

Turns around faltering companies by revamping toxic culture, scaling successful projects, and eliminating redundant work practices.

951.284.5404 ~ ross@careertuners.com ~ Corona, CA ~ linkedin.com/in/ross

### Executive Achievements

- Created a 3-year, \$10M-plan to modernize *NY Museum of Natural History's* software system. Reduce file retrieval time from 10 minutes to a few seconds, streamlined workflow by clearly defining case status, and met client requirements for online account management.
- Streamlined workflow by 15% by creating a central information repository at the *Central Crown Library* and by collecting documents and historical project data into one location.
- Improved *NY Museum of Natural History* operational efficiency by 30% by proposing a robust and fully virtualized server environment, completing business continuity plans, and developing in-house streaming solutions for up-to-date financial information.

### Executive Assets

- Long-Term Strategic IT Management
- Strategic Planning & Development
- IT Modernization
- Process Transformation
- Program Development
- Stakeholder Engagement
- Talent Development
- Relationship Management
- Budgeting & Financial Planning
- Business Analysis
- Vendor Management & Negotiations

## Professional Experience

CTO at NY Museum of Natural History

2002 - Present

### IT System Modernization Project

Schedule: 3 years | Budget: \$10M

- Led project to update aging and slow IT software system. Improved maintenance, productivity, and workflow.
- Eliminated several manual processes. Streamlined case reassignment process by merging workflow into the new system to track case status. Analyzed and documented business process before creating and improving existing workflow.
- Reduced file retrieval time from 10 minutes to a 2 seconds by creating an online repository with built-in redundancy. Completed 18-month, \$500K document imaging project before beginning vendor selection.
- Reduced client calls by 20-30% after meeting customer requests to provide an online account management solution. Implemented an online calculator for stakeholders to estimate fees and costs.

### Virtualized Server Environment (Strategic Organizational Development)

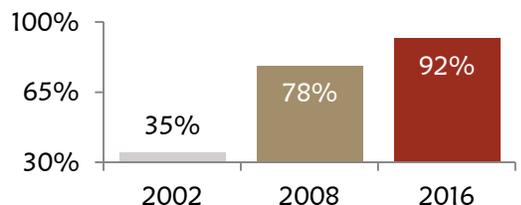
Schedule: 2 years | Budget: \$100K

- Improved operational efficiency by 30% by proposing a robust and fully virtualized server environment, completing business continuity plans, and developing in-house streaming solutions for up-to-date financial information.
- Streamlined team performance by creating internal technology policies including staff cell phone usage, use of tablets by board members, electronic document policy, general internet usage policy, and use of county.
- Managed \$100K R&D budget. Received prompt grant approval and researched new technology to improve efficiency.
- Oversaw website modernization project lifecycle, completing within budget and in only 2 years by developing RFP, evaluating vendor submissions, and working closely with selected vendor during the development phase.
- Improved productivity by 15% by redesigning infrastructure functionality and by eliminating server downtime for the first time in organization history.

### Other Accomplishments

- Saved \$10K annually and improved decision-making after proposing use of tablets for board members.
- Improved stakeholder communication by building a knowledge base on projects and upcoming industry trends for board members.
- Implemented a cutting-edge IT training program to educate staff on new technologies, such as our in-house account management system.

### End User Satisfaction (Survey Results)



## Community Involvement

Vice Chair at Central Crown Library 2010 - Present

- ♦ Implemented use of lower-cost, easy-to-maintain Chrome books at libraries by creating buy-in with Google contacts.
- ♦ Streamlined workflow by 15% by creating a central information repository and by collecting documents and historical project data into one location.
- ♦ Led the recruitment process for a new board member by developing job descriptions and hiring procedures and by working with a 3-member subcommittee to review applications and present hiring recommendations.

West District Director at PRINCELY 2012 - 2015

- ♦ Presented “Intelligent EQ: Leveraging Emotional Strategies to Improve Work Performance” at the *PRINCELY Conference, New York HRM Conference 2015*, and *NY Museum of Natural History Staff Retreat*. Presented strategies for managing emotional stress and enabling high-level thinking. Delivered presentation at multiple sister organizations.
- ♦ Secured \$200K in sponsorships (35-40 sponsors) annually by strategically selling sponsorship benefits.
- ♦ Increased stakeholder interaction by 10% by developing Sponsor Passport for conference attendees. Determined participation policies, budget, and prizes for the event.

## Earlier Experience

Director of Technology (Contract) at Keith & Robbins Inc. 2001 - 2002

- ♦ Oversaw implementation of the virtualization technology for a 6-month long project. Delivered proposal to CEO, planned installation, configured virtualization software, and implemented disaster recovery/data center.
- ♦ Installed a fast exchange server in only 3 months by replacing the existing local email server. Determined permission levels for file sharing for multiple sets of users.

Senior Project Manager at IT Body Shop Ltd. 2000 - 2001

- ♦ Conducted due diligence analysis for 10 start-up tech companies. Shortlisted and visited companies, interviewed management, and analyzed the technology being developed. Presented findings to management in Scotland.

Previously Held Positions: Sr. Technical Analyst at *ZFT Group of Companies*, Systems/Network Administrator at *McClain Consulting*, Systems Administrator at *Holt & Holt*, Computer Programming Analyst at *Alluring Digital Systems*.

## Education & Certifications

PMP Certification  
CISSP Certification  
Telecommunications & Network Engineering Certificate  
Certified Performance Analyst/Ethernet (CPA/E)  
Computer Programming & Analysis/Network Specialist

Project Management Institute  
ISC  
University of Rhode Island  
University of Rhode Island  
University of California, Los Angeles

## Rationale

**Challenge:** Ross was a CTO in a unique situation. He knew he had the strategic chops to lead a Fortune 500 company's technology department, but he had a hard time leveraging his community involvement and overcoming his non-linear career trajectory. For that reason, his previous resume made Ross look like an industry-hopper and unqualified for CTO roles.

**Action:** I chose a bold look to help Ross showcase both his community experience and his work experience in his resume. By doing so, I drew the reader's eyes to his biggest accomplishments and presented indisputable proof that Ross was experienced at leading large, long-term projects, developing an organization's IT policies, and helping his fellow employees perform better.

To avoid making him look like an industry-hopper, I prioritized his ability to use IT to improve workflow efficiency. Additionally, I made sure to include projects where his actions led to company-wide results. Finally, to help Ross avoid any ageism bias, I removed the dates from his education and certifications.

**Result:** Ross said he felt a huge boost of confidence after looking at his new resume. He hadn't previously realized just how much of an impact he'd had. Seeing proof of his strengths gave him the confidence necessary to start networking more widely and push more strongly for interviews.

## ROSS GREEN

Corona, CA  
951.284.5404

This is the draft Ross was previously using to apply for jobs.

*"I love to learn, to teach, to lead, to make a difference"*

An experienced, detail-orientated Director of Information Technology, with exemplary business, operational, systems, networking, troubleshooting and project management skills.

## SUMMARY OF QUALIFICATIONS

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As Chief Technology Officer (CTO) of NY Museum of Natural History, a \$3.5 billion pension fund, I direct the organization's technology strategy with an eye towards innovation, simplicity, and efficiency. I work closely with the senior executive team to align these efforts with NY Museum of Natural History's strategic goals. With more than 20 years of experience in the technology industry, I am responsible for managing NY Museum of Natural History's technology decisions, architecture and budget.

Passionate about technology and its possibilities, I support technologies that stimulate communication, creativity, and innovation.

## PROFESSIONAL EXPERIENCE

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**10/02**

### **NY Museum of Natural History**

#### **Chief Technology Officer**

- Serve as Director of Information Technology, Business Analyst, Project Manager, IT manager and Technical Expert for multiple projects, including virtualization technologies, pension administration, web design, networking technologies, database technologies, document imaging, technical security engineering, and data backup technologies
- Plan, manage and execute IT Budget (\$5+ million)
- Manage several multi-year projects
- First ever use of digital tablets to implement a paperless system (for the board of retirement)
- Planned, designed and implemented a disaster recovery and business continuance solution
- Automation and Business Process Re-engineering
- Develop and deliver IT training programs for staff

**05/10**

### **CENTRAL CROWN LIBRARY**

#### **Vice Chair (Volunteer)**

- Created a Wiki to help organize the commission using free services from Bing.
- Instrumental in starting a pilot program with Google to bring Google Chromebooks in the library

**01/01**

**KEITH & ROBBINS**

**Director of Technology (Contract)**

- Serve as Director of Information Technology, Business Analyst, Project Manager, IT manager and
  - Technical Expert for multiple projects, including virtualization technologies, networking technologies, technical security engineering, and data backup technologies
- Planned, designed and implemented a disaster recovery and business continuance solution

**04/00 – 06/02**

**IT BODY SHOP LTD.**

**Senior Project Manager**

- Served as Project Manager, IT manager and Technical Expert for multiple projects, including networking technologies, next generation DNS and Keyword Services, Corporate Instant Messaging platforms, Global IP VPN, and wireless technologies research
- Compiled monthly and quarterly reports on potentially beneficial technologies, companies and business opportunities
- Participated in Telekom Global Network (TGN) testing project, Broadband Backbone Technologies research project, and Broadband DSL Applications project.
- Performed security, performance and interface tests and analyze results, for various network components, including routers and switches

**02/99 – 04/00**

**ZFT GROUP OF COMPANIES**

**Senior Technical Analyst**

- Performed several roles, including Technical Expert, Network Specialist and Technical Architect.
- Proposed and implemented hardware and software solutions for various projects; analyzed and implementing Y2K solutions
- Served as Technical Consultant for numerous companies, encompassing proposal development, server hardware/software upgrades, NT/Exchange migrations/upgrades, document creation and various systems testing

**09/98 – 01/00**

**COLUMBIA UNIVERSITY**

**Instructor**

- Taught “TCP/IP” and “Introduction to Windows NT Workstation” on part-time basis

**10/98 – 02/99**

**MCCLAIN CONSULTING**

**Systems/Network Administrator**

- Performed systems/database development, implementation, documentation and maintenance, while providing comprehensive technical support as required
- Directed hardware/software purchasing and upgrade; assessed potentially beneficial new technologies

**06/97 – 10/98**  
**HOLT & HOLT**

**Systems Administrator/Network Engineer**

- Duties included systems/database maintenance, network engineering, technical support, documentation, disaster recovery planning, purchasing and hardware/software upgrades and installation
- Served as Project Manager during NT/IIS/Exchange Server 5.5 roll out

**10/96 – 06/97**

**ALLURING DIGITAL SYSTEMS**

**Computer Programming Analyst**

- Performed Visual Basic/SQL Programming
- Tested and debugged applications, maintained database, hardware/software and network, and developed, modified and maintained Web pages

**EDUCATION**

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**UNIVERSITY OF RHODE ISLAND**

- Experienced Manager Program (Executive Education)
- Telecommunications and Network Engineering Certificate

**COLUMBIA UNIVERSITY**

- Bachelor of Commerce in Information Technology Management

**UNIVERSITY OF CALIFORNIA**

- Computer Programming and Analysis/Network Specialist

**CERTIFICATIONS**

- Project Management Professional (PMP)
- Certified Information Security Systems Professional (CISSP)
- Train the Trainer
- Telecommunications and Network Engineering Certificate
- Certified Performance Analyst/Ethernet (CPA/E)