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Profile:

- Executive specializing in large-scale technology operations and technology related M&A activities
- Unique blend of technology and business across a breadth of technology disciplines
- Collaborative and nimble leadership style, with the fortitude to make tough decisions
- 50+ employees worldwide, with daily interactions from the CxO level to hands-on engineers
- Fiscal responsibility demonstrated through \$34M OpEx and \$21M CapEx yearly budgets

Professional Experience:

AOL Inc.

Dulles, VA

1999 – Present

Distinguished Engineer (Vice President)

2012 – Present

Assumed role of Distinguished Engineer under the CTO of AOL Brands Technologies in January 2012, broadening responsibilities to include software architecture and engineering while maintaining dotted line as the Distinguished Engineer to the SVP of Technology Operations. Current focus is on aligning technical talent to business needs at the highest levels of the company, advancing the state of AOL's technology platforms and offerings, performing all aspects of technology diligence for M&A and divestitures, and leading director-level individual-contributor Chief Architects company wide.

- o Managed technology due diligence and integration planning for 15 AOL closed merger, acquisition, and divestitures in 2013 alone, with 5 more still in progress
- o Led both production and enterprise technology pre-sign diligence and post-sign integration planning for the fast-paced and highly successful \$405M Adap.tv acquisition in August 2013
- o Designed and currently lead the Chief Architect Program to increase delivered value of AOL's 22 Chief Architects in regards to architecture reviews, R&D, standards, industry participation, and mentoring
- o Served as AOL Fishbowl Labs' technology mentor, working with startups to refine technology strategies
- o Led technology-meets-business "blue tabletop" brainstorming sessions with redefining results for AOL Autos and AOL Lifestyle product lines
- o Served as AOL Cultural Ambassador since 2010 (one of a handful serving so long), interviewing diverse candidates throughout company for cultural fit and always working to enhance the AOL culture
- o Designed & piloted Micro Data Center which was heralded in technology blogs and press for advancement beyond traditional data centers, achieving vital flexibility for resiliency, privacy law, and taxation issues

Senior Technical Director

2009 – 2012

Assumed Head of Network Engineering & Operations (NEO) in December 2009 after one year of succession grooming under retiring Vice President and reporting to the SVP of Technology Operations. I was responsible for the architecture, engineering, and operations of all AOL networks including routers, switches, server load balancing, application delivery controllers, DNS, Akamai and other CDNs, regional dark fiber and DWDM transport systems, circuits, and worldwide co-location. Initially, organization consisted of six managers and fifty-nine total employees across US, Ireland, and India. After rightsizing, final organization consisted of four managers and forty-six employees and contractors in the US, Ireland, and Germany. Cost center responsibility for 2011 had an OIBDA impact of \$32M (cost of revenue and operating expenses offset slightly by IP transit revenues), \$21M in capital expenditures, and \$15M of depreciation expense of a \$60M installed capital base.

- o \$2.2M favorable on \$32M OpEx in 2011; Circuit expense down \$900k; Colo expense down \$850k
- o \$2.2M favorable on \$34M OpEx in 2010; Circuit expense down 37% Y-Y; Colo expense down 22% Y-Y
- o Overall maintenance savings of \$400k through negotiation and replacement with higher density routers

- o With large force reductions, the human error rate had become unacceptable in 2010; issue eliminated through operational excellence program, instilling engineering discipline, and automation in 2011
- o Within 90 days of kick off, delivered non-blocking data center network architecture and bandwidth-on-demand through private dark fiber DWDM installation for new AOL Ashburn Data Center
- o Successfully led network and application delivery organizations launching IPv6 across ATDN Backbone and multiple AOL properties for World IPv6 Day and World IPv6 Launch Day
- o Selection, design, and replacement of Cisco based wireless solution with Aruba solution across 50+ worldwide offices in the US, Japan, EU, and India providing higher bandwidth and greater stability
- o Cisco maintenance savings of \$1.9M in July 2011 from prior \$3.5M total through aggressive conversion to Juniper platforms and negotiations of terms with both vendors
- o Generic Edge – replacement of 100+ routers with 12 Juniper MX960 in data centers resulting in average 2 router hops down from 5, lower latency, higher microburst and bandwidth capacity, using backplanes instead of optics for approximately 1/3 of intra data center traffic, \$5M less deployed capital even with depreciated values and nearly \$1M yearly in maintenance and power OpEx savings
- o US ATDN backbone technology refresh, replaced aging Cisco GSR fleet with Juniper MX960s for greater flexibility, less hardware, and nearly \$1M yearly in maintenance OpEx savings
- o Two week integration of Ad.com networks after all seven of their employees took voluntary package in December 2009; immediate stabilization achieved even with fewer resources
- o As AOL exited international markets, was able to realize additional \$2.2M in savings through expedited consolidation activities in Frankfurt and closure of Hong Kong and Sydney Colo facilities
- o Complete replacement of BIND/Linux DNS solution with BlueCat internally and UltraDNS externally

Senior Technical Director & Chief Architect

2006 – 2009

In November 2006, took over the Network Architecture team as Chief Architect and Technical Director. Team had all design responsibilities for all NEO related services. In 2007 also took over DNS/GSLB Engineering & Operations team. The two teams were comprised of thirteen worldwide employees with one manager. Promoted to Senior Technical Director in 2008 for performance and in prep as successor to VP.

- o Conceived of Generic Edge data center network design in 2007. Led team through strategy and architecture to achieve the goals through long-term project replacing the decade-old prior design
- o Other major accomplishments include DNS/GSLB redesign, aol.com infrastructure redesign, internal peering redesign, IPv6 deployment plan, international portal designs, ATDN design verification, and implementation of vendor/customer management programs

Chief Architect & Technical Director

2003 – 2006

Various roles in Internal Computing network organization, started management track with leading Network Architecture and Internal Security teams in 2003. Continued to add responsibility, eventually covering all aspects of worldwide employee networks in 2006 with three managers and twenty-two full-time employees located on both coasts of the US, France, the UK, and India. Managed \$9M in OpEx and \$6.5M in CapEx.

- o Creator and Co-Chair of the Internal Computing Security Program, achieving no significant downtime due to security incidents at the desktop, server, or network level since ICSP creation in January 2004; no downtime with MyDoom & Sasser after prior failures during Nimda, SQL Slammer, and Blaster

Chief Architect

2001 – 2003

In September 2001, promoted to Chief Architect of Internal Computing. Responsible for refining and approving designs for all core employee enterprise IT services and overall secure enterprise design of the worldwide infrastructure serving more than 45,000 nodes, 19,000 employees, and 100+ sites for AOL. Responsible for the architecture of the worldwide network serving more than 20,000 nodes for Warner Brothers and Warner Music Group divisions from 2001-2004, cutting costs by \$700k on \$6M spend. Mentored more than one hundred technical architects, engineers, and operators.

- o Chair of Core Network Infrastructure Team, which consisted of cross-divisional representatives at the vice president and director levels throughout AOL and Time Warner division during merger activities from 2000-2001 which lead to over 10% reduction in network costs on \$50M spend

Network Architect

2000 – 2001

Promoted to Network Architect of Internal Computing networks in May 2000. These networks were the worldwide enterprise (employee-facing) networks.

- o Complete redesign of the enterprise networks; OSPF redesign brought stability; Gigabit Ethernet on Foundry Big Iron 8000s replacing failed Cisco 8540 router deployments; and private DWDM fiber provided no OpEx connectivity between Northern Virginia sites replacing expensive and slower DS3s

Senior Network Engineer

1999 – 2000

In February 1999, joined AOL as a Senior Network Engineer in the Internal Computing organization. Responsible for engineering and deployment of the worldwide enterprise/employee facing networks.

Williams Communications

McLean, VA

1998 - 1999

Senior IT Consultant

Hired to re-architect customer IT solutions to meet their ever-changing needs. Employed tool-based design verification using simulation tools and troubleshot elusive end-to-end system issues using the latest in analysis tools.

Perot Systems

Dallas, TX

1995 - 1998

Senior IT Consultant

Fulfilled a senior IT consulting role to health-care customers. Mentored other members of the health-care team in various technologies. Led project teams replacing legacy minicomputer/mainframe infrastructure with client/server network & systems. Architect and engineer of Tenet Healthcare's Find-a-Doctor website.

Tenet's Frye Regional Medical Center

Hickory, NC

1994 - 1995

Network & Unix Manager

Eastern Data, Inc.

Kernersville, NC

1988 - 1994

Network/Systems Engineer

Education:

2012-2013 - AOL CEO Leadership Program

Selected as a Top 1% employee. Program focused on the multi-month Tignum Sustainable High Performance executive program and one-on-one mentoring/coaching with the Chief People Officer.

2002-2010 - AOL Internal Training (AOLU)

Annual Review & Career Path Coaching, Behavioral Interviewing, Communicating for Success, Compensation, Delivering Great Service, Essentials of Management, Facilitative Leadership, Keeping Your Best People, Leading Leaders, Managing at AOL, Managing Within the Law, Mastering Meeting Facilitation, Performance Management, Positive Power and Influence, 360 Feedback

1996-1997, 2006 - Pine Mountain Group - Network Analysis & Design and Advanced Network Analysis

1994 - Data General - Certificates in TCP/IP Network Theory and Design & Unix System Administration

1994 - HBO&C - Certificates in Beginner SQL, Intermediate SQL, and Advanced SQL

1987-1989 - WSFC Career Center - Industrial Electronics

Affiliations and Certifications:

IEEE – Member since 1998, active in Standards Association, participated in High Speed Study Group meetings and debates that eventually became the 40/100Gbs Ethernet 802.3ba standard

NANOG – Participant since 1999, founding member in 2011 after NewNOG transition

ARIN – Voting member representing AOL Inc.

RIPE – Voting member representing AOL Inc.

IETF – Attended & hummed at various IETF meetings, engaged in IPv6 Ops Planning activities in 1999-2001

Internet Society – Member of ISOC since 1996, Patron since approximately 2004

Certified Net.Analyst – Architect Level, 1997 and recertified in 2006

Breadth of Knowledge:

Management & General IT:

All pre- and post-close technology aspects of mergers, acquisitions, and divestitures; management of directors, managers, and individual contributors; \$34M OpEx & \$21M CapEx budget planning and adherence; large-scale technical project and program management; business process analysis and application of technology solutions; ITIL management methodologies; incident response; threat and risk management; security policy creation and enforcement; internal and external audit compliance including SOX, PCI, GLB Act, and HIPAA

Technologies:

IP, TCP/UDP, OSPF, BGP, QoS, Firewalls/ACLs, NAT/PAT, wireless LANs (802.11a/b/g/n), 802.1x, NAC, DHCP, DNS, IPSec, GRE/L2TP tunnels, some MPLS, switching/bridging, spanning tree, VLANs, Ethernet (10Mbs-100Gbs), OC3-192 POS, leased line provisioning (56k - DS3), copper and fiber plants, Application Delivery Controllers, L4-7 load balancing, Akamai, Limelight, & other CDNs, desktop – system – network – security architecture, moderate SQL and database design, light Perl and bash programming

Analysis, Testing, and Management Tools:

Packet-level network analysis (Wireshark, Sniffer, Shomiti Surveyor, etc.), NetFlow, RMON, various SNMP packages, Snort (and Dragon in the day) network intrusion detection/prevention systems (IDS/IPS), network penetration and vulnerability testing tools (nmap, nessus, Foundstone, etc.)

Operating System and Hardware Vendor Knowledge:

Juniper, Cisco, Brocade (Foundry), HP, Arista, Citrix Netscaler, A10, and various other network vendors
Cisco PIX, Checkpoint, Nokia, Netscreen, iptables, and other firewalls
Multiple Unix variations; Linux, FreeBSD, MacOSX, Solaris, HPUX, AIX, DGUX
Ancient Windows Server & Novell knowledge