

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 organization's people, processes and systems are ready to meet them. Identify and promote innovative solutions. Develop the strategic plan. Define standards. Oversee development of key systems. Manage and communicate the technology roadmap.

- Spearheaded adoption of an ITSM/ITIL service management philosophy enabling “lean” value delivery.
- Implemented a lightweight, staged-gate portfolio management process.
- Led selection and supported implementation of new content management and e-commerce platforms.
- Developed the technology sourcing strategy and capability development plan.
- Chaired a cross-functional committee to develop the mobile product strategy.
- Technical lead on the *Conference Innovation Team*, re-imagining SHRM's conferences and seminars.
- Architected a behavioral analytics framework to track real-time, multi-channel user activity.
- Audited e-commerce strategy to develop a 20-point plan addressing business and technical opportunities.
- Developed a 10-point plan for high-priority 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 producers to deliver digital content, commerce and media products.

- Delivered 4 major web systems in 16 months: a full reimplementation of [SHRM Online](#), the [SHRM Connect](#) social network, [SHRM India Online](#) and a [multi-tenant web-hosting platform](#) for 300 affiliated chapters.
- Introduced version control, release management, user experience and quality assurance practices.
- Piloted an agile (Scrum) project management process featuring bi-weekly product releases.
- Introduced A/B testing, campaign tracking, funnel analysis and modern web analytics programs.
- Grew organic search visits by 30% (year-over-year) through search engine optimization (SEO).

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 a [college-readiness curriculum and web-based learning management system](#).

- Grew curriculum 8× by delivering 38 new e-learning modules in 90 days.
- Established project and product management and staff 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 internally and externally.

- Delivered 19 new product proposals and 5 functional prototypes in 90 days.
- Used viral techniques to acquire more than 10,000 new followers for the [Britannica Blog](#) in 90 days.
- Increased volume of user-contributed content by 18% through workflow and interface redesign.

Director, Product Technology

Encyclopædia Britannica, Inc.
JANUARY 2004 – MARCH 2007

Led team of 16 – 23 developing digital products serving the consumer, K-12, university and institutional markets in the U.S. and abroad. Partnered with global staff and external partners to define and deliver on product strategy.

- Earned more than a dozen [major awards for educational software and services](#).
- Achieved a 66% reduction in cost, 42% reduction in schedule, 38% reduction in defects and 30% increase in Net Promoter Score for the [2005 CD/DVD product suite](#).
- Doubled year-over-year organic search engine referral traffic through SEO initiatives.
- Streamlined the integration, test and deployment process yielding a 4× increase in release frequency.
- Automated processes to increase publishing frequency by 6× and free a previously dedicated resource.
- Launched award-winning *Britannica Blog* (SIIA *Best Corporate Blog* CODiE, 2008).
- Re-recruited 3 “boomerang” employees who had left the company but returned to join my team.

Director, Systems Architecture

Encyclopædia Britannica/Britannica.com
MAY 2000 – JANUARY 2004

Led team of 5 to define and develop the enterprise software architecture. Created and managed the project portfolio process. Managed infrastructural and shared components including search and digital publishing systems.

- Coached 3 direct reports into promotion to peer-level leadership positions.
- Saved \$500,000 by leveraging a legacy accounting platform to create a consumer subscription service.
- Established agile project management (XP), continuous integration and test automation practices.

Senior Software Engineer

Encyclopædia Britannica/Britannica.com
MARCH 1999 – MAY 2000

Led the full life-cycle, full-stack development of content management and web publishing systems.

- Handpicked by CTO to lead system performance efforts; achieved 10× improvement in 6 weeks.
- Designed a hybrid XML/relational content management system; delivered it 60 days ahead of schedule.

Consultant

The Planet Group, LLC
AUGUST 1997 – MARCH 1999

Developed database-to-web applications for clients of this boutique consulting firm.

- Authored company-standard requirements solicitation and project management process.
- 100% of my clients became repeat customers, requesting me by name for additional projects.

FORMAL EDUCATION

Bachelor of Arts in Mathematics

Bard College, Annandale, 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)

RELATED EXPERIENCE

Management Committee, Project Co-founder

[Apache Software Foundation](#) 1997 – 2004

Co-founder, Architect

[Axion Database Project](#) 2003 – 2005

RECENT PUBLIC PROJECTS

- [AGE](#) – Abstract Gamification Engine. (CoffeeScript)
- [BrightSpoke.com](#) – Bicycle search engine. (Ruby)
- [dustjs-helpers](#) – Templating extensions. (JavaScript)
- “[The Graphviz Cookbook](#)” – (L^AT_EX, Python, bash)
- [gvpr-lib](#) – Graph processing. (C, elisp, JavaScript)
- [Stew](#) – CSS + Regular Expressions. (CoffeeScript)

LINKS

- [Personal Site \(HeyRod.com\)](#)
- [GitHub user page](#)
- [LinkedIn user page](#)
- [StackOverflow user page](#)

EXPERTISE

Languages

- C/C++ (*rusty*)
- [CoffeeScript/Node.js](#)
- [HTML5/CSS/JavaScript](#)
- [Java/J2EE](#)
- [R](#) (*intermediate*)
- [Ruby](#)
- [Python](#) (*intermediate*)
- [SQL/PL-SQL](#)
- [XML; XSLT; XPath](#)

Frameworks & Tools

- [Amazon Web Services](#)
- [Cordova \(PhoneGap\)](#)
- [Drupal/WordPress](#)
- [DoubleClick; AdWords](#)
- [Dust.js](#)
- [Google Analytics](#)
- [Google Search Appliance](#)
- [jQuery/jQuery Mobile](#)
- [Linux \(Debian; CentOS\)](#)
- [Lucene/Solr](#)
- [Microformats](#)
- [nginx](#)
- [RabbitMQ](#)
- [Sinatra](#)
- [Twitter Bootstrap](#)

Database Technology

- *Relational*
[MySQL](#); [Oracle](#);
[PostgreSQL](#); [SQLServer](#)
- *Document Store*
[Couch](#); [Mongo](#); [Neo4j](#)
- *Key/Value Store*
[Redis](#); [Memcached](#)
- *Other NoSQL*
[Cassandra](#); [Riak](#)

Technical Practices

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

Business Practices

- Analytics/Intelligence
- Build/Buy Analysis
- Global 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
- SEO/SEM
- User Experience