

PAIGE FRANCIS

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PROFILE

An award-winning information technology (IT) visionary and change executive, with over 15+ years proven leadership, managerial, strategic, planning, operational, and technical experience. Demonstrated ability to analyze problems, identify solutions using a collaborative process, and implement recommendations supporting the mission. Adept in budget preparation, administration, coordination, and management of enterprise IT operations. Proficient at building effective and efficient teams with tested ability to plan, direct, and evaluate enterprise-wide IT operations. A strategic and situational leader who focuses on understanding functional business processes first, then how IT can support and improve operating efficiency. An outstanding communicator, comfortable speaking and working with all constituents as well as peers, community members, government entities and vendors. Participative, process and results oriented leadership style. A mentor and role model that is equally passionate about developing staff and vision. An authentic, intentional and valuable team player at the executive level.

Experience with:

*Microsoft Environments

*ERP – Peoplesoft, Workday, Ellucian Banner/Colleague, Oracle

*Network and Cloud – Cisco, Aruba, Extreme, AWS, Azure, Google, Rackspace, VMWare, Creative Cloud, Dropbox

*Mergers and Acquisitions – Consulted with NYC firm on assessing then recalibrating technology strategy and roadmap after multiple international acquisitions (Dubai, Asia)

*Technology Planning: Board presented and approved in all CIO roles, established eSports long-term strategy with Walmart Digital Solutions

*Data Center Assessment/Location/Co-location

STRENGTHS

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|---------------------------------|--|
| • Strategic User-First Planning | • ERP Planning, Implementation, Run |
| • Shared Services Start-Up | • Vendor Management |
| • Program Management | • IT Strategic Communications |
| • Board Relations | • Process Development and Alignment |
| • Cybersecurity Management | • Disaster Recover/Business Continuity |

CAREER PROGRESSION

Vice President of Information Technology/CIO, University of Tulsa

July 2019 - Present

Serves as Vice President of Information Technology and Chief Information Officer overseeing all technology matters for the University of Tulsa.

Key Contributions:

- Consolidated all technology personnel into one centralized unit.
- Introduced and implemented Shared Services within a traditionally decentralized environment within six months.
- Developed a five year plan to incrementally modernize the campus technology experience.
- Leading University-wide initiative to implement administrative improvements including: shared services for finance, human resources and procurement; .organizational consolidation; development and introduction of a project management infrastructure; management spans/layers consolidation for most efficient workforce.
- Rebranded and reintroduced information technology service and support to the campus community, setting the stage for facilitating more collaborative and targeted alignment with University strategic priorities.

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- Currently reports to President, participates in weekly Board of Trustees calls, chairs several committees including CIO Advisory Group, Tech Advisory Group and serves as Executive Sponsor for University Huron Project.

Associate Chief Information Officer, University of Arkansas

July 2016 – July 2019

Serves as Associate Chief Information Officer for shared services and academic innovation within the Office of the CIO which leads the University of Arkansas campus IT organization. Develops and provides support and services for teaching and learning, classroom technology and innovation, research, business systems and applications, service desks and labs, communication and marketing, and professional development, outreach and training for a campus community of approximately 28,000 students. Responsibilities also include the ideation, creation and oversight of campus cooperatives, uniting campus resources, regardless of reporting structure, to best serve campus needs collaboratively and persistently.

Key Contributions:

- Recognized need for relocation of IT Help Desk from remote ADSB location to a more central on-campus location. Via metrics, identified a currently under-utilized space in the center of campus, worked process conception/design/build/implementation and introduced the first, full-service technology help desk to campus on-time and on-budget.
- Developed first Academic Technology unit within IT Services focused on developing and supporting our faculty, refining teaching and learning opportunities and persisting in a continuous improvement conversation driving to support student success via a more white-glove, superior service oriented academic experience.
- Developed plan for and implementation of best-practice, production solutions for collaborative shared technology services for the campus that support both IT and University strategic goals; developed success measurements for these solutions. Identified and engaged current campus resources to lead the continuous development of these collaborative services in a pilot effort, ensuring improvements match the speed of our campus needs. Gained Dean approval for reallocation of resources and moved pilot to production.
- Rebranded and reintroduced information technology service and support to the campus community, setting the stage for facilitating more collaborative and targeted alignment with University strategic priorities.
- Continues to lead initiative to establish the Office of the CIO as a resource and facilitator of improvement for campus researchers, teaching and learning, customer service, outreach, transparency, accountability, and defining strategy based on campus need and University goals. Hosted two monthly full-summer researcher series identifying gaps in service, needs for top-notch research support and development and building the bridge between our research community and campus technology.
- Current co-chair of the Computing Activities Council (CAC) and member of two CAC committees: Research, Teaching and Learning

Chief Information Officer, Fairfield University (Fairfield, CT)

January 2013 – July 2016

Served as the University's first chief information officer and head of the central IT organization. Led areas responsible for IT strategic planning and governance, technology service desk, academic technology, IT enterprise services, information security, middleware & identity management, IT infrastructure & operations, network & telecommunications, media services. Executive administrator for and liaison with the Fairfield University Board of Trustees

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Information Technology Committee.

Key Contributions:

- Worked with campus stakeholders to develop a living/breathing five-year campus IT strategic plan with annual vision-goal Board of Trustees report out.
- Co-chaired the campus strategic plan (Fairfield 2020) ‘Sustainability and Stewardship’ task force, geared to identify efficiencies through automation for a sustainable future.
- Partnered with Academic Affairs to co-develop a collaborative teaching and learning hub, located in the DiMenna-Nyselius Library.
- Established new campus IT governance structure to include a broader level of campus stakeholder participation through advisory groups, and prioritize campus IT service priorities.
- Broke down organizational silos within central IT and developed a highly collaborative internal leadership team.
- Eliminated 20+ year managed services relationship with technology vendor, insourcing several disparate teams and restructuring them into a comprehensive enterprise-grade technology organization. Details: “*Consolidating IT at Fairfield University*” [<https://sync-magazine.com/2016/paige-francis-fairfield-university/>]
- Aligned central IT organization near- and mid-term priorities with the 5 “T”s: Infrastructure, Information Security, Identity Management, Information, and Innovation.
- Identified need, gained support and provided implementation oversight of comprehensive network and infrastructure overhaul including the development of a sustainable model for future funding, management and growth.
- Created the first campus Chief Information Security Officer position at Fairfield University, recruited first-choice candidate in competitive Northeast Corridor environment.
- Identified outdated solutions and advocated for the evaluation of more innovative, more responsive technologies (rSmart, Digital Measures, Workday). Implementations delivered on-time, on-budget, in-scope, poised to accommodate growth.
- Improved internal and external strategic and operational communications through creation of the first IT strategic communications function in the central IT organization.
- Changed internal budget practices to align resource investments to organizational priorities, make more effective use of resources, provide greater clarity, improve transparency, and decrease waste. Co-authored Educause white paper on topic Details: “*Aligning IT Funding Models to the Pace of Technology Change: Enabling Financial Flexibility for Core, Flexible, and Transformative Services*” [<https://library.educause.edu/resources/2015/12/aligning-it-funding-models-to-the-pace-of-technology-change-enabling-financial-flexibility-for-core-flexible-and-transformative-services>]
- Developed/introduced/implemented the University’s first Technology Disaster Recovery/Business Continuity Plan

Associate Vice President/CIO, Northwest Arkansas Community College

August 2007 – January 2013

Head of the IT organization delivering campus-wide services to a community of 14,000 primarily non-traditional students. Led department responsible for ERP/business systems, application development, web development, data center operations, system administration, identity and access management, data information management, networking, training and telecommunications. Developed long-range plans in collaboration with internal and external stakeholders.

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Key Contributions:

- Management and leadership of the Information Technology department
- Provide technology strategic planning by taking ownership in the implementation of the future vision for the College
- Collaboration and communication by promoting and building strong relationships between various functional, service and client constituents
- Assist with distance learning direction, planning and leadership
- Identify and evaluate innovative technology to determine if it has utility for NWACC. Advocate for and lead implementation if it does
- Requested and granted state funds for full network replacement and updated facilities/technology for redundant disaster recovery technology, established strategic vendor relationships to ensure right-fit and future-proof sustainability
- Provide leadership in all technology matters to/from NWACC
- Oversee development and enforcement of technology policy and procedures
- Lead College Technology Committee as well as serving on or leading other college wide committees
- Oversee development/implementation of Technology Disaster Recovery, Business Continuity, Computer Life Cycle, infrastructures, hardware, software, etc. within a higher education environment
- Represent the College with external entities such as State (auditors, ADHE, DFA, ARE-ON, AATYC, etc.); technology vendors; and administrative information system vendor, SunGard SCT

Director of ERP Administration

Provided leadership for the ERP/business application, web development and campus portal functions of the central IT department.

Key Contributions:

- Management of business application environment for Student, Human Resources, Finance, Purchasing, Recruitment
- Oversight of all system upgrades and migrations.
- Improvement of coding environment, ensuring compliance, documentation, security and customizations driven to deeply improve the student experience. [Example: <https://www.universitybusiness.com/moe/article/division-information-technology-services-northwest-arkansas-community-college>]
- Replacement of campus portal, delivered on-time, in scope
- Assist with distance learning direction, planning and leadership
- Oversight of website rebranding effort to attract, recruit and retain student population
- Designee appointed to present to Arkansas Higher Ed Ps and Cs at annual retreat and preview NWACC'S Expenditure Transparency website, the first completed in state

Manager, Web Systems and Marketing, Thomson-Reuters/Fast-Tax (Carrollton, TX)

July 2003 – July 2007

Provided overall leadership, coordination, and oversight of application development and web marketing for the Texas office.

Key Contributions:

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- Restructured the systems and operations area to improve service, align priorities, and promote greater intra- and inter-group cooperation and collaboration.
- Built collaborative team, support, and policy/procedure to meet development, design, and application development needs
- Project lead on web server migrations, conception to completion (hardware, software, web/data structures and communication)
- Act as mediate for Marketing, Information Systems (IS), and Programming teams to ensure smooth transition on all projects
- Developed in-house online user conference registration process, including online payment process
- Harvest and manipulate data to support effective decision-making
- Create online media and meeting registration to increase sales and develop new leads
- Project management for online marketing campaigns to retain and increase web traffic
- Served on the NYC-based Thomson-Reuters team tasked with international rebranding effort

Lead Programmer, Application and Web Development, Dave & Buster's World Headquarters (Dallas, TX) February 1999 – July 2003

Provided overall leadership, coordination, and oversight of application and web development projects for a fast-growing, high-capacity national restaurant chain. Supplied additional support for human resources, recruiting, back office operations, finance, and data warehouse teams.

Key Contributions:

- Designed and developed Internet applications designed to increase business and web traffic
- Design, development and implementation of internal intranet
- Created secure online access to corporate applications for stores nationwide including online manager schedule, manager 'Red Book', and point-of-sale (POS) depot equipment manager
- Created training portal providing job-specific manuals, conference agendas, operational tools, and manager-in-training guidebooks
- Created marketing materials for implementation including loyalty and incentive programs
- Implementation team for PeopleSoft ERP system, acquired POS system
- Owned change management process for a prioritized non-technical audience and drive expectations towards concierge-level service

EDUCATION & TRAINING

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- M.S., Computer information Systems, University of Phoenix – Dallas, TX Campus
 - B.A., Communication, University of Arkansas, Fayetteville