

# Robert B. Elwell

VP of Engineering | Platform Architecture | SaaS Scaling | DevOps & Security  
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## PROFILE

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Results-oriented engineering executive with 20+ years of experience scaling SaaS and cloud infrastructure organizations. Proven track record of building high-performance teams, driving operational excellence, and delivering quantifiable business impact — including \$3M+ in cost savings and 40% revenue growth. Expert at aligning engineering strategy with business objectives, leading organizational transformation, and preparing companies for the next stage of growth. Deep expertise across platform architecture, DevOps, security, and compliance.

## EXPERIENCE

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### **Vice President of Engineering** | **MacStadium** *Mar 2024 – Present*

Led an international engineering organization of 30 in building datacenter automation and virtualization software for the Mac. MacStadium supports enterprise use cases ranging from DevOps build-test-deploy workflows to VDI. Managed vendor and headcount budget across the organization.

- Delivered \$2.5M in VMware licensing cost savings and \$500K in Cisco license reductions through targeted cost-out initiatives.
- Transitioned the organization from largely contractor-driven to fully in-house through a strategic hiring round, improving team cohesion and institutional knowledge.
- Drove delivery of OrkaHub, a marketplace for macOS Virtual Machines, expanding the company's product footprint.
- Refactored the product delivery process to be more agile and higher-frequency; played a key role in a company-wide pivot to software, leading responsibility mapping and capacity planning.
- Founded a cross-functional group to review key business processes and drive operational improvements across the company, and instituted long-range planning mechanisms for improved product strategy.
- Developed and published internal best practices for responsible AI-assisted software development using Claude Code, improving developer productivity while preserving subject matter expertise and accountability.

### **Senior Director, Engineering** | **Vultr** *Feb 2022 – Feb 2024*

Led an engineering organization of 40+ at an independent cloud provider with \$100M+ ARR. Grew the org 2X and contributed directly to 40% revenue growth while modernizing the overall platform and its tooling. Managed vendor and headcount budget across the organization.

- Engineered a full organizational redesign, mapping technical domains to responsible teams and SMEs, enabling cleaner ownership and faster delivery.
- Built and implemented structured interview and onboarding processes used to hire >15 engineers, significantly raising the bar for new talent.
- Introduced agile methodologies to an ad hoc engineering organization — from sprint planning and retrospectives to quarterly planning — and migrated the company to Jira and Confluence.
- Strengthened security and observability posture with approval workflows, artifact-driven deployments, database migration controls, and integrations with Sentry, Grafana, Loki, Mimir, and ChatOps.
- Developed engineers and their careers through constructive feedback, stretch goals, and cross-team collaboration opportunities.

### **Director, Engineering** | **UserTesting, Inc.** *May 2019 – Feb 2022*

Led 2 squads focused on platform architecture and major backend initiatives. Established centers of excellence for SOA, DevOps, and engineering best practices with an eye toward IPO-readiness. Worked with vendors and partners, including negotiating the company's AWS Enterprise Discount Program (EDP).

- Delivered new microservices as the company transitioned off a large Rails monolith, and led the shift to a modern GraphQL-driven API philosophy.

- Implemented identity-as-a-service using Okta; led migration to Terraform and Kubernetes; introduced event-driven architecture via Apache Kafka to improve separation of concerns between services.
- Primary engineering driver of HIPAA, SOC2, and SOX compliance certification, working closely with the CIO.

### **Senior Staff Software Architect** | **GE Digital** *Jan 2017 – Apr 2019*

Managed a global engineering team delivering a serverless, high-scale, multi-cloud policy enforcement platform using ReactJS, GraphQL, protobufs, and gRPC.

- Introduced fully serverless solutions for test automation and performance testing; built event-driven systems for billing, security, and product provisioning.
- Selected to attend the elite week-long Influential Leadership & Innovation course at GE Crotonville.
- Championed GE's digital transformation, working closely with AWS counterparts in regular deep-dives and at AWS re:Invent.

### **Staff Software Engineer** | **Lookout, Inc.** *Jul 2014 – Dec 2016*

Tech lead for the enterprise backend group. Guided Lookout's enterprise product to GA with a microservices-based Ruby platform; earned a patent for remote device configuration.

### **Sr. Software Engineer** | **Wikia, Inc.** *Feb 2012 – Jul 2014*

Led migration of 60+ engineers from SVN to Git. Improved search speed, quality, and relevance for a top-10 website. Built a large-scale ETL pipeline for search and NLP, and led an NLP group extracting insights from millions of UGC pages powering adtech and discovery features.

### **Software Architect** | **AetherQuest Solutions** *2010 – 2012*

Modernized engineering operations for a configurable event management platform powering Black Hat, Interop, and GDC.

### **Web Developer** | **Vertive, Inc.** *2008 – 2010*

Web developer for Offers.com; built a Solr-based search platform for coupon codes and deals.

## **SELECTED PROJECTS & ADVISORY ROLES**

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### **Chief Information Officer** | **Thaddeus Medical Systems**

Designed and built a monitoring and custody management platform for smart coolers in the cold chain. During COVID-19, partnered with executive leadership to secure funding via venture capital, accelerators, and BARDA's Operation Warp Speed program, enabling the platform for vaccine distribution use cases. Involved in board-level fundraising presentations and investor due diligence.

### **Robert Elwell Software Consulting**

Notable engagements include: real estate search and underwriting engine (Django, React, Kubernetes); search and recommendation systems for Beats Audio (now part of Apple Music); authentication and search solutions for clients in the security and industrial products space; a pricing analytics platform supporting class action litigation.

## **TECHNOLOGIES**

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**Languages:** Python, Ruby, JavaScript / TypeScript, Go, Java, Bash, Swift

**Frameworks & APIs:** Django, NodeJS, GraphQL, REST, gRPC / protocol buffers (protobufs), Apache Kafka

**Infrastructure & Cloud:** AWS, Azure, GCP, Kubernetes, Terraform, Ansible, CloudFormation

**Databases:** MySQL, PostgreSQL

**Observability & Security:** Grafana, Loki, Mimir, Sentry, Okta | Compliance: SOC2, HIPAA, SOX

## **EDUCATION**

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**M.A., Computational Linguistics** | University of Texas at Austin | 2008 | Machine Learning, Discourse Parsing

## **PUBLICATION**

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[Getting Started with Apache Solr Search Server](#) — Solr Instructional Video Series, Packt Publishing