



Committee on Human Resources and Administration
BOARD OF REGENTS FOR HIGHER EDUCATION
AGENDA - SPECIAL MEETING
VIA TELECONFERENCE ORIGINATING FROM
Boardroom, 39 Woodland Street, Hartford, CT
3:00 p.m., Thursday, March 6, 2014

A special meeting of the Administration Committee of the Board of Regents for Higher Education will be held at **3:00 p.m. on Thursday, March 6, 2014 via teleconference originating from the Boardroom at 39 Woodland Street, Hartford, CT.**

The agenda for the meeting is below.

1. Call to Order
2. Executive Session
3. Appointment of Management Employees
 1. Chief Information Officer – Southern CSU
 2. Chief Information Officer – System Office
4. Adjournment

Committee members

Naomi K. Cohen, Chair
Yvette Melendez
Richard J. Balducci

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ITEM

Upon recommendation of the President of The Board of Regents for Higher Education (BOR), the Board approves a hiring salary above the median for the applicable salary grade for Robert J. Rennie, Ph.D. as Chief Information Officer for Southern Connecticut State (SCSU).

BACKGROUND

Section 6.5 of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education (Policies) provides in part as follows:

6.5 Salary Ranges

Each Management and Confidential Professional title is assigned to a salary range. The assignment of new titles to ranges and the reassignment of existing titles to new ranges shall be pursuant to the Classification and Compensation Policy.

A. Salary Ranges for New Hires

Newly hired management/confidential professional employees may be placed by administrative action at any point in the applicable salary grade up to and including to the median. By exception, on a case-by-case basis, the President may seek Board approval for the hiring of a management/confidential employee at a salary above the median of the applicable salary grade.

The position of Chief Information Officer (CIO) at Southern Connecticut State University (SCSU) is assigned to Salary Grade 44, which contains the following range:

Minimum	\$127,950
Median	\$154,292
Maximum	\$180,633

RECOMMENDATION

Pursuant to the provisions of Section 6.5A of the Policies, and upon the request of the President of SCSU, the BOR President recommends the appointment of Robert J. Rennie, Ph.D as Chief Information Officer for SCSU at a salary of \$180,000.

The current salaries of the CIO incumbents at each of the CT State Universities are as follows:

Central	\$175,353
Eastern	\$151,718
Southern	\$170,000
Western	\$172,924

Dr. Rennie became the CIO and Vice President, Technology for Florida State College in Jacksonville in 1997. Previously, he was the CIO for Mt. San Antonio College in Los Angeles, is a former principal of the technology and strategy practice of Xentrek Systems, Inc. and held a visiting scholar appointment in Information Systems at the John E. Anderson Graduate School of Management at UCLA. Dr. Rennie received a B.S. in Social Sciences from Rollins College, an M.A. in Human Relations from The University of Oklahoma, and a Ph.D. in Educational Leadership from the University of Florida.

A copy of the job description for the position of CIO at SCSU is attached hereto as Exhibit "A".

A copy of Dr. Rennie's resume is attached hereto as Exhibit "B".

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

**APPROVAL OF A HIRING SALARY ABOVE THE MEDIAN OF THE GRADE
FOR ROBERT J. RENNIE, Ph.D. AS
CHIEF INFORMATION OFFICER FOR
SOUTHERN CONNECTICUT STATE UNIVERSITY**

March 6, 2014

WHEREAS, Section 6.5 of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education provides that, upon the recommendation of the BOR President, the Board may approve a hiring salary above the median of the grade; and

WHEREAS, based upon a request from the President of Southern Connecticut State University, the BOR President has recommended to the Board a salary of \$180,000 for Robert J. Rennie, Ph.D. to serve as Chief Information Officer for Southern Connecticut State University, such salary being above the median for the applicable grade; and

WHEREAS, the Board has duly considered the President's recommendation; therefore be it

RESOLVED, that Board hereby approves the President's recommendation of a hiring salary above the median of the applicable grade for Robert J. Rennie, Ph.D. to serve as Chief Information Officer for Southern Connecticut State University.

A True Copy:

Erin A. Fitzgerald, Secretary
CT Board of Regents for Higher Education

CONNECTICUT STATE UNIVERSITY SYSTEM

CLASS SPECIFICATION

CLASS: EXECUTIVE OFFICER

DATE: January 4, 2010

TITLE: Chief Information Officer

SALARY GROUP: 44

CLASS PURPOSE:

Plans, manage and set the direction of the University's Information Systems and Telecommunications Department.

DISTINGUISHING CHARACTERISTICS:

The position is located at each university.

Direct the comprehensive, university wide development, installation and operation of information and telecommunications systems to provide for the efficiency and effectiveness of the University's operations. This includes development of strategic university policy for the use of information and telecommunications systems technology in support of the University's mission and long-range goals.

SUPERVISION:

The position reports to the university president. The position manages the work of twenty or more full time and part time professional and technical support staff in the Information Technology Department.

REPRESENTATIVE DUTIES:

ESSENTIAL DUTIES:

1. Provides leadership and vision and acts as an advocate for the development and use of information technology in instruction and institutional support with a customer focus.
2. Provides leadership for the development of a Strategic Plan for the University's information technology initiatives, oversees its implementation, and develops consensus among campus constituencies.
3. Assumes responsibilities for budget (including monitoring and controlling expenses), personnel, strategic planning, and policy development as they relate to information technology.

4. Manages the centralized aspects of information technology needed to lead the University in effective and efficient applications of technology that meet the needs of academic, administrative, and student interests.
5. Guides the University's investment in technology including the preparation and implementation of technology based grant applications.
6. Assumes oversight responsibility for academic and administrative computing, media center, data center, telecommunications, data and voice networking, user support services, and technical aspects of distance and distributive education.
7. Works with faculty in identifying opportunities of curriculum development and the application of IT techniques in the delivery of instruction.
8. Provides leadership in proposing and evaluating applications of existing or innovative technology to enhance activities and maintain a state of the art operation.
9. Recommends ideas, policies and procedures to keep pace in a field of constantly changing technology and marketing strategies.
10. Provides for access, training, and support of all IT related activities throughout the University.
11. Assumes a major role in the selection, training, supervision, and evaluation of staff including the development and implementation of training and career development.
12. Serves as liaison to the ConnSCU System Office, other campus offices, and the local community in all aspects of information technology as well as assisting in the coordination of campus initiatives using information technology.
13. Performs other duties and responsibilities related to those enumerated above which do not alter the basic level of responsibility of the position.

QUALIFICATIONS:

A bachelor's degree in computer science, management information system, or a related field is required with a master's degree preferred. A minimum of six years of progressively responsible professional experience in the management of information technology preferably in a higher education environment required along with a thorough knowledge of appropriate IT hardware, software, Web-based development tools, and multimedia applications.

Also required are evidence of success in developing external sources of support; excellent interpersonal, communication and collaborative skills, and a demonstrated ability to build team support; a demonstrated ability to develop and/or implement a Strategic Plan for Information Technology; familiarity with current and future applications of information technology in instruction including distance learning and other areas within the University; a commitment to quality and client-oriented service; and a demonstrated understanding of a diverse student population and commitment to affirmative action.

Credentials and/or experience substantially comparable to the above may also be considered.

Robert J. (Rob) Rennie, PhD •

Professional Objective

Creating value, high quality experiences, and exceptional performance through leadership, creativity, vision and the application of advanced technologies.

Experience

1997–Present Chief Information Officer & Vice President, Technology

Florida State College at Jacksonville

Jacksonville, Florida

Serve in executive leadership position and cabinet post reporting to the CEO (until recent reorganization, now CIO reporting through VP, Administration) with complete responsibility for technology vision, architecture, planning, and the management of all technology-related functions.

The College is a technologically advanced, highly complex, multi-campus urban and global higher education environment serving over 60,000 students.

Designed and implemented a massive and rapid turn-around of the college's information technology organization. This effort included re-organization, re-engineering business processes, creation of technology architecture and standards, design and construction of a modern data and network operations center (and college-wide technical infrastructure), and the formulation of a comprehensive technology vision and strategy.

Completed modernization and re-engineering of multimedia production and entertainment technologies.

These initiatives resulted in the creation of one of higher education's best computing environments and the creation of a highly skilled team.

Recognitions include: America's **Most-Wired** designation by Yahoo, featured case studies by Software AG, Forrester, Gartner, Microsoft, ZapThink and Sun; ranked **1st in Digital Education** by the Center for Digital Education and Converge Magazine (3 of 4 years), **KM World Best Practice Award** and selected as a *Computerworld* **2008 Gold Laureate**.

Other notable projects include creation and management of the global *IT Leadership Academy* (featured in *Computerworld* and *CIO Decisions*); creation of virtual environments; Member of the Board of Governors; Florida and Atlanta *CIO Executive Summits*.

... Honored as one of the Premier 100 IT leaders by Computerworld in 2004 ...

2006–Present **University Executive Forum**
Apple, Inc.
Cupertino, California

2006–Present **Advisory Board Member: Curriki**
Washington, D.C.

2005–Present **International IT Leadership Committee**
Software AG
Darmstadt, Germany

2004–2006 **Advisory Board Member: GELC**
Oracle/Sun Microsystems
Menlo Park, California

2001–2003 **Visiting Scholar – Information Systems**
University of California Los Angeles
Los Angeles, California
Served as visiting scholar/research faculty appointment in information systems in the John E. Anderson Graduate School of Management, UCLA

1992–1997 **CIO and Director of Information Technology**
Mt. San Antonio College
Walnut, California
Served as CIO with full responsibility for all technology-related functions at Southern California's 3rd largest college. Led a staff of 200. Departments included: Computer Services; Facilities Operations; Media Services; Television Production; KSAK-FM, WCCT-TV, and the CCIN TV Network.

1988–1994 **Senior Consultant & Principal, Technology Strategy Practice**
Xentrek Systems, Inc.
Titusville, Florida

1983–1992 **Chief Information Officer**
Brevard County School District
Viera, Florida
Served as Director of Information Systems & Data Processing then appointed as first CIO for one of the largest school districts in the nation.

Education

PhD	Educational Leadership	University of Florida Gainesville, Florida
MA	Human Relations	University of Oklahoma Norman, Oklahoma
BS	Social Sciences	Rollins College Winter Park, Florida
AA	Liberal Arts	Valley Forge Military College Wayne, Pennsylvania

ITEM

Upon recommendation of the President of The Board of Regents for Higher Education (BOR), the Board approves a hiring salary above the median for the applicable salary grade for Joseph R. Tolisano as Chief Information Officer for the Connecticut State Colleges & Universities (ConnSCU).

BACKGROUND

Section 6.5 of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education (Policies) provides in part as follows:

6.5 Salary Ranges

Each Management and Confidential Professional title is assigned to a salary range. The assignment of new titles to ranges and the reassignment of existing titles to new ranges shall be pursuant to the Classification and Compensation Policy.

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The position of Chief Information Officer (CIO) is assigned to Salary Grade 49, which contains the following range:

Minimum	\$165,443
Median	\$199,448
Maximum	\$233,452

RECOMMENDATION

Pursuant to the provisions of Section 6.5A of the Policies, the BOR President recommends the appointment of Joseph R. Tolisano as Chief Information Officer for ConnSCU at a salary of \$205,000.

Mr. Tolisano has served as CIO for Eastern Connecticut State University since 2008. Prior to that, he was employed for a seven-year period at Holyoke Community College, first as Director of Academic Computing and then as CIO. His work history also includes twenty-five years of service in the United States Air Force. Mr. Tolisano holds a B.S. in Criminal Justice from Northeastern University and an M.B.A. from the University of Massachusetts.

A copy of the job description for the position of CIO is attached hereto as Exhibit "A". A copy of Mr. Tolisano's resume is attached hereto as Exhibit "B".

CT BOARD OF REGENTS FOR HIGHER EDUCATION

RESOLUTION

concerning

**APPROVAL OF A HIRING SALARY ABOVE THE MEDIAN OF THE
APPLICABLE SALARY GRADE FOR JOSEPH R. TOLISANO AS
CHIEF INFORMATION OFFICER FOR
THE CONNECTICUT STATE COLLEGES AND UNIVERSITIES**

March 6, 2014

WHEREAS, Section 6.5 of the Human Resources Policies for Management and Confidential Professional Employees of the Board of Regents for Higher Education provides that, upon the recommendation of the BOR President, the Board may approve a hiring salary above the median of the grade; and

WHEREAS, the BOR President has recommended to the Board a salary of \$205,000 for Joseph R. Tolisano to serve as Chief Information Officer for the Connecticut State Colleges & Universities, such salary being above the median for the applicable salary grade; and

WHEREAS, the Board has duly considered the President's recommendation; therefore be it

RESOLVED, that Board hereby approves the President's recommendation of a hiring salary above the median of the applicable grade for Joseph R. Tolisano to serve as Chief Information Officer for the Connecticut State Colleges & Universities.

A True Copy:

Erin A. Fitzgerald, Secretary
CT Board of Regents for Higher Education

**STATE OF CONNECTICUT
BOARD OF REGENTS FOR HIGHER EDUCATION**

Job Description

Chief Information Officer

Salary Grade: 49 (CSU)

Date: October 2013

General Definition:

The Chief Information Officer (CIO) provides leadership and support for computing and telecommunications services for the Connecticut State Colleges & Universities (ConnSCU) consistent with strategic planning goals and objectives established by the Board of Regents (BOR). As a key member of the Executive Management Team, the CIO will report to the President and implement a system-wide information technology program designed to further the public's recognition of ConnSCU as a world class organization within the higher education arena.

Examples of Duties:

Representative duties include:

- Direct the designing, development, installation and maintenance of the System's computer and telecommunications hardware and software infrastructure. This duty includes determining the needs of various technology users throughout the System; determining the technology available to meet those needs; developing budgets, selecting proper equipment and software, and directing the installation, testing and operation of the systems.
- Provide strategic direction for the long-term development of the System's information technology, including research into emerging technology and setting standards and policy for installations, maintenance and operations.
- Assure the effective and efficient operation of the System's automated systems including its networks, computers, telecommunications equipment, automated academic support and the production of computerized output by effective direction of all those functions.
- Provide effective leadership and direction to assigned staff including such actions as selecting, training and developing staff, providing technical and administrative guidance and reviewing and evaluating staff performance.

Qualifications and Requirements:

- 2 -

Outstanding leadership ability; the experience, preparation, and training sufficient to guide ConnSCU's information technology systems, to plan for and manage the implementation of future needed changes, and to assess and enhance the effectiveness of those systems; an ability to develop and articulate a shared vision for the future of ConnSCU's information technology functions; an understanding of the academic mission and cultures of higher education and public institutions; project management skills; strong interpersonal and communication skills; strength of character, integrity, and high ethical standards.

These skills and abilities are acquired through an advanced university education in computer science, public administration, or information technology, plus a minimum of ten years' experience applying information and telecommunications technology to a complex organization and demonstrating mastery in all areas of higher education IT.

Personal Attributes:

Strong interpersonal skills, ability to communicate and manage well at all levels of the organization and with staff at remote locations. Strong problem solving and creative skills and the ability to exercise sound judgment and make decisions based on accurate and timely analysis. High level of integrity and dependability with a strong sense of urgency and results-orientation.

Other Skills and Abilities:

PC proficiency is essential (Windows environment); knowledge of CORE-CT (Oracle) and Banner extremely desirable.

Joseph R. Tolisano

OBJECTIVE

Seeking an executive level Information Technology position, which will allow me to leverage my current experience, planning and management skills.

QUALIFICATIONS SUMMARY

Results-oriented project manager and leader with 29 years of experience training personnel in communications, financial management, management, higher education and leadership through numerous assignments with the United States Air Force, Holyoke Community College and Eastern Connecticut State University. Demonstrated expertise in network management, Information Security, distance-learning Blackboard/VISTA, information processing systems, Banner/ERP, Disaster Recovery, audiovisual, telecommunications, video networking and financial management for numerous government agencies.

PROFESSIONAL EXPERIENCE

Eastern Connecticut State University **2008 – Present**

Labor Relations Officer **2013 – Present**

Responsible for resolving all labor disputes within the various collective bargaining agreements at the Board of Regents and Eastern. Conduct investigations on labor disputes and render decisions on various contracts. Defend the University in labor disputes through the various steps up to arbitration. Handle all disciplinary actions on University employees, through the collective bargaining process. Process and represent the University in all CHRO complaints.

Chief Information Officer **2008 – Present**

Reporting to the University president, the Chief Information Officer (CIO) provides leadership, vision, oversight, planning, and management for all aspects of information technology including academic and administrative computing (ERP), management of the media center, data center, computer center, telecommunications, data and voice networking, user support services, and technical aspects of distance and distributive education on and off campus. As CIO, serves as a member of the executive cabinet of the institution.

- Developed the University's Information Technology strategic plan. The document provided a 5 year road map of projects and goals to be achieved in bringing the technology infrastructure to meet industry standards. The plan consisted of 5 phases, with the initial phases concentrating on infrastructure and the remaining phases on programmatic functions. **Results:** \$1.2 million in the design and installation of a primary and backup data centers. \$55,000 in the deployment of wireless technology on campus, including the first use of wireless technology in the residence halls. \$411,225 in the development of a redundant fiber optics connection to ensure continuous operation of the campus network. Installation of 650 data connections in the residence halls providing every student with access to the campus network. The development of minimum technology standards employees must meet within their respective positions.
- Developed the University's Disaster Recovery Plan incorporating a detailed Business Impact Analysis (BIA) of key IT processes on campus. The plan was reviewed and approved by state auditors and Price Waterhouse Coopers (PWC) IT audit team upon completion. The plan provides instructions for key stakeholders on what data and business practices are critical to maintain depending on time of year a disaster occurs. **Results:** The plan analyzes key business functions as they relate to their respective

technology interface, then determines what type of functions are most critical depending on the time of year a disaster may take place. The plan also determines what types of data need to be collected by the key stakeholders during the outage and how this data will be loaded into the respective technical interface after the systems are operational.

- Restructured Information Technology Services (ITS) to align staff to specific operational functions on campus. The alignment of staff in the previous structure was inefficient, with multiple layers of management over single business practices resulting in a bogged down decision process. **Results:** The new structure created the first, Information Security Officer within ITS, eliminated layers of management that were performed by staff in Hartford and aligned key staff with core functions. For example the Unix Systems Administrator was aligned with the desktop support staff and not the Network/Server Team. By aligning staff with their proper functional peer group, ITS productivity and proficiency increased dramatically, along with customer satisfaction
- Information Security and Data Management. Developed the campus information security and data management program outlining industry standards for securing sensitive and confidential data. Created policies and training programs to ensure all employees are aware of their respective responsibilities as they relate to federal, state and institutional policies. **Results:** The information security awareness program has been reviewed by state and PWC auditors as exemplary and modeled on other state campuses. Faculty and staff have a detailed understanding of their responsibilities related to data and information security. The processing of credit cards was removed from campus operations and placed with an industry compliant vendor to ensure the integrity of the campuses ecommerce functions.

Holyoke Community College

1997- 2008

Chief Information Officer

2001 – 2008

Responsible for development, planning, budgeting and execution of the institutions long-range strategic technology goals. Provide executive sponsorship in the areas of telecommunications, distance learning (WebCT), ERP system (SungardHE Banner/Luminis), video networking/telecommunications, LAN/WAN security and management, website and portal development and operation, faculty and staff technical training, audio visual operations management and provides leadership and management to a 45 member staff of professionals and students.

- Project manager for the institutions SungardHE implementation of the student, finance, financial aid and Luminis portal modules. Developed a business plan to implement the software suite, creating permanent positions within each module called Product Managers, dedicated to the implementation of the respective component. Created a three level governance structure for rapid resolution of implementation problems and enhanced communications between stakeholders. SungardHE has reviewed the ERP organizational structure as a best practice and recommended the structure for future implementations. Implemented Evisions, TouchNet, Crystal Reports, and BossCars supplemental systems within Banner. **Results:** The 2.7 million dollar contract has only utilized committed services hours, leaving a 2000-hour savings in the time and materials portion of the contract. Each contract hour averages \$200.00 with a potential savings of \$400,000.00 in implementation costs. There are not cost overruns or contract extension in the project plan.
- Technical designer of the Kittredge Business Center, a 20 million dollar, 55,000 square foot technology building, which will house the college's Business Division, Work Force Development and Career Services Center. Designed the buildings network, telecommunications, audio visual, video conferencing and wireless applications. Developed several designs for each lecture hall, seminar room and group study area during a collaboration process with faculty and students. **Results:** The facility will utilize the latest in classroom technology, all IP addressable audio visual and computer systems, which allow for remote assistance from the Helpdesk reducing operating cost. Created a comprehensive training program for end user to reduce

frustration and increase the education effectiveness of the college's investment. Overall technology budget for the facility is \$5,000,000.00.

- Created a strategic planning system of tied to the college's institutional priorities. The college's institutional priorities are developed by faculty and key staff, and last for two years. The technology goals are developed by the Instructional Technology Committee, a standing committee of the Faculty Senate and are linked to the institutions goals. **Results:** All strategic technology expenditures are faculty driven, tied to the institutions goals and ensure synergy between faculty, staff and administrators.
- Developed a multilevel security and risk management system, to include a mandatory employee and student technology orientation. Aggressively pursued change management with the senior leadership of the institution to recognize the severity of risk associated with information systems. Created a mindset that system security starts with every end user of information technology systems, through an aggressive educational and marketing campaign. Installed filters, scanners and active anti virus software at the desktop, router and mail gateway. **Results:** These devices, along with an aggressive educational campaign have dramatically reduced the risk and threat to the campus. On any given day the filters and scanners trap thousands of infected emails/SPAM preventing them from entering the network. Scanners monitor end users accessing web sites and prevent viruses from entering the computer systems. Desktop anti virus software automatically updates to the host and scans computers for viruses.
- Dramatically reduced the size and complexity of the institutions web site in conjunction with the release of the Luminis portal. The college's traditional .edu site was cumbersome to navigate and contained information that was not conducive in attracting students to attend the institution. When released, (Fall 2005) the .edu site will be strictly a marketing tool designed to attract students and community members to the college. The Luminis portal is a secure Intranet for student's faculty and staff, allowing these stakeholders to conduct their business specific to their role in the college. **Results:** The agonizing and costly task of maintaining the .edu, site is dramatically reduced saving the institution valuable resources. The portal is role based and easily customized by the end user provide specific content to stakeholders at a reduced cost to the institution. The overall goal of expanding secure access to all customers is achieved through the portal and redesigned web site.

Director of Academic Computing

1997 – 2001

Strategic leadership of the college's technology planning and innovation. Managed the college's computer and audiovisual center, 20 computer labs, audiovisual and computer repair functions. Performed liaison work between faculty and technology. Reported to the Vice President for Academic Affairs. Managed a staff of 13 with budgetary authority in excess of \$500,000.00. Responsible for the design, integration and management of the institution's fiber optic network, Distance Learning program, video conferencing units, web site and instructional design.

- Developed a comprehensive five phased, three-year plan to upgrade the college's computer network and audiovisual department. The plan called for installed a fiber optic backbone and category 5, level 6 wiring (20miles) throughout the campus, construction of a distance learning studio and five smaller smart classrooms. To cut the cost of delivering VCR/TVs to classrooms the plan incorporated a media distribution system; installing eighty 32" televisions in every classroom controlled by a bank of VCRs and a Pentium computer. This system allows the instructor to control the media of choice once the computer sends the signal to the classroom. Additionally, the installation of a new server for academics along with a web server for faculty to leave course work for review by students, broadened the teaching experience at HCC. **Result:** The plan cost \$450,000.00 and was funded with a \$225,000.00 grant written with my technical data and capital funds from the college. The three year plan was completed within the timeframe and under budget.

- Incorporated laptop computers into every academic division to be utilized with the new network connections in classrooms and media distribution system. **Result:** Faculty are now able to access the Internet or show complicated data using their web pages accessed via their laptop and displayed on the 32" monitor.
- Organized the department to optimized funding utilization and increase efficiency. **Result:** Cost savings have been used to fund technology changes throughout the college. The savings alone from the media distribution system are \$30,000.00 annually.
- Negotiated an agreement with AT&T for Internet service for students, faculty and staff at HCC. Wrote complicated indemnification language to overcome constitutional requirements imposed by the Commonwealth of Massachusetts. **Result:** The HCC community now has a customized Internet Service Provider at discount rates and the college receives a percentage of all sales.
- Developed the college's Distance Learning network. A comprehensive network including a 10 Mbps fiber connection to a Compaq 8500 server. The network is redundant in design with mirrored hard-drives, uninterrupted power systems tied to a 85 kWh generator. Included in the design is a training component for faculty and customers. **Cost:** \$110,000.00 **Result:** Over 30 faculty trained to offer web based classes, with 70 instructors using WebCT to augment their traditional courses. Presently, over 30 courses available and 500 students enrolled in the Spring 01 semester.
- Developed the college's Helpdesk call center. Prior to this initiative customers would call throughout the department attempting to obtain service for their computers. This function, utilizing a tracking software package allows trend analysis of incoming calls, tracking of assets and documentation of funds utilized for repair. **Result:** The consolidation of this function into a single entity, coupled with the resource management system has saved the college an estimated \$25,000.00 annually.
- Strategic partnerships created with industry leaders such as HB Communications for audiovisual , Dell Computer Corporation for systems acquisition, AT&T for Internet Service and Entre Computer for local repair and support. **Result:** The college has its own web site and portal at Dell for updates, service and preferred pricing. HB Communications designs and engineers highly complex audiovisual solutions and Entre Computer provides local 24 onsite parts and labor for systems integration.

United States Air Force

1978 – 2003

Director of Communications, Lieutenant Colonel J5- CT National Guard Joint Task Force Emergency Management Center

2001 - 2003

Senior Air Force officer assigned to the J5 responsible for Weapons of Mass Destruction (WMD) planning assessment. Developed state plans for the deployment of forces to protect critical infrastructure and key assets. Maintained status of forces and exercised command and control over National Guard assets deployed throughout the state.

- Develop the State of Connecticut's counter terrorism threat matrix. The matrix is a comprehensive list of strategic targets and critical infrastructure that required initial planning to determine vulnerabilities and risk mitigation. The matrix was tied to a series of plans that allow the Governor and the Adjutant General to rapidly deploy the necessary forces to secure assets and protect lives within the state. **Results:** A streamlined threat matrix, coded to three levels of probable attack and counter measures that allowed a quick and consistent response to protect resources and lives.
- Recalled to active duty in September 2001 in support of Operation Nobel Eagle to develop plans and counter measures to support relief efforts in New York and secure targets in Connecticut. Senior Air Force

officer assigned to the CT Emergency Management Center, National Guard Operations Center providing command and control over Air Force assets within Connecticut. Using satellite photographs prepared a comprehensive list of 400 critical targets within the state by October 1, 2001. Assisted in securing funds from the Pentagon for contingency planning. **Results:** As a result of the quick and thorough work accomplished immediately after 9/11/2001, Connecticut was able to adequately secure critical targets within the state and obtained funding to maintain security as required in the future.

- During Operation Iraqi Freedom assisted the Department of Homeland Security in securing targets in Connecticut using previously developed plans and threat matrix. **Results:** Utilizing previously developed threat matrix provided the Governor and Adjutant General with a go to menu of options for securing critical assets in Connecticut from potential threats.

Director of Support Services, Lieutenant Colonel

1996 - 2001

Responsible for the management and leadership of the Headquarters, Connecticut Air National Guard's support service activities. The primary role of the division is to provide leadership and planning in communications, force structure, policy development, emergency management, quality initiatives, strategic planning, Intranet development and training.

Comptroller, Lieutenant Colonel

1994 – 1996

Trained, managed and led staff of 13 in the development and execution of the Connecticut Air National Guard's Financial Operations Plan. Managed an operating budget of \$25 million in four separate appropriations. Total economic impact on the local economy of \$45 million.

- Served as Financial Officer. Performed financial management training activities and managed financial programs and operations, including accounting liaison and pay services; budget preparation and execution; program cost and economic analysis; and fund oversight. **Result:** Met all budgetary limitations and training goals.
- Developed and trained personnel in quality management initiatives based on the Malcom Baldrige national quality criteria. Applied initiative across the controller spectrum of accounting, pay, budgets and accounts payable. **Result:** Increased productivity by 12% - 15% and 25% reduction in customer complaints.
- Created and implemented a nationwide program for internal controls, to include training material for all aspects of financial management and operations. Designed program to ensure fiscal integrity of all aspects of government fund expenditures. **Result:** Model program identified four areas of inefficient processes with an equipment and expense savings of \$60,000.00

Director of Communications, Major

1987 – 1994

Trained, planned developed, implemented and executed communications and computer systems. Managed, directed, and trained personnel on all voice, data, and imagery providing policy, procedures, and operational guidelines during period of substantial technology growth.

- Developed cradle-to-grave procedures for the procurement, operations, maintenance, and training of stand-alone computer systems. **Result:** Took a dysfunctional system and purchased only standardized systems guaranteeing easy maintenance and training. This procedure saved thousands in training and repair costs.
- Oversaw the design, installation, operation, repair and training on two digital voice network and telecommunications systems. **Result:** 15% increase in communications efficiency and no service interruption.

- Developed and installed a Close Circuit Television System, audiovisual production, graphics, and photographic studio for use by the entire Department of Defense for the Northeast region. **Result:** Considered the best graphics, photo and television studio in the region with extensive exposure to high-level government agencies, including presidential support. Increased training efficiency by 34%.
- Developed, implemented, and trained personnel on risk management. A program to ensure total security of all hardware and software on government computers and associated connectivity. Created a MIS disaster recovery plan that included telecommunications, long and short haul radio, local area network and mainframe access capability. **Result:** Zero loss or theft of hardware or software. No copyright infringements or system abuse. Disaster recovery program was exercised and found to meet or exceed industry standards for recovery after catastrophic disaster. When implemented there was never any loss in communications capability.
- Formed and trained a quality team to increase productivity and decrease operating costs. **Result:** Team made numerous changes resulting in a positive impact on service and operational costs; 20% decrease in customer complaints, productivity up by 15%.
- Managed the installation of the Connecticut Air National Guard's Local Area Network, including four servers, one CD server, and 400 workstations. Developed operating procedures and training material to manage the network, protect data, and train personnel. **Result:** System installed on time and under budget, to include all training for 1300 employees.
- Chairman of the Communications and Computer Council for the Air National Guard. **Result:** Directed national reorganization of units to include policy, training, mission, and procedural guidelines for all throughout the Air National Guard.
- Developed training programs for 1300 personnel to meet the demand for basic software and hardware courses in the operation of standard government systems. **Result:** Prior to training, technology was used at a 30% capacity. After training, staff members were able to exploit their computer systems to a 90% capacity in technology usage.

Training Officer, Certified Instructor, Captain

1983-1987

Administrative and technical training support for the host fighter wing. Developed and implemented classroom instruction on general survivability skills. Tested training techniques to ensure critical skills were properly developed.

- Trained base populace in general wartime skills of survivability, to include military support to civilian agencies. **Result:** Highest student completion ratio in USAF.
- Formed and trained specialized teams to execute critical wartime mission to maintain base survivability. **Result:** Excellent rating by national audit team.
- Developed computer generated statistical analysis of test results to validate training requirements. **Result:** Instant information for senior decision makers in determining readiness and training schedules.

COMMUNITY SERVICE

**Board of Finance
Town of Somers**

2011 - Present

The Board of Finance has fiduciary responsibility for managing the town's fiscal position; working closely with the finance department and other town departments with budget preparation and by monitoring both income and expenses; designating an independent public accountant to audit the town's books as required by general statutes.

**Director of Emergency Management
Town of Somers**

2002 – 2011

The Director provides strategic leadership to the town's Civil Preparedness Committee as chairman. Developed the town's emergency management plans and administered several Homeland Security grants to provide emergency communications to all town residents and power generation for the town's shelter.

**Selectman
Town of Somers**

2007 – 2011

Act within the town charter and general statutes of Connecticut as the executive branch of government, sharing this responsibility with two other Selectmen. Manage the town portion of government, with an operating budget of \$5,500,000.00

EDUCATION AND PROFESSIONAL TRAINING

Masters of Business Administration, University of Massachusetts
Bachelor of Science, Criminal Justice, Northeastern University

2001
1982

Graduate Training, Leadership and Management, Air Command and Staff College, Maxwell AFB
Financial Managers Staff Officers Course, Sheppard AFB
Communications/Computer Systems Management Course, Scott AFB
Communications/Computer Plans and Programs Course, Scott AFB
Communications/Computer Systems Security Course, Kessler AFB

1994
1994
1993
1991
1990

AWARDS

Meritorious Service Medal (2nd Device) – Upon retirement from the Air Force in 2003, awarded the medal for work in Operation Nobel Eagle and counter terrorism initiatives, by president of the United States.

Meritorious Service Medal - Management and Leadership of the best Communications Squadron in the Air National Guard, by direction of the president of the United States. 1992

Air Force Commendation Medal - by direction of the commander, 103 Fighter Wing, 1986

National Guard Minute Man Award for Outstanding Achievement, Director of the National Guard Bureau, The Pentagon, Washington D.C.