✉ rwaldhoff@gmail.com
📍 Alexandria, Virginia

Rodney Waldhoff

PROFESSIONAL EXPERIENCE

Architect, Engineering
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Cisco Systems Inc.
MARCH 2018 – NOVEMBER 2020
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Director, Engineering
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BroadSoft Inc.
JUNE 2016 – FEBRUARY 2018
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Vice President, Engineering
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Intellinote
FEBRUARY 2014 – MAY 2016
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Third non-founder employee of this VC-backed startup that underwent two successful exits by acquisition.

Architect, engineering and operations lead for Intellinote, a team collaboration product offering chat, meetings, calling, document collaboration and team/task management for mobile, desktop, web and API clients. Managed a global team of 4 - 24 employees and contractors responsible for all technical aspects of this enterprise platform.

- Personally designed and built most of the 12+ microservices in the Intellinote cloud.
- Managed mobile, desktop and web client development, server development and operations teams.
- Built, managed, and maintained complete cloud infrastructure on AWS.
- Managed 24×7 system operations, monitoring and technical support.
- Provided and later managed tier 1 - tier 3 customer support and sales engineering functions.
- Designed and implemented third-party integration strategy and API; grew to 60+ integrations.
- Key contributor to critical sales, business development, investor and acquisition meetings.

In May of 2016 Intellinote was acquired by BroadSoft, Inc., a telecommunications infrastructure platform company powering 25 of the world's 30 largest telephony service providers. Intellinote was rebranded *BroadSoft Team-One*, and became a cornerstone of BroadSoft's product portfolio.

- Led team to integrate BroadSoft's telephony, calling and meeting services into existing Team-One product line.
- Developed white-label branding strategy and multi-tenant system administration platform to allow service providers to sell and operate Team-One as if it were their own product.
- Led 18-month, multi-scrum project to migrate the market-leading service provider, thousands of enterprises and millions of end-users to a Team-One-based telephony and unified communications (UC) platform.

BroadSoft was acquired by Cisco Systems, Inc. in February of 2018.

- Delivered Team-One-based UC/telephony platform to two major service providers that even post-acquisition preferred this technically "sunset" product to WebEx Teams.
- Automated and optimized operations such that management and support required *much* less that one FTE.
- Managed and supported team through turbulent transition to WebEx Teams feature development.

Director, Technology Strategy & Architecture
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Society for Human Resource Management
JANUARY 2010 – JANUARY 2014
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Led team of 2 - 5 to identify strategic challenges and opportunities, and to ensure that the organization's people and systems were ready to meet them. Defined standards and practices. Identified and evangelized innovative solutions. Developed cross-organizational partnerships. Articulated the sourcing strategy. Managed the technology roadmap.

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

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 multimedia products and services including web sites, an e-commerce engine, and video, podcast and webcast content production.

- Delivered 4 major web systems in 16 months: *SHRM Online*, the *SHRM Connect* social network, *SHRM India Online* and a multi-tenant web platform hosting the websites of 300 affiliated chapters.
- Introduced multivariate testing, campaign tracking and funnel analysis; modernized behavioral analytics program.
- 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 an innovative e-learning product that measurably improves college readiness. Collaborated with founders on business strategy and with business development, sales and client services to ensure customer satisfaction. Recruited, developed and motivated talent. Led team in full-lifecycle product management.

- Grew curriculum $8 \times$ by delivering 38 learning modules in under 90 days.
- Established project and product management process.

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.
- Increased volume of user-contributed content by 18% through contributor 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, K12, 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.

- 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).
- Localized multiple products for Australia, China/Taiwan, France, India, Japan and the UK.
- 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.
- Increased year-over-year organic search engine referral traffic by $2 \times$ through SEO/SEM initiatives.
- Streamlined the integration, test and deployment process yielding a $4 \times$ increase in release frequency.
- Re-recruited 3 "boomerang" employees that had left the company but returned to join my team.

Director, Systems Architecture

Britannica.com
MAY 2000 – JANUARY 2004

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 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 continued to be successfully applied for at least 12 years.

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. Delivered it 60 days ahead of schedule. This CMS continued to be used more than 15 years after its initial release.

Consultant

The Planet Group, LLC
AUGUST 1997 – MARCH 1999

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 worked with became repeat customers, requesting me by name on additional projects.

FORMAL EDUCATION

Bachelor of Arts in Mathematics

Bard College, Annandale, NY   MAY 1997

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

Apache Software Foundation   1997 – 2006

Co-founder, Architect

Axion Database Project   2003 – 2005

RECENT PUBLIC-FACING PROJECTS

- Swagger DSL – Domain-Specific Language for REST API documentation. (Intellinote)
- Stew – CSS Selectors + Regular Expressions.
- dustjs-helpers – Templating language extensions.
- Intellinote Client – SDK for consuming the public-facing Intellinote API. (Intellinote)
- inote-util – General purpose Node.js/JavaScript library. (Intellinote)
- "The Graphviz Cookbook" – Practical guide to the *Graphviz* graph visualization toolset.
- gvpr-lib – Extensions of the Graphviz framework.
- pandox – JavaScript-based extensions to the *Pandoc* document converter.

EXPERTISE

Languages & Tools	Topics & Practices
- Android	- Accessiblity
- AngularJS	- Agile (Scrum & XP)
- C/C++	- API Design
- CoffeeScript	- Automated Testing
- Docker, Kubernetes	- AWS, GCP, Azure
- Elasticsearch	- Behavioral Analytics
- Electron	- Build/Deploy/CI Process
- HAProxy	- Coaching & Perf. Mgmt.
- HTML5/CSS/JS	- Content Management
- Java	- Customer Support
- JavaScript	- Cybersecurity
- Jenkins	- Developer Relations
- LaTeX/TeX	- DevOps
- nginx, Apache	- E-Learning
- Node.js	- I18N, L10N, G11N
- PostgeSQL, RDBMS	- ITIL/ITSM
- Puppet, Ansible, Chef	- Microservice Design
- Python	- Monitoring & Alerting
- RabbitMQ, AMQP, MQs	- Multivariate Testing
- Redis, Riak, NoSQL	- Operations Management
- Ruby	- Performance & Scalability
- Splunk, Grafana	- Portfolio Management
- SVG, Canvas	- Project Management
- TypeScript	- Scrum Mastering
- WebAudio	- SEO, SEM, SMM
- XML, XSLT, XPath	- Service Management
- XMPP, WebRTC	- Team Building
- zsh/bash scripting	- Quality Assurance

LINKS

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