Zach Gorman, Ed.D.

EDUCATION

Ed.D. – Georgia Southern University, 2021, Higher Education Leadership, emphasis in strategic perception
M.S. – St. Ambrose University, 2008, Organizational Leadership, emphasis in strategic planning
B.S. – Iowa State University, 2003, Management Information Systems

ADMINISTRATIVE EXPERIENCE

Chief Information Officer, Bradley University, May 2017 – present
Institution Demographics and Primary Responsibilities:
Private, comprehensive, doctoral university with five colleges, 6,000 students, and 1,000 employees.

- *Budget and Fundraising* – Oversee and allocate a $12.4M budget; oversee and allocate budgets and activities in the areas of Data Strategy and Architecture, Academic Support, Project Management, Infrastructure, IT Operations and Finance, Enterprise Services, Information Security, and WCBU (public, NPR affiliated, non-profit radio station). Work with the Advancement Division to acquire external funds ($5-8M 2022 capital campaign major gift and campaign focal, $4-8M 2022 capital campaign matching gift, $720,000 WCBU underwriting, grants, and giving). Oversee non-academic revenue-generating programs, intellectual property functions, and IT patent applications.
- *Personnel* – Oversee full-time, part-time, and contract employee needs, process, and termination, contract negotiation, employee mentoring, and orientation programs; establish academic calendar with Registrar personnel; establish workload and responsibilities of Chief's, Executive Directors, Directors, and other direct reports; conduct annual reviews of all direct reports and encourage 360 reviews of all leadership.
- *Strategic Planning and Assessment* – Align all funding with strategic priorities; executing year two of four year IT strategic plan; engage in Division strategic planning with CFO, Committee on Budget and Planning, University Strategic Planning Committee, and university President; serve on University Strategic Planning Committee as representative for all Business Affairs Units, serve as representative on Administrative Council with President and direct reports; oversee IT responsibilities for the Higher Learning Commission (HLC) accreditation; collaborate with and mentor other business and academic units to assess and plan all academic and administrative business and technology-related needs for the campus.
- *Operational Excellence* – Oversee the creation, modification, and execution of efficient business processes influencing and affecting all divisions on campus; find creative ways of process and policy improvement; responsible for institutional policy creation, modification, and execution; execute highly effective and agile organizational change management; oversee performance management and continues improvement programs.
- *Student and Academic Experience* – Oversee high-quality technological student experience; establish agile and creative solutions for learning (online and face-to-face); streamline delivery of services and promote enriched quality; oversee creation and implementation of faculty development opportunities with student learning outcomes, online teaching, and learning, and technology integration of curriculum; oversee and approve curriculum and program development as it relates to technology and innovation; establish metrics and provide learning analytics.
- Oversight of administrative policies and Information Technology-related HLC accreditation compliance.

Sample Accomplishments:
- *Student and Academic Success*
  - Led the team to provide advanced technologies and access to the internet to underserved students displaced by COVID-19 restrictions – now a permanent program for the university
  - Sponsored and directed student focused major initiatives

- Virtualized desktop environment replacing multiple computer labs and allowing for access of software anywhere in the world
- Led the implementation of a new Learning Management Systems (6-week rollout)
- Developed an online student assessment and course evaluation delivery program
- Implemented the process and policy for a student BYOD program allowing for ease of student technology access for first-year students
- Oversaw the construction of the Business and Engineering Complex in partnership with Facilities and key stakeholders from the colleges of Business and Engineering ($110M)
- Leading efforts to refresh the campus network with full external funding donated by T-Mobile
- Implementing a SMART Connected Campus Program that will allow for research and academic programs to expand on campus
  - Championed the re-architecture and renovation of the Bradley University Cultural Center in partnership with the Office of Diversity and Inclusion
  - Working with Provost, Deans, and university leadership to evaluate learning space utilization for more efficient use of space, leading to enhanced retention by creating student centered learning and collaboration spaces throughout campus
  - Integrated standards, best practices, and approach for the Bradley Online Program(s) Strategic Initiative
  - Co-authored a white paper and strategy proposal to bring development and management of all Bradley online programs in-house, resulting in 100% increase in revenue (vs. Online Program Management agreements) with targeted enrollment growth of 25%
  - Worked with Registrar and Office of Distance and Online Education to rebuild and architect a combined academic calendar that merged face-to-face and online program under one calendar
  - Oversaw the development and programming of a faculty development program that saw 90% of all faculty engage pre-covid in preparation for online teaching – Fundamentals in Online Learning and Design (FOLD)

- *Budget and Fundraising*
  - Responsible for cost center component of institutional Incentive Based Budget rollout
  - Led the financial evaluation and restructuring of IT contracts and agreements resulting in 20% cost savings
  - Co-Pi on NSF grant – "NSF Convergence Accelerator Track H: Smart and Connected Campus for Barrier-Free Higher Education" (Phase I - $750,000, Phase II - $5M)
  - Overseeing developing engagement with Rivian Automotive driving expected outcomes of vehicle capital investment, network connectivity between the cities of Bloomington, IL and Peoria, IL allowing for future autonomous vehicle access, and academic programs focused on research and development of electrified charging systems
  - Leading a key capital ($8,000-$10,000) and operational investment with T-Mobile, in partnership with the Peoria Next Innovation Center, and the Turner School of Entrepreneurship and Innovation providing the first in industry Connected Campus program focused on universal student access to information and opportunity, innovative academic programs, faculty research, student employment, scholarships, and IoT innovation
  - Overseeing the submission and approval of a patent for a cyber security AI solution that is expected to gross $50,000 in new revenue for the University
  - Architected and leading programs that provide engineering and cyber security managed services to other regional IL colleges resulting in $125,000-$200,000 of revenue
  - Working with HR to design a plan for pay equity across employee base

- *Strategic Planning and Assessment*
  - Developing a SMART Connected Campus strategy partnered with T-Mobile targeting five focus areas: Diversity, Equity, and Inclusion; Programs Enhancing Student Engagement and Retention; Academics and Research; Infrastructure and Operations; Strategic Partnerships and Entrepreneurship. Expected outcomes reduce operational expenses and increase revenues.
  - Implementing a first ever university data strategy, positioning the institution as a data driven decision-making organization

- o Developed and implemented the first IT strategic roadmap focused on student recruitment and retention, online course delivery, overcoming significant deferred maintenance challenges, hybrid-consolidated IT staff structure, security, and enterprise resource management
- o Led technology components of the Bradley HLC Reaccreditation process
- o Architecting short-term transition and long-term strategy of all homegrown solutions to cloud-hosted, enterprise-scale service providers

- *Community Engagement*
  - o Serve as Bradley representative on the Central Illinois Living Laboratory creating a SMART City and Connected Campus
  - o Reengaged community partnerships that include the Peoria Riverfront Museum, Central Illinois Living Laboratories, Peoria NEXT, and Distillery Labs returning Bradley's community view as a leader
  - o Established a collaboration of two public NPR-affiliated radio stations (Private/Public Partnership), creating the first university partnership with another state university resulting in $300,000 annual operating expenses

- *Operational Excellence*
  - o Reduced annual non-labor OPEX excess spending by 25% while increasing outcomes through partnerships with other higher education institutions, contract renegotiations, and university process improvement
  - o Developed and implemented the first comprehensive IT shared governance structure on campus focused on student engagement, project prioritization, funding, IT transparency, and workload management
  - o Architected a university-wide business organizational change project with the following outcomes:
    - Streamlining operations and cost savings
    - Data strategy
    - Planning of a new ERP (transitioning from home grown solution)
  - o Developed, implemented, and leading a new cyber security program and office for Bradley where none existed. Three separate audit and assessment organizations rank the Office and programs in the top %5 of all higher education

- *Personnel and Leadership*
  - o Proposed and facilitated the creation of Bradley's first Office of Institutional Effectiveness
  - o Architected and led the reorganization of the Division of Information Technology as well as departmental alignments to create a cleaner reporting structure and align operations and support services to university culture and academic, student, and administrative functions
  - o Leading a digital transformation strategy by growing relationships and partnerships with the community, expanding the university's first wholistic IT shared governance structure, implementing a strategically oriented IT roadmap that increases funding and resources for the division

Director – Information Technology, Georgia Tech (Scheller Coll. of Business), July 2016 - May 2017
Institution Demographics and Primary Responsibilities:
Urban, comprehensive, doctoral research (R1) university with six colleges, 36,500 students and 7,700 employees.
- *Budget and Fundraising* – Administered the College's $3.2M technology and innovation budget; determined College budget priorities and requests made to the Dean annually; allocated funds to departments and programs at the beginning of fiscal year; met with College department heads regularly to discuss departmental budget needs and allocations; presented comprehensive IT department budget overview to Dean at the end of each fiscal year; oversaw all year-end spending for the Department; aligned funding with strategic priorities.
- *Personnel* – Oversaw full-time, part-time, and contract employee needs, process, and termination, contract negotiation, employee mentoring and orientation programs; established workload and responsibilities of team members and direct reports; conducted annual reviews of all direct reports and encouraged 360 reviews of all leadership.

- *Strategic Planning and Assessment* – Aligned all funding with strategic priorities; engaged in department strategic planning with Dean and key stakeholders; served as representative on Deans Council; collaborate with and mentored other business and academic units to assess and plan all academic and administrative business and technology-related needs for the college.
- *Operational Excellence* – Investigated and built creative opportunities for process and policy improvement; responsible for college policy creation, modification, and execution; executed highly effective and agile organizational change management; oversaw performance management and continues improvement programs.
- *Student and Academic Experience* – Oversaw high quality technological student experience; established agile and creative solutions for learning (online and face-to-face); streamlined delivery of services and promote enriched quality; oversaw the creation and implementation of faculty development opportunities with student learning outcomes, online teaching and learning, and technology integration of curriculum.

Sample Accomplishments:
- *Student and Academic Success*
  - Provided strategic leadership identifying progressive uses of technology and interactive tools supporting the Institute's mission
  - Directed projects and teams for the development, implementation and management of programs and services
  - Contributed to and led the technology direction of the College's first online program, a Master of Science in Analytics

- *Budget, Fundraising and Operational Excellence*
  - Modified contracts and budgetary lines streamlining financial processes, enhancing technological tools and service delivery models. Identified savings ~10% of annual expenses
  - Designed and implemented a sustainable hardware deployment and refresh cycle to include college policy change for incoming faculty resulting in an annual savings of ~$90,000
  - Realigned support models with central IT allowing focus of pedagogy for distributed units
  - Promoted the development of a communications strategy for IT within the College of Business
  - Partnered with Central IT, I oversaw the first phase of the Institutes implementation of Salesforce, poised to streamline operations, workflow, and aid in student and employee user experience
  - Worked with Central IT, I migrated the College server platform to central campus, reducing college annual IT operational expense by 20% and annual capital investment of $50,000

- *Strategic Planning and Assessment*
  - Partnered with Central IT CIO to lead "IT360", a collaborative initiative to create a unified culture and technology direction across diverse distributed IT units on campus resulting in governance changes, cost savings, and resource opportunities
  - Rearchitected the College's cyber security policies resulting among other things the Institute's first iteration of two-factor authentication, a key driver in their strategic plan

- *Personnel and Leadership*
  - Spearheaded the development of various IT and Academic Technology committees increasing collaboration and transparency on operations, strategy, and finance
  - Provided leadership and guidance to teams, faculty, and staff investigating new and innovative technologies
  - Actively modified reactive IT culture to one of partnership and proactive action

Associate CIO, Augusta University (Formerly the Medical College of Georgia), Jan 2011 - July 2016
Institution Demographics and Primary Responsibilities:
Urban, comprehensive, doctoral medical research (R2) university with an academic health center, ten colleges, 10,000 students, and 5,000 employees. Throughout my tenure at AU, I was regularly promoted leading to my final

title of Associate CIO and requested to lead various interim roles including Interim Director of AU's Interdisciplinary Simulation Center.

- *Budget and Fundraising* – Administered multiple budgets, including a $10M technology and innovation budget and $2M Interdisciplinary Simulation Center Budget; determined University IT budget priorities and requests made to the CIO and Provost annually; allocated funds to departments and programs at the beginning of the fiscal year; met with College deans regularly to discuss departmental budget needs and allocations; presented comprehensive IT department budget overview to CIO and Provost at the end of each fiscal year; oversaw all year-end spending for the Department; aligned funding with strategic priorities.
- *Personnel* – Oversaw full-time, part-time, and contract employee needs, process, and termination, contract negotiation, employee mentoring, and orientation programs; established workload and responsibilities of team members and direct reports; conducted annual reviews of all direct reports and encouraged 360 reviews of all leadership.
- *Strategic Planning and Assessment* – Aligned all funding with strategic priorities; engaged in department strategic planning with CIO and key stakeholders; served as representative on University Senate and multiple Deans Councils; member of the Quality Enhancement Plan Committee; collaborated with and mentored other business and academic units to assess and plan all academic and administrative business and technology-related needs for the college; oversaw all unit plan and assessment reports for the Division, formulated unit plans with CIO; oversee IT responsibilities for the Southern Association of Colleges and Schools Commission on Colleges (*SACSCOC*) accreditation.
- *Operational Excellence* – Investigated and built creative opportunities for process and policy improvement; responsible for college policy creation, modification, and execution; executed highly effective and agile organizational change management; oversaw performance management and continuous improvement programs; oversaw development and programming of interdisciplinary simulation center operations and strategy; oversaw the development of statewide support for Georgia Correctional Healthcare.
- *Student and Academic Experience* – Oversaw high-quality technological student experience; established agile and creative solutions for learning (online and face-to-face); streamlined delivery of services and promote enriched quality; oversaw the creation and implementation of faculty development opportunities with student learning outcomes, online teaching and learning, and technology integration of curriculum.

With the academic leadership from each school, faculty, students, and team members, I provided vision, strategic planning, design, development, implementation, and ongoing support of enterprise academic technologies to support teaching and learning. Successfully developed and implemented a shared service organizational model agile enough to address the strategic and operational needs of five campuses throughout the state of Georgia, further state-wide to include the operation of service delivery at Georgia Correctional Health Care (33 prisons across Georgia).

Sample Accomplishments:
- *Student and Academic Success*
  - Oversaw various projects, teams, and budgets for the development, implementation, and management of programs, services, and buildings per the university's roadmap including enterprise applications and distance learning
  - Lead a task force that includes representation from colleges faculty and students to create a plan, process, and policy for student laptop ownership for incoming freshmen
  - Successfully directed multiple learning space buildouts to include a 1.8-million-dollar, multi-year effort
  - Directed the implementation of academic and IT components of various buildings and learning spaces
    - Cyber Institute (.5 mil)
    - Simulation Center (4 mil)
    - College of Dental Medicine (3 mil)
    - Education Commons (4.8 mil)
  - Provided consultations and training for academic programs to individual faculty for the development of Instructional Technology strategies, selection of tools, and best practices to meet instructional needs
  - Committee member for the Quality Enhancement Plan (QEP) programming group with Institutional Effectiveness and the Associate Dean of Pamplin College of Arts and Sciences

- *Budget and Fundraising*
    - Responsible for the design and operation of the Interdisciplinary Simulation Center following the Robert Woodruff Foundation award of $9M
    - I worked closely with the AU Office of Grants to identify grant opportunities, grant's needs, and to provide technical support in pursing grants in the Division

    Strategic Planning and Assessment
    - Assisted with design and creation of a new comprehensive public research institution with an academic health center by consolidating two unique public universities. Outcomes include building the organizational structure, financial planning, enterprise application consolidation and 1-5-year operational plans utilizing cutting edge technologies.
    - Developed, implemented, and maintained policies, objectives, short- and long-range planning
    - Collaborated with department, faculty, and administration to establish goals, priorities, and standards
    - Developed a new shared governance model following university consolidation focused on achieving new college annual strategic deliverables
    - Oversee IT responsibilities for the Southern Association of Colleges and Schools Commission on Colleges (*SACSCOC*) accreditation

- *Community Engagement*
    - Co-authored a white paper on telemedicine for use in rural health to include an overall University Telehealth Strategy and rural health-specific strategy
    - Partnered with the National Security Agency (regional affiliate) to create academic programming for language development of deploying US soldiers to foreign states
    - Engaged with the National Security Agency and Fort Gordon to develop an innovation relationship with Augusta University

- *Operational Excellence*
    - Developed a shared service support model that created a matrix-based skill-set program for employees to support multiple roles, agile in its delivery growing to five campuses, an interdisciplinary simulation center, and Georgia Correctional Healthcare
    - Established and maintained a robust governance structure that includes all colleges, administrative units, and the library system. Specific to the Simulation Center, I established a two-tiered governance structure that focuses on the operation and strategy of the department
    - Oversaw the IT portion of the institution's Name Change to Augusta University
    - Reviewed and updated outdated contracts by negotiating with vendors and implementing a formal annual review process resulting is over 10% annual operating savings
    - Established and maintained customer-focused sustainable strategies for enterprise instructional systems though the development and implementation of policies, processes, and controls for the provision of end user support

- *Personnel and Leadership*
    - Provided leadership and vision for the use of information technologies in facilitating and advancing the mission, vision, and goals of the university
    - Directed the IT portion of the Medical College of Georgia's re-accreditation (LCME) resulting in no findings or comments. Further MCG's self-assessment noted that IT was a valued partner and an integral component to their academic mission

- *Simulation Center*
    - Lead the successful operational startup of AU's newly built Interdisciplinary Simulation Center
    - Established staffing model and long-term support plan through 2019
    - Contract manager for outsourced operational management program with CAE
    - Improved Center service delivery responsiveness and established a proactive response model for Center staff

- o Established technical programs and procedures to streamline operations in center minimizing academic downtime and increase faculty satisfaction

- *Georgia Correctional Healthcare*
  - o Established strategy and operational models for support of 33 GCHC sites around Georgia
  - o Evaluated current IT state and assisted in identification of clinical requirements for future state

IT Manager, University of Iowa, Department of Anesthesia, August 2004 – January 2011
Institution Demographics:
Comprehensive, doctoral medical research (R1) university with an academic health center, 12 colleges, 36,000 students and 27,000 employees.

IT Specialist & Webmaster, University of Iowa, College of Public Health, 2001 – 2003

Systems Support Specialist II and Webmaster, Iowa State University, 1999-2002

PUBLICATIONS AND PRESENTATIONS

- Gorman, Z. (forthcoming, 2022 August). *Strategic Planning, Smart Investments While Remaining Nimble.* RTM Higher Education CIO Congress Washington DC.
- Gorman, Z. (forthcoming, 2022, August). *Delegate Orientation.* RTM Higher Education CIO Congress Washington DC.
- Gorman, Z. (forthcoming, 2022, October). *Success Stories in Remote Working Enabled by IT.* Chicago Technology Leaders Summit.
- Gorman, Z., Clancy, A. (forthcoming, 2022, October). *P3 Relationships in Higher Education.* Educause.
- Gorman, Z., Kaurloto, R., Lloyd, C., Moriarty, S. (2022, April). *Student Success, Access and Digital Equity.* RTM Higher Education CIO Congress San Diego.
- Gorman, Z., Janik, R. (2021, November). *When it Comes to Data Quality and Management: How do We Know What We Don't Know?.* RTM Higher Education CIO Congress San Antonio.
- Gorman, Z. (2021, August). *How CIOs are Influencing the Strategic Direction of the Higher Ed Industry – Ways in which Tech Decisions Impact Academic Trends, Student Success, and the Business of Higher Education.* RTM Higher Education CIO Congress Washington DC.
- Gorman, Z. (2021). *Staffing models supporting technology in institutions of higher education.* [Doctoral dissertation, Georgia Southern University]. Georgia Southern University Electronic Theses and Dissertations. 2206. https://digitalcommons.georgiasouthern.edu/etd/2206
- Gorman, Z., Cluskey. M., & Jones, C. (2019). *Building Bradley University's Online Infrastructure: A Strategic Initiative* [White paper]. Bradley University.
- Gorman, Z. (2018, August). *Embracing Digital Transformation, a Roadmap.* RTM Higher Education CIO Congress Washington DC.
- Cavan, J. (2018). *Zach Gorman – Bradley University. Keep IT in the loop.* Toggle Magazine.
- Gorman, Z. (2017). *Leadership/Digital Transformation.* CampIT.
- Gorman, Z. (2016). *Enabling Student Success by Migrating Traditional Distance Learning to Immersive and Interactive Education.* Educause Annual Conference.
- Augusta University Hospital Task Force. (2016). *Rural Hospital Committee Findings and Recommendations* [White paper]. Augusta University.

EXTERNAL FUNDING

- National Institutes of Health, "NSF Convergence Accelerator Track H: Smart and Connected Campus for Barrier-Free Higher Education", Phase I $750,000   2022-2023
  Role: Co-PI
  Pending

AFFILIATIONS AND MEMBERSHIPS

- Educause
- RTM Higher Education Advisory Board
- Central Illinois Living Laboratories Board of Advisors
- Society for Human Resource Management (SHRM)

ADMINISTRATIVE DEVELOPMENT ACTIVITY

• Augusta University Leadership Pipeline II	2016
• Augusta University Leadership Pipeline I	2015
• Co-developer of "On the Road" Leadership Development for IT (Augusta University)	2015
• Educause Leadership Institute	2013