

RONAK SHAH

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TECHNICAL PRODUCT MANAGEMENT | PLATFORM STRATEGY | INFRASTRUCTURE MODERNIZATION

PROFESSIONAL SUMMARY

- Technology professional with 16+ years of experience in enterprise infrastructure engineering, platform modernization, and technical program management within the financial services industry.
- Extensive experience managing large-scale technology initiatives across enterprise environments spanning >250K hosts, collaborating with business stakeholders and engineering teams to improve operational efficiency, scalability, and cost effectiveness.
- Strong technical foundation in Linux, cloud infrastructure, and distributed computing, complemented by experience in technology strategy, roadmap development, and program leadership.

CORE CAPABILITIES

Platform Strategy & Roadmaps • Internal Client Requirements • Stakeholder Discovery & Engagement • Cross-Functional Delivery • Prioritization & Trade-offs • KPI & Executive Reporting • Infrastructure Lifecycle Modernization • Technical Program Management • Technology Risk Governance • Cost Optimization • Enterprise Linux / Unix • Hybrid Cloud / IaaS • Automation

PROFESSIONAL EXPERIENCE

GOLDMAN SACHS & CO. | Jun 2010 – Present

Vice President | Foundation Engineering / Unix Engineering | Jan 2016 – Present

Enterprise Linux Lifecycle & Modernization | 2021 – Present

- RHEL6: Led the multiyear RHEL6 decommissioning program, reducing a legacy population of approximately 140K hosts by 98% during the principal program phase and mitigating operating-system end-of-life risk.
- Defined and drove a phased enterprise platform modernization roadmap, aligning business and engineering stakeholders on migration responsibilities, milestones, dependencies, and retirement deadlines.
- Established weekly client office hours to surface migration blockers, clarify requirements, guide remediation, and incorporate stakeholder feedback into delivery plans.
- Used migration velocity, upgrade success, and support trends to monitor outcomes, identify friction points, and refine program priorities and execution.
- Prepared monthly updates for senior management communicating progress, risk reduction, exceptions, and the broader retirement strategy.
- Helped design and introduce tooling for automated bulk OS upgrades, improving the scalability of remediation efforts.
- Drove sustained execution through a complex 3.5-year effort; the residual RHEL6 population subsequently fell below 300 hosts, with remaining end-of-life oversight incorporated into a broader risk initiative in 2025.
- RHEL7: Established a RHEL7 lifecycle governance process modeled on the RHEL6 program for an approximately 182K-host baseline in mid-2025.
- Introduced controls to restrict new RHEL7 provisioning and established monthly business-unit-level usage and reduction reporting.
- Translated business-unit usage trends, migration constraints, and platform dependencies into actionable priorities, coordinating migration sequencing and follow-up with engineering and application owners.
- Tracked host reduction to approximately 160K as of October 2026 (roughly 12% below baseline) against management's 10% year-end reduction objective.

Legacy Infrastructure Retirement & Technology Risk Governance | 2026 – Present

- Played a significant role in deadline-driven retirement of legacy Solaris infrastructure supporting NFS, FTP, and mail-relay services with long-standing firm-wide dependencies.
- Investigated NFS usage and service dependencies; worked with Technology Risk and internal consumers to define migration requirements and coordinate transition to strategic NetApp storage.
- Identified active FTP dependencies and coordinated with clients to migrate transfers to client-owned FTP servers.
- Applied AI-assisted analysis to high-volume mail-relay traffic and internal datasets, identifying usage patterns, business ownership, and migration dependencies; automated reporting to improve stakeholder visibility and accelerate analysis.
- Helped devise and execute phased weekend mail-relay cutovers to strategic platforms with no production incidents, supported by a detailed client and leadership communication plan.
- Aligned service consumers, technology-risk partners, and platform teams on cutover readiness and communications; assessed migration blockers and supported risk-based containment measures for services that could not be retired immediately.
- Drove cross-team technology risk remediation by establishing priorities, tracking accountable owners, resolving dependencies, and reporting progress and exceptions to senior leadership.

- Supported senior leadership governance reviews, communicating enterprise infrastructure modernization progress, key risks, remediation priorities, and decisions requiring cross-team alignment.

Infrastructure / Unix Engineering & Platform Modernization | 2019 – Present

- Member of the core engineering team responsible for managing the firm's enterprise Linux infrastructure, spanning 250K+ nodes.
- Collaborated with Linux OS build, production support, and hardware engineering teams on incident response, root cause analysis, and application/host performance troubleshooting to maintain operational stability across the enterprise Linux environment.
- Served as the primary Unix engineering liaison for mission-critical infrastructure hosting Goldman Sachs' proprietary trading databases, coordinating OS modernization, hardware certification, and platform reliability initiatives.
- Supported bare-metal and RHEL8 certification on new hardware and enhanced RAID configurations that doubled capacity, enabling approximately \$4M in avoided compute hardware expenditure.
- Validated in-place RHEL7-to-RHEL8 upgrade approaches that preserve disk data, including LUKS-encrypted configurations and encryption continuity through OS upgrades.
- Partnered with application and infrastructure stakeholders on capacity planning, platform lifecycle priorities, and end-of-life reduction for mission-critical trading database infrastructure.
- ESX to bare metal: Owned technical validation and weekly migration scheduling for a single client's approximately 4K–5K VMware ESX-to-bare-metal conversion aimed at reducing VMware licensing costs.
- Hybrid-cloud NFS: Maintained Terraform infrastructure-as-code configurations for provisioning hybrid-cloud NFS servers supporting 10+ AWS, GCP, and OCI sites across the Americas, EMEA, and Asia; maintained autoofs maps with appropriate storage mounts.
- Led engineering work on centralized host-configuration collection tooling serving more than 100K nodes, supporting auditing, troubleshooting, and historical change review.
- Contributed to the initial design of a firm-wide asset inventory platform aggregating hundreds of attributes from multiple systems into Elasticsearch for capacity, health, audit, and analysis use cases.
- Developed and maintained standard operating procedures and technical documentation for applications within the perimeter DMZ environment.
- Supported onboarding of internet-facing applications into the secure DMZ environment, including firewall configuration and management through Infrastructure as Code (IaC).
- Provided technical guidance to junior engineers and participated in technical interviews for platform and system administration positions.

Grid Computing to Cloud IaaS Migration | 2017 – 2019

- Owned client-facing migration planning and coordination for the exit of a legacy on-premises grid platform that grew to approximately 500K compute cores and served hundreds of internal clients.
- Partnered with private-cloud and public-cloud platform teams to transition client workloads to firm-provided IaaS environments, preserving familiar OS and host configurations rather than moving to cloud-native applications.
- Gathered workload requirements and client feedback, resolved adoption barriers and technical dependencies, and coordinated migration sequencing and milestones to enable exit of the on-premises grid by year-end 2019.
- Contributed to a wider infrastructure transformation associated with more than \$20M in estimated annual data center occupancy and operating cost savings.

Technology Associate | Cloud Engineering / Technology Infrastructure | Jan 2014 – Dec 2015

Private Cloud Platform Engineering

- Led integration of the firm's grid computing environment with its internal private-cloud computing platform.
- Designed, built, and implemented Infrastructure-as-a-Service (IaaS) products and solutions.
- Drove cloud infrastructure capacity management, improved resource utilization, and data center optimization, contributing to more than \$10M in reported annual savings.
- Explored and analyzed solutions for extending computing platforms to public cloud providers such as AWS.
- Planned and executed two data center migrations involving more than 10K assets, transitioning critical production workloads without business impact.

Technology Analyst | Cloud Engineering / Technology Infrastructure | Jun 2010 – Dec 2013

System Administrator & Lead Developer — Compute Farm

- Managed the firm's grid computing environment comprising 65K+ servers across 10 colocation facilities.
- Planned and automated server build and installation, configuration, virtualization, and maintenance processes.
- Developed automation to diagnose and remediate operational issues with reduced manual intervention.
- Automated periodic server re-imaging and configuration.
- Evaluated, certified, and benchmarked computing hardware performance.

- Developed the team's business continuity mechanism to fail over a data center supporting production workloads on more than 5K hosts to other regions.
- Built tools to monitor CPU, memory, network, and I/O utilization across systems.
- Developed tools for tracking data center temperature and power utilization.
- Built client self-service portal capabilities for host reboot, rebuild, replacement, and console access.
- Worked directly with business and trading stakeholders to understand requirements, deliver solutions, and resolve infrastructure issues.
- Served as sole maintainer and developer of the team's database, with more than 100 tables, views, triggers, and stored procedures.
- Maintained database records of systems, host attributes, configurations, clients, and billing data used by operational automation.
- Served as primary developer and maintainer of the master API module connecting database services with team operations and tooling.
- Developed integration modules to exchange team data with other legacy firm-wide tools.

CORE COMPETENCIES & TECHNICAL EXPERTISE

Product & Platform Management: Platform Strategy, Platform Roadmaps, Requirements Gathering & Analysis, Internal Client Engagement, Stakeholder Management, Prioritization & Trade-offs, Cross-Functional Collaboration

Technical Program Management: Program Planning & Execution, Program Governance, Milestone & Dependency Management, Risk & Issue Management, KPI Development & Reporting, Executive Communication, Change Management, Cross-Team Delivery Coordination

Platform & Infrastructure: RedHat Enterprise Linux (RHEL), Unix Infrastructure, Infrastructure as a Service (IaaS), Hybrid & Public Cloud (AWS, GCP, OCI), Grid Computing, Infrastructure Automation, Server Lifecycle Management, Virtualization, Infrastructure Modernization, Capacity Planning, Production Incident Response, Root Cause Analysis (RCA), Application & Host Performance Troubleshooting

Programming & Development: Shell Scripting, Python, Perl

AI-Assisted Development & Data Analytics: AI-Assisted Code Development, Log & Usage Analysis, Pattern Identification, Data Classification, Reporting Automation, Operational Data Analysis

Tools & Methodologies: JIRA, Confluence, Agile / Scrum, Kanban, Terraform / Infrastructure as Code, Elasticsearch, Kibana, Infrastructure Monitoring & Reporting

EDUCATION

Rutgers University, New Brunswick, NJ — M.S., Electrical and Computer Engineering | Apr 2010

University of Mumbai — B.E., Electronics and Telecommunications | May 2007