

C-Level IT Professional – Visionary and Leader

Thoughtful leader with a passion for education, collaboration, team building, and service delivery

- ❖ An accomplished and result-oriented **Senior Information Technology Leader** with 26 years of Higher Education experience (22 years in leadership) and proven strategic, operational, and technical expertise.
- ❖ A trusted advisor, effective communicator and relationship builder with a respectful and active listening leadership style within a matrix management structure. Proven ability to exert positive influence and bring people together to focus on common goals.
- ❖ A self-motivated colleague with an open approach and unquestionable integrity who inspires confidence at all levels and is not afraid to challenge the status quo and overcome challenges to improve operational efficiency, solution delivery, system performance and reliability.

Core Competencies

Strategic IT Planning	Defines and directs successful execution of highly innovative technology strategies
Digital Transformation	Aligns IT processes, trends, and strategies to University vision and mission
People Management	Servant leader of diverse, cross-functional and multi-cultural teams
Stakeholder Relationships	Partners and maintains positive, collaborative relationships with all stakeholders
Programs and Projects	Proven ability to lead complex projects from concept to completion
Coaching / Mentoring	Team Builder, Mentor and Mentee, Peer Coach, Active Listener
Organizational Awareness	Participatory leader with a broad understanding of how the University works
Finance and Budget	Thinks creatively and maximizes opportunities to realize value for the University

Employment History

Michigan State University, East Lansing, MI

2011 – present

- ❖ **Associate Vice President & Associate Chief Information Officer**, 12/2019 - present
- ❖ **Interim Vice President & Chief Information Officer**, 8/2019 - 12/2019
- ❖ **Chief Operating Officer**, 2017 - 2019
- ❖ **Interim Deputy Chief Information Officer**, 2013 - 2014
- ❖ **Executive Director - Application Services**, 2011-2019

I currently lead operations at MSU Information Technology (MSUIT), with a direct report to the SVP&CIO who reports to the University President. Together, we manage a total departmental budget of ~\$160M and ~800 staff and executive members. Currently leading IT transformation initiative working closely with Deans, Directors, and researchers to consolidate and right size IT professionals on campus, while realigning functions, skills and developing a campus-support model to achieve better delivery of service and greater operating/cost efficiencies.

Outcome: Actively creating a OneIT organization, optimized to deliver speed, quality, and best in class services to stakeholders.

Executive Leadership, Enterprise Operations, and People Management

- Senior IT leader of decentralized information technology dual “unit” reports with Deans’ – (HealthIT, Veterinary Medicine, Residential Housing, Agriculture and Natural Resources)
- Establishing a Cyber-infrastructure support team to assist PI’s, align cross-discipline technology efforts for a ~\$700M research (DOE, NSF, NIH) enterprise.

- Demonstrable ability to strengthen, align and innovate IT Services with the University's academic vision, supporting student success, faculty pedagogy, and research requirements.
- Accountable for the oversight of MSUIT Project Management Office, consisting of 20 PMs that manage a campus portfolio (CapEx \$52M) averaging 72 active projects and 128 "ready to go" ideas in the pipeline.
- People Matter! I foster efforts to recruit, develop, train, and retain talent through professional development plans, coaching, mentoring and an engaging culture.
Outcome: Achieved the lowest attrition rate in 8 years while increasing team professionalism.
- Actively collaborate with MSU's High Performance Compute (HPC) department to improve research grant eligibility and support for faculty research.
Outcome: Collaboratively discovered opportunities to improve faculty research support.
- Leading the evolution of an organization that is consultative, collaborative, and responsive with capability to address university IT issues and initiatives.
Outcome: MSUIT has emerged as a trusted partner; counted on to deliver solutions and value.
- Leader of MSU Application Services with enterprise support responsibility for Medical and Veterinary systems, Physical Facilities, Research systems (Kauli), Finance systems (Kauli), HR systems (SAP), Residential Housing and University Advancement. In this capacity, I led a team of 190+ staff members comprised of Application Architects, Application Quality and Performance Testers, Oracle/SQL DBAs, Business Analysts, Student Application Developers, Business Process Managers, SAP Basis Administrators, BI Administrators, Systems Integrators, COTS Administrators and E-Commerce Administrators.

Process Transformation and Governance Responsibilities

- Serve as IT representative in Emergency Operations Center to assist in incident response planning (e.g. COVID19).
- Established and led MSUIT Business Continuity Planning Initiatives. Implemented department-wide ITIL Foundations Framework training to increase business productivity, and establish key quality performance indicators, terminology, and processes.
- Established a Student Systems Governance Model with University Registrar, Controller, Admissions & Financial Aid, Residential Housing, Health Systems and Student Affairs.
- Administrative Systems Governance – Chair quarterly meetings to coordinate and prioritize programs, projects, and resource allocation to maximize institution-wide efficiencies and synergies.
- Created a middleware team ("Systems Solutions and Integration") to support and modernize a portfolio (400+ applications) of "bolt on" solutions around enterprise technology.

Strategic Planning and Financial (Budget) Management Responsibilities

- Responsible for the oversight of the MSUIT operating and capital budgeting process (~\$160M). Direct reports include a team of (6) Fiscal Analysts.
- Challenged to reimagine how MSUIT is funded; redefining our value proposition from operational to strategic outcomes based.
Outcome: Future-state funding model, so that IT costs can be more predictable and elastic with demand, and responsive to economic and demographic shifts.
- Tasked with developing the University's Information Technology Strategic Plan (BolderIT) and annual planning process, goals, and metrics.
Outcome: Aligned organization-wide planning, communication, and prioritization.
- Catalyst in MSUIT's ability to achieve organization-wide cost reductions through consolidation of numerous campus-wide agreements with key vendors (Microsoft, Amazon, Salesforce, VMware, Juniper, Cisco, Mulesoft, CA, etc.).
Outcome: Significant real dollar savings that allowed mission-specific reinvestments at the unit level.

Selected Achievements

- ✓ Executed a strategic plan (BolderIT) to consolidate a fragmented information technology organization at a major research university to improve service delivery and reduce operational costs.
- ✓ Led and executed technical support for University's "first" virtual graduation Spring 2020
- ✓ Partnered with University Registrar to successfully complete Student System Replacement RFP.
- ✓ Achieved 100% compliance in deploying the security baseline across a managed server stack (2000+ environments).
- ✓ Served as Director of Infrastructure and Chief Technology Officer during leadership transitions.
- ✓ Effectively transitioned incremental budgetary responsibility up to current level of \$160 million.
- ✓ Partnered with Academic Services to re-platform Financial Aid system (\$752M awarded per year).
- ✓ Successfully migrated enterprise production systems into new Data Center (25,000sq. ft. Scalable up to 10MW).
- ✓ Achieved significant savings in MSU IT costs by optimizing vendor contracts.
- ✓ Supported MSU's Student Success Program Launch.
- ✓ Supported MSU's rollout of collaboration platform for 300K+ mail accounts with O365 suite.
- ✓ Successfully managed the relocation of IT departments from campus core to off-campus venues.

University of North Florida, Jacksonville, FL

1994 – 2011

Director, University Enterprise Systems, 2006-2011

Assistant Dean, Information Technology (Coggin College of Business), 2003-2006

Academic Technology Manager (Coggin College of Business), 1994-2003

Reported directly to VP, Finance and Chief Information Officer and collaborated with the CIO to implement IT governance structure, define the institutional role of the ITS units, and identify shared and leveraged services.

- Implemented, maintained, and supported university-wide ERP system including application configuration, system interfaces, custom enhancements, and institutional reporting infrastructure
- Managed co-located data center for ERP systems - shared service with 3 other State of Florida universities
- Prepared and presented monthly reports to the University Executive Council for Information Technology Systems for approval, prioritization, project updates, planning and funding
- Implemented ERSI ArcView Graphic Information Systems
- Designed a "first of its kind" Financial Services Trading Room and Career Services Center, Supply Chain Technology Lab and Student Academic Skills Labs
- Designed, planned, managed construction, and supported all of the college's fully integrated technology classrooms; incorporated self-serviceable technology designs, which reduced faculty training by 75%.

Earlier Career

Technology Manager	Price Waterhouse Coopers, Jacksonville, FL	1988-1994
USS Sampson DDG-10	United States Navy, Mayport, FL	1982-1988

Education

(MBA) Master of Business Administration	University of North Florida	2003
(BS) Bachelor of Science in Computer Information Science	University of North Florida	1999
(AS) Associate of Science	Florida State College	1993

Awards and Honors

- ✓ Recommended for Frye Leadership Institute by University President
- ✓ Nominated for Administrative & Professional Employee of the Year for University (2007 -2011)
- ✓ Naval Achievement Award, Sailor of Quarter, Good Conduct Award and Honorable Discharge

Professional Affiliations

Big Ten Directors – Administrative Information Systems	Big Ten Deputy Chief Information Officers
Association of Information Technology Professionals (AITP)	Project Management Institute (PMI)
Public School Strategic Planning Council (Parent)	CISCO Higher Education Advisory Council