

Curriculum Vitae

Timothy M. Chester

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PROFESSIONAL EXPERIENCE

ATHENS REGIONAL HEALTH CARE SYSTEM, Athens, Georgia

Member of the Board of Trustees – since May 2015

Serves as a member of the Board of Trustees, representing the community of Athens, of the regional health care system serving multiple counties in Northeast Georgia. Focus of service is on health care technology, information systems, electronic health records, and informatics. Worked with the Board and management to assess and review opportunities for the system to partner with larger entities within the State of Georgia as the system transitions to an accountable care organizational model of health care delivery.

UNIVERSITY OF GEORGIA, Athens, Georgia

Vice President for Information Technology – since July 2012.

Position elevated as the University's first Vice President for Information Technology in recognition of the strategic importance of technology leadership within the institution's teaching, research, and service missions. Leads efforts to better standardize and coordinate business and supporting IT functions University-wide. Additional responsibilities include indirect supervision and stewarding of the work of decentralized IT units across the UGA campus; these units incorporate approximately 400 staff and account for an additional \$40 million in annual expenditures. Also supervises the Office of Institutional Research. Serves as a member of the president's senior advisory group.

Key Initiatives and Accomplishments

- *Delivered long-term master plan for information technology. Over three years, undertook initiatives accomplishing over 80% of the strategic priorities outlined in the master plan, relying on reallocation of resources as the primary funding mechanism. Established 4-year target of reallocating \$3.2 million in base budget funds for strategic priorities. As of December 2015, 100% of this target has been realized.*
- *Successfully chaired search committees conducting national searches for key leadership positions, including the positions of Vice President for Finance and Administration, Vice Provost for Academic Affairs, and Senior Associate Vice President for Finance and Administration and University Budget Officer. Chaired administrative review committees conducting assessments over research programs and institutional research functions.*
- *Collaborating with the Vice President for Finance and Administration, and other senior executives, to plan for the implementation of new administrative information systems for finance and HR functions. Developed RFP and awarded contract for first phase*

readiness assessment, which was completed in the fall of 2014. Project now officially underway with kick-off occurring in the summer of 2015.

- *Strengthened shared decision-making and mutual accountability between central and decentralized IT units regarding IT initiatives and services. Reorganized shared oversight mechanisms for student technology fee revenues, ensuring that funds do not support duplicative IT services while also ensuring compliance with applicable University System of Georgia policies.*

Chief Information Officer – since September 2011.

Recruited to lead the implementation of Banner systems for academic information while simultaneously revamping the University's infrastructure supporting faculty and student research and facilitating systematic improvements in the central IT organization's delivery of consistent, reliable, and high quality IT services. Has line responsibility for academic and administrative information systems, student computing and academic technologies, data and voice communications, research and high performance computing services, a large-scale computing services center, and numerous information systems supporting instructional, research, and administrative applications. Serves as a member of the University Cabinet and the Provost's Advisory Council. Supervises approximately 200 employees and is responsible for an annual budget of \$40 million.

Key Initiatives and Accomplishments

- *Successfully completed implementation of new enterprise systems for academic information (Banner), learning management (Desire2Learn), and content management (NOLIJ), while also re-implementing a suboptimal identity management platform and service. All initiatives implemented on time and on budget, while minimizing the disruptive effects of technological and business process change.*
- *Delivered new services to support research by faculty and students. Improved University's access to Internet2 and other research networks through a 10x increase in network capacity. Deployed 10gb connectivity to key research facilities. Recruited new faculty leadership over research computing efforts, while also implementing new HPC resources that increased computational capacity by a factor of 3 and storage by 10.*
- *Improved the University's information security posture by developing University policies for the classification and protection of confidential and restricted information. Made significant investments in tools such as multi-factor authentication and data loss prevention software. Reduced the risks of inappropriate access to key administrative systems and delivered new capabilities to proactively stop the electronic transmission of restricted or confidential information.*
- *Reorganized the central IT organization to improve IT operational reliability and service performance. Eliminated barriers between management and staff to improve communications, ensure that day-to-day work is linked to strategic initiatives, and increase operational oversight. Implemented standard methodologies for application development, project estimating and costing, change management, and defect tracking and elimination. Dramatically improved the organization's reputation for performance and service delivery through these initiatives and new stakeholder focused programs for assessment, communications, and continuous improvement.*
- *Developed and implemented a strategy for greater reliance on cloud-based infrastructure and software services, thereby freeing internal staff to focus less on supporting technology and more on the successful use of technology. Successfully migrated services for email to Microsoft's Office 365 platform, services for Banner*

system administration and support to Ellucian, and services for learning management system hosting to the University System of Georgia. Negotiated a system-wide contract with Amazon.com for cloud-based infrastructure supporting University systems for housing administration, faculty activity reporting, and Web hosting.

Faculty Member in Terry College of Business –since July 2015.

Responsible for teaching undergraduate courses in Management Information Systems with a focus on business process management and enterprise resource planning system deployments.

PEPPERDINE UNIVERSITY, Malibu, California

Vice Provost for Academic Administration and Chief Information Officer –
September 2009 – September 2011.

Position elevated to Vice Provost and given additional leadership responsibility for strategic planning and institutional research functions. Worked closely with the provost and academic leadership to promote student administrative services, faculty research support, and to convene the University's strategic planning processes. Served on the president's steering committee, chaired the University Academic Council, and acted as a liaison to both the Academic Affairs Committee of the Board of Regents and the Western Association of Schools and Colleges.

Key Initiatives and Accomplishments

- *Led the development of a University strategic plan for 2010 – 2020, aligned with the presidential vision statement and strategy for a new University capital campaign.*
- *Completed an institutional self-study and portfolio for the capacity and preparatory phase of the institutional reaccreditation through the Western Association of Schools and Colleges.*
- *Reorganized institutional research and data warehousing functions into the Office of Institutional Effectiveness, a new information resource organization focused on assessment, learning outcomes, and program effectiveness.*
- *Successfully transitioned the institution to the Federal Direct Student Loan Program, anticipating the need for change and completing this University-wide initiative in advance of legislative mandates.*
- *Recipient of the 2011 Campus Technology Innovator Award for Leadership, Governance, & Policy, for the creation of a merged information resource service organization featuring a deep integration of IT functions along with institutional research and planning activities.*

Chief Information Officer – February 2007 – September 2011.

Recruited to lead the implementation of PeopleSoft systems for finance, HR, and student administration functions while establishing a center to promote technology and learning activities and simultaneously improving the IT organization's performance in regards to consistent, reliable, and stable IT service delivery. Supervised multiple departments including Systems and Networking, Enterprise Information Systems, Construction and Planning, Information Security, Technology and Learning, End User Services, and internal functions for finance, administration, communications, and human resources. Maintained strategic and operational responsibility for the effective delivery and use of technology consistent with the teaching, research, and administrative missions of the University. Served as a member of the

University Management Committee, the University Planning Council, the Emergency Operations Committee, and the Dean's Council. Supervised approximately 100 employees and responsible for an annual budget of \$20 million.

Key Initiatives and Accomplishments

- *Reorganized the University IT function, shifting it to a competency-focused, end-user centric model centered on effective IT service delivery. Successfully created a new culture of accountability based on a regular, recurring process of assessment, planning, and prioritization that was instrumental in expense reduction efforts beginning in 2008. Implemented competency-focused IT career ladders to guide staff recruitment, hiring, retention, and professional development efforts.*
- *Successfully completed a University-wide deployment of PeopleSoft applications for portal, finance, human resources, and student administration. Implemented Hyperion for budget development and financial analytics. This project was completed on time and approximately \$4 million under budget. Subsequent implementation of CRM and enterprise content management systems increased the effectiveness of recruiting practices within Pepperdine's professional schools.*
- *Established the Center for Technology and Learning that provides advisory and advocacy services for faculty regarding the effective use of technology for teaching and learning. Successfully guided faculty and academic leadership through planning exercises to replace a suboptimal learning management system with Sakai. The center promotes efforts to leverage new collaborative tools including integrated voice, video, and Web conferencing, and tablet devices such as the iPad.*
- *Promoted adoption of a University-wide information classification and security policy, leading the implementation of this policy across distributed campus units while simultaneously completing multiple projects that eliminated or mitigated the use of classified information such as social security numbers.*
- *Redesigned the University-wide area and local area networks, expanding bandwidth capabilities by a factor of twelve, upgrading electronics and fiber infrastructure, installing over 1200 new wireless network radios, and implementing a Cisco Unified Communication VOIP telephony system. Successfully petitioned for Internet2 membership and launched new international connectivity services for foreign centers by leveraging Internet2 and other international research and education networks.*
- *Reduced IT expenditures by 10% as a part of a University-wide expense reduction effort. Internally reallocated an additional 10% to support University-wide IT strategic needs. Reductions were achieved through prioritization, consolidation, and outsourcing of the helpdesk function.*

Faculty Member in Seaver College, Graduate School of Education and Psychology – February 2007 – September 2011.

Responsible for teaching undergraduate courses in Sociology and graduate courses in education administration. Supervised work of doctoral candidates in the field of education leadership.

TEXAS A&M UNIVERSITY, College Station, Texas

Chief Information Officer, Qatar Branch Campus – July 2003 to February 2007.

Served as a key member of the leadership team that founded a new college of engineering in an international setting. Reported to the campus CEO and held overall responsibility for computing

and data center operations, telecommunications and networking, administrative applications, and classroom and instructional technology. Supervised multiple departments led by the Director of Computing Operations, the Director of User Services, the Director of Research Computing, and the Senior Information Technology Manager for Applications. Served as the chief liaison to the Texas A&M University organizations responsible for providing the campus with student, financial, payroll, and library information systems. Also served as the campus crisis management officer and liaison with the U.S. Embassy.

Key Initiatives and Accomplishments

- *Worked with key government, non-profit, and private sector entities to establish a successful nationwide, ultra-high bandwidth network in Qatar for research and education that featured redundant connectivity and access to Internet2 and other international research and education networks.*
- *Worked with faculty to secure the funding necessary to establish a new supercomputing facility designed to support the science and engineering programs of the University.*
- *Successfully led the technology infrastructure programming, design, and construction oversight activities for two engineering and science buildings with combined construction budgets exceeding \$200 million.*
- *Led the development of an institution-wide plan for emergency operations, business continuity, and disaster recovery. As crisis management officer and warden, convened the institutional response to multiple incidents including a terrorist attack within the city.*

Faculty Member in Computer Science, Qatar Branch Campus – July 2003 to February 2007.

Responsible for teaching undergraduate programming courses in C++, C#, and Visual Basic.

EDUCATION

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| 1999 | Ph.D. in Sociology
Texas A&M University, College Station, Texas |
| 1995 | Master of Science in Sociology
Texas A&M University, College Station, Texas |
| 1991 | Bachelor of Arts in Political Science
University of Texas at Tyler, Tyler, Texas |

SERVICE ACTIVITIES AND PROFESSIONAL AFFILIATIONS

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| 2014 | Member of the Diagnostic, Change Team
<i>National Association of System Heads (NASH) Project in Institutional Research</i>
(Representing EDUCAUSE) |
| 2014 – | Vice Chair (2015), Chair (2016)
<i>EDUCAUSE Conference Program Committee</i> |
| 2013 – | Member, Co-Director (2014 – 2016)
<i>Council for the EDUCAUSE Hawkins Leadership Roundtable</i> |

- 2010 – 2012 Member, Chair (2013)
EDUCAUSE Recognition Committee
- 2010 – 2011 Member
Internet2 International Strategy Committee
- 2003 – 2008 Member, Chair (2007 – 2008)
EDUCAUSE Quarterly Editorial Board

CURRENT RESEARCH INTERESTS

Assessing the barriers limiting effective IT service delivery, as conceptualized through a social and cultural gap between the IT organization delivering services and the end user community depending on them. Known as the Higher Education TechQual+ Project, this work aims to strengthen the assessment and continuous improvement practices of IT organizations through the development of a common survey instrument for assessing IT service quality. For more information visit <http://www.techqual.org>.

PUBLICATIONS

- Chester, Timothy M. 2015. "Leadership Lessons I Learned from Diana Oblinger." *EDUCAUSE Review*. May 2015.
- Chester, Timothy M. and C. Carver. (Invited) 2014. "Working as a System for the Citizens of the State of Georgia." *EDUCAUSE Review Online*. August 25.
- Chester, Timothy M. (Invited) 2012. "Don't Dictate, Facilitate." *Campus Technology*. May 1.
- Chester, Timothy M. (Invited) 2011. "Outsource the Transactional, Keep the Transformative." *EDUCAUSE Quarterly*. June.
- Chester, Timothy M. (Review of Phillips, Bernard and David Christner) 2011. "Saving Society: Breaking out of our Bureaucratic Way of Life." *Choice*. April.
- Chester, Timothy M. 2011. "Technical Skills No Longer Matter." *EDUCAUSE Review*. January/February.
- Chester, Timothy M. 2010. "Why We Switched to Sakai." *Campus Technology*. October 6.
- Chester, Timothy M. 2010. "Assessing What Faculty, Students, and Staff Expect from Information Technology Organizations in Higher Education." *EDUCAUSE Center for Applied Research*. September 7.
- Chester, Timothy M. 2010. "CIO Predicament: What to Do about the iPad?" *Campus Technology*. May 5.
- Chester, Timothy M., R. Canning and J. McNayr. 2009. "Competency-Based Career Ladders for IT Professionals." *EDUCAUSE Center for Applied Research*. June 30.
- Chester, Timothy M. 2008. "Tips on Relieving Overloaded Email Systems while Saving Money." *CIO Magazine*. April 30.

- Chester, Timothy M. 2006. "A Roadmap for IT Leadership and the Next Ten Years." *EDUCAUSE Quarterly*. May.
- Chester, Timothy M. 2005. "Working Overseas: Implementing Technology for a Branch Campus in the Middle East." *EDUCAUSE Quarterly*. May.
- Chester, Timothy M. 2002. "Boost Web Performance with Multithreading." *Visual Studio Magazine*. November.
- Chester, Timothy M. 2002. "Secure Your Web Applications." *Visual Studio Magazine*. August.
- Chester, Timothy M. 2002. "Improve Web Server Performance with Data Caching." *Visual Studio Magazine*. February.
- Chester, Timothy M. 2001. "High Performance Websites: ADO versus MSXML." *Dr. Dobbs Journal*. October.
- Chester, Timothy M. (Peer Reviewed) 1999. "Comprehending Competing Spheres of Social Control." *Free Inquiry in Creative Sociology*. May.
- Chester, Timothy M. (review of Melucci, Alberto) 1998. "The Playing Self: Person and Meaning in the Planetary Society." *Canadian Journal of Sociology*. Fall.
- Chester, Timothy M. (Peer Reviewed) 1997. "Towards a Sociological Model of Residential Treatment." *Journal of Psychiatry and the Law*. Fall.
- Chester, Timothy M. and Clasina B. Segura. (Peer Reviewed) 1997. "The Rise of the Postmodern Left." *Current Perspectives in Social Theory*. 17th Edition.
- Chester, Timothy M. (review of Stones, Rob) 1997. "Sociological Reasoning: Towards a Past-Modern Sociology." *Choice*. January.
- Chester, Timothy M. (review of Kressel, Neil J.) 1996. "Mass Hate: The Global Rise of Genocide and Terror." *Choice*. December.
- Chester, Timothy M. (review of Johnston, Barry V) 1996. "Pitrim A. Sorokin: An Intellectual Biography." *Choice*. September.
- Chester, Timothy M. (review of Aronowitz, Stanley) 1996. "Dead Artists, Live Theories and Other Cultural Problems." *Social Science Quarterly*. June.
- Chester, Timothy M. (review of Kimmel, Michael) 1996. "Manhood in America: a Cultural History." *Choice*. April.
- Chester, Timothy M. (review of Denzin, Norman K.) 1996. "Symbolic Interactionism and Cultural Studies: The Politics of Interpretation." *Humanity and Society*. February.
- Chester, Timothy M. (review of Kuran, Timur) 1996. "Private Truths, Public Lies: The Social Consequences of Preference Falsification." *Choice*. January.

Chester, Timothy M. (review of Cashmore, Ellis) 1995. "And There Was Television." *Social Science Quarterly*. December.

Chester, Timothy M. (review of Jordan, Glenn) 1995. "Cultural Politics: Class, Gender, Race and the Postmodern World." *Choice*. October.

Chester, Timothy M. (review of Belliotti, Raymond) 1995. "Seeking Identity: Individualism Versus Community in an Ethnic Context." *Choice*. June.

PRESENTATIONS

Chester, Timothy M., B. Maas, J. Fishbain, S. Logan, and B. Hosch. "Data Governance 101: Why Straight Answers to Simple Questions Remain Elusive and What to Do About It." *Association of Public Land-Grant Universities Annual Conference, Indianapolis, Indiana*. November 15.

Chester, Timothy M. 2015. "Big Data Infrastructure 101." *EDUCAUSE Annual Conference, Indianapolis, Indiana*. October 27.

Chester, Timothy M., B. Englert, M. Stone, and C. Wyatt. (Invited Panelist) 2014. "The State of IT in Higher Education." *Project Management Exchange 2014, College Station, Texas*. October 4.

Chester, Timothy M., M. Wood, P. Chin and L. Wilson. 2014. "How to talk to your CIO, Not to the Hand." *EDUCAUSE Annual Conference, Orlando, Florida*. September 30.

Chester, Timothy M., J. Gagliardi, and J. Wellman. (Invited) 2014. "Three Pillars for Transforming the IR Function." *National Association of System Heads (NASH) Series on Meeting Demands in Public Institutional Research*. August 29.

Chester, Timothy M., P. Knutel, J. Kramer, G. LoDuca, A. Noonan and R. Shea Jr. (Invited Panelist) 2014. "IT, The Business Officer, and Vendors: Partnering for Better Outcomes." *EDUCAUSE Administrative IT Summit, Chicago, Illinois*. June 13.

Chester, Timothy M. (Invited) 2014. "Notes on the Provost – CIO Relationship." *American Council on Education Institute for New Provosts, Tucson, Arizona*. January 10.

Chester, Timothy M. (Invited Keynote) 2013. "What If We Were Wrong?" *Texas Blackboard User's Group, San Antonio, Texas*. October.

Chester, Timothy M., B. Rivers and H. Schramski. 2013. "Passwords are No Longer Sufficient." *EDUCAUSE Virtual Annual Conference*. October.

Chester, Timothy M., M. Goodyear and S. Traxler. (Invited) 2013. "Things Rising Stars Do." *EDUCAUSE Annual Conference, Anaheim, California*. October.

Chester, Timothy M. (Workshop) 2013. "How Good Are Your IT Services?" *EDUCAUSE Annual Conference, Anaheim, California*. October.

Chester, Timothy M. (Workshop) 2012. "Assess, Engage, Plan, and Improve IT Service Outcomes." *EDUCAUSE Annual Conference, Denver, Colorado*. November.

- Chester, Timothy M. (Invited Keynote) 2012. "It's a Many-to-Many World." *Technology in Higher Education Conference, Doha, Qatar*. February.
- Chester, Timothy M. 2011. "Technical Skills No Longer Matter." *EDUCAUSE Annual Conference, Philadelphia, Pennsylvania*. October.
- Chester, Timothy M. (Invited) 2011. "We'll Never Have That Much Money Again, So What Do We Do About It?" *EDUCAUSE Annual Conference, Philadelphia, Pennsylvania*. October.
- Chester, Timothy M. and A. Michael Berman. (Invited) 2011. "Technical skills no longer matter – or do they?" *EduSoCal 2011 Keynote Debate, Long Beach, California*. April 27.
- Chester, Timothy M. (Invited) 2011. "Where Do We Go From Here?" *2011 Tennessee Higher Education IT Symposium Keynote Address*. April 11.
- Chester, Timothy M. (Invited) 2010. "Technical Skills No Longer Matter." *Technology in Higher Education Conference, Doha, Qatar*. November 1.
- Chester, Timothy M. 2010. "The End User Perspective in Measuring IT Services." *Academic Impressions Webinar*. October 1.
- Chester, Timothy M. 2010. "A Tale of Two Helpdesks." *Chronicle of Higher Education Webinar*. July 29.
- Chester, Timothy M. 2010. "Optimizing the Lean IT Organization: Staff Competencies and Career Ladders." *Academic Impressions Webinar*. May 7.
- Chester, Timothy M. and G. Spencer. 2010. "Optimizing the Lean IT Organization: From Transactions to Partnerships." *Academic Impressions Webinar*. May 4.
- Chester, Timothy M., R. Canning and J. McNayr. 2009. "Competencies Drive Successful Technology Organizations." *EDUCAUSE Annual Conference, Denver, Colorado*. November 4.
- Chester, Timothy M. and G. Spencer. 2009. "Rethinking IT Organization Design in Leaner Times." *Academic Impressions Webinar*. August 10.
- Chester, Timothy M. and H. Blaine. 2009. "Leadership and Influence." *NACUBO Annual Meeting, Boston, Massachusetts*. June 28.
- Chester, Timothy M. and D. Pack. 2008. "Information Technology Organizational Models." *Gartner Executive Summit on 'How to Organize Information Technology to Best Meet Client's Expectations', Washington, D.C.* December.
- Chester, Timothy M. 2008. "International Update: My Internet2 Connection Reaches Who, What, and Where?" *Internet2 Spring Meetings, Washington, D.C.* April 22.
- Chester, Timothy M., F. Miller and D. Trinkle. 2007. "Service Quality Assessments with TechQual+." *EDUCAUSE Annual Conference, Seattle, Washington*. October 23.

- Chester, Timothy M., C. Malave and M. Bell. 2006. "Creating Engineering Programs from Scratch." *International Conference for Engineering Education, San Juan, Puerto Rico*. August.
- Chester, Timothy M. "Student Laptop Program Victories and Defeats." *EDUCAUSE Southwest Conference, Austin Texas*. February 24.
- Chester, Timothy M. and B. Shatila. 2006. "Education City Panel Discussion." *RIPE Regional Meeting, Doha, Qatar*. March.
- Chester, Timothy M. 2004. "Dropped in the Desert: How Texas A&M Established an International Campus in 60 Days." *TASSCC Summer Conference, Houston, Texas*. August.
- Chester, Timothy M. 2003. "The Business Proposition of XML." *Information Technology Association of America Webinar*. May.
- Chester, Timothy M. 2003. "Java, .NET, and PERL Web Service Interoperability." *XML Web Services One, San Jose, California*. August.
- Chester, Timothy M. 2003. "Fundamental XML for Developers." *XML Web Services One, San Jose, California*. August.
- Chester, Timothy M. 2002. "SOAP and Web Services for Enterprise Software Developers." *XML Web Services One, Boston, Massachusetts*. August.
- Chester, Timothy M. 2002. "Microsoft.NET and Legacy Systems: Web Service Based Integration." *Software AG Experience, Orlando, Florida*. April.
- Chester, Timothy M. 2002. "Case Study: XML Based Course Registration at Texas A&M University." *Software AG Experience 2002, Orlando, Florida*. April.
- Chester, Timothy M. 2002. "SOAP and Web Services for Enterprise Software Developers." *Maxim 2002, Galveston, Texas*. March.
- Chester, Timothy M. 2002. "Case Study: Moving from Legacy to a Service Oriented Architecture." *Webdevshare 2002, Bloomington, Indiana*. February.
- Chester, Timothy M. 2002. "Web Services Drive Course Registration at Texas A&M University." *Brainstorm 2002 eBusiness Integration Conference, New York, New York*. February.
- Chester, Timothy M. 2002. "Microsoft.NET and Legacy Systems: Web Service Based Integration." *Software AG User's Group, St. Paul, Minnesota*. January.
- Chester, Timothy M. 2001. "High Performance Websites: ADO versus MSXML." *Brazos Valley IT Managers, College Station, Texas*. November.
- Chester, Timothy M. 2001. "Build Cross Platform Apps with EntireX, XML, and SOAP." *Software AG Experience 2001, Orlando, Florida*. April.

Chester, Timothy M. 2001. "EntireX, Web Services, XML, and SOAP: A Primer." *Software AG User Group Meetings, South and Mid-West*. March.

Chester, Timothy M. 1997. (Invited) "C. Wright Mills and the Postmodern Condition." *Couch-Stone Symposium, College Park, Maryland*. October.

Chester, Timothy M. 1996. "Understanding the Postmodern Condition as a Conflict of Signifier. Identity and the Case of Norman Maclean." *American Sociological Association, New York, New York*. June.

Chester, Timothy M. and C. Segura. 1996. "The Rise of the Postmodern Left." *American Sociological Association, New York, New York*. June.