

CEO | COO | CIO | VP Quality | VP Process Improvement

20 Years of Accomplished Leadership

Private Sector (Credit Card, Retail Banking) / State & Federal Government / Higher Education

KEY ACHIEVEMENTS & ATTRIBUTES

- Proven history of developing effective strategies and delivering tangible, substantial results.
- Improved internal customer satisfaction from 65% to 90% by implementing customer-focused initiatives.
- Reduced operating expenses by at least 30% by converting a 100% physical infrastructure to over 60% virtual.
- Achieved over 25% reduction in departmental operating costs by implementing a process improvement program.
- Reduced major incident outage mean time to recovery from 2-3 days to <4 hours using a Business Continuity approach.
- Saved ██████ \$1.2 million through management of contract negotiations.
- Led process improvement and training efforts resulting in over \$150,000 annual savings.
- Known for coaching leaders toward collective success.
- Respected for solving complex business issues while maintaining or improving operational efficiencies.
- In-depth knowledge of emerging technologies, executive advisory consulting expertise, and non-profit board experience.

CORE COMPETENCIES

- | | | |
|------------------------------------|---------------------------|--------------------------|
| ▪ Strategic Planning | ▪ IT Strategic Leadership | ▪ Program Management |
| ▪ Operations Management | ▪ Process Improvement | ▪ Project Management |
| ▪ Organizational Change Management | ▪ Budget Management | ▪ Reporting and Analysis |
| ▪ Software Development Management | ▪ Vendor Management | ▪ Coaching and Mentoring |

CAREER HISTORY

A Technology and Operations Advisory Firm

7/18 to Present

➤ Senior Executive Advisor

Provide expert consultation for executive leadership, technology, operations, and project management. Serve as a thought leader for strategic planning and organizational transformation and effectiveness.

- **Large federal biomedical research agency** - Provided expert advice and guidance to senior executives:
 - Incremental organizational transformation and improved adoption of Agile
 - Improved senior management team cohesiveness
 - Better clarity in communication of the organization's strategic goals
- **A SUNY college** - Conducted a thorough IT assessment and helped develop and begin implementing IT strategic plan.
 - Consistent improvements in its infrastructure and cybersecurity
 - Increased end-user satisfaction as tickets are more effectively worked and communications improved
 - Increased IT employee satisfaction and improved department morale
- **A private company CEO** - Provided ongoing executive advice and support that yielded improvements in operational performance and customer satisfaction.

A State Judiciary

6/11 to 7/18

➤ **Chief Information Officer** / De facto VP for Process Improvement - \$4 million P & L responsibility

Inherited an organization with IT objectives not aligned to business goals, frequent outages and no failover for critical systems, no Key Performance Indicators defined, poor Helpdesk customer service, inadequate capital funding, no documentation available, poor management practices, and an entire physical infrastructure past end-of-life.

Developed and led execution of the IT Strategic Plan for [REDACTED] state court system and ensured alignment of the strategy with the Judiciary's business objectives.

- Worked with the Chief Justice and established the team that drove process improvements through the Judiciary.
- Improved internal customer satisfaction by implementing customer-focused initiatives
- Reduced operating expenses by converting a 100% physical infrastructure to over 60% virtual.
- Reduced operating costs for participating departments by establishing and overseeing implementation of a Judiciary-wide process improvement program.
- Reduced major incident outage mean time to recovery by implementing a Business Continuity approach.
- Facilitated the department's transformation from a low, nearly non-performing unit to a high-performing team.
- Established and ensured achievement of IT performance metrics (including customer satisfaction, time to resolution, and systems performance).
- Established IT standard policies and procedures and directed development and implementation of the IT Information Security program.
- Directed development and implementation of the SDLC, Disaster Recovery, and technology infrastructure stabilization plans.
- Developed and implemented a mobile workforce plan for certain departments and courts within the Judiciary.
- Played a key role in securing funds to run the department. Directly responsible for \$4 million annual IT budget.
- Directed development of Judiciary-wide Process Improvement program and ensured process optimization would precede IT project requests.

A University

11/08 to 6/11

➤ **Director, Program Management Office** - Management of the technology projects portfolio

Recruited to lead the University's migration to a new Enterprise Resource Platform while overcoming issues like strong resistance to change, the need to renegotiate vendor contracts, having no data governance, [REDACTED] lack of confidence in the University with project funding almost revoked, and poor management practices.

- Managed \$4.5 million Banner ERP implementation project that included the following modules: Finance, Financial Aid, Student Registration, Academic Advising, Document Management, Student/Faculty/Staff Portal, Recruitment and Admissions, University Advancement, Electronic Payments, and Workflow.
- Managed contract negotiations (\$1.2 million saved) and relationships between the University and [REDACTED] government agencies.
- improved department productivity, effectiveness, and morale through coaching and developing project managers to perform at or above industry standards.

Online Higher Education Institution

10/07 to 11/08

➤ **Director, Operations**

Managed operations and led cross-functional efforts that ensured successful term launches for over 30,000 [REDACTED] University online students.

- Managed Business Process Design Managers responsible for driving continuous improvement.
- Led development and implementation of operational dashboards, metrics, and key performance indicators.
- Developed the reports that informed senior management decision-making through early identification of trends impacting organizational performance.

A University**1/06 to 10/07****➤ Director, Business Process Improvement**

- Led University-wide process improvement and training efforts resulting in over \$150,000 in annual savings.
- Generated Faculty and Staff buy-in at all organizational levels and successfully introduced and incorporated private sector business practices in a traditional Higher Education environment.
- Established and led the senior team responsible for developing University metrics and a balanced scorecard which resulted in better measurement and alignment of projects and initiatives.
- Developed a global system for identifying, fixing, and eliminating issues, improved operational performance.
- Developed and led implementation of a Professional Development Program for 800+ employees.

A Management Group**6/04 to 1/06****➤ General Manager (Entrepreneur)**

- Owned and operated multiple businesses including a pet store and hair salon.
- Developed business plan, secured funding, and acquired, staffed, and managed an existing New Jersey based pet store with annual sales of over \$300,000.
- Drove a 21% revenue increase in the first year through process improvement, marketing, and promotion.
- Decreased the cost of goods by 12% and established new vendor networks.
- Managed sales, promotions, service, and mechanical maintenance.
- Minimized depletion by implementing Just in Time (JIT) inventory management.

A Bank/Financial Organization**2/97 to 6/04****➤ Assistant Vice President Quality – Lending Operations**

- Led Quality department and efforts to successfully define Lending Operations processes through process mapping, then incorporated in-process metrics to measure effectiveness of current state.

➤ Assistant Vice President – Business Engineering / Issue Resolution

- Increased customer satisfaction through identification and elimination of customer issues stemming from areas including Marketing, Risk, Settlement / Payment Processing, Collections.

➤ Assistant Vice President Quality – Credit Card

- Established and led team of analysts to identify process and policy issues that impacted our customer base.
- Conducted Continuous Process Improvement training and drove improvements in customer satisfaction.
- Identified opportunities to promote additional offerings and generate additional revenue without sacrificing customer service.

➤ National Quality Manager - National Telebanking Centers

- Managed Call Quality Improvement efforts for Houston and Phoenix call centers, each staffed at 800+FTE.
- First year efforts yielded a 6% increase in Call Quality.
- Established and managed Quality Teams to manage Service Quality and Process Improvement initiatives in both centers.
- Developed and managed integration of an on-line survey to identify customer issues quickly and accurately.

EDUCATION

- **Bachelor of Arts** - English / Journalism, [REDACTED]
- **PMI Certified PMP**: Certification #: [REDACTED]