

Dennis G. Ravenelle
Natick, Massachusetts 01760

Cell: (617) 388-4786
dennis.ravenelle@gmail.com

Summary:

Highly effective program, project and operations manager who has consistently aligned people, process and technology to assure safety and stakeholder value, maximize efficiency, mitigate risk, and deliver outstanding customer experiences across diverse technology disciplines. Domains include data networks, systems and applications; telecommunications and call centers; building automation and control systems; energy management; building security and life safety (camera, intrusion, fire alarm, voice evacuation, and hospital systems) in public and private sector enterprises.

Key skills:

- Trusted advisor
- Service Support and Service Delivery
- Strong financial management skills
- Broad and deep technology skills
- Excellent negotiator and consensus builder
- Effective organizational change agent
- Adept at managing to and improving existing processes and developing new ones
- Holds advanced ITIL and ISO/IEC 20000 certifications
- Certified Scrum Master and practiced in traditional and Agile methodologies

Recent work history

For most of the last fifteen years, I have managed some of the highest profile strategic and tactical initiatives across Harvard University.

**2019 – present: Harvard University Financial Administration
Risk Management and Audit Services (RMAS)**

- Recruited into the IT Audit group within the University's internal audit department
- Perform assurance engagements (audits) under the International Professional Practices Framework (IPPF) and Code of Ethics of The Institute of Internal Auditors
- Participate in advisory groups on compliance and risk management
- Lead internal efforts to update and maintain departmental policy and procedure and administer departmental technology tools

2016 – 2019: Harvard University Information Security Senior Project Manager

- Successfully chartered 3-year (FY 2020-2022) Active Directory Migration project
- Lead the Active Directory Security Improvements Program (FY 2018-2019), which:
 - Audited Harvard production Active Directories across 15 schools and departments against Microsoft published best practices
 - Manage ongoing remediation of over 500 critical and high findings
 - Architected and built a robust, enterprise class, hybrid on-premises and cloud Active Directory as a Service (ADaaS)
- Managed Duo Two-step Verification project which in less than six months, migrated over 100,000 users to multi-factor authentication

2014 – 2016: my.harvard Release Project Manager

- Provided Release Management and IT Controls oversight for new student information systems and assisted in technical integrations with upstream and downstream platforms.
 - Adapted legacy processes to an Agile Scrum project
 - Implemented version control tools
 - Managed release operations

2012 – 2014: HUIT ITSM Unification Project Manager

- Managed effort to align IT Service Management processes based upon the ITIL framework and selected and implemented a modern tool set.
 - Helped recruit the Director of IT Service Management

- Managed process alignment across organizational and technical boundaries
- Led tool selection and negotiated extensible five-year enterprise agreement with ServiceNow on terms substantially better than Gartner target estimates
- Managed and developed training, collateral and communications
- Achieved transformation objectives of more efficient, predictable, uniform support and delivery of IT services, on time and under budget with enthusiastic adoption by some 750 IT staff across multiple technical and organizational silos

2010 – 2012: University Information Systems Network Integration Project Manager

- Recruited back to Harvard to lead the consolidation of the Central Administration (CAIT) and Faculty of Arts and Sciences (FASIT) networks and networking organizations.
 - Achieved a more secure, robust and resilient network and a single, flatter, more responsive organization
 - Retired technical debt and yielded millions of dollars in cost avoidance

2009 – 2010: Sonus Networks (NASDAQ: SONS)

Director of IT, Global Infrastructure & Support

- Recruited in anticipation of potential \$500 million strategic acquisition to rebuild the international infrastructure and support teams.
 - Quickly remediated numerous long-standing operational support and infrastructure issues adversely impacting marketing, manufacturing and engineering across ten international locations
 - Served as a key member of the due diligence team that examined the acquisition target to assess the costs and risks of integration, and of meeting timely reporting requirements

2007 – 2009: FAS IT Senior Project Manager Networking

- Led numerous infrastructure, security, data center and power remediation projects including core and edge network upgrades; laptop encryption; CyberArk, Splunk and other SIEM initiatives; replacement of UPS systems; provided business continuity planning guidance
- Served as SME in development of ITIL-based Change Management process to address COBIT audit findings
- Led development of a lightweight project management toolkit based on PMBOK and ISO/IEC SDLC standards for project managers and SMEs leading projects

Associations/Committees

2011-present: Society for Information Management Boston Chapter

- 2020 – 2023, Treasurer, Member of the Executive Committee
- 2012 – 2020, Marketing and Communications co-chair

2005-2012: itSMF International Type A Liaison to ISO/IEC JTC1 SC7

- Chair, *Study group on standards in the area of systems integration*
- Member, *Standards management* working group (SWG5)
- Member, *Information technology – Software asset management* (WG21) ISO/IEC 19770
- Member, *Service management* working group (WG25) ISO/IEC 20000
- Member, *Corporate governance of IT* working group (WG40/WG1A) ISO/IEC 38500

Previous roles and related activities

As Manager of Telecom Services for the University of Massachusetts President's Office, I managed all business activities with non-UMass entities, transformed a best-efforts support organization for users of the MITI Network to an effective 24x7x365 operation, including negotiating restructured compensation for staff, and developed service level agreements (SLAs). I also architected a major dark fiber network expansion and managed award and procurement.

As a consultant to such organizations as Fidelity Investments, Dun & Bradstreet Software and Smith & Nephew PLC, I architected and upgraded infrastructures; built and improved call centers; developed policy, process and procedure; drove process maturity and created documentation, job aids, knowledge base applications and web sites. I also managed an IBEW-affiliated electrical contractor's wiring division and recruited and trained the permanent manager.

I have served on boards of several not-for-profit organizations as president, secretary and treasurer, and as an adjunct assistant professor of management at Worcester Polytechnic Institute. For several years I participated as a member of the Society for Information Management Enterprise Architecture Working Group. Considered a thought-leader in the service management community, I have given many presentations, written several articles and one book.