

# Sam Craig

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## Who I Am

If my closest friends were to write me an epitaph – something witty, sarcastic, and genuine – I think it would say something like “I’m not going to let this whole death thing get in my way.” The most defining trait of my character is my unwillingness to yield my dreams and goals to the words “can’t” or “shouldn’t.” This is the drive that pushed me through Harvard while working full time (plus the 2-hour commute to school.) It led me to rebuild, from the basement up and the roof down, my own house, with my own hands, when I was 21 – because I was curious (and then I wrote a video capture and motion detection program to watch it.) It helped me chase my love for cooking and passion for local, organic, and healthy foods: now I have a catering business (in addition to my professional career) and am pursuing a culinary education. I am driven and motivated to chase the things that I value. I don’t give up, I don’t accept the “norm,” and I don’t run out of energy.

## What I'm Looking For

In 1999, I was a walk-on web developer to an insurance company with little more than enthusiasm and some high school tinkering with JavaScript and HTML. A year later, I had single-handedly built, deployed, and was supporting an enterprise-scale service management suite (problem, change, and component.) I grew my way into architecture – first infrastructure, then service management, then enterprise – and then into management. I’ve experienced the corporate structure inside and out, from turning around a disempowered, unappreciated team to enterprise software sales and datacenter build-outs. I found, over the course of ten years, that my passion is for working with and leading people – the challenge, the complexity of motivating smart (especially technical and diverse) minds, and ultimately the reward of actually making a difference in someone’s life.

## My Accomplishments

My technology career has been marked by my time as a developer, architect, and director. Each perspective has given me greater insight into how to better lead and engage technology teams, and my exposure and management of various technology initiatives has given me a rich history of knowledge to leverage. Some of the larger fundamental questions that I’ve addressed for organizations are:

- Modern web development adoption (can our organization leverage an Agile methodology? Will Lean UX work for us?)
- How does the online experience of our customers create a competitive advantage for our business? What do we invest in to meet our business goals?
- What mediums are important for our customers to use? Phone, web, mobile devices?
- Communication and collaboration modernization (how should people communicate; what technologies will enable that - email, instant messaging, voice & video?)
- Organizational engagement for the CIO (how do you motivate engineers and developers and what does the management team need to do?)
- Infrastructure standardization (tied to ITIL/ITSM; what are our standard builds and procedures?)
- Open source (should we use it; when, why, and what's the risk?)
- Business chargeback and unit costing (how does IT charge back to the business?)
- ITSM / ITIL practice (configuration, change, incident, problem; culture and technology) - including Foundations v3 certification
- Delivery / Portfolio practice (governance, SDLC standardization)
- Alternative work (working at home; how HR needs to communicate and engage; what technologies or pre-requisites will enable it?)
- Outsourcing (how to enable remote access; how to get technology areas objectively thinking about it and business areas not assuming it's cost effective?)
- Acquisition and asset management (how do we buy hardware and software; how do we track it and dispose of it?)

My experience has taught me that a blend of lightweight, small-scale principles (a-la startups) and mature, regulated environments (a-la enterprises) is the only way to maximize efficiency and success in any new challenge. Some of the startup-like teams and projects I've worked with include:

- Web-based bitcoin trading platform (cointradr.com) on a 4-person team
- Large-scale direct-to-consumer outdoor gear rental (outfitter.com) on a 3-person team
- Sales funnel analytics for \$10M+ health marketing solution on an 8-person team

Additionally, I've led, designed, engineered, or developed a plethora of other technology solutions. Some of the larger, more enterprise-focused initiatives include:

- ASP.NET, .NET, PHP, iOS, and Android development practices and enterprise-scale applications.
- Military-scale business intelligence and warehousing design and development (MSSQL through 2012, SharePoint through 2013, SSIS, SSRS)
- CRM and BPM, both for servicing and sales (PEGA)
- Compliance tracking (ComplianceMax)
- Enterprise print infrastructure (Bowe-1)
- Data center planning (Aperture)
- Messaging and mail services infrastructure deployment (Exchange through 2012 and Azure, FaceTime, BlackBerry, Good)
- Marketing-scale email integrations (StreamSend, MaroPost, Mailgun)
- ESOA support infrastructure (AmberPoint, HP, and IBM DataPower)

- Microsoft Windows Server transition (through Server 2012)
- Microsoft ActiveDirectory implementation and upgrades
- Virtualization strategy and transition (VMWare)
- Call center supervision (Blue Pumpkin)
- Infrastructure build automation (Sun N1)
- Enterprise content management (Vignette and IBM FileNet / P8)
- Enterprise reporting (Actuate and Cognos)
- Strategic internet servicing platform (WebSphere, WebLogic, IIS)
- Desktop virtualization (VMWare, Citrix, and Microsoft)
- Enterprise data transformation (Informatica)
- Code asset management (GIT, SVN, TFS through 2012, and PVCS)
- Call accounting and unit costing (Paetec Pinnacle)
- Automated password reset (Courion PasswordCourier)

#### IT Service Management / ITIL leadership

- Defect tracking solution (HP Quality Center)
- Collaboration (TeamworkPM, Basecamp)
- Incident / HelpDesk request tracking (CA ServiceDesk, Kayako, ZenDesk)
- Performance / Enterprise Systems Management strategy (Precise, Oracle, HP, and Microsoft)
- IT Asset Management (CA Argis)
- Operations console (NOC) implementation (HP Openview and Network Node Manager)
- Capacity and performance management solution (AEGIS)
- Operations on-call management (Alarmpoint)
- Automated discovery (CA Cohesion and HP DDM)
- Configuration management (CA CMDB, HP CMDB)
- Web traffic analytics (Google Analytics, NetTracker)
- Portfolio management (CA Clarity)

#### Information Security and Risk Management

- Email deliverability and blacklist protection architecture
- Application vulnerability scanning solution (QualysGuard)
- Code vulnerability assessment (Fortify)
- Security / risk information factory (Archer)
- Email archival and supervision (Iron Mountain and Orchestria)
- Web monitoring (Bluecoat and Websense)
- Removable storage encryption / protection (Symantec Endpoint Protection and Guardian Edge)
- Mobile device encryption (BlackBerry)
- Privileged account management (Cyberark)
- Perimeter data leakage protection (Symantec Vontu)
- Secure file transport (Tumbleweed Secure Transport/Secure FTP)
- Event and activity correlation (ArcSight and OpenService)
- Wireless site protection (RFProtect)
- Database access control (Imperva)

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## Leader, Information Technology

Bringing corporate experience, technical expertise, and a modern passion to engage and lead highly intelligent, technical teams.

### Objective

Use my experience and vision in technology to lead an energetic, intelligent organization to the limits of its capabilities. I am in search of a position in an environment and company that will allow me to fully exercise my passion for motivating, challenging, and engaging people to tap their full potential.

### Experience

2013-Present                      Natural Health Sherpa                      Honolulu, HI

#### CTO

- Overall responsibility of all technology strategy and execution for health marketing activities, including staffing, technology decisions and integrations, and software architecture.
- Architect of custom sales management system handling \$10M in annual sales and 1000s of concurrent users, including datawarehouse architecture.
- Development lead for a LAMP-based sales and analytics sales platform.
- Management 5-10 offshore contract resources for design, development, and QA.

2011-2014                      Hawai'i Medical Services Association (HMSA)                      Honolulu, HI

#### Portals Delivery Manager

- Founder of Web Experience practice, a hybrid organization of startup-like culture and responsible for all digital development using Agile and Lean UX methodologies.
- Development practice lead for external and internal online applications with a customer base of 700,000.
- Direct, hands-on supervision of 30 developers, engineers, and analysts.
- Operational and strategic responsibility for business intranet, healthcare consumer portal, and physician business portals.
- Chair of internal and community development user groups and evangelist for developer practice
- Chair and lead application architect of developer "center of excellence," including corporate development standards, pattern definitions, and review board.
- Architect and sponsor of SOA initiative and core ETL/data-driven architecture replacement.
- Sponsor of CRM initiative, including creation of a BPM practice and development team.
- Evangelist of waterfall-to-agile development transformation.
- Author of corporate mobile and portal strategy, aligning investment and business rational to the use of online tools, online experience, and mobile delivery channels.
- Sponsor of IT rebranding strategy and program. Champion for developer community outreach – sponsor and advocate for creating a sustainable talent pool for technologists in Hawai'i.

2010-2013                      Outfitter.com    Boston, MA (Remote)

**Co-Founder / Lead Developer**

- Lead architect and developer for Boston-based outfitter.com startup.
- Complete creation of design, MVC-based site, and successful alpha launch.
- Remote-managed hiring and leadership of small startup-oriented development and design team.

2010-2011                      Camber Corporation    Honolulu, HI

**Senior BI / Warehouse Engineer**

- Design implementation patterns for business intelligence solutions used by Department of Defense
- Establish Kimball-based best practices and design patterns
- Design and development of data quality solution, including data analytics and reporting
- Develop reporting portal (SharePoint/SSRS), reports, and dashboards
- Develop transformation solutions for multi-terabyte warehouse
- Establish development standards and transformation templates for source-to-staging-to-warehouse

2010                                      Superb Internet    Honolulu, HI

**Director of Development / Lead Architect**

- Leadership of development and production support team responsible for internally-developed ERP solution; inclusive of hiring and performance management.
- Lead architect / developer for break/fix and strategic initiatives
- Creation of software reference architecture for internally-developed (500 KLOC) ERP solution, including infrastructure, security, stability, and sourcing designs, implementing software development methodology, design practices, documentation standards, and release lifecycle.
- Evangelist of corporate change, including design of department organization, sponsorship of corporate charter and identity, creation of performance review process, and implementation of business justification and ROI processes.
- Accountability for implementing software development methodology, design practices, documentation standards, and release lifecycle
- Chair of core executive committee responsible for defining corporate strategy and cross-departmental priorities
- Direct oversight of 7 senior software developers and systems analysts

2008-2010                      MassMutual Financial Group    Springfield, MA

**Director, Information Technology – Messaging Services**

- Full accountability for \$5M+ divisional budget (capital, strategic, and personnel.)
- Direct supervision of 11 infrastructure engineers, inclusive of hiring, development, training, performance, and resource management.
- Accountability for major technical project delivery (\$5M+ in aggregate project budget, 10,000+ man/hour projects), including matrixed oversight of 40+ on- and off-shore technical and contract staff and project managers.
- Technical vision, strategy, and ownership for enterprise-scale messaging solutions, including risk management and compliance responsibilities for all digital communications (email, IM, social media.)
- Accountability for major \$20M/year vendor relationships, agreements, and strategy.
- Deputy auditor accountable for managing and responding to SAS-70, SOX, and state IT audits.

- Panel member for IT governance process, including responsibility for building enterprise and local quality processes and checkpoints.
- IT / Business liaison and communication organizer of cross-department communication program for IT/Business education and alignment and peer management as part of a CIO mentorship committee.

2006-2008                      MassMutual Financial Group                      Springfield, MA

**Principal Service Management Architect**

- Implementation strategy and reference architecture for ITSM (IT Service Management) complex of products, inclusive of process end-state design and organizational roadmap.
- Supervision of solution architecture team focused on infrastructure and service management implementations.
- Process design and coordination for process improvement discipline of ITSM and ITIL (IT Infrastructure Library) coordinator.
- Organizational design of ITSM support division.
- Business liaison for training and socialization of ITIL and ITSM definitions and concepts.
- Overall accountability for success of multi-year, multi-million-dollar ITSM program roadmap, strategy, and implementation; chairperson to corporate steering committee and CIO.

2002-2006                      MassMutual Financial Group                      Springfield, MA

**Solutions Architect**

- Program-level architectural role for major large-business implementations, including enterprise content management (with web content management – IBM/FileNet and Vignette), enterprise email services (Microsoft Exchange), legal/compliance/regulatory control systems (Iron Mountain and Orchestia), enterprise business intelligence (COGNOS) and mobile computing.
- Overall liaison to infrastructure services and information security divisions; accountability for strategy and reference architectures and general accountability to those disciplines across all enterprise projects.
- Coordination of various business and technical areas in support of business projects and technology introductions.
- Education of engineering and support teams on new technologies and trends.
- Strategy and vision development for technology organization.

1999-2002                      MassMutual Financial Group                      Springfield, MA

**Lead Solution Developer**

- Integrated/detailed design for suite of products in support of IT operations (change, problem, and performance management.)
- Overall accountability and lead development for infrastructure services development team.
- Development of training/on-boarding program for developers and developer interns.  
Training and marketing for supported applications

**Education**

1999-2005

Harvard University

Cambridge, MA

- BA/ALB in Social Sciences; concentrations in psychology and mathematics.

**Certified Lean Six Sigma Green Belt**

**Certified ITIL v2 and v3 Foundations**

**Founded** Corporate Writers Club

Active **Secret** security clearance

**Volunteer**

2012-Present

Startup Weekend Honolulu Steering Committee

**References available on request.**