

CLIFFORD R. KETTEMBOROUGH, Ph.D, D.B.A.

6458 N. Lemon Avenue, San Gabriel, CA 91775-1807

(626) 451-5864 (VM); cliffk@earthlink.net; www.beyond.com/ckettemborough-srexechnmngt
www.linkedin.com/pub/cliff-kettemborough-ph-d-d-b-a/a/96a/20a

S U M M A R Y / O B J E C T I V E

- *A creative, resilient results-oriented technology/business professional with increasingly diversified experiences and responsibilities comprising Systems, Software, Information Engineering, Data Processing/(M)IS, Software Quality Assurance/Engineering, (I)V&V, Software Testing and Integration, and Mathematical Modeling in Commercial, Research, and Aerospace environments.*
- *An experienced problems solving executive/leader, manager, group/project leader/manager, tasks manager, teacher/instructor, computer scientist, and professional systems and software engineer, with demonstrated performance and proven record, capable of successfully managing several complex assignments simultaneously, under schedules pressure, and delivered high quality.*
- *Proven superior communications and people skills, high work ethics, time management, genuine leadership capabilities and administrator of resources (human, financial and technical), promoter of teamwork, quality awareness and process/product innovation.*
- *A self-starter who can utilize a wide area of skills, knowledge, experiences, and a comprehensive academic and training background, to achieve desired goals, and organizational change and excellence, seeking a challenging professional and higher leadership/management position in a change/growth environment at the technology and business edge.*
- *Summary of skills: A comprehensive four-dimensional professional: technical, managerial, leadership, and business savvy. Comprehensive Leadership, Superior Communications, Teamwork, Analytical and Critical Thinking; Decisive Judgment, Social Capital, Voice of the Customer, Drive for Results, Continuous Learning, Knowledge Sharing and Organizational Excellence, Span Organizational Boundaries.*

P R O F E S S I O N A L A C C O M P L I S H M E N T S / C A R E E R H I S T O R Y

The Walt Disney Company, Burbank, CA; 11/07 – 8/11; IT Director.

Responsibilities: Budget management up to \$2M.

- **Functioned** as an IT Director with responsibilities in the area of *Systems Architecture, PMO, Applications Portfolio Management* (over 120 apps), *Compliance and Training* for the Studio IT/Technology.
- **Provided Systems/Applications Architecture** directions and guidelines for Studio Technology, in all aspects, including TOGAF, Zachman, SOA, SaaS. Worked on the integration of new technologies and improvement of business processes/models. Served as SME (subject matter expert), facilitating Kaizen and Kanban techniques.
- **Managed/Evaluated/Recommended the Infrastructure Architecture:** Cloud (apps, storage), Virtualization, Dynamic Hosting, Mobile Computing, Security/Privacy, Business Continuity, Performance Monitoring, Analytics. Cloud tools technology (HP, BMC, Microsoft, VMware, CA) and Service Management tools technology (BMC Remedy, HP Service Manager).
- **Managed** the all phases (scoping, planning, interfacing with vendors/procurement, RFP, labs set-up, implementation and reporting, risk management) of the MS Technology Migration Project. Included the *management of MS and IBM Premier Contracts*.
- **Led** the Studio Application Portfolio Management effort (surveys, data collection, systems architecture, technology research, communication and implementation, risk management, KPI) and its transformation into Technology Portfolio.
- **Represented** Studio IT at various forums (AAWG, EAB, Enterprise Systems Monitoring, Infrastructure Architecture, MS .NET Working Group, EIT/ACS).
- **Technology avangarde:** In charge of Technology R&D, strategy, mapping to business and developing roadmaps. Kept an eye on technology trends, worked with vendors and facilitated product/service evaluations and presentations.
- **Managed** several Studio-wide projects: MS Technology Migration Projects, Application Compatibility Testing (ACT) and End-User Data Files Assessment and Migration/Roll-Out with outside vendors (outsourcing).
- **Led/coordinated** the EART/Troux Data Collection, Completeness and Correctness efforts for the Studio IT as related to required *Certifications/Compliance* (SOX, PCI, PII, Safe Harbour) (four formal iterations/year), interfacing with all applications' owners, PMs, managers, directors, and BTPs. Achieved on or before the due date, 100% completion, placing Studio first amongst all other Disney segments.
- **Supported** other teams with: a) Budgeting (5YP, AOP and Technology Landscape related activities); b) the ST2 (Assets Management) project - 'app-to-server' and 'app-to-SC' links; have achieved on or before due date, 100% completion, placing Studio first amongst all other Disney segments; c) took part in PM tool evaluation and training.
- **Organized training** for the Studio IT employees on latest technologies – a quarterly event.

Technologies

- Scrum/Agile/XP, UML, MS: Windows XP/Vista/7, SQL Server 2005/2008, WindowsServer 2003/2008, Office 2007./2010, IE 7-9, Sharepoint, .NET, VS 2010. Adobe (various products), iOS, Google (Chrome and apps), OpenOffice, Apple/Mac (various products), J2EE, Linux/RedHat, UNIX, Citrix, Oracle, MS Project, Clarity, NIKU, Cognos, SAP. **Web technologies:** n-tier, Silverlight, ASP/JSP, PERL, DOM/AJAX, Flash, CSS, Ruby on Rails, JavaScript, (D/X)HTML(5), LAMP/WAMP environment (Linux/Windows, Apache, MySql & PHP).

IT – Solutions, Training & Management Consulting, San Gabriel, CA; 02/02 – 11/07; *Principal, Director, IT Project/Program Manager, Chief Architect* - Secret (interim) DoD Security Clearance.

Responsibilities; Budget management up to \$1M; (Clients: Ingram Micro, Boeing, RHI, Jefferson Wells, PWU, AIU, Delta Publishing.)

- Provided several key clients (**contract or consulting**) with **IT/Business Management, Solutions and Training** (see technologies below) to **challenging business problems**.
- **As part of the Enterprise Project Portfolio and Program Management Office (PPMO)/IT Governance Structure:**
 - **Managed or directed** large, complex development projects, programs, or multiple smaller projects or business analysis activities adhering to standardized **Project Management Processes (PMBOK)** and within time, budget and staff constraints. **Prepared presentations and memos** communicating projects progress (**via dashboard**), findings and recommendations to senior management. Coordinated **outsourcing** activities. **Managed project's scope, schedule, cost, quality, stakeholders expectations, and risk mitigation.**
 - **Effective delivery of large scale, high risk, projects and programs** to business units, including responsibility for **budget, forecasting, cost visibility, TCO/ROI calculation and financial analysis** – worked with **Deloitte**.
 - **Participated and managed the entire PLC (Project Life Cycle)** including the transition of projects from Project Delivery to Production Support after designated Post Implementation Review/Support period.
 - **Facilitated teams and business users** in the process of identifying requirements and defining scope for assigned development projects. **Facilitated team building, communication, and staff development** within resources assigned to project teams. **Direct responsibility for P & L. Prepared RFPs.**
 - **Managed entire S/W development life-cycle (SDLC); responsible for creating and maintaining project artifacts** including RFP, SOW, Project Charter, Risk List, Business Requirements Specifications, System Requirements Specifications, Design, Testing, Training, Documentation, Communications Plan, Issues List, Project Plan, etc, **using modern methodologies such as RUP, Agile. Defined WBS. Managed the EVMS.**
 - **Developed project plans** specifying goals, strategy, staffing needs, scheduling, and identification of risks, contingency plans, and allocation of available resources. **Conducted Risk Assessment, Cost Benefit Analysis, Feasibility Study, Implementation Strategies** of technical, financial, and business factors facing the project.
 - **Coordinated all project matters**, monitored activities, identified internal and external factors jeopardizing the project, recommended solutions, escalated issues, and provided status reports to involved parties, as appropriate.
- **Worked on a highly classified project FCS (Future Combat Systems)** that involved very large scale battle simulations and CAE.
- **Managed the IT infrastructure using ITIL/ITSM Standards and MS SharePoint.**
- **As Chief/Lead Architect (TOGAF, DoDAF, Zachman, EA, using ProVision, RICEFW), provided leadership, supervision, technical solutions, work directions** to project team members to meet scope, quality, schedule, cost and milestone commitments in support of enterprise-wide objectives.
- **Managed, developed, supported Data Warehousing and Web-based (portal and collaborative) projects using database modeling, ERP, BI and Web related technologies.**
- **Managed and performed the Testing, V&V and QA functions.**
- **Performed IT Auditing and Security (Sarbanes-Oxley Compliance/COBIT, HIPAA).**

Technologies

- RUP/UML, OOAD, SEI-CMMI (level 4/5), Agile/Scrum, SOA/TIBCO, CA Clarity/Niku, ProVision, MS Project Pro/Server, IT/Security Audit; Networking (Infrastructure, Security, OSI, ITIL); .NET Framework (VB, C#, ADO); VBA, C++/GNU/Unix, Java/J2EE technologies, JBoss/Linux; SOAP, DCOM/CORBA; Web Services Development/eCommerce (FrontPage, ColdFusion, JavaScript, VBScript, XML, ASP, JSP/JavaBeans, PERL, PHP, WebSphere/WebLogic); Data Modeling/Database Development (CA's AllFusion, Oracle-PL/SQL, Access, SQL2000-TransactSQL, MySQL), Data Warehousing/BI (ETTL-Informatica), EAI/CRM, ERP packages (SAP PI/XI/BW, PeopleSoft HRIS, Oracle Financials).

NASA-Jet Propulsion Laboratory, Pasadena, CA; 07/96 – 02/02; *Technology/Project Manager; Software Systems Architect*; and 02/88 - 10/89; *Senior Systems/Software Engineer*.

Responsibilities; Budget management up to \$1M

- Directed the efforts of **Re-engineering and Architecture development (BPR)** an over 30 years old "legacy" environment and bringing it at a more state-of-the-art technological level, using **RUP/UML**. Represented my section to Enterprise-wide architectural meetings for the development of multi-mission, multi-capability highly complex systems architectures.

- Developed **Web sites and repositories for Knowledge Management Systems** and performed **usability testing**.
- Managed the **Year 2000 Compliance, mission critical project**, and received “**Nova Award for Leadership**.”
- Managed **ISO 9001 Certification- mission critical project**, at the program element level and have been awarded the “**NASA Group Achievement Award**.” Developed “**Center of Excellence**.”
- Managed the **IT Security project**, the info- and infra-structure, **a top-level JPL-NASA requirement**.
- Participated in the **SEI’s CMM(I)** assessment. Developed and conducted related training material.
- Led the **Six Sigma (black belt), Kaizen** activities for the section. Developed the **infra- and info-structure**.
- Made **Systems/Software Architecture presentations** at national-level conferences.
- Contributed to the development and deployment of internal **Software/Systems Development Standards**.
- Performed **QA activities** on couple of key projects using ‘Fagan Inspections.’ Developed **quality metrics** databases.

Technologies

- CMM(I), TickIT, S/W Metrics, RUP/UML (Use Case, Class, Package, Object, Sequence, Collaboration, State-chart, Activity, Component and Deployment Diagrams) and OOAD S/W Engineering Methodologies/Spiral, XP (eXtreme Programming), ISO/IEC17799, PM (PlanView, Primavera, Project WorkBench, MS Project Pro/Server, FasTrak), KM, Rational Rose, i-Logix Rapsody, Visio, DOORS, C++, QA, Automated Testing (Mercury Suite), CM Tools (ClearCase, CCC Harvest), GUI tools (BXPro), CORBA, PERL, FORTRAN 90/77, MathLab, VxWorks, Excelerator, GIS.

Maxicare Health Plans, Inc., Los Angeles, CA; 2/95 - 6/96; Director of MIS/Assistant CIO.

Responsibilities; Budget management up to \$5M

- Directed the **Corporate MIS department**, performing **strategic and tactical planning (BPR)** – working with **PriceWaterhouse and Ernst & Young** - supporting Maxicare’s managed health care business nation-wide. This department consisted of several managers and other 50 reporting personnel of various levels of skills and seniority.
- Led the **IS benchmarking and valuation studies**. **Directed:** Application Development, Data Center, HelpHesk operations and Strategic Planning (legacy applications re-engineering) and all (local and remote) client business units.
- Supported all Maxicare’s business specific, general and financial systems functions, as well as other specialized products, as a **liaison between business and technology**. Applications covered the **entire pyramid, from transaction processing systems, to reporting, office automation, decision-support and executive support systems**.
- **Built and maintained close relationships** with all corporate/enterprise businesses.

Technologies

- IT/IS Valuation, HCFA, Zachman Framework, Oracle, Rdb, System Architect, TPS/DSS/ESS/EIS/ES, EDI, COBOL 85.

Transamerica Financial Services, Corp., Los Angeles, CA; 04/93 - 2/95; Group/Project Manager.

Responsibilities; Budget management up to \$1M

- Managed the **Micro Development/Emerging Technology** group within the Information Services division, consisting of 10-12 programmer/analysts and contractors, from junior up to the most senior levels. Responsible for 14 different applications/projects supporting all major business functions for Enterprise Solutions.
- Part of a management team charted with **strategic and tactical planning and enabling change implementation** through business process re-engineering (**BPR**) and migration from legacy to open systems, and modern hardware platforms and development environments (emerging technologies) – working with **Ernst & Young, and McKensie**.
- Participated in the **development of a workflow, document imaging and management system**.
- **Supported executive management** in developing, refining, and communicating organization’s corporate technology strategy.
- **Outlined and managed the strategic competitive analysis** around trends in the industry and strategy at key competitors and their implications on the business.

Technologies

- Information Engineering, ERWin, IEF, RAD/JAD, PeopleSoft/HRMS/Financials, PowerBuilder, MS Access, COBOL, FoxPro, CM tools, FileNet, Crystal Reports.

Software Analysis & Management, Inc. (RCM Technologies), Orange, CA; 10/91 - 3/93; Senior Consultant.

Responsibilities (Clients: Signet Scientific, Sierra Cybernetics, Hughes Aircraft - confidential (interim) DoD Security Clearance)

- Provided **consulting expertise** and contract work on couple of short-term projects. Set up a system and software engineering environment comprising state-of-the-art methodologies, technologies, and tools.
- Performed **quality function deployment** (ISO 9000-based), project and configuration management, and systems administration tasks and functions.
- Performed **systems/software (re-)engineering using CASE technology**, both on structured and object-oriented (Yourdon/Coad, Booch, Rumbaugh, Martin/Odell) approach for the entire system development life-cycle.

Technologies

- UNIX, Motif/X-Window, SunOS/SunView, C, various shells, CGI, Systems/Software Engineering.

Rockwell International, Corp., Canoga Park, CA; 10/89 to 10/91; Task Manager/Technical Group Leader.

Responsibilities; Budget management up to \$500K

- **Built up** a small group (6 engineers) and supervised its activities.
- Made **presentations to upper management** and users, and **conducted formal reviews**. Worked with users/customers on requirements definition, analysis, feasibility, implementation and traceability.
- Represented my group in **TQM/CPI and SEI/CMM certification** processes with an emphasis on the teamwork, improved communications and quality concepts.
- Worked with **COTS/GOTS** (developed criteria for evaluating COTS/GOTS; developed RFPs for acquiring, evaluating responses to RFPs; conducted technical and managerial evaluations; coordinated vendors and suppliers of COTS/GOTS; formed a partnership with some of the suppliers for continuous improvement, training and systems maintenance).
- Performed **software sizing and estimation** (function-point, COCOMO models). Performed **QFD (quality function deployment ISO 9000-based)**, project and configuration management, and systems administration tasks and functions.

Technologies

- Systems/Software Engineering, Software Metrics, QA/IV&V/Testing, Cadre/Teamwork, Ada, DOD 2167A, 2168B.

Xerox Corporation, El Segundo, CA; 08/83 to 02/88; Team Leader/Senior Software Engineer.

Responsibilities

- Performed a **leading role in all phases of the software development's life-cycle** and systems programming for laser printer and desktop publishing systems within various applications environments.
- Performed **database developments and administration functions**. Developed conceptual and internal schemas (relational, hierarchical, and network technologies-CODASYL). Performed database design, normalization, implementation, maintenance, tuning and other related procedures.
- **Led LTQ/PSP (TQM/CPI)** activities for my group.

Technologies

- Assembly, PL/M, C, Software Engineering, Database development, Testing tools, COBOL, PL/I.

ACADEMIC CREDENTIALS / FORMAL EDUCATION

Doctor of Philosophy in Business Administration, Specialty: **Technology Management**, *University of Santa Barbara, California*, 12/1996 and *Pacific States University*, 6/2010.

Doctor of Philosophy in Computer & Information Sciences, *Pacific Western University*, 12/1988.

Doctor of Education (ABD), Specialty: **Computer Technology in Education**, *Nova Southeastern University*, 2001.

Master of Science in Mathematics, *Western Governors' University*, 9/2009.

Master of Arts, Specialty: **Leadership**, *Azusa Pacific University*, 07/2006.

Master of Business Administration, *University of La Verne*, 04/1992.

Master of Management Information Systems, *West Coast University*, 10/1986.

Master of Science in Computer Science, *West Coast University*, 10/1985.

Bachelor of Science in Mathematics/CIS, *University of Bucharest*, 07/1976.

OTHER TRAINING / PERSONAL ACCOMPLISHMENTS

Harvard Business School, *Certificates in: Leadership & Management, Creativity and Innovation, Global Business and Technology, Business Acumen, Communications, Marketing, Strategy, Technology, Leading Change*; 2010.

Master's Certificate in Project Management, *George Washington University/ESI*, 2009.

George Washington University Master's Certificate in Project Management, through ESI classes, 9/2009.

ESI Int'l Executive Education in: *Contract Management, Business Analysis, Information Systems Security, Business Intelligence, IT Service Management/ITIL, ROI Methodology, Intercultural Management, Internet/Digital Marketing, Sales Force Management, Supply Chain Management, Leadership, Negotiations, Business Process Management, Business Sustainability, Enabling Technology*.

Scrum Alliance: CSM, CSP and CST, 2010.

Project Management Institute - PMP certification., 2010.

S/W Architecture Professional Certificate, *CMU/SEI*, 2006.

Member Board of Directors, *National Management Association*, BALC, 2005.

Malcolm Baldrige and Balanced Scorecard training, *Boeing Corp.* 2005.

Scrum Alliance: CSM, CSP (Certified Scrum Master & Professional)

Software Cost Estimation training (PRICE-H, SEER-SEM).

Developing Software Architectures for Multi-platform and Network Centric Environments/Operations training, 2005.

Six Sigma Black Belt Certification, *JPL/QASNA*, 1996-2002.

Certified IT and ISO 9001 Auditor, *Information Systems Auditing Association*, 2000.

Certified Project Manager, *American/National Management Association*, 1999. **Extensive PMP teaching.**

Certificate in Supervisory and Management Skills, *National Management Association*, 1991.

Certified Quality Analyst, *Quality Assurance Institute*, 1990.

Certified Computer Programmer, *Institute for Certification of Computer Professionals*, 1989.

Extensive (part-time) teaching and training experience at numerous institutions ranging from high-school to vocational, to college and to university, graduate level. Taught a variety (over 650) of courses (live & on-line), including international settings in *Computer Science, Management of Information Systems, Computer Information Systems, Mathematics, Business Administration, and Technology Management*.

NASA/JPL Leadership Award for Y2K Project Successful Completion, ahead of schedule. **Textbook reviewer:** Addison-Wesley, McGraw-Hill, Prentice-Hall, Course Technology. **Professional organizations membership:** ACM, AIAA, AMA, AMS, DECUS, ICCP, IEEE, ISACA, MAA, NMA, QAI.

Listed in *"Who's Who Among Executives and Professionals, Who's Who in California, West, America, World, Emerging Leaders in America, Science and Engineering, Information Technology, International Who's Who of Professionals, World Who's Who Hall of Fame"*, *"International Cultural Diploma of Honor"* publications in U.S. and U.K. "1996, 1998 Man of the Year," "1997 Platinum Record for Exceptional Performance," and "Gold Record of Achievement for 1999" awards from **American Biographical Institute**, "2000 Outstanding Intellectuals of the 20th Century," "International Man of the Year - 2001" and "International Educator of the Year – 2003" from **International Biographical Centre, Cambridge, U.K.** Member of Research Board of Advisors - **American Biographical Institute**. Nominated Member in *"Alfred Whitehead Leadership Society"* - 1996.