

# KATHRYN L. SHUT, MLS (Cybersecurity & Info Privacy) + MBA (Leadership), COBIT 2019

Denver Metro Area, CO, USA

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## CDO / CIO / DATA ARCHITECT / LEGALLY TRAINED GRC-P OFFICER / ENTREPRENEUR

Remarkably impactful, service oriented, and dynamic Business, IT, and GRC Transformational Master with deep knowledge and experience at top Banking and Financial Services companies. Leads with inspiration and unparalleled technical strategy to accomplish the mission and strategies of the enterprise. Innovates Information Technology, Data Privacy, Compliance, and Data-Driven strategies to ensure trusted direction to strategic business decisions that deliver immediate savings and assure future, sustainable growth. Strong ability to communicate within the IT team, executive leadership, and Board of Directors. Attracts and builds world-class, risk-averse, high-performing teams. Swiftly converts ideas into action, generating momentum, driving involvement and actions in others through compelling discussion that advances the dialogue, generating ideas and action. Models elevated expectations and drives performance growth. Master's Degrees in **Business (MBA, Leadership)** and **4.0 Law School GPA** in **Legal Studies (MLS) in Cybersecurity & Information Privacy Compliance**. Master's Thesis/Compliance Roadmap in Gramm-Leach-Bliley Act of 1999 for financial institutions. **Fluent in business and technical English and Spanish.**

## EXECUTIVE IMPACT

**LEADERSHIP:** Strategic Planning & Execution • Compliance • Change Management • Risk Management • Transformation • Program & Project Leadership • Complex Problem Solving • Business Operations & Culture • Analytical Metrics • Business Case • Legal Analysis • Legal Citation • Critical Thinking

**FINANCE:** • Budgeting • Variance Reporting • Contracts & Negotiation • Audit • Stakeholder Relations • Compliance • Total Cost of Ownership • Cost Benefit Analysis • M&A Valuation

**DATA & IT:** • Artificial Intelligence (AI) • Enterprise IT Governance • Data Privacy • Information Security, Vulnerability Management • Data Architecture (DW/BI) • Master Data Management (MDM) • Data Taxonomy & Ontology • SAFe Agile Platform • Self-service BI strategy • Networking • Cloud

**PEOPLE:** Talent Sourcing • Self-Governing Team Retention/Development • Coaching & Mentoring • C-Suite • Executive Leadership Partnerships • Cross Functional Collaboration • Conflict Transformation • Impactful • Ethical • Trusted • Loyal

## PROFESSIONAL EXPERIENCE

**SHUT ENTERPRISES LLC**, Thornton, CO

Feb 2020 – present

**President, Founder**, Remote Work

*Denver, Colorado-based Data and AI Practice Consultancy*

- Deliver hands-on AI Architecture, GRC-Privacy, and Data Services for the following clients:
  - **nLeague @ State of Colorado – Governor's Office of Information Technology (OIT) - Chief Data Office (Nov 2024 – present): Sr. Enterprise AI Architect**, Contracted Remote Full-Time Work
    - Interim AI Program Manager since Jan 30, 2026. Responsible for driving AI responsible use across 18 executive branch agencies and several Non-Consolidated agencies.
    - "Think like a lawyer": Exercise deep critical thinking on AI use case impact and likelihood in various business areas, including law enforcement, security and surveillance, employment, etc. to protect the state automated algorithmic bias, consequential decision making, and lack of clear disclosure, in compliance with the new Colorado AI Act (SB 24-205 codified as C.R.S. 6-1-1701 *et seq.*)
    - Responsible for creating AI Roadmap, including transitional strategy to convert current AI team from strictly a risk-identification team to a full GRC body, incorporating COBIT, NIST, and OWASP.
    - Represent and advise the state's Chief Data Office to create statewide AI strategy and introduce official guidance documentation, including the state's new Risk Mitigation Worksheet, AI Risk Assessment Scorecard, AI Testing Guidance/Worksheet, AI Disclosure Guidance, and Privacy Addendum as appropriate.

- Collaborate with AI Program Manager, Agency Tech Leads, Solution Engineers, IT Directors, and Business Leaders to analyze and support on 300+ AI objectives at 20 State agencies and foster partnership between state governmental branches (Executive & Judicial).
  - Perform Red Teaming for an enterprise-level Google NotebookLM project to ensure ongoing safety and accuracy of platform features.
- **Datavox, LLC, Irvine, CA (Jul 2024 – present)**  
**Sr. Enterprise GRC & Privacy Officer, Remote Part-Time Work**
    - Personally invited to join leadership panel by Co-Founder, Mr. Bill Inmon (“Father of DW and Unstructured Data”).
    - Contributed to Analytics chapter contribution to new book, [‘Modernizing Medical Research’](#)
    - Serve as ThoughtSpot and Spotter AI Subject Matter Expert and Integration Architect
    - Participate in weekly executive round table discussions on new client opportunities and advances to patented, Gen-AI based, textual ETL solution
  - **Axius Technology @ Banco de Crédito del Perú, Lima – “BCP” (Nov 2024 – Feb 2025)**  
**Sr. Data Migration Analyst, Remote Work**
    - Member of an international team dedicated to effective data migration and governance.
    - Deliver daily bilingual interpretations and translations in fluent Technical and Business English <-> Spanish.

**RED ROCKS CREDIT UNION, Littleton, CO,**

**Mar 2022 – Jul 2024**

*A Colorado credit union managing ~\$300M in assets and 17,000+ active members.*

**SVP of IT & Data; VP of Data Enablement & Governance, FTE Hybrid Work**

- Chief Data Officer in all but title. Hands-on Data Architect, Data Governance and Compliance Manager, SQL Developer, Data Analyst, Technical Trainer, Contracts Manager, and Vendor Tech Relationship Manager.
- As **SVP of IT and Data:**
  - Drove all IT support services, including Support Desk, ITAM, Cybersecurity, and Data Analytics
  - Authored and executed “IT Smarter Strategy Roadmap”, aligning IT initiatives to 3-year enterprise business plan
  - Directed matrixed RRCU and MSP networking teams to fulfill enterprise technical strategies.
  - Discovered and eliminated over \$500K of previous IT wasteful spending in 2 years.
  - Discovered ongoing billing of legacy T1 line, deactivating and slashing telecom spending by \$41,000 yearly (3%).
  - Delivered critical initiatives: sunset core cloud platform and dropped post-conversion legacy platform costs by 5%/mo.
  - Uncovered greater number of CRM licenses than total employees, negotiated and slashed yearly costs by 34%.
  - Maintained all IT Department contracts and vendor relationships within LogicManager
  - Trained new CTO in Jul 2023.
- As **VP of Data Enablement and Governance; VP of IT & Data:**
  - Drove all Data Warehousing, Business Intelligence, and Data Analytics activities. Hands-on architect and data developer for first 18 months of program.
  - Authored and executed full Data Roadmap by leveraging agile, future-focused, utilization-based, and cloud-centric business-tech solutions on Corelation KeyStone (ERP), Salesforce, Snowflake, Matillion, and Domo.
  - Implemented vision of cost-effective, friendly employee self-service, and cloud-centric business-tech data solutions using Snowflake DW, Matillion ETL, and Domo BI. With board approval, architected DW and DM for its largest business unit, Member Experience. Delivered first iteration and grew to include Accounting and Finance and a new Executive Dashboard.
  - Coached 3 consultants and business super users on database structures of new core system, Corelation KeyStone.
  - Designed temporary, quick-win solution using Jaspersoft Domains for real-time user insights on KeyStone
  - Instituted risk-averse governance practices, such as managing ITAM resources in Freshworks and Datto, tagging sensitive data in Salesforce and Domo, and keeping all technical documentation current and relevant.
  - Led project with CTO to exit CRM to further reduce spending by 94% from current platform to new solution.
  - Architected interim solution for Executive Performance Metrics Dashboard, the first of its kind at RRCU to display current and trending KPIs such as Return on Assets %, Misery %, Net Charge-Off %, and Capital Net Worth %.
  - Queried Westlaw for case analysis as part of Master of Legal Studies degree and occasional reference for risk, compliance, and privacy matters at work. Proficient in performing legal research and writing effective summaries.

**RADIANT SYSTEMS @ State of Colorado – Dept of Human Services (CDHS)**, Denver, CO,

**2021– 2022**

**Lead Data Governance Steward (Contract)**, Business Innovation, Technology, and Security (BITS) Department, Contracted Remote Work

- Charged with improvement of systems interoperability and integration, escalating risk awareness and mitigation, optimized existing data and related processes, and reducing costs of state funding for welfare programs. Reported to Director of Data Governance, delivered skilled governance recommendations, and strengthened new governance team.
- Authored 38-page manual covering ITAM, software standardization, vulnerability management, data controls, cyber kill chain, penetration testing, social engineering, risk mitigation, disaster recovery/BCP & metrics, to technological autonomy.
- Created business case, received approval, and executed for Data Governance and Enterprise Architecture. Wrote permanent policies and SDLC and Agile Data Governance Principles and trained CDHS staff. Defined, recommended, wrote, taught, and presented time-tested principles to executive leadership for department-wide governance practices, based on COBIT 2019 and other frameworks such as NIST800 and HIPAA.
- Studied the interoperability challenges and documented existing gaps between four disparate welfare systems (CBMS, Child Care (CHATS), Child Welfare (TRAILS), and Child Support Enforcement (ACSES)) recommending data architecture, security, integrity, and retention of sensitive data in compliance with FTI, HIPAA/HITECH, PII, and other sensitive data standards.
- Recommended improvements on other executive-level SOW and business cases, advancing governance cause.
- Actively defined sensitive metadata classifications (SSN, HIPAA, PII, PHI) in Erwin Data Intelligence Suite (DIS) Metadata Manager to create permanent data inventory aids for improved data quality, security profiling, and executive reporting of existence of sensitive data within each system.
- Mentored junior staff and business partner stakeholders on best practices of Master Data Management (MDM) and DW/BI Architecture, including logical and physical modeling (transactional and denormalized), object naming standards, metadata management, and successful DW program at CDHS.
- Assisted enterprise tool selection for future MDM efforts.
- Served as a trusted enterprise data quality analyst in unifying four disparate systems.
- Developed SQL queries within DIS Data Quality Module for opportunities for data integration and correction of data anomalies.

**WELLS FARGO BANK**, Denver, CO,

**2007 -- 2021**

**Vice President, Engineering Manager – Enterprise 'IT for IT' Team**, FTE Remote Work

Metrics and Data Enablement Team, Qualys Vulnerability Remediation Program (QVR). Multi-million-dollar enterprise governance program where all IT Executives (CIOs) and Competency Center Senior Managers were responsible for discovering and reporting compliant progress on system vulnerability remediation activities. Scope spanned entire active enterprise IT asset inventory. After a successful proof-of-concept of an original integration roadmap, achieved next role to continue VRDW's growth as an Engineering Manager and was promoted to a full Vice President at the Bank.

- Innovated, performed POC, and directed data architectural roadmap for new data warehouse (VRDW), which integrated several disparate systems into one cohesive platform and enabled a complete workflow picture to identify, historically trend, & remediate discovered systems vulnerabilities.
- Enforced new naming standards, change-data-capture of historical records, and performance tuning.
- Facilitated reporting and data-access business requirements gathering sessions between matrixed (cross-functional) enterprise technical partners.
- Engaged with business stakeholders and partners (relationship management and engagement) throughout the enterprise to investigate data and process issues related to Vulnerability Remediation activities, such as discrepancies in source-to-target ETL and reporting reconciliation activities.
- Analytics point-of-contact for business and technical partners; enabled enterprise CIOs, Competency Centers, and Technology Managers to mitigate systems risk associated with platform and application vulnerabilities.
- Planned and facilitated joint application and database design sessions to solve often complex data flow capability to downstream reports, applications, and data warehouses.
- Responsible for researching and assembling the teams or individuals necessary to solve complex business problems, such as corporate and technology audits, trending and reporting, and general data quality.
- Provided guidance and project documentation such as the Lean Statement of Work / Agile Business requirements to some partner teams. Managed customer expectations of delivery and timeline.
- Trained new engineers, analysts, and customer-partners on the intricacies of vulnerability data management

## ADDITIONAL EXPERIENCE

**WELLS FARGO BANK**, Tech Relationship Manager, Tech Operations and Data Management (TOPDM); Senior Systems Architect, Business Banking Technology (BBT), later Enterprise Data and Analytics (EDA); **COLORADO ACCESS**, Manager, Data Services and Production Control; **LS GALLEGOS TECHNOLOGIES** at **Kraft Foods**, Senior Architect, Data Warehouse; **ING REINSURANCE**, Manager, Enterprise Reporting; **EDS**, Information Specialist; **CTG**, Technical Trainer; **Grant Thornton**, Certified BusinessObjects Instructor

## EDUCATION

**Master of Legal Studies, (MLS)** - Cybersecurity & Info Privacy Compliance, **DREXEL UNIVERSITY – Kline School of Law**  
(4.0 GPA, Summa Cum Laude, Law School Award for Outstanding Performance)

**Master of Business Administration, (MBA)**, **WEBSTER UNIVERSITY** (Magna Cum Laude)

**Bachelor of Arts, BA**, **ROCKHURST UNIVERSITY** (Magna Cum Laude, Full-Ride Spanish Teaching Assistantship, Marquette University)

## INDUSTRY PUBLICATIONS

**Fatima Naeem, Kathryn L. Shut, Marisa Fein, Paul Flanagan, The Ultimate AI Compliance Handbook (2025)**, (copyright pending) – *Author, AI Overview, Risk Assessment, Testing, Disclosure, Environmental, and Socio-Psychological impacts*

**Bill Inmon, Dave Rapien, and Sylvia Sydow, MD - Modernizing Medical Research – AI and Medical Records (2025)**  
*Contributor, Chapter 8: Analytics. Wrote pages 118 – 122 on ThoughtSpot Spotter AI and Insights Query. Acknowledged in book.*

**Kathryn L. Shut – Compliance Roadmap: Gramm-Leach-Bliley Act of 1999 (GLBA)**, Establishing An Effective Data Privacy and Cybersecurity Program for U.S. Financial Institutions, © 2024. 56-page copyrighted thesis also includes graphical risk cascade flowchart and executive summary slides. Features 28-minute Google NotebookLM GenAI [podcast](#).

## CERTIFICATIONS & PROFESSIONAL AFFILIATIONS

**Non-Attorney Member: Colorado Bar Association (2025-present) – Member of 2 committees: Budget and Investment (2025-2027)**  
**Certification: COBIT 2019 Foundation (ISACA) - Cert ID 2021-1368397 - C19F**  
**Society for Human Resources Management (SHRM) - People Manager Qualification (SHRM-PMQ), IAPP (Privacy), and ISACA (Governance)**