

# PAUL HARSHA

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## VICE PRESIDENT SOFTWARE ENGINEERING/INFRASTRUCTURE • CHIEF TECHNOLOGY OFFICER

**BIG DATA | DATA INTEGRATION | DATA MINING | SAAS | DEVOPS | SCALABLE DISTRIBUTED SYSTEMS | MOBILE START-UPS | PRODUCT & PROJECT MANAGEMENT | SECURITY | QA | IT | PRODUCT DEVELOPMENT**

**SUMMARY:** Technology executive **expert in taking companies to the next level by building and scaling teams, infrastructure, and applications.** Deeply understand both business requirements and underlying technology levers and tradeoffs. Deliver consistent high-quality software releases on-time and on-budget. Strong hiring networker and recruiter of high performers.

**Played key role in taking companies and products from early-stage to enterprise-level success.** Possess expertise in infrastructure, internal tools and processes, security, and facilities buildout. Hold core competencies in lightweight/Agile processes, people management, product development, hosted production operation, internally facing IT services, and roadmap execution.

## PROFESSIONAL EXPERIENCE

**GLANCE NETWORKS**, Wakefield, MA • 07/2018–04/2020

*Leading provider of SaaS visual-engagement software.*

### DIRECTOR OF ENGINEERING

SCOPE: Recruited to relieve CTO of management responsibilities. Led software development, quality assurance and automation, DevOps, and third-tier support and grew team from 8 to 15. Role was 1/3 management; 1/3 product vision, roadmapping, and planning; and 1/3 day-to-day technology involving C++, Python, Node.js, JavaScript, C#, Objective-C, Java, AWS, and Azure.

### KEY ACCOMPLISHMENTS

- **Led company transition to Agile**, including employee training and management of Agile coach.
- **Improved ease, effectiveness and response time of product support** by combining dozens of existing deployed code bases into single version, implementing formal software-escalation review process, and hiring sustaining engineer.
- **Increased customer satisfaction and reduced onboarding time and complexity** by driving product changes based on customer feedback about implementation issues.
- **Reduced system-deployment time from over a day to under an hour** by improving and expanding build, automation, and continuous integration (CI) capabilities.
- **Redefined overall company security posture** by implementing ISO 27001 standard and running annual PEN tests, BURP scans, and static analysis against code base.

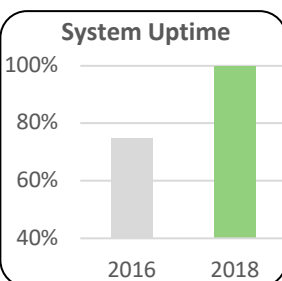
**GINKGO BIOWORKS**, Boston, MA • 01/2016–06/2018

*Synthetic-biology startup employing software, hardware automation, and analytics to create custom microbes.*

### DIRECTOR OF INFORMATION TECHNOLOGY

SCOPE: Hired by co-founder to build and scale infrastructure to support massive company growth. Joined as first IT hire and grew team to 3 plus outsourced resources. Owned budget and managed all aspects of stack and infrastructure: Python, Docker, AWS, hybrid cloud, security (GPDR, SOC2), Cisco Meraki, PostgreSQL, MySQL, Rancher/Docker, Chef, Ansible. Scaled infrastructure as company launched Bayer joint venture, grew from 45 to 200+ employees, and from 1 to 5 offices.

### KEY ACCOMPLISHMENTS



- **Delivered 99.9999% system uptime (from approximately 75%)** by replacing off-the-shelf network and computing infrastructure with highly scalable Cisco Meraki, hybrid-local (Thinkmate), and AWS-based systems. Drove improvements in release and development processes in collaboration with team. Handled DevOps duties as software team grew from 5 to 20 and moved from Waterfall to Agile.
- **Designed and implemented support for next-generation sequencing (NGS)** including scaling storage and analytics support **from 10 TB to 500 TB (half petabyte).**
- **Reduced costs and increased business-application reliability and usability** by implementing cloud-based systems for email, HR, payroll, hiring, support ticketing, procurement, planning, collaboration, and video conferencing.

**BRIDGE INTERNATIONAL ACADEMIES**, Nairobi, Kenya and Boston, MA • 01/2014–12/2015

*SaaS technology powering operations of largest chain of low-cost private schools in sub-Saharan Africa: finding new locations, recruiting and training teachers, delivering lesson content, grading and tracking students, and paying vendors and teachers.*

**VICE PRESIDENT OF ENGINEERING**

SCOPE: Recruited by CEO/Founder to lead development, QA, information technology, product and project management, and business analytics. Rebuilt and restructured technology team, adding product and project management and senior engineering talent. Grew globally distributed team (Africa, India, U.S.) from 40 to 55 while acting as software architect and owning budget.

**KEY ACCOMPLISHMENTS**

- **Enabled major corporate growth and expanded service reach** by addressing significant and pervasive technical debt within core software systems. Academies established grew from 250 to 400+; teachers engaged increased from 2,000 to over 4,000; students served skyrocketed from 60K to over 100K; and operations expanded from Kenya to multiple countries.
- **Established clearer deliverables and more predictable response times to field issues** by introducing Agile processes, issue and asset tracking, and weekly business sync-ups.
- **Facilitated greater system stability and scalability** by moving infrastructure, source control, and continuous integration from in-house to cloud (AWS). **Improved flexibility, speed, and reliability of reporting and business analytics** functions.
- **Streamlined curriculum distribution and scheduling** by shrinking data transfer time from school server to field e-Reader by an order of magnitude and by introducing lesson-content A/B testing.

**ADELPHIC MOBILE**, Waltham, MA • 01/2013–11/2013

*SaaS startup (funded by Google Ventures and Matrix Partners) enabling efficient buying and selling of targeted mobile media.*

**VICE PRESIDENT, ENGINEERING**

SCOPE: Managed teams and owned budget for development, QA, DevOps, and product management. Grew team from 10 to 14.

**KEY ACCOMPLISHMENTS**

- **Enhanced product quality and scalability while lowering overall costs** by driving improvements to SaaS infrastructure, initiating setup of staging server, and insourcing underperforming offshore-development office.
- **Facilitated clear and predictable engineering deliverables** by introducing Agile processes and short- and medium-term product schedules. Worked with business team to deliver first-ever product roadmap.
- **Improved visibility into product state** by consolidating 5 issue-tracking and request mechanisms into 1 (Pivotal Tracker) and integrating it with Zendesk customer-service application.

**FUSESOURCE CORPORATION (ACQUIRED BY RED HAT)**, Bedford, MA • 08/2011–11/2012

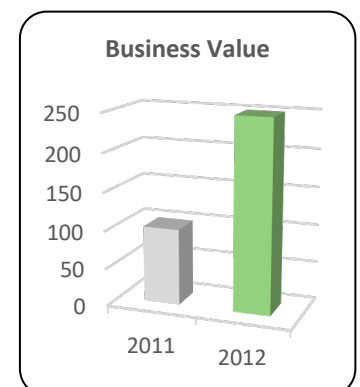
*Vendor of highly scalable, open-source data-integration and reliable-messaging products (ActiveMQ, Camel, and CXF).*

**VICE PRESIDENT OF ENGINEERING**

SCOPE: Recruited to provide leadership to talented development team needing focus and direction; created engineering organization that delivered enterprise-class products based on open-source and packaged for mainstream IT organizations; grew globally distributed team from 19 to 25; managed development, QA, DevOps, and documentation.

**KEY ACCOMPLISHMENTS**

- **Played key role in meeting executive team's goal to increase business value 250%**, leading to sale of company to Red Hat. Drove development and infrastructure portions of acquisition.
- **Streamlined product suite and messaging and shifted product positioning from "early adopter" to enterprise customer, resulting in creation of enterprise product line** to incentivize subscriptions. Released IDE and management-console tooling as further value-add.
- **Introduced product roadmaps, formal product lifecycles, supported-platform lists, and processes** for enhancements and patch releases.
- **Added enterprise-class stability and rigor to product line** by implementing program meetings, repeatable schedules, and formal QA/release criteria.



**ONLINE BUDDIES**, Cambridge, MA • 06/2010–07/2011

*Industry-leading social-media company.*

**CHIEF TECHNICAL OFFICER**

SCOPE: Headed development, QA, IT, and operations; grew team from 17 to 25; managed \$4 million operating budget; drove transformation from single product to multiple concurrent web properties.

**KEY ACCOMPLISHMENTS**

- **Improved product quality and release repeatability** by hiring release and DevOps engineers and implementing Agile processes such as coding best practices, peer code reviews, and unit/load testing.
- **Increased web-property stability and scalability, enabling 75% increase in number of simultaneous users.**
- **Drove launch of company's first mobile offerings** by turning around failing outsourced iPhone/Android development project.

**ETURMS LLC**, Cambridge, MA • 02/2009–05/2010

*Turnkey sales solutions for manufacturers and retailers, combining eCommerce, SEO, social media, and infrastructure management.*

**CHIEF TECHNICAL OFFICER**

SCOPE: Performed all aspects of product development and support including hands-on customer site development.

**DATASYNAPSE (ACQUIRED BY TIBCO)**, Cambridge, MA • 02/2006–01/2009

*Software for automated applications provisioning, configuration, metering, and control across physical and virtual infrastructure.*

**VICE PRESIDENT OF ENGINEERING**

SCOPE: Recruited as first employee of Boston office with charter to establish and build it; simultaneously led New York teams.

**KEY ACCOMPLISHMENTS**

- **Grew high-quality engineering team** from 5 to 25 by concentrating recruitment efforts on top performers.
- **Drove FabricServer product from initial release through multiple production releases**, earning selection by *Network World* as one of "10 Best Next-Generation Datacenter Products."
- **Evolved Studio product from proof-of-concept to full product release**, incorporating multiple rounds of customer feedback.

Earlier career success: **Avaki Corporation (acquired by Sybase)**—Director of Engineering; **Retrieve-It, LLC**—VP of Development; **domania.com (now subsidiary of LendingTree)**—Vice President of Engineering; **NetGenesis Corporation (now subsidiary of SPSS)**—Director of Engineering; **D.E. Shaw Financial Technology LP**—Senior Technical Coordinator; **ON Technology Corporation (now subsidiary of PeopleCube)**—Engineering Manager/Software Architect; **Object Design (now subsidiary of Versata)**—Member of Technical Staff; **Kendall Square Research**—Software Engineer, Operating Systems Group

**KEY ACCOMPLISHMENTS**

- **Set up and ran Boston office**, hired core QA and engineering teams, and led 7-person Budapest software team (Retrieve-It).
- Helmed effort to bring domania.com website in-house and improve features, scalability, performance, and reliability, leading to site being named a "Top 50 Financial Web Site" by *Money* magazine (domania.com).
- Drove scalability for distributed, object-oriented, group-scheduling product, resulting in **350% capacity increase** (ON Technology).

**TEACHING EXPERIENCE, EDUCATION & CERTIFICATIONS**

**HARVARD UNIVERSITY EXTENSION SCHOOL**, Cambridge, MA • 2009–2013

**HEAD TEACHING FELLOW**, Java for Distributed Computing (CSCIE160)

Taught broadcast section, ran course intranet, developed weekly slides and assignments, held office hours, and graded work.

**COLLEGE OF ST. THOMAS**, St. Paul, MN

**UNIVERSITY OF MINNESOTA**, Minneapolis, MN

Coursework toward Bachelor of Science in Computer Science

Professional Scrum Foundation, Professional Scrum Product Owner, Professional Scrum with Kanban—Scrum.org

Certified ScrumMaster (CSM), Certified Scrum Product Owner (CSPO)—Scrum Alliance