

Hunter Marshall

Master Portfolio

IT Project Manager | Product Leader | AI-Enabled Delivery Builder | PMP

Enterprise delivery portfolio spanning higher education, utilities, EdTech, financial services, AI-enabled delivery, PMO governance, QA, and software product development.

Strength	Evidence	Why It Matters
AI-enabled delivery	Spec2Test converted vague requests into requirements, acceptance criteria, tests, risks, and work items.	Shows practical AI adoption with governance, not just experimentation.
Enterprise project leadership	Led upgrades, integrations, infrastructure, licensing, PMO, and platform initiatives.	Demonstrates delivery breadth across complex environments.
Portfolio scale	Managed initiatives up to \$27M and coordinated large stakeholder groups.	Signals readiness for senior PM, program, portfolio, and delivery roles.
Quality and testing depth	Adjunct Software Testing instructor; embedded testability, UAT, traceability, and QA practices into delivery.	Combines PM leadership with strong requirements and QA judgment.
People-first leadership	Built high-trust teams, improved collaboration, mentored staff, and strengthened delivery culture.	Shows ability to improve outcomes through both process and people.

Introduction

I am an IT Project Manager and Product Leader with experience delivering enterprise software implementations, platform upgrades, agile transformations, AI-enabled delivery capabilities, and digital product launches across higher education, utilities, financial services, and EdTech. My portfolio spans research administration systems, utility infrastructure upgrades, enterprise licensing renewals, PMO modernization, QA enablement, and interactive learning platforms. I thrive on aligning cross-functional teams around shared objectives, translating ambiguity into clear plans, and integrating operational change management to achieve sustainable results.

Portfolio Navigation

- Signature Case Study: Spec2Test - AI-Assisted Delivery Accelerator
- IT Project Management - Major Projects
- Utility, PMO, and Integration Projects
- EdTech and Product Management Projects
- Teaching, Mentorship, AI, and Innovation
- Methodologies, Tools, and Testimonials

Signature Case Study: Spec2Test - AI-Assisted Delivery Accelerator (Cass, Q1 2026)

Role: Creator / Product Lead / Project Manager

Focus Areas: AI-enabled project delivery, requirements discovery, QA enablement, traceability, governance, Jira/Azure DevOps work item readiness

Executive Summary: Spec2Test is a governed AI-assisted delivery accelerator built to help teams move forward when scope and requirements are unclear. It transforms unstructured business requests into structured requirements, acceptance criteria, test scenarios, risks, assumptions, open questions, and delivery-ready work items while preserving human review, traceability, and delivery governance.

The Delivery Problem

Enterprise teams are often asked to estimate, plan, or test initiatives before formal requirements exist. Inputs may arrive as vague ideas, partial narratives, early business cases, or loosely articulated goals. Without structure, ambiguity becomes hidden risk: teams make assumptions, QA enters too late, acceptance criteria remain weak, and delivery commitments are made before the work is understood.

- Teams needed a way to move forward before scope was fully defined without pretending the uncertainty was resolved.
- Business, product, delivery, QA, and engineering teams needed a common language for requirements, risks, and validation.
- Stakeholders needed visibility into assumptions, open questions, and backlog readiness before committing to execution.
- The solution needed to accelerate clarity while maintaining governance, human accountability, and quality discipline.

The Solution

Spec2Test uses AI to interpret ambiguous inputs, decompose implied scope, normalize requirements, generate acceptance criteria, identify risks, and create test scenarios. The output is not treated as final truth; it is treated as a structured candidate package for human review. This makes ambiguity visible, reviewable, and actionable.

Workflow Stage	Output / Value
1. Unstructured Input	Business case, vague request, problem statement, partial scope, notes, or early idea.
2. AI-Assisted Interpretation	Candidate scope, implied functionality, constraints, assumptions, and open questions.
3. Requirements & Acceptance Criteria	Structured requirement candidates using INVEST and Given/When/Then patterns.
4. QA & Risk Layer	Positive, negative, and non-functional test scenarios plus delivery and quality risks.
5. Governance Review	Human-in-the-loop validation before outputs are promoted into delivery execution.
6. Delivery Handoff	Backlog-ready Jira or Azure DevOps work items with traceability to original input.

What I Built and Led

- Defined the product vision and delivery strategy for a repeatable AI-enabled requirements and test enablement workflow.

- Designed the AI interaction model to convert unclear requests into structured requirements, acceptance criteria, risk items, test scenarios, and stakeholder questions.
- Integrated project management, business analysis, QA, and Agile delivery practices into one governed workflow.
- Designed traceability from original input through inferred scope, requirements, acceptance criteria, test cases, risks, questions, and work items.
- Established human-in-the-loop controls so AI outputs remained reviewable candidates rather than unvalidated delivery commitments.
- Positioned the tool as a practical enterprise delivery capability rather than a one-time AI demonstration.

Key Capabilities

- Scope discovery: identifies implied functionality, constraints, dependencies, and unclear boundaries from incomplete inputs.
- Requirements normalization: transforms vague ideas into structured and testable requirement candidates.
- Acceptance criteria generation: creates criteria aligned to INVEST principles and Given/When/Then formatting.
- Non-functional requirement discovery: surfaces performance, reliability, security, usability, and operational quality needs earlier.
- Risk identification: highlights delivery, quality, and ambiguity-driven risks before UAT or production readiness.
- Open-question generation: creates a stakeholder validation backlog for assumptions, gaps, and decisions.
- Test scenario generation: creates positive, negative, and non-functional test scenarios from normalized requirements.
- Work item creation: generates backlog-ready Jira or Azure DevOps stories, features, or epics with acceptance criteria and traceability.
- Enterprise documentation outputs: creates structured artifacts that can align to standard templates and review practices.

Governance and Responsible AI Controls

- AI-generated scope, requirements, acceptance criteria, and work items are treated as candidate outputs requiring human validation.
- Human-in-the-loop checkpoints validate assumptions, risks, backlog readiness, and acceptance criteria quality before use.
- Traceability preserves lineage from original inputs through requirements, tests, risks, questions, and work items.
- Prompt, schema, and template versioning supports repeatability, auditability, and controlled evolution of the workflow.
- Backlog readiness indicators reduce the risk of premature commitments based on inferred scope.
- The tool accelerates clarity and readiness without replacing product ownership, stakeholder accountability, or delivery judgment.

Business Impact

- Enabled forward progress when scope and requirements were incomplete or evolving.
- Shifted ambiguity from hidden risk to visible, governable input that stakeholders could review and resolve.
- Improved requirements and acceptance criteria quality at the point of creation instead of waiting for rework during testing.
- Elevated non-functional requirements and quality risks earlier in the lifecycle.
- Reduced handoff friction between discovery, delivery, QA, and engineering teams.
- Demonstrated a credible pattern for enterprise AI adoption with governance, traceability, and human review.

IT Project Management - Major Projects

LAMPS eCensus Implementation (Washington University, 2023-2025)

Role: Lead Project Manager

Goal: Modernize laboratory animal census and cage management by integrating Allentown RFID capabilities with the KSI LAMPS system, replacing manual Service ticket workflows while preserving native LAMPS billing and census definitions.

Scope & Responsibilities:

- Developed the project plan and coordinated discovery, design, testing, pilot, rollout, and post-implementation review.
- Managed vendor relationships with Allentown and KSI, including integration concerns, contract alignment, and operational readiness.
- Oversaw change management, stakeholder communication, training, and rollout coordination for researchers, principal investigators, and cage management staff.
- Mitigated risks related to technology integration, data accuracy, operational disruption, and adoption.

Outcomes: Implemented RFID-enabled cage cards and handheld scanners, improved census accuracy and transparency, retired manual billing tickets, enabled PI self-service reporting, and increased operational efficiency without changing LAMPS core census logic.

RMS Software Suite Upgrade (Washington University, May-December 2024)

Role: Project Manager

Goal: Upgrade the InfoEd Research Management System across modules to improve platform stability, vendor supportability, and future enhancement readiness.

Scope & Responsibilities:

- Orchestrated environment promotions from development through test, stage, and production with defined exit criteria and governance.
- Coordinated regression testing and validation of integrations with Workday, COI, Data Warehouse, RADAR, and Interfolio.
- Managed communication plans, training sessions, job aids, and stakeholder readiness activities.
- Collaborated with vendor and internal teams to triage defects and prevent showstopper issues before promotion.

Outcomes: Delivered a clean cutover, improved platform stability and user experience, and supported future enhancements while maintaining data integrity and reporting confidence.

PD eForm - Replace 7-Step PD Create (Washington University, July-November 2024)

Role: Project Manager

Goal: Replace a legacy seven-step proposal development creation process with a streamlined eForm to improve user experience and data quality.

Scope & Responsibilities:

- Led design of the new eForm with targeted field validations and logic to guide proposal creation.
- Mapped form inputs to existing reporting fields to preserve downstream data consistency.
- Managed test, stage, and production promotions and coordinated UAT with stakeholders.
- Delivered training and communications to faculty and administrators.

Outcomes: Deployed the new eForm in tandem with the RMS upgrade, reducing the time and effort required to initiate proposals and improving data accuracy and reporting alignment.

RMS Fringe Benefits Phase III (Washington University, Active 2025)

Role: Project Manager

Goal: Enhance RMS fringe benefits calculations to support promotions, non-inflationary salary increases, and more precise salary-cap adjustments.

Scope & Responsibilities:

- Led defect remediation and regression testing of fringe calculation logic.
- Coordinated environment promotions and aligned rollout timing with the RMS UI upgrade window to minimize duplicate testing.
- Managed stakeholders across finance, HR, and research administration.

Outcomes: Improves budgeting accuracy and reduces manual workarounds through more reliable fringe calculation logic.

RMS UI Release Upgrade (Washington University, Active 2025)

Role: Project Manager

Goal: Upgrade the RMS suite to the vendor redesigned user interface while maintaining functional parity, performance, and stakeholder confidence.

Scope & Responsibilities:

- Planned and executed test to stage to production promotions with defined exit gates and severity rules.
- Defined performance benchmarks and coordinated vendor resolution of issues.
- Managed training, job aids, communications, rollback planning, contingency planning, and change freezes.

Outcomes: Strengthened quality control, readiness planning, and stakeholder confidence for a high-visibility enterprise platform release.

COI eForms - Regulatory & UX Consolidation (Washington University, Active 2025)

Role: Project Manager

Goal: Consolidate and redesign conflict-of-interest disclosure and administrative forms to reduce form count, modernize the user experience, and support regulatory alignment.

Scope & Responsibilities:

- Coordinated consolidation of multiple disclosure and administrative forms into fewer guided experiences.
- Managed UDF remapping, routing simplification, messaging improvements, and progress indicator enhancements.
- Aligned testing and deployment with the RMS upgrade to reduce duplicate effort and change collisions.

Outcomes: Improves usability, reporting consistency, and regulatory readiness while reducing form complexity.

SUBS Technology Upgrade - .NET 8 & Angular 18 (Washington University, 2024)

Role: Project Manager

Goal: Modernize the SUBS research animal disposition application by upgrading backend and frontend technology stacks for security, maintainability, and performance.

Scope & Responsibilities:

- Planned and managed code refactoring, component upgrades, and removal of deprecated dependencies.

- Coordinated regression testing and user acceptance to ensure feature parity.
- Managed communication and training for researchers and animal care staff.

Outcomes: Delivered a secure and responsive application with improved performance and long-term support readiness.

Utility, PMO, and Integration Projects

Digital OPPM Investment (Ameren, 2022)

Role: Project Manager

Goal: Improve Oracle Primavera Portfolio Management functionality for Ameren Digital teams to increase throughput, reporting clarity, and decision quality.

Scope & Responsibilities:

- Delivered configuration changes including business case forms, labor types, and quality checks.
- Supported work-order creation, budget-load integration, and business case gate workflows.
- Built and prioritized a reporting backlog and Power BI visualization needs.
- Guided an inexperienced team through Agile training and backlog grooming while collaborating with vendor consultants.

Outcomes: Improved business case accountability, increased investment roadmap visibility, and helped establish OPPM as a single source of truth; vendor feedback cited the team as one of the strongest Agile teams they had worked with.

EIS Integrations - Cloud & On-Prem Automation (Ameren, 2021-2022)

Role: Project Manager

Goal: Build a secure integration framework for cloud applications and automate on-premise integration processes for Enterprise Integration Services.

Scope & Responsibilities:

- Implemented F5 proxy enhancements, MuleSoft Runtime Fabric, and automated CI/CD pipelines with SonarQube code review.
- Added usage monitoring and chargeback data for integrations.
- Balanced waterfall governance with Agile delivery across multiple stakeholder groups.

Outcomes: Improved scalability, flexibility, monitoring, deployment efficiency, and reliability of integration services.

AMI AIC Voltage Optimization (Ameren, 2020-2022)

Role: Project Manager

Goal: Optimize network traffic in Ameren advanced metering infrastructure by integrating Dominion Voltage systems and increasing server capacity for 15-minute meter read intervals.

Scope & Responsibilities:

- Managed server design, installation, system integration, configuration, testing, and deployment.
- Coordinated cross-functional work across IT, engineering, and operations during pandemic-related hardware delays.

Outcomes: Reduced network congestion, improved meter read accuracy, and delivered infrastructure ready for future load and optimization enhancements.

Microsoft Enterprise Agreement Renewal (Ameren, 2021)

Role: Project Manager and Negotiation Lead

Goal: Renew Ameren enterprise agreement for Microsoft software and services with a cost-effective licensing strategy and improved rights to consume E5 solutions.

Scope & Responsibilities:

- Conducted product and services discovery, determined licensing needs, and prepared negotiation positions.
- Coordinated legal, PMO, VMO, cybersecurity, networking, customer, field/grid, supply chain, consultants, and Microsoft stakeholders.
- Managed negotiation logistics and contract processing under a tight deadline.

Outcomes: Secured a five-year Microsoft E5 licensing agreement under budget while supporting compliance and the long-term technology roadmap.

EdTech and Product Management Projects

Edify Digital Textbook Platform (Stukent)

Role: Product Manager / Project Manager

Goal: Build an interactive digital textbook platform with clean layout, note-taking, highlighting, quizzes, and progress tracking.

Scope & Responsibilities:

- Oversaw the software development lifecycle from ideation through launch.
- Coordinated designers, developers, and content specialists.
- Prioritized features for user experience and instructional effectiveness.

Outcomes: Launched a modern textbook platform that improved user satisfaction and supported interactive learning experiences.

Catalog & Course Management Redesign (Stukent)

Role: Product Manager

Goal: Redesign product catalog and course management experiences to improve customer experience and revenue opportunities.

Scope & Responsibilities:

- Led redesign of product catalog pages to improve customer tracking and product access.
- Simplified navigation and introduced views highlighting upcoming courses.

Outcomes: Improved the user journey from discovery to enrollment and supported revenue growth.

LMS Integration with Canvas, Blackboard, Brightspace & Moodle (Stukent)

Role: Product Manager / Product Owner

Goal: Integrate Stukent products with major Learning Management Systems for single sign-on and grade synchronization.

Scope & Responsibilities:

- Defined integration requirements and user stories.
- Prioritized features for Canvas, Blackboard, Brightspace, and Moodle.
- Coordinated development, testing, and instructor feedback.

Outcomes: Saved instructors time, reduced administrative burden, and increased adoption of Stukent simulations.

Mimic App Platform (Stukent)

Role: Product Manager / Product Owner

Goal: Create a reusable simulation framework enabling rapid development of marketing and analytics simulations.

Scope & Responsibilities:

- Designed a configurable platform architecture allowing non-technical staff to assemble simulations.
- Led a team that built four mini simulations in two days for a corporate challenge.
- Established a roadmap to deliver five simulations per quarter instead of one every 18 months.

Outcomes: Dramatically increased simulation development throughput and empowered subject-matter experts to contribute directly to product creation.

Mimic Analytics (Stukent)

Role: Product Manager / Product Owner

Goal: Develop an analytics simulation using real-world data sets to teach evidence-based marketing decisions.

Scope & Responsibilities:

- Managed development of new front-end components and simulation engine enhancements.
- Defined learning outcomes and collaborated with educators to ensure instructional alignment.

Outcomes: Launched a simulation that trained students to analyze data from multiple sources and adjust marketing strategies based on insights.

Mimic Social & Social Influencer (Stukent)

Role: Product Manager / Product Owner

Goal: Provide experiential learning in social media marketing, budget management, channel strategy, and influencer selection.

Scope & Responsibilities:

- Managed updates to frontend and simulation engines for new scenarios and platform changes.
- Worked with faculty and industry partners to align simulation scenarios with evolving social media practices.

Outcomes: Delivered engaging simulations that broadened learning outcomes in social media and influencer marketing strategy.

Teaching, Mentorship, AI, and Innovation

Teaching & Mentorship

- Adjunct instructor for CSE 270: Software Testing at Brigham Young University-Idaho since 2020.
- Provide hands-on instruction in testing methodologies, security, quality assurance, defect reporting, and real-world application.
- Develop assignments aligned with industry practices to prepare students for professional software delivery environments.
- Coach students on teamwork, communication, estimation, accountability, and servant leadership.

AI & Innovation

- Use generative AI to accelerate project communications, risk logs, visual artifacts, discovery work, and requirements clarification while maintaining governance.
- Apply AI-enabled prototyping and visualization to help stakeholders understand complex project timelines, risks, dependencies, and tradeoffs.
- Built Spec2Test as a practical AI delivery capability that connects project management, QA, business analysis, and backlog execution.
- Completed Talking to AI: Prompt Engineering for Project Managers through the Project Management Institute.

Methodologies & Tools

- Delivery Approaches: Agile, Scrum, Kanban, Waterfall, Hybrid, sprint planning, reviews, retrospectives, backlog refinement, stage gates, and exit criteria.
- Planning & Governance: bottom-up estimation, RAID logs, stakeholder maps, communication plans, cutover planning, lessons learned, and decision logs.
- Platforms & Tooling: InfoEd RMS, LAMPS, Oracle Primavera Portfolio Management, Microsoft 365, Teams, SharePoint, Power BI, Jira, Confluence, Azure DevOps, Smartsheet, Git, and GitHub.
- Quality Practices: requirements traceability, Given/When/Then acceptance criteria, UAT coordination, test planning, regression testing, risk-based testing, and defect triage.
- Professional Development: PMP certified; experienced in AI prompt engineering for project managers and continuous leadership development.

Testimonials & Feedback

"Hunter is the best project manager I have ever worked with." - Travis Mossotti, Research Delivery Team

"Handled a difficult stakeholder, protected the team and improved throughput; laid the groundwork for collaboration, accountability and transparency." - Manager feedback

"Smoothest RMS upgrade they have ever had... taking on a new version no one else had used." - Research Delivery Team feedback

"Drove Agile adoption and created a tightly-knit team with better transparency and collaboration." - Goals & Results notes

"Rating: Exceeds Expectations - consistently exceeded criteria; set and met challenging goals; took on extra responsibilities." - Annual overall summary

Closing Summary

This portfolio summarizes my experience leading complex IT projects, AI-enabled delivery initiatives, PMO improvements, software product launches, integrations, upgrades, and teaching efforts. Across these projects, the common thread is disciplined delivery with a people-first mindset: clarify the work, align the team, surface risk early, protect quality, and move complex initiatives toward measurable outcomes.