

# MICHAEL S. KELLEY

## VP of Planning, Operations & Governance

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LinkedIn

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## Education

- **Master of Business Administration**

Endicott College

- **Bachelor of Arts**

Northeastern University

## Skills

Enterprise Portfolio Management

Large Scale Program / Project Management

RFP Roadmap Development / Management

Customer Centricity / CRM

Supply Chain Management

Financial Modeling / Analysis

Strategic Enterprise Transformation

Publishing Technologies

Merger / Acquisitions Support

Training / Leadership / Mentorship

Negotiations / Contractual Partnerships

Cross-Functional Team Leadership

Collaborative Thought Leadership

Innovation / Vision / Goal Setting

Business Planning / Development / Risk Management

Sales Management, Planning, Analysis and Enablement

Communication / Collaboration

Influence / Resilience / Integrity

Conflict Resolution / Compliance

Continual Process Improvement

Operational Assessment / Excellence

Execution & Results

## Executive Summary

A strategic operations leader with global experience and a proven innovator who empowers team independence and decision-making with business-centric roadmaps. Experienced strategist for project management, enterprise communications, vendor management, go-to-market, operations, strategic sales/planning, marketing, financial modeling, contracts management (RFP), purchasing, and enterprise transformation.

## Professional History

2013 - 2017 **Vice President, Business Relationship Management & Governance**

Houghton Mifflin Harcourt

- Championed the project management of asset migration for the largest acquisition in company history (Scholastic Education) and migrated all data streams, middleware, and standalone, customer-facing platforms; ignited millions of dollars in savings by completing the project one year ahead of plan.
- Shaped and supported the CTO in reconciling business unit technology service demands with IT resources; budgeting, prototype, production implementation, and post-mortem in a \$2 billion-dollar company.
- Cut costs dramatically by piloting the implementation of cloud-based enterprise storage, collaboration, and back-up tools for 6,000 employees and vendors, enabling self-service archived retrieval. Spearheaded global BRM and governance in four locations; coached, trained, and mentored application support teams and consultants. Collaborated with the International Division in exploring options enabling successful market penetration as well as enhanced evaluation of technology and security needs.
- Identified enterprise applications to replace/eliminate; developed and implemented enterprise-facing communications.
- Conceptualized and authored stakeholder materials, supporting re-branding of IT to Technology Group, annual and monthly reports, project retrospectives, and CTO memos to Enterprise.

2008 - 2013 **Vice President, Technical Production Services**

Houghton Mifflin Harcourt

- Led all technical production services; mentored a staff of 60+ team members in electronic production, workflow, and archive to create all internally and externally-composed English and Spanish print products in K-12 School division, from prototype through production and final archiving.
- Transformed K-12 content management system, contract negotiations, and offshore vendor selection and training.
- Cut costs by simplifying the generation of content with global and domestic vendors through customization of a content management system to streamline and automate stage-based workflow output.
- Authored and conceptualized the 'gold master' methodology, optimizing the creation of comprehensive file sets for expedited deployment by the global supply chain for reprint and worldwide product delivery.
- Cross functionally collaborated production efforts with senior Editorial, Design, PMO and Financial stakeholders; optimized the flow of materials between domestic and global partners. Served on AAP and NIMAS committees.

2004 - 2008 **Vice President, Director Electronic Production**  
**Houghton Mifflin Harcourt**

- Championed leadership for a staff of 100+ team members to create print materials for reading, math, science, social studies, pre-K, and literature product lines.
- Shaped and supported the School Division publisher in the creation, storage, and digitization of cutting edge, K-12 student, teacher, and ancillary materials in English and Spanish.
- Cut costs through authoring and implementing a highly successful content management system, enabling editorial, design, and electronic production staff to collaborate real-time representation of product space, reducing iterative proof stages.
- Developed an offshore model for page composition with US/ Indian vendors that leveraged strengths of both for substantial cost savings, working closely with PMO to ensure product quality and on-time delivery.
- Facilitated creation of China strategy for reprints by global supply chain by creating file sets that could be rapidly deployed to overseas production to reduce production costs.
- Ignited revenues by developing rapid access and distribution of archived reprint materials for global markets and school districts in compliance with federal, state, and contract regulations.

1999 - 2004 **Director, Production & Electronic Publishing**  
**Houghton Mifflin Harcourt**

- Championed operations for all pre-manufacturing processes; led fiscal budgeting, hiring and mentoring, and cross-functionally collaborated with the Global Supply Chain Team in production scheduling. Propelled all technical product development efforts as the communications hub for stakeholders.
- Acquired McDougal Littell Publishing; successfully integrated technical resources and personnel.
- Shaped and supported the creation of Documentum-based Enterprise Archive.

## **Volunteer Experience**

- Chairman, Rockport School Committee, 2009-15; 2019 - present
- Corporate Board, The Educational Foundation for Rockport, 2022