

CHIEF INFORMATION OFFICER/ VP OF INFORMATION TECHNOLOGY

IT Strategist • Digital Evangelist • Change Catalyst • Organizational Credibility • Institutional Alignment • Inclusive Leader • Highest Integrity • Collaborative Solutions Provider • Trusted Advisor • Optimist

Mission-focused Information Technology executive leading organizations and strategic initiatives for over 20 years. Recognized by industry peers, partners, and colleagues as a creative thinker, an empathetic, inclusive leader, with high ethical standards; award winning track record for leading organizational transformation to establish IT's role and contribution as a trusted advisor in optimizing value, increasing agility and resiliency, mitigating risks, and advancing the aspirations and growth of the organization. These acknowledgements include abilities to:

- **Lead the organization with the vision** to anticipate the evolutionary pathways of new technology and nurture creativity to identify new uses of information and technology to achieve possibilities not imagined before.
- **Prioritize, focus, and connect** digital initiatives to ensure alignment with and advancement of the institution's strategic directions, operations, and value proposition.
- **Communicate effectively and gracefully** to engage constituents; partner readily on the basis of shared governance of organizational priorities
- **Continually demonstrate sensitivity** to, and an understanding of, issues around stewardship of resources.
- **Develop and foster strategic partnerships** in which business units merge departmental IT operations with central IT operations to achieve service improvements, security compliance, resource optimization, operational efficiencies, and cost-savings.

Areas of expertise include:

- **Comprehensive understanding** of industry and institutional issues
 - **Transformational leadership** and bi-modal organizational change agent
 - **Operational efficiency** and customer service excellence
 - **Digital innovation** and transformation
 - **Purposeful strategic campus partnerships** and corporate engagement
 - **Adept facilitation of problem resolution** and process re-engineering
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EDUCATION: BA, University of Greendale

LEADERSHIP EXPERIENCE

Green Valley University, Green Valley, CA
Carnegie Classification: R1 Enrollment: 26,000+

Chief Information Officer

July 2017 – September 2020

Leadership Role and Scope: Senior executive officer and strategic technology advisor; a member of the President's Leadership Council charged with broad strategic planning and operating oversight, and advising on policy, procurement, personnel, governance, risk, and compliance issues associated with all aspects of information technology across the University's three campuses. Enterprise IT Budget: \$47M, 250 staff.

Highlights:

Promote a culture of collaborative innovation based on a foundation of People-First, Cloud-First, and Data-as-a-Service to digitally transform the institution, enrich the student experience, and contribute directly to student success. Digital transformation milestones include:

- **Developed Continuous Improvement Framework** to improve services and modernize the technology infrastructure, enterprise and ancillary applications, and workforce skills. Implemented new operating models characterized by Agile development and project management, SDLC, QA, and DevOps.
 - **Modernized ERP platform to improve user experience**, operational efficiency, and business continuity.
 - **Deployed digital signature capabilities** to streamline approval workflows
 - **Successfully piloted augmented intelligence (AI) chatbot** and extended 24x7 help desk support capabilities with virtual agents.
 - **Rebooted mobile app initiative with student advisory groups** focused on promoting resources for orientation, caring for food insecurities, health and wellness, and campus safety.
 - **Partnered with the Office of the Registrar to digitize paper records** for archiving and retrieval, and to improve information online for students and parents.
 - **Partnered with Human Resources, Financial Planning and Operations, and Office of the Vice President for Research to digitalize processes** using digital technologies and information to transform transactional, manual, repetitive operations.
- **Developed Enterprise Risk Management Framework** based on NIST 800-171 standards.
 - **Established third-party risk assessment program** and integrated into technology procurement process which reduced approval time from 4-6 weeks to 5 business days.
 - **Developed hybrid cloud strategy** to increase business resiliency and reduce risks and costs of on premise data centers. Decreased footprint by 30% in first phase.
 - **Modernized Identity and Access Management platform** based on role-based access to streamline onboarding, expedite workflows, and lower risks of account provisioning.
 - **Deployed single sign-on** access to streamline secure self-service functionality
 - **Deployed multi-factor authentication** to strengthen secure access to enterprise systems and mitigate security incidents.
- **Developed enterprise CRM strategy** to enrich the student lifecycle from "birth to benefactor," and to enhance the employee experience

Grow Organizational Capacity and Improve Operational Efficiency. Fostered a culture of innovation, experimentation, and risk-taking across the University.

- **Matured and redesigned campus IT organizational model** to align with institution's shared services restructuring goals and expectations to clarify roles, responsibilities, and accountability.
- **Increased agility and capacity to lead and collaborate** on business and digital transformation initiatives that optimized opportunities to operationalize the President's strategic aspirations.
- **Created the role of business relationship managers** and elevated the role of enterprise architects to design **Digital Blueprints** (process, business applications, machine connectivity, hardware infrastructure, data warehousing and analytics) to enable SWOT assessments of current state and readiness for future state of next generation enterprise XaaS capabilities

Create Fiscal Sustainability Plans. Comprehensively aligned the portfolio of IT initiatives across the University with the University's strategic initiatives, including project prioritization and rationalization, and funding approaches and sources.

- **Implemented Technology Business Management program** to optimize Run efforts and Spend, and free up resources to develop and deliver strategic and differentiating capabilities to the University.
- **Reduced campus spend and improved access** to technology tools by consolidating disparate contracts and negotiating campus license agreements.
- **Designed scalable, sustainable 5 year \$10M campus network and wireless upgrade** plans based on customer experience data.

The University of Edgewater, Edgewater, CO
Carnegie Classification: R1 Enrollment: 24,000+

University Vice President and CIO

2011 – 2017

Associate Vice President for Information Technology

2000 – 2011

Highlights:

Championed University's Digital Initiatives and advised on strategies to: 1) Build on our strong sense of community by using technology to better connect community members; 2) Enhance learning experiences both inside and outside the classroom; 3) Promote our public mission by providing open educational content; and 4) Save students and their families money by offering cost-effective alternatives to traditional course materials.

Designed and executed a collaborative multi-institutional Shared Services Program resulting in over \$3M in cost avoidance, savings, and efficiencies, and served as a framework for collaboration and shared services for the state's higher education institutions. On behalf of the President, and in conjunction with the VP, Government Relations and the Chancellor for State Higher Education, reported on institution's economic impact to the state and preserved institutional governance and sovereignty.

Executed President's vision for the Research Campus and High Performance Computing, and successfully participated in attracting federal and private partners. Established a Super Computer Center for Education and Research.

Established strategic campus partnership with the Dean of University Libraries and the Vice President of Research to develop and deliver programs and services that directly support research and collaboration.

Created a strategic IT corporate engagement and relationship program in partnership with the University's Corporate Engagement Office to enable unique investment and internship opportunities, economic development, and entrepreneurial activities. Founding partner in nationally recognized Innovation Hub.

Co-chaired Blue Ribbon panel which resulted in establishing first Data Scientist positions, creating Data Science program in College of Engineering, and building a business intelligence competency program.

Led the strategic development of departmental partnerships that streamlined service delivery, saved the University money through consolidation of services, simplified IT billing and budgeting through a service level agreement (SLA) structure, and decreased the risks of a de-centralized IT model.

Established Cybersecurity Governance structure, enterprise risk management framework, and information assurance program in collaboration with Chief Legal Counsel and Executive Vice President for Administrative Affairs.

Established a Portfolio Management Office to oversee an enterprise portfolio which includes technology design and engineering for digital initiatives and learning spaces, new construction and renovations, core network and systems infrastructure, enterprise resource planning (ERP), legacy technology transitions, secure data management, enterprise architecture, and business analytics.

Commissioned studies of IT's campus presence and the customer experience; directed focused marketing and communications initiatives, and continuous improvement of technology services and support models to provide seamless, integrated, cost-effective, and high-touch services to campus constituencies.

Created first IT Chief Talent Officer role to lead the creation of our Talent and Organizational Program, and to recruit and retain a diverse workforce of high performing, self-directed IT professionals. Partnered with the Office of Human Resources to design and administer the University's IT personnel broadband classification series, and establish campus-wide IT staff recruitment, hiring, on-boarding and review processes.

Greendale College, Greendale, OR
Associate Vice Provost and CIO
Director, Learning Services and Spaces

2000
1997 – 2000

Highlights:

Led re-engineering and continuous improvement of technology services and support models to provide seamless, integrated, cost-effective, and high-touch services to campus constituencies.

Created the role of IT liaisons that served as agents between central IT and University departments to promote the effective integration of technology to enhance teaching, learning, and research activities, as well as core business processes.

Established Provost-recognized campus-wide technology literacy program for departmental staff. Partnered with state universities to develop IT training exchange program.

Created academic technology services team; implemented first enterprise course management system and was Blackboard's charter institution. Established design criteria for classroom technologies and sustainable support and funding models.

ORGANIZATIONAL ACHIEVEMENTS (SELECTED)

- PC Magazine's Top 20 Wired Campuses
- Computerworld 100 Best Places to Work in IT
- InformationWeek 500 Top 50 and Business Agility Award winner
- InformationWeek Top 5 Higher Education CIOs
- College of Education and College of Journalism: Apple Distinguished Educators Award recipients

INDUSTRY AND COMMUNITY ACTIVITIES (Selected)

- 2004-2005 Annual Conference, Network Awards Committee
- 2006-2008 Grants Review Panel Member
- 2007-2010 Leadership Institute
- 2010-2011 Technology Program Committee
- 2011-2013 Annual Conference Program Chair
- 2012-2019 Executive Advisory Council
- 2012-2020 ComputerCO CIO Advisory Council
- 2012-2020 TechCo CIO Advisory Board
- 2012-Current The Leadership Board of CIOs
- 2015-Current Higher Education CIO Advisory Council
- 2017-Current TechCo Higher Education Advisory Council
- 2017-Current Charity Foundation
- 2020 Food Bank

INVITED PRESENTATIONS AND PANEL FACILITATIONS: (Selected)

- One University Digital Initiative Annual conference, New York, NY
- CIOs of Higher Education Annual Conference, Dallas, TX October 2011
- Evaluating the Cloud Annual Conference, San Diego, CA October 2010
- Career Annual Conference, Chicago, IL November 2009
- CIO Perspectives Regional Conference, San Diego, CA February 2007