

# MICHAEL KAPLAN

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## SENIOR OPERATIONS EXECUTIVE

***“GOOD MANAGEMENT IS THE ART OF MAKING PROBLEMS SO INTERESTING AND THEIR SOLUTIONS SO CONSTRUCTIVE THAT EVERYONE WANTS TO GET TO WORK AND DEAL WITH THEM.” – PETER HAWKINS***

**Pivotal Operations Executive** offering over 20 years of experience in implementing successful process and productivity enhancements within the banking and financial services sectors. Distinguished background driving revenue and delivering value through strategic leadership and sound knowledge in compliance both within the U.S. and abroad. Execute restructuring and business planning while fostering positive team and stakeholder relations.

### KEY COMPETENCIES

**Leadership Strengths:** Staff Training/Development – Transformational Leadership – Cost Reductions  
Automation Technologies – Corporate Strategic Initiatives – Process Improvements – Strategic Analysis  
Human Capital Management – Consensus Building – Relationship Management



**Financial Acumen:** Global/Domestic Custody – Clearance – Mortgage Backed Securities – Securities Lending  
Offshore Fund Administration – Corporate Trust – Money Markets – Letters of Credit  
Regulatory/ SOX Compliance – Patriot Act, AML, BSA, OFAC, SAR, FINCEN – W-1099/W-1042 Reporting

### RECOMMENDATIONS

*“Michael can create a positive culture where people thrive, and he is confident and strong enough to make tough decisions. Michael is a true role model of a contemporary senior executive.”*

**– Chief Operating Officer, UFJ Bank**

*“Michael is a visionary yet is pragmatic. He is a clear, decisive communicator and is highly skilled at building and nurturing relationships with key stakeholders. From those relationships, he builds trust and loyalty like no other senior executive I have ever seen.”*

**– President, Republic Bank**

### PROFESSIONAL EXPERIENCE

**UFJ BANK, NEW YORK, NY**

**SEPTEMBER 2003 – PRESENT**

#### **VICE PRESIDENT, TRUST OPERATIONS**

Direct a staff of 55 charged with supporting the bank’s U.S. domestic custody business and providing oversight on 400 global client accounts. Throughout tenure, executed multiple upgrades to product and service offerings, significantly decreasing customer defections and ensuring client satisfaction.

- Attained a \$1.4M annual savings through analyzing and restructuring team to reduce headcount from 55 to 28 while sustaining a high level of productivity, efficiency and team trust.
- Slashed vault backlog from \$3M to \$30,000 by leading team through a comprehensive reconciliation project without compromising productivity of regular daily operations during a period of downsizing.
  - ✓ Review showed that no improprieties had been discovered.
- Spearheaded a \$2M system conversion to upgrade bank’s system for issuing and paying client’s term notes and enhancing trade initiation and client reporting.
  - ✓ Led vendor selection for browser-based system, which became a benchmark for other financial institutions as well as a model for vendor to demonstrate their solutions.
- Orchestrated initiative to lock clients in for two years at highly attractive rates, ensuring retention of client’s Japanese securities business and securing \$22B in additional business for all other Asian markets.

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## **PROFESSIONAL EXPERIENCE**

*(CONTINUED)*

**REPUBLIC BANK, NEW YORK, NY**

**DECEMBER 1995 – AUGUST 2003**

**VICE PRESIDENT, GLOBAL INVESTOR SERVICES, LONDON BRANCH**

Recruited to execute the launch of a global securities lending business, including directing entire system installation and developing written procedures. Facilitated the merger of two corporate trust operations.

- Catapulted loans from less than \$1B to over \$20B within two years, exceeding product revenue by \$4M per annum by successfully leading a team of 5 in introducing a global securities lending product.
  - ✓ Served as a pioneer, conducting comprehensive research and cultivating industry contacts on the buy-side. Strategically developed solid business plan and product profile.
  - ✓ Evaluated tax consequences and treaties as well as market and operational risks for 30 countries.
  - ✓ Managed all aspects of vendor selection, product review, regulatory approval, obtaining credit and preparing legal agreements.
- Reduced operating expenses by 20% through the design and implementation of a project plan to consolidate corporate trust operations of branch and merchant banking subsidiary.
  - ✓ Handpicked staff and system, revised client documentation and notified all stakeholders.

***Held previous position as Group Manager, State Operations with DMG Merchant Bank***

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## **EDUCATION AND TRAINING**

**Bachelor of Arts: Major in Economics with a Minor in Political Science**

Knox College, Galesburg, IL

**Mini MBA (Master of Business Administration)**

Six-week intensive course in France

**Professional Development**

Train the Trainer, Conflict Resolution, Consortium Executive Program, Interaction Management, Leading Organizational Change, Kepnor-Tregoe Problem Solving & Decision Making, Targeted Selection

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## **PROFESSIONAL AFFILIATIONS AND ACTIVITIES**

Guest Speaker, President's Business Circle Luncheon: *How the Financial Sector is Fighting the War for Talent*

Panelist, Financial Services Conferences, New York, NY

Guest Speaker, Bankers' Annual Conference 2008, President's Luncheon: *Driving Value in a Recession*

Member, Vice President's Advisory Council

US Representative, Group Executive Panel, UFJ Bank

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## **LANGUAGES**

Bilingual in English and German

Michael is a highly accomplished operations professional in the banking industry. To help him stand out from the crowd, I chose to leverage a deep red color in the formatting style, which is conservative but catchy. Having two recommendations from senior executives at two different positions is a big deal, so I thought it would be important to include them as part of the first page of the resume. The client had two quotes that he felt were important. I chose to use the first quote perfectly describes who Michael is.

I used a text box to show Michael's leadership and financial core competencies. While this is not an ATS friendly thing to do, he would receive an ASCII text version of his resume for submission to online applications, which allows the Word and PDF versions to utilize this aesthetically appealing formatting criteria without any problems.

In outlining Michael's professional experience, I chose to begin each role with a summary of what he did followed by bulleted accomplishments. Additional details were noted beneath the accomplishments to show pertinent functions that Michael carried out to achieve each accomplishment. These were delineated by a check mark bullet indented under each bullet when relevant. Since employers generally only need the last 15 years of employment and to avoid any age discrimination during the screening process, I decided to omit the details and years of employment for Michael's last position.

For the education section, I decided to omit the year of Michael's degree to avoid any possible age discrimination. I listed his college degree, followed by his mini MBA course in France. I spelled out the abbreviation for MBA for applicant tracking purposes. Employers may search for a Master of Business Administration, and while he does not have a full-fledged MBA, he will show up in searches and his experience speaks for itself. Beneath the mini MBA, I added all relevant professional courses and training.

I decided to omit Michael's computer experience because it would be a given that a senior level professional of his caliber would be familiar with MS Office programs. At this level, it is highly unlikely that MS Office programs would be entered into the ATS as a criterion for selection.