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Rodney Waldhoff

Professional experience

Director, Technology Strategy & Architecture

Society for Human Resource Management
January 2010 – Present

Lead team of 2 - 5 to identify strategic challenges and opportunities and ensure that the organizations' people, systems and capabilities are ready to meet them. Define standards and practices. Identify and evangelize innovative solutions. Develop cross-organizational partnerships. Articulate the sourcing strategy. Manage the technology roadmap.

- Developed the *Global Enterprise Technology Strategy* addressing vision, governance, selection and implementation.
- Spearheaded adoption of an ITSM/ITIL service management philosophy enabling "lean" value delivery.
- Designed and implemented a lightweight, staged-gate technology portfolio management process.
- Led selection process for and supported implementation of new content management and e-commerce platforms.
- Developed the technology sourcing strategy and a capability development roadmap.
- Chaired a cross-functional committee developing and articulating the mobile product strategy.
- Technical lead on the *Conference Innovation Team*, re-imagining SHRM's substantial conference product line.
- Introduced an enterprise message bus to streamline development and maintenance of a service-oriented architecture.
- Architected the *Eventstream* behavioral analytics framework to track real-time, multi-channel user activity.
- Audited e-commerce implementation to develop a 20-point plan addressing both business and technical strategy.
- Developed a 10-point plan for critical search-engine optimization (SEO) activity.

Director, Internet Operations & User Experience

Society for Human Resource Management
February 2008 – January 2010

Led team of 12 designers, developers and media production specialists building member-facing digital products and services including web sites, an e-commerce system and video, podcast and webcast production.

- Delivered 4 major web systems in 16 months: a complete reimplementation of *SHRM Online*, the *SHRM Connect* social network, *SHRM India Online* and a multi-tenant web platform hosting the websites of 300 affiliated chapters.
- Introduced modern version control, release management, user-experience (UX) and quality assurance (QA) practices.
- Piloted an agile (Scrum) project management process featuring bi-weekly product releases.
- Introduced multivariate testing, campaign tracking and funnel analysis; modernized behavioral (web) analytics program.
- Grew organic search visits by 30% (year-over-year) through search engine optimization (SEO).
- Doubled the size of the team by recruiting, on-boarding and integrating 5 employees in 7 months without disruption.
- Dramatically reduced operating costs through contract negotiation, vendor management, selective in-sourcing and transitioning several systems to an externally-managed LAMP technology stack.

Director, Product Development

Envictus Corporation
July 2007 – February 2008

Led a cross-functional team of 14 curriculum specialists, writers, designers and engineers in a high-velocity startup environment to develop *Navigation 101*, an innovative e-learning product that measurably improves college readiness in American high schools. Collaborated with founders on business strategy and with business development, sales and client services to ensure customer satisfaction. Recruited, developed and motivated talent. Identified new products and features. Developed product roadmap. Led team in full-lifecycle product management.

- Grew curriculum 8 × by delivering 38 learning modules in under 90 days.
- Established project and product management process.
- Introduced staff training and development practices.

Executive Director, Strategic Product Development

Encyclopædia Britannica, Inc.
April 2007 – July 2007

Led a "skunk-works"-inspired cross-functional team to develop new product concepts and strategic opportunities. Championed strategically significant products and features both internally and externally.

- Delivered 19 new product proposals and 5 functional prototypes in 90 days.
- Acquired more than 10,000 new followers for the *Britannica Blog* within 90 days through viral promotion.
- Increased volume of user-contributed content by 18% through workflow and interface redesign.

Director, Product Technology

Led team of $16-23$ developing digital products serving the consumer, K-12, university and institutional markets in the U.S. and abroad. Managed design, development and maintenance of a growing stable of web, desktop, mobile, content management, business analytic and e-commerce systems using internal staff and external partners. Collaborated with senior executives to develop and present product strategy to Board of Directors. Performed competitive analysis. Developed product roadmaps. Partnered with domestic and international editorial, marketing, business development and operations teams in a dynamic matrix organization to define and deliver on product strategy.

- Championed social media strategy as *Community Czar*
- Launched award-winning *Britannica Blog* (SIIA *Best Corporate Blog* CODiE, 2008).
- Increased year-over-year organic search engine referral traffic by $2\times$ through SEO/SEM initiatives.
- Localized multiple products for Australia, China/Taiwan, France, India, Japan and the UK.
- Streamlined the integration, test and deployment process yielding a $4\times$ increase in release frequency.
- Delivered many award-winning educational products: *Learning Magazine*'s *Teachers' Choice for the Classroom* (2006, 2007) and *...for the Family* (2008); SIIA's *Best Educational Reference* (2008), *Best Online Reference Service* (2005) and *Best Online Consumer Information Service* (2005) CODiEs; *Parent's Choice Award* (2004, 2007, 2008); AEP's *Distinguished Achievement Award* (2004, 2007) and *Global Learning Initiative Award* (2005); and more.
- Reduced production cost (by 66% year-over-year) and schedule (42% y-o-y), increased quality (38% fewer defects) and improved customer satisfaction (net promoter score up 30%) for the CD/DVD product line.
- Automated processes to increase online publishing frequency by $6\times$ and free a previously dedicated resource.
- Re-recruited 3 "boomerang" employees who had left the company but returned to join my team.

Director, Systems Architecture

Led team of 5 to define the software architecture used by 6 development teams. Established and coordinated project management process. Responsible for infrastructure and shared components including a custom search engine and content display framework now supporting 25+ products in multiple languages on diverse platforms.

- Coached 3 direct reports into promotion to peer-level leadership positions.
- Saved $500,000 by leveraging a legacy accounting platform to create a consumer digital subscription service.
- Established continuous integration and test automation practices.
- Established an agile (XP) project management methodology in support of a rapidly evolving business model. Scaled pilot to a company-wide process that continues to be a success more than 10 years later.

Senior Software Engineer

Technical lead in the full life-cycle, full-stack development of content management and online publishing systems.

- Handpicked by CTO to lead effort to improve system performance and capacity. Achieved a $10\times$ performance improvement in 6 weeks. Introduced a repeatable testing and monitoring process.
- Designed and developed a sophisticated content management system, and delivered it 60 days ahead of schedule. The CMS continues to be used nearly 15 years after its initial release.

Consultant

Developed database-to-web applications for customers of this boutique consulting firm. Contributed to RFP responses. Participated in sales calls. Trained client and internal staff in Java, XML and web technologies.

- Developed a requirements solicitation and project management process that became the company standard.
- 100% of the clients I worked with became repeat customers, requesting me by name on additional projects.

Formal education

Bachelor of Arts in Mathematics
Bard College, Annandale-on-Hudson, NY   May 1997

Senior Thesis: *"The Matching Model for Routing Permutations on Graphs"*, an analysis of parallel computation on various graph topologies.

Honors:
- *Sara Gelbart Prize in Mathematics* (1997)
- *Dr. Gustave Aufricht Memorial Scholarship* (1996)
- *Distinguished Science Scholarship* (1992–1997)
- *National Merit Scholarship* (1992)

Recent training

Leadership Development Program
Center for Creative Leadership   October 2013

Intensive program based on 360° feedback, a battery of psychological instruments and a week of personalized one-on-one and small-group development activities.

Gamification Master Class
Gabe Zichermann/O'Reilly Media   March 2013

3-hour web-based course on implementing game mechanics in web and mobile applications.

Tapworthy: iPhone Design and User Experience
Josh Clark/O'Reilly Media   November 2012

13-hour web-based course on mobile application ideation, design and development.

Related experience

Management Committee
Apache Software Foundation   1997 – 2004

Contributor, committer, project organizer and elected (voting) member of this leading community of open source developers.
- Co-founder of *Jakarta-Commons* and *Apache-DB*.
- Original author of several components within *Jakarta-Commons* (now *Apache-Commons*).
- Contributor to *Ant*, *Commons*, *HTTP Components*, *Struts* and *Tomcat*.

Co-founder, Architect
Axion Database Project   2003 – 2005

Architect, co-founder of and major contributor to *Axion*, an open-source, high-performance, SQL- and JDBC-compliant embedded Java database. *Axion* was named a *"program to read"* on the *Portland Pattern Repository Wiki*, has successfully supported 8+ generations of Britannica's CD/DVD products and has been used for multiple projects at Oracle (Sun Microsystems).

Expertise

Languages
- C/C++
- CoffeeScript
- HTML5/CSS3
- Emacs Lisp
- Java/J2EE
- JavaScript/Node.js
- Lua
- Ruby
- shell scripting
- TeX/LaTeX
- SQL/PL-SQL
- XML; XSLT; XPath

Frameworks & Tools
- Amazon Web Services
- Cordova (PhoneGap)
- Dust.js
- Google Analytics
- Google Search Appliance
- Graphviz/dot
- jQuery/jQuery Mobile
- Lucene/Solr
- Microformats
- Puppet
- Rails
- Sinatra
- TIBCO Spotfire
- Twitter Bootstrap

Database Technology
- *Relational*
  - MySQL; Oracle; PostgreSQL; SQLServer
- *Document Store*
  - Couch; Mongo; Neo4J
- *Key/Value Store*
  - Redis; Memcached
- *Other NoSQL*
  - Cassandra; Dynamo; Riak

Technical Practices
- Agile (XP & Scrum)
- API Design
- Configuration Management
- Continuous Integration
- Deployment Automation
- Data Visualization
- Data Warehouse
- DevOps
- I18n/L10n/G11n
- Optimization
- Production Monitoring
- Test Automation
- Test-Driven Development

Business Practices
- Analytics/Intelligence
- Build/Buy Analysis
- Distributed Teams
- Organizational Design
- Process Automation
- Project Portfolio
- Staff Development
- Strategic Sourcing
- Vendor Management

Product Management
- A/B Testing
- Behavioral Analytics
- Community Management
- Content Production
- Competitive Analysis
- Email Campaigns
- Engagement Metrics
- Funnel Optimization
- Gamification
- Product Portfolio
- Segmentation
- SEO/SEM
- User Experience

Recent public projects

- AGE – Abstract Gamification Engine.
- BrightSpoke.com – Search engine for bicycles.
- dustjs-helpers – Templating language extensions.
- "The Graphviz Cookbook" – Hands-on guide.
- gvpr-lib – Graphviz extensions.
- Stew – CSS Selectors + Regular Expressions.

Links

- Personal Site (HeyRod.com)
- GitHub user page
- LinkedIn user page
- StackOverflow user page