, Frederick, MD, GPA: 4.0	granted 7/2024
Master of Arts, Education, Loyola University, Baltimore, MD, GPA: 4.0	2001
Bachelor of Arts, English and Philosophy, Wheeling Jesuit College, Wheeling, WV, GPA: 3.4	1993

### *Certifications and Training*

- Certified Agile Coach; Scrum Master Certification; Product Owner Certification (all from ICAgile)
- UX Certification, Nielsen/Norman Group
- Montessori Certification, Association Montessori International

## Social Responsibility

- **Downtown Frederick Partnership:** Volunteer of the Year award from Downtown Frederick Partnership for creating “Pitchcraft 2018” and “Pitchcraft 2019,” a community innovation pitch competition.
- **Frederick Housing Authority:** Lead 2 local, nascent entrepreneur teams from idea to minimum viable product.
- **TechFrederick:** Member/sponsor of this community dedicated to cultivating technology innovation locally.
- **Jesuit Volunteer Corps:** Developed Curriculum and Taught ‘Peace and Social Justice’ for K-8, JVC NW