

# MAULIK SHAH

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## SUMMARY

Results-driven global engineering leader with 15+ years of software engineering experience, including 8+ years in engineering leadership roles, spanning cloud architecture, SaaS platform development, and AI enablement to leading globally distributed engineering organizations at scale. Led enterprise platform migrations, microservices adoption, and AWS cost optimization initiatives, delivering \$1.1M+ in annual savings and driving 20% revenue growth through platform integrations. Built and managed globally distributed engineering teams supporting platforms with 300K+ monthly active users. Applied agentic AI, DevOps/CI-CD pipelines, and cloud governance to improve delivery speed and reduce costs.

Engineering Strategy | Platform Engineering | Enterprise Architecture | Cloud Transformation Software  
Engineering Leadership | AWS | Microservices | Distributed Systems | SaaS Platforms AI Transformation |  
Agentic AI | Developer Productivity | Platform Modernization | FinOps Solutions Architecture | API Strategy |  
Enterprise Integration | Security & Governance DevOps | CI/CD | SDLC | Kubernetes | Observability |  
Operational Excellence Technology Roadmaps | Product Delivery | Organizational Leadership | Executive  
Collaboration | Agile Delivery | Talent Development

## EXPERIENCE

### **KAPLAN NORTH AMERICA      01/2021- 07/2026    Executive Director of Engineering      New York, New York**

Led enterprise engineering strategy, platform architecture, and software delivery for Kaplan's cloud-based learning platforms supporting multiple business units and education markets. Directed globally distributed engineering and architecture teams responsible for platform modernization, microservices, AI enablement, cloud governance, product migrations, and operational excellence. Partnered with executive leadership to align technology roadmaps with business priorities while driving scalability, reliability, security, developer productivity, and cloud cost optimization across AWS-based SaaS platforms.

- Increased revenue by 20% by successfully leading enterprise platform integrations and product migrations that onboarded new financial and engineering offerings onto a unified SaaS platform.
- Improved platform reliability by achieving 99.96% uptime while strengthening security, modernizing reporting architecture, and enhancing overall system scalability and resilience.
- Scaled Kaplan's cloud-based LMS platform to support approximately 300,000 monthly active users and more than 1.5 million monthly active sessions, enabling continued business growth across multiple education brands.
- Accelerated enterprise AI adoption by leading organization-wide implementation of GitHub Copilot, Claude, and Gemini, improving developer productivity, streamlining engineering workflows, and reducing software delivery timelines.
- Delivered approximately \$500,000 in annual AWS savings by implementing agentic AI, Model Context Protocol (MCP), and workflow automation using Python to improve cloud governance across 20 AWS accounts.
- Reduced AWS operating expenses by an additional \$600,000 annually through leadership of the Cloud Center of Excellence (CCOE), implementing governance standards, asset tagging, CMDB integration, Cloud Aware visibility, ServiceNow inventory management, and FinOps best practices.
- Architected and hands-on built the core migration path from a monolithic platform to a multi-tenant AWS SaaS platform on distributed microservices, personally designing key service boundaries and data models that enabled multiple business units and assessment products to run on a common, scalable foundation.

- Built an AI-powered historical data reporting system in .NET/C#, hands-on developing the full automation pipeline — from request processing and SQL Server data extraction to PDF generation and delivery to students via the Mandrill API
- Successfully delivered complex Authoring platform modernization initiatives, personally driving enterprise microservices development using Go, Angular, AWS pipelines, AsyncQ, Redis and Alfresco — along with large-scale product migrations — consistently meeting budget, quality, and release commitments.
- Strengthened engineering organizational capability by leading performance management, succession planning, compensation, leadership development, and mentoring initiatives across globally distributed engineering teams.
- Spearheaded the integration of finance and reconciliation systems, leveraging best practices to improve data reliability and operational efficiency by 60% within 5 months.
- Automated internal tooling processes, enhancing operational efficiency by 80%, allowing teams to focus on strategic initiatives rather than manual tasks.

### **Director of Engineering 01/2015- 01/2021**

**New York, New York**

Directed engineering strategy, platform architecture, software delivery, and cloud modernization initiatives across Kaplan's medical, nursing, institutional, and BAR education businesses. Led globally distributed engineering organizations responsible for application development, cloud migration, platform modernization, infrastructure scalability, architecture governance, and software delivery. Partnered with executive leadership, product management, and technology stakeholders to align engineering strategy with business objectives while building high-performing teams and advancing enterprise cloud transformation initiatives.

- Built and led a 50-person global engineering organization across the United States and India, managing six engineering teams supporting multiple education platforms that contributed to \$40 million in business growth.
- Directed the successful migration of 26 million student records representing more than 700 educational institutions to the Atom Educator Reporting platform, leveraging AWS, REST APIs, MongoDB, and PostgreSQL to improve platform scalability and reporting capabilities.
- Led the development of a unified Educator Portal and comprehensive reporting suite using Angular, React and Rest Services - .NET Web API and Node.JS serving institutional partners and Kaplan administrators, improving overall user experience, and increasing NPS from 38 to 64.
- Accelerated enterprise modernization by consolidating, retiring, and migrating multiple legacy nursing and medical education platforms into the Atom LMS, creating a scalable foundation for future product growth.
- Improved platform scalability, customer experience, and operational readiness by leading infrastructure modernization, performance engineering initiatives, and enterprise capacity planning.
- Influenced enterprise technology strategy by partnering with the CTO, vice presidents, and engineering leadership to align architecture decisions, engineering execution, and product roadmaps with long term business growth objectives.
- Strengthened engineering execution by building and developing globally distributed software engineering teams, implementing performance management practices, mentoring technical leaders, and fostering a culture of continuous improvement.
- Enhanced cross-functional delivery by leading collaboration among Cloud Operations, database engineering, software development, project management, and external vendors to improve delivery quality, operational efficiency, and platform performance.

### **Senior Software Engineer / Technical Lead 01/2008- 01/2015**

**New York, New York**

Developed RESTful APIs supporting syllabus, performance analysis, test creation, navigation, student reporting, and administrative workflows across the LMS platform. Built admin and student-facing interfaces in C#, ASP.NET MVC, HTML, AJAX, JSON, jQuery, XML, XPath, and XSLT to support usability and product functionality. Established continuous integration and deployment pipeline using TeamCity. Managed migration of existing products onto new platform, helping modernize capabilities while maintaining

business continuity. Oversaw platform and product interface deployments in production, coordinating releases to support stable delivery.

## ADDITIONAL EXPERIENCE

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**BERLITZ** 07/2006 - 07/2007      **Software Engineer**      **Princeton, New Jersey**

Served as a software engineering role in the Language Learning industry, delivering web and integration solutions.

**WARNER BROS.** 06/2006 - 08/2006 **Programming Analyst** **Burbank, CA**

Contributed to entertainment industry in programming analyst role.

**NIKE** 12/2006 - 06/2006      **Application Developer**      **Beaverton, Oregon**

Served as an application developer role delivering web, client-server, and integration solutions using .NET, C#, Infragistics and enterprise data systems. Recognized by Nike program leadership for coordinating effectively with offshore teams and delivering ahead of schedule.

**WASHINGTON STATE PATROL** 09/2005 - 12/2005 **Programming Analyst**      **Olympia, Washington**

Served as a programming analyst in law enforcement/government environment delivering web and integration solutions.

**BROWARD COUNTY GOVERNMENT** 01/2004 - 08/2005 **Oracle Application Developer**      **Broward County, Florida**

Delivered a county-wide Client Service Management System using Java/J2EE, Oracle Application Server connecting residents to social services, behavioral health, and emergency financial assistance programs — recognized with a Certificate of Appreciation.

## EDUCATION

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**M.S., Computer Science**

UNIVERSITY OF BRIDGEPORT

**Bridgeport, Connecticut**

**Bachelor of Engineering, Instrumentation and Control**

GUJARAT UNIVERSITY

**Gandhinagar, Gujarat, India**

## CERTIFICATIONS

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**AWS Certified Solutions Architect - Associate**

01/2021

**AWS Certified Cloud Practitioner**

01/2021

## AWARDS AND ACHIEVEMENTS

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**Kaplan Way - Continuous Transformation Award** 01/2015

**Kaplan Hackathon Grand Prize winner** 01/2013

**Recognized by Nike program leadership for coordinating effectively with offshore teams and delivering ahead of schedule** 01/2006.

**Certificate of Appreciation, Broward County, for Client Service Management System delivery** 01/2005

## SKILLS

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**AI & Machine Learning:** Agentic AI, Agentic workflows, AI- native development, AI Strategy, AI- written code, Claude, Generative AI, GitHub Copilot, Guardrails, Large Language Models (LLMs), LLM architecture, Model Context Protocol (MCP), OpenAI SDK, Prompt Engineering, Retrieval- Augmented Generation (RAG)

**Cloud & Architecture:** AWS, Azure, Cloud- Native Architecture, Microservices, Monolithic Architecture, Performance Optimization, RESTful APIs

**DevOps & Infrastructure:** Argo CD, Data correctness, Data pipelines, Docker, GitHub, Jenkins, Kubernetes, Platform Delivery, TeamCity, Terraform

**Security:** DAST, Orca, OWASP, SAST, Snyk

**Observability & Performance:** Dynatrace, Log Rocket, Observability, Performance Engineering

**Languages & Frameworks:** ASP.NET, C#, Go, .NET, .NET Core, Node.js, Python

**Web Technologies:** Angular, HTML/ CSS/ JS, React, TypeScript

**Databases:** MongoDB (NoSQL), MySQL, PostgreSQL, Redshift (Data Warehouse), SQL Server

**Management:** Customer- facing products, Delivery cadence, Economic value, Engineering Excellence, Fulfillment workflows, Incident Response, leadership, Operations data, People Management, Platform capabilities, Procurement workflows, Quality control, Stakeholder Communication, Technical Roadmap, Vendor Management

**Engineering:** Agile Methodology, Code Reviews, Coding Guidelines, Delivery Commitments, Delivery Roadblocks, Engineering Automation, Engineering Best Practices, Jira, Modern Development Practices, Proof- of- concepts, Quality Engineering, Salesforce, Software Development Lifecycle, Solution Design, Team Bandwidth, Technical Design Reviews, Technical Problem Solving, Technical Strategy