

KELLEE MASSEY-RUHLMAN

Program & Operations Manager | Partner Onboarding & Cross-Functional Delivery

kdmassey2@gmail.com | +66 91 703 6738 | [LinkedIn](#)

Languages: English (native) · Korean (self-study, targeting TOPIK II by Dec 2026)

PROFILE

Program and operations manager with six years of experience translating business strategy into scalable operational processes across government, nonprofit, and enterprise environments. I lead cross-functional initiatives from problem definition through launch, partnering with engineering, finance, and external stakeholders to design operating models and deliver measurable outcomes. In my last full-time role, I redesigned our partner onboarding process to cut ramp-up time by 35% and improved satisfaction and retention by 20%, using data-driven reporting to keep leadership aligned throughout.

CORE COMPETENCIES

Business Operations & Program Delivery: end-to-end project leadership from problem definition through launch, operating model design

Partner & Onboarding Operations: onboarding process design, cross-functional stakeholder alignment, training and support rollout

Data-Driven Decision Making: SQL, KPI dashboards, business case development, performance analysis

Stakeholder & Cross-Functional Management: aligning business, engineering, finance, and external partners around shared outcomes

Process Design & Continuous Improvement: workflow redesign, documentation standards, scalable operating models

Tools: Asana, Jira, MS Project, Smartsheet, Airtable, Salesforce, Slack, Google Workspace, SQL

PROFESSIONAL EXPERIENCE

Project Manager / Partnership & Impact Manager Sep 2020 – Dec 2023

Center for Tech and Civic Life, Chicago, IL (Remote)

- Led end-to-end delivery of government-funded technology programmes, from problem definition and solution design through implementation and post-launch optimisation.
- Redesigned the partner onboarding process end-to-end, cutting ramp-up time by 35% and establishing training, communication, and support workflows ahead of each launch.
- Translated business and stakeholder requirements into operational processes and documentation, collaborating with engineering and research teams to implement scalable solutions.
- Analysed programme and partner performance data to identify opportunities for process improvement, building KPI and financial dashboards in Airtable and Google Sheets for leadership visibility.
- Managed multiple concurrent workstreams and cross-functional stakeholders, proactively identifying delivery risks and keeping programmes on schedule.
- Owned senior stakeholder relationships, aligning diverse teams around shared programme outcomes and improving satisfaction and retention by 20%.

Data Analytics Externship — Beats by Dre Project Nov 2025 – Feb 2026

Extern, Inc., New York, NY (Remote)

- Built structured success plans with client sponsors, tying roadmaps and milestones to measurable KPIs to support business decision-making.
- Ran client-facing workshops and built interactive prototypes to demonstrate proposed solutions and drive adoption.
- Mined large survey, review, and social-listening datasets in SQL to surface behavior trends, then packaged findings into executive-ready, data-driven summaries.

Chief of Staff (Freelance) Dec 2024 – Apr 2025

Mentor Me Collective, Remote

- Coordinated cross-functional projects and stakeholder communication for a mentorship nonprofit, building tracking systems that improved delivery visibility and accountability.
- Standardized workflows and documentation to cut coordination overhead across a distributed team.

Project Management Track Lead (Volunteer) Aug 2024 – Nov 2024

Grow With Google, Remote

- Led the Project Management curriculum track for Google scholarship recipients — workshops on scoping, milestone planning, stakeholder management, and agile delivery — plus one-on-one mentorship.

Part-Time Faculty, Design & Technology Jan 2023 – Present

The New School – Parsons School of Design, New York, NY

- Teach project-based coursework covering scoping, agile execution, and milestone planning, guiding students through full project lifecycles; mentor 14–20 students per semester on delivery planning and unblocking work.

Research Resident Aug 2019 – Aug 2020

NYU – Interactive Telecommunications Program, New York, NY

- Built a SQL-based database system to streamline information flow and speed up MVP prototyping for the Adaptive Design Project; coordinated a multi-track conference for 100+ participants.

Junior Developer Jan 2016 – Aug 2017

Ventech Solutions, Columbus, OH

- Worked agile sprint cycles building customer-facing applications; the hands-on developer background I still lean on when working with technical stakeholders.

EDUCATION

MS, Information Technology — Software Engineering, University of Maryland Global Campus (Expected Dec 2026, GPA 3.67/4.0)

Supplementing coursework with ongoing Coursera study in software engineering and coding fundamentals

MPS, Interactive Telecommunications Program, New York University (2019)

BS, Technology, Kent State University (2003)

CERTIFICATIONS

- Scrum Master Certified (SMC)
- PMP — In Progress
- Project Management Professional Certificate
- Digital Adoption Certification
- Product-Led Certification