

CATHLEEN A. CURLEY

Executive Technology & Organization Leader

Visionary and team-first leader with success in complex organizations with rapidly evolving environments. Extensive experience defining and driving business progress via projects, programs and operational capabilities. Consulting, entrepreneurial, and higher education IT experience, equipped with the ability to balance setting out a strategic vision and bringing this to fruition by producing results.

INFORMATION TECHNOLOGY, BUSINESS & LEADERSHIP COMPETENCIES

- *Organizational Design and Change Management*
- *IT Governance Design & Operations*
- *Strategic Planning*
- *Organizational Resource Capacity Management*
- *IT Consolidation*
- *IT Investment Portfolio Management*
- *People Management*
- *Process Improvement*
- *Coaching & Mentoring*
- *Program and Project Management*

PROFESSIONAL EXPERIENCE

University of Michigan – College of Literature, Science and the Arts, Ann Arbor, MI (2018 – present)

LSA Technology Services provides integrated solutions and technology services to support, enhance, and achieve the liberal arts and science education and research mission across 75 academic departments for 20,000+ students by 1400+ instructors and 1,000+ staff.

Chief Information Officer

- Created a new technology services organization out of four independent teams responsible for classroom and instructional technology, applications, infrastructure, research and end-user computing resulting in improved service and support and college cost savings.
- Increased lecture capture service by an additional 120 classrooms during a six month period to enable hybrid teaching in 160 total classrooms.
- Increased equipment loan inventory by adding a total of 350 items including tablets, laptops, webcams, hotspot devices, ring lights, and headsets to enable students, faculty and staff to function remotely.
- Improved IT Security posture by moving all of the college's network behind the University NextGen Firewall resulting in over 1 million unauthorized connections per day being dropped.
- Implemented unified messaging and service management process and platform resulting in simplified and improved customer service and support.
- Reduced non-labor operational budget by 5% by implementing common service level standards and by eliminating technologies and services that had low utilization.
- Realigned budgets, resolved historical deficits, and implemented improved estimating & monitoring to improve cost controls for temporary staffing.
- Invested in staff development by designing career framework and completed 50+ reclassifications.
- Led [Michigan IT program](#) which provided leadership development, symposiums, hack-a-thons, communities of practices and mentor programs to improve skills, and enable innovation and collaboration across the 2700+ University IT professionals, The program has increased cross boundary

collaborations on several cost saving initiatives and increased the number of individuals stepping up to help with critical priorities when the University needed to adapt to remote work and teaching online.

University of Michigan – Information and Technology Services, Ann Arbor, MI (2006 – 2018)

Enterprise technology, infrastructure, and administrative systems enabling academic and research missions.

Executive Director, Strategy & Planning (Office of CIO)

- Co-sponsored ITS cloud services migration efforts including participation in cloud strategy and roadmap development resulting in university wide agreements with multiple cloud platform providers and improved infrastructure services redundancy.
- Directed team in development of University-wide IT Strategic Plan with prioritized IT goals and initiatives across the \$6B multi-mission institution.
- Defined and administered annual IT capital investment priority setting; resulted in 20+ projects and \$80M approved over four years for new and upgraded enterprise IT services.
- Organized, facilitated and ran University-wide IT Governance to advise CIO on strategy, investment priorities and policy changes.
- Directed enterprise architecture capability that facilitated service strategy development across the central IT portfolio. Developed a [strategic assessment tool](#) now used in other universities.
- Partnered with University Development to enable relationships with research faculty leadership that resulted in \$5M research computing hardware and software donation.
- Took on responsibility for the ITS operational effectiveness organization which included customer relations, process improvement and IT service management functions.

Director, Enterprise Portfolio and Project Management Office

- Developed and implemented IT strategic investment scenarios and IT Investment Roadmap used to influence University's decision to support an annual capital IT spend on a rolling, long-term basis.
- Co-authored sections of the IT strategy that defined University-wide vision to support strategy execution and integration between strategic, project and shared services governance.
- Launched a university-wide process for IT governance committees to prioritize requested IT investments and enable transparent funding decisions.
- Led and facilitated annual investment targets and priority setting across ~\$125M portfolio.
- Directed and led 80 staff across program management, project management, business systems analyst and performance support analyst teams to provide project staffing across the organization.
- Set strategic direction and implemented enterprise portfolio management capability including organization-wide program and project evaluation, approval, and resource capacity management processes for 800+ staff and a 200+ active project portfolio.
- Consulted and advised teams on project initiation, planning and execution of \$100K to \$16M programs and projects to improve service delivery.

Project Support Manager

- Defined and implemented hybrid project management services model; enabled central and distributed staffing in support for 200+ active projects.
- Managed enhancements and operational support for portfolio and project management tool suite and various project and iterative software development methodologies.

eNeighborhoods (formerly Katabat Corporation), Chicago, IL (2003 – 2006)

Application service and cloud provider specializing in online marketing services for real estate brokers.

Vice President, Product Development, 2005 - 2006

Vice President, Professional Services and Customer Support, 2004 - 2005

Director of Project Manager, 2003 - 2004

- Established project management and quality assurance teams and formalized implementation and support, which resulted in 40% annual average revenue growth and company acquisition.
- Participated in strategic planning which led to product portfolio (+25%) and customer base (+200%) growth.
- Planned and managed resource needs, allocation, and project scheduling for all full-time employees.

Arc Worldwide (formerly Giant Step and Semaphore Partners), Chicago, IL (2000 – 2003)

Interactive marketing consulting provider of customer online solutions for Fortune 1000 clients.

Senior Project Manager

- Identified and managed scope, budget, risks, work plans, issues and change control for 25+ projects ranging from \$5K to \$7M.
- Led a \$1 million dollar software development project for a proprietary touch-screen kiosk for a major home improvement chain.

Headstrong (formerly james martin + co) - Chicago, IL (1996 – 2000)

Information technology consulting, systems integration and application outsourcing provider

Senior Consultant

- Fulfilled multiple roles for a full life-cycle, international implementation of PeopleSoft HR 7.5.
- Led implementation of a data integration between a legacy billing system and a collections application.
- Implemented a program management office to reduce risk across Y2K projects for a utility company.

TRAINING and CERTIFICATIONS

- The First Person You Lead is You, CORPU
- Big Ten Academic Alliance, IT Leaders Program (MOR Associates)
- PMO & Portfolio Management (Project Management Institute)
- Model Thinking (Coursera)
- Agile Explained and Agile for Project Managers (MENLO INNOVATIONS)
- ITIL Foundation and Project Management Institute, PMP Certified

EDUCATION

- Post-graduate work in leadership, accounting and economics through Liautaud Graduate School of Business, University of Illinois at Chicago
- Bachelor of Arts in Business Administration and Psychology, Alma College

INTERESTS AND AWARDS

- Chair, University of Michigan Human Resource Advisory Committee
- FY20 LSA Outstanding Team Award Recipient for LSA Technology Services Organization
- 2019 Educause Co-Presenter (with UC Berkeley), “Journeys to Cultivate a ‘One-IT’ Culture”
- 2016, Interviewed by [Campus Technology](#) for work on IT Strategic Planning
- 2015 Alma College Athletics Hall of Fame Inductee
- Speaker at 2013 Planview Horizons Conference, “Shifting from No, we can’t to Yes and here’s when”, (Creating and implementing demand management & how to make internal change stick)
- Completed over 30 half-marathons and 3 marathons

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Career Highlights and Accomplishments

Successful experience leading the consolidation of IT-related functions with a large, complex organization
Led an organizational transformation resulting in meeting service improvement and cost optimization goals. Facilitated and developed organizational [Mission, Vision, Values](#), Strategy and Structure for the 150+ person organization and consolidated technology functions including equipment loan, audio/visual engineering, customer support and desktop support services.

Understanding of how IT and security trends can be leveraged to advance student success, research, instruction and administrative functions
Led and enabled technology investment to upgrade 200+ classrooms with Lecture Capture and Streaming capabilities to shift from 100% in person teaching to remote and hybrid teaching over six months. This investment has helped bring more equitable learning experiences to students and enabled faculty to reimagine instruction and teaching.

Ability to identify complex problems and develop and evaluate options and implement solutions across large, complex organizations and provide success implementing change.
Simplified service and support requests for faculty, students and staff by implementing a single phone number, email address and service catalog and customer portal. Eliminated 4 different phone numbers, 50+ group email addresses and 3 legacy ticketing and work management systems as a result of the change. Departments and users have improved visibility of their technology requests.

Experience facilitating inclusive enterprise-wide IT and security planning, business prioritization and resource allocation processes that result in increased effectiveness and / or efficiency.
Set strategic direction and implemented enterprise portfolio management capability including project approval and resource capacity management processes. Facilitated investment targets and priority setting across ~\$125M portfolio. Resulted in funding for new services and improved project delivery on cross-organizational initiatives.

Success in integrating and coordinating the development and implementation of IT and security programs
In partnership with University CISO, championed implementation of updated University Security Policy within College of LSA, included moving the college network behind the NextGen Firewall and change management and communication to faculty and students for new two-factor authentication requirements for all campus services.

Experience supporting issues related to conducting research within an enterprise environment
Led teams to provide research technology services supporting digital humanities and natural sciences. Supported institutional strategy resulting in funding for expanding high-performance computing and storage services.

Experience implementing or upgrading an enterprise resource planning (ERP) system.
Co-project and release manager responsible for access, batch process and data interface migrations as part of the significantly customized PeopleSoft Student Administration system.

Experience promoting a culture of compliance and information security
Collaborated with Chief Information Security Officer on proposal and approval for multi-million dollar NextGen Security Architecture investment including enterprise firewall, vulnerability scanning, end-point protection, privileged access management and training and education.
