Chris O. Odionu, *Ed.D., MBA, CGEIT, CRISC, MPM*

Monroe Community College, Rochester, NY
Re: Your search for Chief Information Officer & Associate Vice President

September 30, 2024

Dear members of the search committee:

I am writing in response to your announcement regarding your search for Associate Vice President & Chief Information Officer at Monroe Community College, Rochester, NY. I have extensive experience in college information technology operations and management, and I have a proven experience in planning and managing big enterprise-wide projects providing expertise in the areas of project scope life cycle and achieving milestones, fiscal management, expenditure forecasting, strategic planning, and staffing to support business operations and achieve more effective and cost beneficial enterprise-wide IT operations. Strong project management experience, enterprise-wide workflow automation, large-scale software rollout and deployment with quality data integration strategy, electronic business processes and applications, strategy planning, implementation, and management of administrative systems. Developed revenue projections and prepared budgets including planning and deployment of Ellucian Higher Education Banner administrative modules, enrollment management system, fundraising applications. I have a strong grasp and understanding of the full spectrum of issue areas that are key to managing information technology in a college as well as risk management, audit procedures and data governance surrounding operations. My analytic time management and communication skills are excellent allowing me to manage the numerous responsibilities of the department. Throughout my career, I have built a culture of quality customer service and focused technology solutions and services that benefit faculty, staff, students, and the university community. I believe there is a close match between your needs and my experience and skills. My other background includes:

- Significant and substantive administrative and information technology management experience that includes chief information officer for major universities, senior technology manager for a Power/Energy company, and several years of diverse management experience and training in project management and decision support, ecommerce, and legacy applications. Strong project management experience, enterprise-wide workflow automation, large-scale software rollout and deployment with quality data integration strategy, electronic business processes and applications, strategy planning, implementation and management of ERP administrative systems including planning and deployment of SunGard Higher Education Banner administrative modules, enrollment management system, Razor Edge fundraising applications, SAP Human Resources, Customer Relationship Model (CRM), and help desk support strategies with strong orientation and commitment to customer service. Good working knowledge of Microsoft Exchange e-mail system and the implementation of Google email system for students with calendar, Google Apps and Google Docs on the cloud. Oracle portal technologies, Oracle Collaboration Suite–email and calendar system, SharePoint portal, web and video conferencing, on-site hosting and implementation of Active directory and Oracle identity management, and cyber security. Knowledge of COBIT-5 framework for business enabling processes and certified in the governance and management of enterprise information technology, and in IT System risks, audits, and controls.

- A thorough knowledge and experience administering networks for distance learning and online instructional delivery. Extensive knowledge teaching on interactive television, online instruction, as well as organizing faculty workshops and providing web-based educational services in support of distance learning., deploying online course management tools (Moodle and Moodle analytics, Virtual U, D2Learn, Blackboard Learn and Collaborate Ultra products, Canvas, Web Board, etc.).

- Strong teamwork development skills, entrepreneurial and focused leadership, with well-developed interpersonal communications skills and proven strategic leadership ability and diplomacy skills that have established an effective technical support team, creating a high-performance and high accountability culture.

- Successful track record in productive and effective financial and operations management, budget development, contract and grant administration, consensus building and project leadership including   process monitoring and controlling as well as tactical and strategic planning.

- Strong background in object-oriented programming and educational simulations, multimedia training, information technology customer services, client server network architecture and working knowledge of enterprise-wide campus networks and connectivity issues, wired and wireless networks including network access control (NAC and 802.1x compliance), and LAN/WAN configuration and management.

- Familiarity with a broad spectrum of current information systems technologies, vendor negotiations and experience deploying wireless in classrooms for teaching and implementing new enterprise-wide web portals" serving the administrative and informational needs of the campus.
- Strong background in object-oriented programming and educational simulations, multimedia training, information technology customer services in a proper learning environment that includes the installation and deployment of Web 2.0/3.0 tools and applications and other social media to enhance teaching and learning.
- Experience in the implementation of Total Quality Management (TQM) and business process reengineering as the principles of operation. Creative management with the ability to find and implement fresh and effective solutions.

- Exceptional analytical and problem-solving ability with well-developed communications skills and demonstrated ability to work in an environment of collegiality and shared decision-making.

- Ability to identify issues, resolutions, risks, and mitigations. Ability to train and facilitate staff throughout Computing Services in effective IT project management, process efficiency, efficient conduct of meetings, and effective documentation and communication. Ability to assess the project team's maturity level for project management and implement appropriate tools and methodology.

The enclosed resume fills in the details of my education and experience. In advance, thank you.

Sincerely,

Chris Odionu

CHRIS O. ODIONU, *ED.D, MBA, CGEIT, CRISC, MPM*

Summary of Qualifications

Executive level leadership with more than sixteen years of diverse management experience and training with strong background in project management and decision support, web technologies, web/portal development and e-commerce applications. A working knowledge of network infrastructure and connectivity issues with strong background in network access control and user authentications, LAN/WAN/WIFI design, and information security and router configurations, telecommunications, business operations and systems. Applies a demonstrated expertise in academic and administrative computing, research support, Help desk applications, and major institutional computing and user support services. Effectively manages the deployment of emerging technologies, faculty/staff workshops, demonstrated expertise in multimedia training and curriculum development. Utilizes expert communications skills to coordinate efforts between diverse groups, negotiate effective hardware/software and service contracts, author grants, build a positive rapport with colleagues and coworkers at all levels, and articulate the University vision throughout the information technology department. Key core qualifications and skilled in the following:

- **Technology Project Leadership**: Experience in planning, leading, and managing technology projects, including collaborating with peers to achieve desired outcomes, meeting budget and scheduling goals, and tracking and reporting on progress to senior management. Certified project manager. Developed executive academic activities dashboard for student and academic services operations.
- **Experience with Technology in the Classroom:** Developed strategies for assisting faculty take advantage of new pedagogical tools for making effective use of online learning environments. Online web-enhanced course development and delivery using web portals. Assist faculty online course development efforts and integration into the lectures/classroom. Technology classroom facility planning; designed and set up "Classroom of the Future". Extensive knowledge and experience with authoring tools including authoring, and course apps mastering.

Strategic & operational planning	Client support & end user services	Project Management
ERP implementation	Emerging Technologies	Needs Analysis
Staff Development/training	Infrastructure Design & Implementation	Internal consulting
Server virtualization/Networks	Cloud Computing and configurations	Disaster recovery and
Business continuity planning		

Education

University of Houston, Houston, Texas

Ed.D., **Educational Technology**

M.B.A., **Business Administration**

B.S., **Computer Technology**

Sam Houston State University

MS, **Project Management,** (Pending)

Harvard University, Cambridge, Massachusetts
Year-long Studies - *Certificate in Administration*

Work Experience

New Mexico State University, Dona **Ana Community College**   04/2023 – Present

Associate Vice President of Information Technology

Provides oversight to the management of College's LAN and WAN networks and wireless networks spanning three campuses including cloud services and related services, servers, and data storage. Provides planning, budgeting, leadership, and supervision to the IT department. Effectively establishes and communicates the IT strategies to executive administration, faculty and staff to establish standards for classroom computing and network requirements. Makes significant decisions that impact a wide range of multi-platform integrated systems regarding day-to-day activities of the entire university.

- Responsible for managing IT budget, budget analysis, strategic planning, and administrative tasks. Effectively maintains and manages all IT resources.
- Responsible for maintenance programming, on the mainframe and acts the backup server administration, database administration, and related backup systems.
- Thorough knowledge and understanding of principles, procedures, regulations, and IT standards with demonstrated experience in short and long-rang planning, problem analysis and resolution, report preparation and presentation. Administers policies and procedures as they relate to all aspects and functions information technology and related services.

Dallas College – Brookhaven, Dallas   10/2020 – 04/2023

Faculty**, School of Engineering, Technology, Mathematics, and Science**

Faculty member: Teach undergraduate courses in computer applications, networking and connectivity. Consultant to the college for substantive change accreditations support on college units in preparation for SACS-COS visit on online programs.

Texas A&M University, School of Law, Fort Worth, TX

Director of IT & Distance Education Graduate Programs

and **Project Management** (40 Hours)   Oct. 2015 - 10/2020

Planned, initiated, and launched for the first time the post JD graduate program delivered entirely online at the School of Law. This role combines research, learning, teaching, design, development, technology, and pedagogy in synergistic methods to help the campus achieve excellence in online learning and teaching with technology. Cultivates innovative exploration and integration of technologies to support online learning and teaching. Deep knowledge of online course design and technology for learning and teaching, in-depth knowledge of current trends in pedagogies and related use of technology for supporting learning and teaching. Hired faculty for the program and

- Provides expertise and promotes open scholarly discourse around critical and creative adoption and use of academic technologies and pedagogies for learning, teaching, and research across all formats, and around topics such as accessibility, open educational resources, instructional materials, academic integrity, assessment, digital literacy, portfolios, faculty development, instructional design, systems, quality assurance, videoconferencing, video production, etc.
- Enhances the effectiveness of learning and teaching with technology in Faculty Development
- Developed faculty teaching orientation manual and videos for all new adjunct faculty.
- Experience using data to improve training/development programs, strong mentoring skills and a record of successful collaboration with faculty, staff, students, and administrators
- Teaches graduate level legal project management to JD students and lawyers. Conducts faculty development and keeps abreast of current and emerging academic technologies and associated research to support innovative pedagogical approaches. Developed technology support and training for faculty and adjuncts associated with the program.

Alabama A&M University, Huntsville, Alabama 35762

Chief Information Officer (40 Hours/week)   April 2005 - 2014

Responsible for the administrative, academic, and telecommunication services, including all information technology and computing related activities in the University. Provides leadership, integrative management, and direction for the University's shared information systems, to include institution-wide strategic planning, networking issues, classroom support for Blackboard course system, faculty online book ordering system, budget development and procurements for information technologies, and coordination and integration of all University IT matters. Recommends IT policy at the highest level. Serves as the University's senior spokesperson on issues related to administrative, student support, clinical, and academic information systems, and serves as a key member of the President's executive cabinet. Selected accomplishments include:

- *Network Re-engineering: U*pgraded the campus network infrastructure and connectivity to 10 gigabit backbone and connection to high-use buildings across the campus providing high-speed LAN and Wireless LAN (WLAN) infrastructure for the University's next generation campus network. The network established the path to distance learning, high-speed voice, video, and data convergence. Deployed 802.1x user authentication to the network. The network is segmented in VLAN's with the necessary access controls. Established the necessary firewalls, intrusion detection, and virus protections aligned down to the desktop.

- *Administrative System Upgrade:* Managed the negotiations, agreement, signing, and implementation of SCT Banner administrative system/modules, and migrated university historical data from character-based IBM mainframe to an enhanced administrative software system including Server upgrades to accommodate online registration, e-payment and e-commerce, degree audit systems, procurement approval levels and other administrative Web-enabled business processes.

- *Oracle Portal Technology:* Deployed Oracle database to create a database-driven dynamic university and department-level Website using Oracle 10.12g Oracle Collaboration Suite and Content manager. Created and deployed students and staff/faculty portal using Oracle Identity Manager (OID) to achieve single sign on into the Portal and integrating the OID and the Active Directory (AD) in a single login into the network. Deployed the Oracle Collaboration Suite (OCS) to enhance communication and record-keeping throughout the university. Deployed a new Oracle (OCS) email and calendar system, with web conferencing, online survey instruments, and Discussion Forum in the Portal which enabled a robust email communication from within and outside the campus.

- *Help Desk Consolidation -* Deployed new help desk software and placed skilled technicians by buildings to support end users. Network connectivity was redirected and segmented by buildings. E-mail servers were upgraded, and anti-virus placed at the server level with the necessary firewalls to isolate data traffic.

 University of Detroit Mercy, Detroit, Michigan   Jan.'2003 – Jun.'2005

Associate Vice President and Chief Information Officer 40 hours/week

Responsible for the upkeep of various legacy administrative systems including policy development, database design, systems analysis, security planning and all-around technical support to administrative and academic offices. Provided leadership in the college-wide planning, deployment, and utilization of technology. Fostered a supportive atmosphere and a strong sense of community within the IT department. Selected accomplishments include:

- *Administrative System Upgrade:* Managed the installation and upgrade of an enhanced APECs administrative software system including Server upgrades to accommodate online registration, e-commerce, purchasing approval levels and other administrative Web-enabled business processes.

- *Help Desk Enhancement:* Successfully implemented a customer-focused service model for help desk which substantially reduced customer complaints.

- *Server Optimization:* Established a data center and consolidated several servers into a server farm. Upgraded *and r*econfigured file servers and set up test and production servers respectively.

- **System Uptime Maximization:** Dedicated a full-time equivalent staff with full responsibility for the upkeep and maintenance of the system. Provided special and appropriate training to the staff.

St. John's University, Jamaica, New York   Apr.'2000 – Dec.'2002
Chief Information Officer – 40 hours/week

Managed the installation and implementation of SCT Banner administrative modules, the set-up of the athletics' website as a dynamic and interactive site, and the upgrade, migration, and integration of the Exchange e-mail server into the administrative server farms with one authentication log-in. Oversaw six departments and more than $18,000,000 operating budget, $4,000,000 in capital budgets and several capital funds. Selected accomplishments include:

- **Data Warehouse Establishment:** *L*ed the deployment of SunGard higher education SCT-Banner system into an online internal information center for student services and staff communications.

- **Technical Web Support:** Provided strategic technical direction to the Web development team. Substantial and significant knowledge and exposure to e-commerce and e-business technologies.

- **Website Re-Engineering:** Negotiated the redesign of the new University Website with Oracle Portal technology using Web DB and Oracle Portal 3.0.

- **Telecommunications Services:** Established new telecommunications with in-and-out bound telephone services to all University campuses and with more than 20,000 lines.

- **Web Portal Creation:** Established a Web portal to facilitate internal communications for the University community. Worked closely with development teams, providing vision and direction to complete project.

- **Technology Project Management and LAN/WAN Experience:** Migrated to MS Exchange E-mail supporting more than 25,000 users.

- **Established** and directed 24x7 Help Desk and Network Operation Center including policy manuals and system procedures.

FirstEnergy Corporation, Akron, Ohio   Oct.'1996 – Apr.'2000
Director of Information Technology/Special Projects Coordinator   40hours/week

Managed the installation and implementation of new energy software for power scheduling and trading including Intranet enabled applications for remote access connectivity. Responsible for the LAN/WAN operations including data center management. Provided user training and education for the diverse user groups at multiple locations. Some of the projects accomplished include:

- **New Energy Trading Software Implementation:** Extensive knowledge and familiarity with middleware applications and software development environment including middleware deployment such as Tibco, WebSphere, and others.

- **Turnkey System Development:** Utilized extensive experience redesigning business process and working with nontechnical end users to develop turnkey systems and solutions from business process analysis and goal identification to project implementation and system rollout.

- **Disaster Recovery and Avoidance:** Coordinated the Y2K response activities and contingency plans. Wrote a comprehensive disaster recovery plan and interfaced regularly with Big 5 consulting firms.

- **Effective Negotiation:** Provided project planning and leadership with thorough on-the-job experience negotiating with software vendors and external consultants.

- **Trading Specification Analysis:** Analyzed and designed user specifications for P&L, stock, and options.

- **Strong Project Management Experience:** Managed the implementation of a database conversion of enterprise-wide gas trading software from batch DP systems to web-enabled automated on-line process. Successful application of principles, best practices, and techniques of business planning, quality management and project management processes. Good working knowledge of accounting principles.

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PROFESSIONAL ASSOCIATIONS

Information Systems Audit and Control Association (ISACA)

Association of Technology, Management and Applied Engineering (ATMAE formerly NAIT)

Information Systems Security Association (Huntsville Chapter)

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Project Management Institute (PMI*)*
Association of Computing Machinery
Association for Educational Communications & Technology. Society for
Technology and Teacher Education

Professional & Technical Certifications

Certified in Governance of Enterprise Information Technology (*CGEIT*)
Certified in Risk and Information Systems Control *(CRISC)*
Fellow of the American Academy of Project Management (AAPM)
Information Technology Governance Institute (*ITGI*)
Master Project Manager (*MPM*)
Member, Project Management Institute (*PMI*)
Certified Network Engineer; (*CNE*) NetWare 3.5/5.0 Certified Macromedia
Multimedia Trainer
Internetworking Series: Cisco Routers

Related Higher Education Teaching and Consulting Experience

University of Maryland University College, College Park, Maryland   **1999- present (concurrent)**
Adjunct Associate Professor, Graduate School of Management & Technology
Appointed to the graduate faculty in the Computer Systems Management program of the Graduate School of Management and Technology. Led on-line courses each semester in the Master of Science in Computer Systems Management program. I have taught the following graduate-level classes:
- CSMN 601 - Issues, Trends and Strategies for Computer System Management
- CSMN 635 - Systems Development and Project Control
- CSMN 636 - Telecommunications and Connectivity
- ITSM 670 - Information Technology Integration and Application

SELECTED PUBLICATIONS, PRESENTATIONS, GRANT WRITING, AND PAPERS

Odionu, C.O. (2017). How students learn and why they fail, a pedagogical approach to student retention: using course redesign strategies to increase teaching effectiveness and student retention in online courses. This is a forthcoming research paper. Presented at The World Conference on Online Learning: Teaching in the Digital Age at Toronto, Canada, May 23-25, 2017.

Odionu, C.O. (2016). Legal project management for the modern lawyer. Presented at the annual conference on Computer Aided Legal Education (CALI) annual conference at Georgia State University, Atlanta GA.

Odionu, C.O. (2015). Design and development of a social networking application for classroom teaching using Web 2.0. Tools. Journal of the Association of Technology Management & Applied Engineering.

Odionu, C.O. (2014), Course redesign with technology. How to create effective teaching portfolios for online classrooms: A presentation at the annual conference California annual faculty conference on instructional use of technology in the teaching and learning process. Nov. 2014, Long Beach, California.

Odionu, C. O. (Summer, 2011). Using i-Clicker: an inexpensive classroom electronic student response system to augment interactive learning in a classroom Physics instruction. A workshop presented to area community college and university faculty. July 2011.

Book Review: Methods of IT Project Management by Jeffery L. Brewer and Kevin C. Dittman. Prentice Hall Publishers.

January 2011.

Panelist and Reviewer: IT Governance Using COBIT and VAL IT on Metro Medical Case Study, 3rd Edition: A case study on the practical use of COBIT and VAL IT by Information Systems Audit and Control Association (ISACA), June 2010.

Reviewer for the Information Systems Audit and Control Association (ISACA): Teaching Notes on <u>The Metro Medical Case Study,</u> 3rd Edition: 2010 ISACA.

Odionu, C. O. Network Security in an Ever-changing Environment: applications provisioning and 802.1x network security. A paper presented at the 16th annual Information Systems Security Association (ISSA) Information Security Conference. May 23, 2007, New York, NY.

Odionu, C. O. Using a template to assist faculty in online course development: How to create a quality-focused template to every online class in every department, by every faculty member. A workshop to area faculty on how to create a campus-wide online course teaching template.

Odionu, C. O. (in progress, 2007). Integration of Electronic student response system to augment interactive learning in physics instruction. Soon to be published.

Odionu, C.O. & Sha Li, (Dec. 2006). The Resource-based Computer Literacy Class. Journal of North America Colleges & Teachers of Agriculture (NACTA Journal). A publication of the North American Colleges and Teachers of Agriculture, Vol. 50, No. 4.

National Science Foundation Panelist (2006). Panel reviewer for the NSF Academies for Young Scientists. Directorate for Education and Human Resources, NSF Division of Elementary, Secondary and Informal Education.

Odionu, C.O, & Beyl, C. (2006). Improving Minority Retention in Science and Mathematics Disciplines by Transforming Teaching with Technology. A project for grant submitted to the Department of Education for the Funds for Interdisciplinary post-secondary education (FIPSE).

Odionu, C.O. (2005). ERP Status, Strategy, and Implementation: Submitted to the Board of Trustees in preparation for the University's readiness to migrate from mainframe to an enterprise resource planning system deploying SCT Banner software.

Odionu, C. O. (2005). Improving the Computing and Information Technology Systems to Support and Enhance the Academic and Administrative Functions at AAMU. A grant application submitted to the Cambridge Academic Group, Inc. for soliciting funding an ERP project at the University.

Selected Project Management

- Migrated to staff/faculty e-mail Exchange system to the Amazon Cloud services supporting more than 25,000 users and moved students email to the cloud implementing Google apps and docs.
- CRM implementation to improve student relationship from initial inquiry to graduation and beyond.
- Strategic plan with the vision to identify and incorporate emerging technology trends and support planning to anticipate problems and identify solutions.
- Planned and upgraded the campus network infrastructure and connectivity to 10 gigabit backbones and transitioned all virtual desktop virtualizations through the cloud deploying VM ware. Consolidated all college computing resources in a single domain active directory forest to unify and improve security.
- Server Virtualization - consolidated all the data centers through cloud and virtualized server farms.
- Established a new Net ID. for all users and consolidated the various data centers to one main distribution frame (MDF).
- Wrote the University data disaster recovery plan, business impact analysis, and business continuity plan for IT.
- Deployed Google Apps for Education to enhance the teaching process.
- Developed the RFP for administrative modules, awarded and negotiated with vendors, and managed the beginning-to-end implementation of SunGard Higher Education Banner administrative system for academic and student information, business and financials, and human resources and payroll modules.
- Established and directed 24x7 Help Desk and Network Operation Center including policy manuals and system procedures and implemented information technology infrastructure library (ITIL) customer service model to support end users and department clients.
- Developed state-of-the-art data center, sophisticated client servers PC/LAN/WAN switch, which enabled deployment of learning management systems (LMS) – Blackboard Vista, Moodle - allowing for on-line teaching, online course development and online performance-based assessments.
- Managed the redesign and deployment of the University web site from static Web pages to portal based dynamic pages.

- Managed the deployment of network access control to monitor network access and vulnerabilities. Enabled a single sign on to the university internal portal.
- Exceptional project management skills, conflict resolution capabilities, and the ability to lead cross-functional teams to deliver high-quality IT solutions.
- Developed and implemented IT strategic plan and ensured that strategic goals are met. IT budgets are developed, and IT services are managed within budget.

Strong entrepreneurial sense

I understand and employ total quality management and business process re-engineering as a principle of my day-to-day operation.