Timothy Carroll

Technical Program Manager at University of Illinois

Summary

A versatile goal oriented individual with a strong technical background and a proven management mindset. An experienced software architect and database administrator with an interest in open source software solutions for enterprise SOA and enterprise portal frameworks. As well as, a PMP Certified project management professional interested in practical project management and portfolio management methodologies and techniques.

Specialties

Strategic big picture thinking combined with the ability to quickly identify key problem areas and take action to solve or reduce the impact of tactical issues and points of failure. The skill and expertise to coordinate multiple complex projects and service issues simultaneously and bridge the communication gap among the technical and management staff.

Experience

Elected Board Member and Appointed Treasurer at   Jasig, Inc.

August 2010 - Present (1 year 10 months)

Elected to Board of Directors in 2010. Currently serving as Treasurer, Infrastructure Team liaison, and uPortal Steering Team member; as well as Financial Sub-committee lead for the Jasig-Sakai Joint Working Group charged with exploring the merger of the Jasig and Sakai organizations.

Technical Program Manager at   University of Illinois

August 2007 - Present (4 years 10 months)

Responsible for creating a vision and facilitating the mission of the portal service across all University of Illinois campuses. Including the delivery of projects, management and personnel development of direct reports, and serving as the lead architect for the portal framework, portal integrations, and core content.

Project Manager at   University of Illinois

August 2004 - August 2007 (3 years 1 month)

Responsible for facilitating the delivery of projects within the given scope, time, cost, and quality constraints, providing technical direction regarding key aspects of project deliverables, as well as providing management and personnel development for direct reports.

2 recommendations available upon request

Principal Project Management Consultant in Quality Assurance at   Keane

July 2003 - August 2004 (1 year 2 months)

Managing the testing efforts of multiple projects. Working with business partners and enterprise service areas to ensure the testing effort is progressing through the methodology and processes successfully, issues

are being resolved, and milestones and deadlines are being met.

Principal Project Management Consultant in Resource Management at Keane
March 2002 - June 2003 (1 year 4 months)

Aided in resource allocation and coordination of all analysts in the office, ensuring adequate and appropriate staffing of all efforts, as well as, project engagement (internal contract) coordination for multiple projects. Ensuring efforts were progressing as expected, issues were being resolved, and milestones and deadlines were being met.

2 recommendations available upon request

Principal Project Management Consultant in Program Planning at Keane
November 2000 - March 2002 (1 year 5 months)

Challenged with coordinating the efforts of a planning team, promoting and adapting to the implementation of a tightly integrated project and service business model within the enterprise. My team was tasked with scheduling and tracking the execution of all projects and components within two large business units of the Systems Department. This included approximately 1000 service and project team resources.

Senior Technical Business Consultant in System Design at Keane
July 2000 - October 2000 (4 months)

Led core development team through the planning, requirements, and design of an intranet based part tracking system. Mentoring and leading the development of a the system using HTML, JSP, JavaScript, JAVA, and WebSphere.

Technical Business Consultant in Environment Support at Keane
August 1998 - July 2000 (2 years)

Redesigned, implemented, and supported a standardized development environment that allowed legacy application developers to take advantage of the latest integrated development environments for debugging and integrating with mainframe resources, including IMS, DB2, and flat file data sources and application source files.

Database Administrator at City of Decatur, Illinois
November 1996 - August 1998 (1 year 10 months)

Responsible for data modeling, as well as database software installation and maintenance, backup, recovery, maintenance, and performance tuning. Also involved in all aspects of the application development process as lead designer and service analyst
of client server applications using Powersoft Powerbuilder.

Systems Analyst at City of Decatur, Illinois
January 1995 - November 1996 (1 year 11 months)

Extensive development experience in the client/server arena with PowerSoft Powerbuilder, through the design and development of all new applications implemented by the City of Decatur. Also, involved in troubleshooting, maintenance, and support of existing client server applications developed in MicroFocus Cobol and SQLWindows.

Application Development Intern at   Beltone Electronics
January 1993 - August 1993 (8 months)

Gained experience in developing new and maintaining existing applications in a DBASE environment. Given opportunity to design all databases and tables for new applications. Involved with the installation and support of both commercial and custom software and hardware, including the setup and troubleshooting hardware and wiring for a Unix server.

Education

University of Illinois at Urbana-Champaign
N/A, MBA Coursework, 2000 - 2001

University of Illinois at Urbana-Champaign
N/A, Legal Studies Coursework, 1996 - 1997

Illinois State University
B.S., Computer Science, 1991 - 1994

Linked **in**.

4 people have recommended Timothy

"From the time of my first interview, Tim was great at presenting the technical challenges of the position and communicating his overall expectations of me. He is a passionate and dedicated manager yet also devoted to his team and working with them to overcome any obstacles, technical or otherwise."

— **Michael G.**, *Student Developer, University of Illinois at Urbana-Champaign*, reported to Timothy at University of Illinois

"Tim is a confident, success-driven, forward thinking leader whose solutions to technical and managerial problems have a positive effect on a broad audience. His leadership style inspires the members of our team to be successful. Tim is always willing to lend a hand to help anyone on the team who might be struggling. He will immerse himself into solving technical or managerial problems and see it through to completion. He is able to consistently identify opportunities for our team members to grow. His experience has given him the insight to anticipate and prepare for technical and business challenges. Tim proactively establishes partnerships for the mutual benefit of both parties. His service first attitude is an asset to any organization."

— **Andy Gherna**, *Sr. Research Programmer, University of Illinois at Urbana-Champaign*, reported to Timothy at University of Illinois

"I have known Tim Carroll for several years and have had the pleasant opportunity to work with him on several projects over that time. Tim has many qualities which make him an exceptional leader. He is a strategic thinker who communicates honestly and makes decisions using his principles. He consistently impresses his customers and coworkers with the extremely professional manner in which he conducts himself and Tim's actions provide a positive example because he ensures the team's success by doing whatever it takes to get the job done. A project which Tim led that exemplifies his skills was Tim's work in conceptualizing and selling the executive management team on a vast effort that transformed the software development methodology into a series of roadmaps that are used to facilitate the delivery of a diverse set of IT Projects at State Farm. The illustrative nature of these roadmaps demystified the methodology and helped bridge the communication gap between the technical staff and the management team. In addition to his ability to successfully lead and execute projects, Tim's integrity and strength of character make him an outstanding individual that I am proud to be associated with."

— **Krupal S.**, *Principal Consultant, Keane, Inc.*, worked directly with Timothy at Keane

"While at State Farm Insurance I had the opportunity to work with Tim on several projects and later as a project/resource coordinator for the solutions center based in St. Louis. Tim was expert in the way he worked

between functional managers, the project office, and the teams based in Bloomington, IL to ensure everyone was kept aware of the most relevant status and any high risk issues were resolved immediately. As a consultant Tim worked very professionally keeping the interests of his firm and State Farm in mind at all times. Tim brought extraordinary value to the projects that he managed and/or coordinated and he was thought very highly of from my peers at State Farm. I have no doubt that he has experienced the same success in his next career."

— **Craig L.**, was Timothy's client

[Contact Timothy on LinkedIn](#)

Timothy Carroll, PMP

Executive Summary

Fortune 100 corporate work experience has given me exposure to big picture strategies and SAP style centralized solutions, while involvement in software development across tier-one research institutions has afforded me a familiarity with distributed divide an conquer approaches to problem solving. This broad range of experiences has fostered a unique perspective, and it gives me a competitive edge when tackling complex issues using proven methods for managing both top-down and bottom-up.

A detailed review of my work history will reveal a strong technical background with a dedication to problem solving. My true strengths are in bridging the communication gap between technical and business mindsets and in focusing on problems rather than technologies. My recent experiences with open source software communities has given me the opportunity to share technology solutions beyond the borders of the enterprise. I believe openness and sharing within an institution and across organizations can make a critical difference in overall effectiveness.

My background and overall approach gives me a unique skill-set that will allow me to step into the leadership team and make an immediate impact by creating a culture of sharing and collaboration.

Skills Inventory

Software Application Development	17 years	Java Servlet and Portlet Development	10 years
Systems Analysis & Design	15 years	XML, HTML, JavaScript, PHP	12 years
Project Management & Coordination	10 years	DB2 & Oracle	10 years
Portfolio & Resource Coordination	7 years	Apache Tomcat, Ant, Maven	7 years
Portal Design & Development	7 years	Spring Framework	5 years
Enterprise Service Support	6 years	Google Apps Implementation	4 years
Database Administration & Support	4 years	Kuali Rice Framework	2 years

Work History

University of Illinois, Urbana, Illinois

Technical Program Director (Jul 10 - Present):
Responsible for facilitating the delivery of projects and services, as well as providing management and personnel development for multiple teams of software developers and process analysts. This includes leading collaborations across the University system to develop strategic directions and establish governance structures around shared architectures, project portfolios, and service catalogs.
- Liaison to University leadership regarding open source communities and open source product implementations (i.e. Jasig, Cernunnos, OpenEAI, Kuali, and Apereo). Researching and leading the adoption of suitable open source software solutions, as well as expanding my leadership role beyond the institution to become a member of the Jasig Board of Directors and a Foundation Board member of Apereo, Inc. (a new community source foundation consolidating Jasig infrastructure products and Sakai learning management products).
- Lead the end-to-end design and implementation of web based application suites from enterprise level authoritative data sources, to RESTful web APIs, to the portlet and servlet based web user interfaces.
- Lead the creation of a Service Management Office and Project Management Office, establishing ownership of resource capacity planning, project implementation standards and practices, and service delivery processes and procedures.
- Architect and manage the implementation of trusted authentication wrappers using JAAS Kerberos and shared secret relationships in both federated and central authentication systems.

- Pioneer the adoption and implementation of platform independent development standards for delivery of RESTful Web Services that enable more campus I.T. professionals to access relevant University data stores with minimal effort.
- Participate in strategic leadership teams exploring the implementation and adoption of electronic workflow products and processes, as well as mobile computing technologies and practices.
- Manage project and service budgets of multiple software development teams and process analyst teams, as well as open source software communities as the Treasurer of Jasig, Inc.

Technical Program Manager (Aug 07 - Jul 10):

Responsible for facilitating the delivery of projects and services, as well as providing management and personnel development for team of software developers. This includes leading strategic collaborations across the organization and architecting frameworks and APIs that establish a robust set of enterprise shared services.

- Liaison to University leadership regarding open source communities and open source product implementations (i.e. Jasig, Cernunnos, and OpenEAI). Researching and leading the adoption of suitable open source software solutions.
- Enhanced open-source Java based portal framework, including integration with existing enterprise identity management systems (i.e. Active Directory) and service oriented architecture (i.e. OpenEAI)
- Integration of Web Services and JSR-168 standard Portlets with existing University systems, including Banner, WebCT, and the enterprise service bus architecture.
- Designed standards based, Americans with Disabilities Act (ADA) compliant, application rendering schemes using modern technologies and techniques (i.e AJAX, CSS, XSLT, and Fluid javascript components.)
- Led the creation of governance processes and teams to accept and rank project proposals used to establishing short-term and long-term priorities of software development teams.
- Managed project and service budgets for software development team.

Project Manager (Aug 04 - Aug 07):

Responsible for facilitating the delivery of projects within the given scope, time, cost, and quality constraints. Often times stepping outside of the role of project manager, relying upon technical experience to steer the technical vision and contribute to the tactical delivery.

- Led pan-University portal proof-of-concept project. This project prepared the University to implement a full-scale portal environment on all three campuses. Ultimately, created project charter and budget and evangelized the objectives and justification for a full-scale pan-University portal implementation.
- Managed the delivery of several smaller projects: NetID Change Application, Pinnacle purchasing and inventory database migration, Request Tracker case management pilot, guest services repackaging project, and a campus anti-spam and anti-virus solution.
- Founding member of a department sponsored project management leadership team charged with the creation and refinement of project management methodology, guidelines, best practices, and tools.

LogicLander LLC, Saint Simons Island, Georgia

Founder and Chief Technology Architect

- Responsible for architecting open source frameworks and applications to facilitate the delivery of hosted SaaS (Software as a Service) solutions.
- The design and development of the JAASmine library, a JAAS based Kerberos authentication framework for facilitating GSS-API validation of web application and web service requests.
- The design and development of the RICEmine library, an LDAP module that overrides and extends the out-of-box database implementation of the KIM (Kuali Identity Management) module.

Keane, Inc., Boston, Massachusetts

Test Coordinator at State Farm Insurance (Jul 03 - Aug 04):

Responsible for managing the testing efforts of multiple projects and working with business partners and enterprise service areas to ensure the testing efforts progressed through the methodology and processes successfully, issues were resolved, and milestones and deadlines were met.

- Created and coordinated execution of test deliverables throughout the lifecycle of a project including the test strategy, test plans, test procedures, test cases, and test summaries.
- Ensured test coverage and testability of all business, functional, and technical requirements supplied by the project business analysts, system designers, and systems analysts.
- Applied the principals of project management including scope, risk, and change management concerning all testing scope goals and objectives.
- Planned, coordinated, and monitored progress of all project level testing resources to ensure the timely delivery of all scheduled testing tasks.
- Set and enforced the testing guidelines and boundaries within each project, while adhering to all enterprise, initiative, and program standards and best practices.

Engagement Coordinator at State Farm Insurance (Mar 02 - Jun 03):

Responsible for project engagement (internal contract) coordination on multiple projects for off-site solution center. This includes resource allocation and coordination of offsite analysts to secure adequate staffing of all efforts, as well as tracking projects to ensure they were progressing as expected and issues were being resolved.

- Coordinated the efforts of all Team Leads within the office, aiding and educating them in navigating the organization and providing guidance and issue resolution throughout the project lifecycle.
- Developed methodology job aid for developers and team leads to reference in identifying owners, key resources, and dependencies for all project and enterprise processes and deliverables.
- Developed strategy, database, and web interface for tracking project requests coming to the office and resource assignments within the office.

Project Planner at State Farm Insurance (Nov 00 - Mar 02):

Responsible for leading the efforts of a planning team in promoting and adapting the implementation of a tightly integrated project and service business model within the enterprise. Involved in all aspects of the project lifecycle, by planning and developing schedules of work and strategies for completing a number of projects with strictly imposed deadlines.

- Tasked with scheduling and tracking the execution of all projects and components within two large business units of the Systems Department. This included approximately 1000 service and project team resources.
- Refined the concepts of component management and found both familiar and innovative ways to promote project world ideals in the service side of the business.
- Demonstrated a strong self initiative and ability to resolve issues, by following up the planning with tracking and executing the schedules of work.
- Built and maintained strong professional and technical relationships with many different levels of management and tactical delivery focused resources.

Service Analyst at Caterpillar, Inc. (Aug 98 - Oct 00):

Responsible for developing strategies and toolkits that help bridge the gaps between mainframe, client-server, and web development resources. This included the installation, development, and support of integrated development environments that would allow modern development, debugging, and testing techniques to be used by hundreds of developers that were accustom to legacy mainframe environments.

- Developed and supported an interactive Visual Basic application utilizing FTP, which gave developers a GUI front end to the host source code management system Endevor.
- Installation, administration, and support of Serena and Merant middleware to ensure seamless file and transaction access to the development community.
- Redesigned, implemented, and supported a standardized development environment for MicroFocus users that allowed direct access to mainframe resources, including IMS, DB2, and flat file data sources and application source files.
- Assumed the lead role in a pilot project designing and developing an intranet based 360 Feedback application utilizing HTML, JavaScript, Java Servlets, and Websphere Application Server.
- Led a development team through the planning, requirements, and design of an intranet based part tracking system.
- Mentored and led the development of part tracking prototype using HTML, JSP, JavaScript, JAVA, and WebSphere Application Server.

City of Decatur, Decatur, Illinois

Database Administrator (Nov 96 - Aug 98):
Responsible for the design, implementation, and service of all new and replacement data stores, as well as mentoring software developers on best practices in designing and developing database driven applications.
- Administration of all databases used by employees of the City of Decatur. Database administration was done in IBM DB2 Universal Database environment.
- Responsible for database software installation and maintenance, data element design and creation, and database backup, recovery, maintenance, and performance tuning.
- Involved in all aspects of the application development process as lead designer and service analyst of client server applications using Powersoft Powerbuilder.

Systems Analyst (Jan 95 - Nov 96):
Responsible for application design and development of new software systems using client-server technologies to replace existing legacy mainframe architecture.
- Designed and developed a full functioning Human Resource application that included time reporting, applying a complex set of contract rules for Police Department, Fire Department, and Public Works Unions.
- Involved in technology assessments and specialized software support and mentoring for departments within the City of Decatur, including ArcCAD and ArcGIS mapping software.
- Application deployment to multiple platforms including Powerbuilder, Cobol, and SQL Windows accessing IBM DB2 UDB, Gupta SQLBase, and VSAM file structures.

Formal Education

Illinois State University
Bachelor of Science
Major: Computer Science
Minor: Business Administration

University of Illinois
Graduate Coursework
Focus: Business Administration
Focus: Legal Studies

Specialized Training

Project Management Inst.
- Project Portfolio Management

Unicon, Inc.
- uPortal Administration
- JSR-168 Portlet Development
- JSR-286 Portlet Development

Open Integration, Inc.
- OpenEAI Analysis and Development

IBM
- Database Administration for DB2
- DB2 Performance Tuning and Monitoring
- Developing with Websphere Application Server

State Farm Ins.
- Facilitating Planning Sessions
- Software Development Methodology

Nims Associates, Inc.
- Using IMS/DB
- Mastering MS Project
- Java Development
- Dale Carnegie Training
- Covey Time Management
- Conflict Resolution

RMC Project
- Tips and Tricks for Project Managers
- Project Management Professional Prep

Accenture
- Method 1 Software Development Methodology

PowerSoft
- Fast Track to PowerBuilder

ArcCAD ArcGIS
- ArcView GIS

Industry Involvement

Directorship
- Treasurer, Jasig Board of Directors (since 2010)

Certification
- PMP, Project Management Prof. (since 2004)

Membership
- PMI - Project Management Inst. (since 2001)

Conferences
- Jasig (2004 - 2011)
- Pink Elephant ITIL (2009)
- Kuali Days (2009 - 2010)
- Project Management Inst. (2006)
- EDUCAUSE (2005)
- CIC Tech Forum (2005 - 2007)
- Serena Users (2000)
- Merant Users (1999)