

Daniel Scott Ulrich

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PROFESSIONAL SUMMARY

Senior program and transformation leader with deep experience across technical program management, business analysis, financial governance, KPI reporting, AI-enabled workflow automation, and operational improvement in complex enterprise environments. Trusted to turn ambiguous, cross-functional work into structured execution, decision-ready reporting, stakeholder alignment, and audit-ready governance across finance, engineering, infrastructure, supply chain, compliance, security, and sustainability teams. Recent Microsoft work includes owning the non-standard capital channel for complex, high-risk requests outside standard Azure Core infrastructure workflows — roughly 100 new and largely unique requests each month, few fitting any standard template, across extremely diverse business segments including M&A entities, partially integrated acquisitions, sovereign cloud, government cloud, and security-sensitive investments. Record includes scaling high-value capital intake 38% in volume and 25% in value, securing a 96% approval rate, maintaining zero audit findings, improving workflow throughput 40% through AI-enabled automation from a zero-automation baseline, reducing dependency on 5 vendors and 2 principal-level FTE subject-matter experts, and leading planning for portfolios up to \$210M in OPEX and \$82M in CAPEX.

CORE COMPETENCIES

Technical program management & governance | Program / PMO / business operations leadership | Business analysis, requirements & process redesign | Financial planning, OPEX/CAPEX & variance analysis | KPI design, executive dashboards & decision-ready reporting | Operating cadence, risk, dependency & accountability frameworks | High-variety, compliance-sensitive & audit-ready operations | Data → root cause → owned cross-functional execution | AI-enabled workflow automation (delivery & governance) | Data & engineering stakeholder coordination | Process improvement & automation | Power BI, Excel, SQL, SharePoint, Power Platform, Microsoft Copilot, SharePoint Agents | Certified ScrumMaster

PROFESSIONAL EXPERIENCE

ConsultNet — Senior Technical Program Manager

Contract | Remote | Aug 2025–Feb 2026

- Brought in to rescue a multi-year, repeatedly stalled global initiative to retire a heavily customized, roughly 15-year-old legacy internal Content Management System (CMS) — an enterprise publishing platform that had become a significant security and operational risk, supportable by only a handful of remaining engineers — and migrate to an industry-leading enterprise-class Content Management System product
- Before this engagement, leadership had no reliable way to answer the questions that mattered most: when the migration could realistically finish, what was truly driving the delays, which global locations carried the greatest risk, and how added resources could accelerate the timeline
- Conducted a comprehensive assessment of program health, establishing a clear view of completed work, remaining scope, delivery risks, ownership gaps, and reporting deficiencies across a complex multi-department global initiative
- Identified key program-management gaps — absence of standardized target dates, milestone discipline, status definitions, and consistent reporting practices — and defined a practical framework for stronger execution visibility
- Designed and delivered a multi-persona Power BI dashboard providing role-based visibility for executive leadership, program leaders, working teams, and data owners
- Replaced labor-intensive slide-based and narrative-heavy status reporting with a more scalable enterprise reporting approach to improve leadership consumption and reduce reporting burden on project leads

- Gathered, normalized, and integrated fragmented data from large spreadsheets, collaboration tools, and other manual sources to create refreshable and reusable reporting structures for ongoing program tracking
- Built complex data models and transformation logic using Power BI, Power Query, DAX, and related tools to convert inconsistent source data into reliable reporting outputs suitable for enterprise review
- Performed deep business analysis across workstreams, migration data, and ownership structures to determine what had been completed, what remained, and where measurable tracking standards were missing
- Proposed more advanced progress-measurement methods, including a weighted and blended model, to help senior leaders understand actual effort completed, effort remaining, and delivery exposure
- Applied company-approved AI tools to improve reporting accuracy, accelerate documentation, strengthen stakeholder communication, and increase delivery quality within enterprise governance guardrails
- Created a comprehensive handoff package — playbook, documentation, code assets, troubleshooting guidance, and a forward roadmap — to support continuity after the client reprioritized funding

Microsoft Corporation, via Rylem Staffing — Technical Program Manager

Remote | Nov 2023–May 2025

- Owned Microsoft's non-standard capital channel end-to-end, managing the enterprise-wide intake path for roughly 100 new and largely unique high-risk requests each month — few fitting any standard template — across extremely diverse business segments outside standard Azure Core infrastructure workflows
- Supported capital governance for M&A entities, partially integrated acquisitions, sovereign cloud programs, government cloud investments, and security-sensitive initiatives operating under unique compliance and integration requirements
- Redesigned Microsoft's Non-Standard Capital Council intake and governance workflow, improving clarity, transparency, documentation quality, review sequencing, and stakeholder trust for high-value capital submissions
- Increased monthly intake volume 38% and capital value 25%, supporting more than \$100M/month in new capital submissions across complex, high-risk requests
- Maintained zero audit findings across 18 months while coordinating capital submissions aligned with GAAP, internal policy, Microsoft financial governance standards, data sovereignty, jurisdictional compliance, and security classification requirements
- Secured a 96% approval rate from senior finance leadership by strengthening business case quality, Azure roadmap alignment, submission documentation, executive communication, and compliance readiness
- Diagnosed throughput bottlenecks from pipeline data and root cause, then led cross-functional implementation of the fix end to end — not just the analysis — driving change across finance, security, compliance, infrastructure, and product stakeholders
- Drove AI-enabled program automation on a \$100M/month capital program from a zero-automation baseline, replacing dependency on 5 vendors and 2 principal-level FTE subject-matter experts while maintaining continuity, governance standards, and zero audit findings
- Designed and deployed AI-enabled workflow infrastructure using Copilot, SharePoint Agents, Power Platform, and Microsoft AI tooling to automate intake routing, submission-quality checks, review sequencing, stakeholder notifications, and executive reporting
- Improved workflow throughput 40% by replacing manual, vendor-dependent intake coordination with a clearer automated operating model
- Reduced escalation dependency within months by codifying infrastructure buildout, capital finance policy, routing logic, and review criteria into repeatable workflows, documentation, and executive-ready decision paths
- Built Microsoft's Security First capital review framework and co-led a monthly global forum with more than 100 stakeholders, raising attendance 25% and improving remediation follow-through for high-risk AI, sovereign cloud, government cloud, and security-sensitive investments
- Built cross-functional operating rhythm for high-risk requests by tracking owners, clarifying next steps, removing blockers, mitigating risks, and driving decisions across finance, security, compliance, infrastructure, and product teams

- Launched an out-of-band path for urgent security-sensitive requests, improving responsiveness, triage, and executive communication for high-priority submissions
- Identified and rerouted approximately 4 requests per month, about \$5M in monthly spend, when submissions required OPEX treatment or alternate facilities routing, preventing audit risk and preserving reporting integrity
- Created executive-ready proposals, memos, submission packages, stakeholder documentation, and decision-support materials for senior finance leadership and cross-functional review forums

Microsoft Corporation, via Zen3 Infosolutions — Technical Program Manager

Remote | Feb 2023–Aug 2023

- Led business analysis for a Microsoft supply-chain emissions and supplier-finance reporting initiative — the kind of supply-chain (Scope 3) emissions tracking that underpins Microsoft's public commitment to be carbon negative by 2030 — partnering across finance, procurement, supply chain, sustainability, and engineering teams
- Mapped the full spend-and-emissions reconciliation lifecycle across internal systems and dozens of suppliers — exposing the data-quality and traceability gaps in supplier emissions baselines that limited readiness for automated, audit-ready reporting
- Authored the cross-functional business requirements document (BRD), translating stakeholder outcomes, process gaps, and reporting needs into implementation-ready scope aligned to standard greenhouse-gas (GHG) accounting — scope later carried forward by a dedicated data-science team
- Delivered a structured handoff of documentation, stakeholder maps, and modernization recommendations, enabling continuity after the program ended
- Identified tooling and data architecture limitations in Excel-based and ad hoc Power BI reporting, recommending upstream changes to improve auditability, governance, and long-term reporting integrity

Microsoft Corporation — Senior Technical Program Manager

Hybrid | Jun 2019–May 2021

- Managed cross-functional operating cadence for infrastructure programs by structuring calendars, agendas, forums, owner tracking, stakeholder updates, and follow-through that resolved blockers and maintained delivery momentum
- Developed executive-level reporting, stakeholder memos, and decision-support materials that translated infrastructure, financial, and operational data into clear actions for senior leaders
- Performed financial and operational analysis using enterprise systems to identify cost drivers, forecast trends, and improve decision support
- Standardized issue classification and root-cause logic, reducing triage delays and strengthening reliability reporting across engineering operations
- Led KPI consolidation and fact-table alignment across legacy systems for a five-year global lab consolidation program, creating a trusted reporting foundation for future automation and executive metrics
- Partnered with engineering teams on SQL-driven pipeline design, automation work, Agile ceremonies, sprint/task tracking, and documentation for analysts and engineers building secure data pipelines and dashboards

Microsoft Corporation — Senior Technical Program Manager

Jun 2017–May 2019

- Directed executive business reviews by turning operational data into leadership-ready reporting tied to KPIs and OKRs
- Designed the first operational dashboards and reporting tools for lab exits and space release across Microsoft's Redmond campus, replacing manual PowerPoint reporting with real-time visibility
- Built and redesigned lab closure workflows and intake models, surfacing business readiness gaps and improving executive visibility during campus rebuild and transition work
- Led business analysis for the redesign of Microsoft's infrastructure inventory system, then built a SQL, SharePoint, and Power BI-enabled tracking solution that improved migration status visibility, stakeholder documentation, and schedule-risk communication for more than 50 engineering teams

- Established stakeholder engagement routines through newsletters, portals, and status reporting that improved roadmap visibility, cross-team alignment, and leadership decision quality

Microsoft Corporation — Program Manager 2

Jul 2015–Jun 2017

- Owned Microsoft's internal Azure cost visibility tooling, supporting approximately \$90M/month in cloud usage across more than 2,000 subscriptions and 1,800 registrations
- Partnered with Finance, Engineering, and Azure Product Group teams to evaluate build-versus-buy options and shape enterprise cost-management strategy
- Led feature prioritization, stakeholder validation, and product feedback loops across more than 30 business units to improve real-time tracking and cost transparency
- Collaborated with vendor developers to deliver custom Azure usage dashboards and actionable reporting that influenced Microsoft's long-term internal cost-tooling architecture
- Provided requirements and business-logic guidance for chargeback, accountability, and cross-business-unit cost governance

Microsoft Corporation — Technical Program Manager

Jul 2014–Jun 2015

- Led budget planning, forecasting, and actuals tracking for Microsoft's growing internal Azure usage, translating technical architecture into financial models for compute, storage, and related services
- Delivered variance analysis and recommendations that helped teams remain within $\pm 2\%$ of quarterly budget targets
- Built internal chargeback models and rate-card tools that improved cost accountability and forecasting across business units
- Pioneered cost transparency through Excel-based financial models that exposed previously untracked Azure consumption and improved monthly spend visibility
- Surfaced gaps between projected Azure savings and actual internal cost behavior, informing roadmap discussions and product priority decisions

Microsoft Corporation — Program Manager

May 2011–Jun 2014

- Managed planning and forecasting for \$210M in OPEX and \$82M in CAPEX, producing models and scenarios aligned with shifting business priorities and financial constraints
- Directed business analysis and process improvement across engineering, lab services, finance, and supply chain organizations to improve operating effectiveness and stakeholder alignment
- Designed recurring financial reports and dashboards using enterprise financial platforms, Excel, and Power BI to support forecast, budget, and financial-close decisions
- Led variance investigations and close support that improved accrual accuracy, forecast quality, and executive trust in financial planning outputs
- Built multi-scenario supplier proposals to absorb a \$3.5M CAPEX reduction, landed within $\pm 2\%$ of revised targets, and preserved datacenter readiness through vendor concessions and procurement coordination

EARLY CAREER HIGHLIGHTS

- Led IT infrastructure projects in high-stakes operating environments, including vendor integrations, system upgrades, and budgets up to \$10M
- Managed service operations, incident response, and SLA-driven support in globally distributed environments
- Designed and maintained enterprise systems, supported data center migrations, and contributed to early cloud-transition work
- Performed operational data analysis, built performance and financial reporting, and supported compliance and data-protection audits

- U.S. Navy Veteran | Electronic Technician First Class | Honorable discharge

PROFESSIONAL DEVELOPMENT & SKILLS

- Certified ScrumMaster
- Continued professional development in BI reporting, cloud data warehousing, financial governance, Agile frameworks, AI-enabled workflow automation, and enterprise analytics
- Advanced AI user across enterprise-approved and open-source platforms, applying AI to improve process automation, documentation quality, reporting accuracy, stakeholder communication, and delivery efficiency
- Advanced user of Power BI, Excel, SQL, SharePoint, Power Platform, Microsoft Copilot, and SharePoint Agents; collaborative experience with Python-based ETL and data automation work
- Global stakeholder experience across North America, EMEA, India, and China, including executive communication, forum leadership, cross-cultural coordination, and highly-regulated program governance