

Adele Edwards

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Chief Information Officer

Technology leader with over 30 years of broad IT experience, always devoted to the organization's success
The "collaborator" – partnering within and outside the organization to provide effective and efficient services

*I am known creating strategic plans and implementing long range plans via excellent resource allocation.
My special talent is multitasking– I lead staff with best practices, optimize and implement IT solutions, ensure data security, manage multiple large projects, and effectively communicate with all involved.*

PROFILE

- **Innovative:** Found root cause of tickets delays - created training of junior programmers by senior, including proprietary coding tricks, implemented code reviews, and highlighted monthly advances of team, thus cutting rework over 50%.
- **Versatile:** Quickly and effectively adapt to new and unique environments (government, corporate, global, non-profit, transportation, and education) by becoming part of their community, and internalizing their vision and goals.
- **Leader:** Always improved the skills and abilities of the IT teams by implementing best practices, and mentoring to expand capabilities. At Tucson Airport Authority, realized 30% improvement in customer service communication and timely completion of work by implementing ticketing system for service desk requests and project oversight.

EXPERIENCE

TUCSON AIRPORT AUTHORITY

TUCSON, AZ

Chief Technology Officer

Led the creation of goal-oriented technological strategies and improved company operations by collaborating with leadership, creating strategic plans, and ensuring success through excellent communication and best practices. Directed the Information Technology (IT) team (8) to strengthen system security, expand network capacity, improve customer satisfaction, and implement technology strategies and projects to execute efficient, effective, and timely systems and services to airport staff (230), tenants, and passengers (3.8 M in 2019) in over 130 separate buildings.

- Shrank cyber security risk: enhanced systems based on penetration testing data and national security notices, improved staff awareness via engaging training and phish testing program, upgraded security policies and processes, and initiated a risk profile assessment with legal and procurement department
- Changed company culture to accept and use mobile phones and laptops (increased by 50%) thus decreasing time to submit reports by police, fire, airside operations, and maintenance, especially when on airfield, and increasing accuracy
- Initiated partnerships with all departments (14) to analyze processes and system issues, evaluate solutions resulting in improved capacity and capability by completing over 20 IT projects (software and infrastructure) a year
- Collaborated with departments to learn all aspects of a business issue, found root cause, then reduced Oracle licensing cost by creating new website to gather warehouse orders, and saved \$80,000
- Conducted a needs assessment and gap analysis and then presented technical options with varying short and long term financial and operational implications, and ultimately obtained approval to replace Airport's dispatch console system and fully integrate with Pima County Wireless Integrated Network (PCWIN) (\$3M in 10 years); upgrade to Windows 10, Office 365 and move Exchange to Cloud (\$157,000); upgrade Oracle database and then software (\$200,000)
- Contributed crucial technical expertise to large company-wide projects (e.g. all aspects of move of U.S. Customs and Border Protection to newly built location, creation of Gate-C and its associated technology; RFI, RFP for Electronic Video Information Display and Paging System, Access Control System; installation of Closed Circuit Television System and associated storage, wireless expansion, secondary internet and Session Initiation Protocol (SIP) access) by refining RFPs, improving engineering drawings, and highlighting construction or implementation risks, issues, options, and solutions, and holding companies accountable to timely complete their obligation to TAA
- Adapted promptly to COVID-19: launched two-factor authentication, tripled use of Virtual Private Network and Webex Meetings and Events, including providing training and hosting events for Board and Executive meetings
- Established long-term IT capital investment strategy, improved budget creation and administration process (\$2.3M IT Operations and Maintenance)

ARIZONA WESTERN COLLEGE

YUMA, AZ

Director of Computer Information Services

Delivered technical leadership and strategic planning while ensuring seamless operation of the computer infrastructure (network, telephony, microwave and associated software and hardware) and enterprise software by managing project planning and implementation, mentoring team (9 network and software support), developing and overseeing budgets, and expanding and enhancing services. Initiated interdepartmental partnerships to create technology roadmap and attained funding for completion

in support of the over 11,500 students in 11 locations. Improved planning, delivery, and communication of new and evolving systems. Reported status and updates directly to the College President.

- Collaborated with college departments (e.g. HR, Procurement, Campus Life, Student Success Center, Testing Services, Faculty Senate) to assess strategic technical needs; obtained extra \$600,000 in Capital Improvement Project funds for FY 2016 to upgrade technology, modernize security, and enhance student systems including moving to the cloud
- Aligned team to work more efficiently, instituted best practices, improved services mindset and communication
- Drove and oversaw execution of critical telephony replacement project after initial arrival by researching urgent unmet needs and attaining emergency funding.
- Partnered with the Chief Human Resources Officer to automate time-keeping, leave tracking, and payroll systems, as well as build a comprehensive onboarding process

FREELANCE IT CONSULTING

Consultant

Presented overview of K-12 education management software and its opportunities to potential investors. Researched and employed agile setup practices for medical education software startup company.

EDUPOINT EDUCATIONAL SYSTEMS, LLC

MESA, AZ

Director of Software Development

Supervised and managed the Student Information System (K-12) software development projects and team (20 software developers and business analysts). Improved education community customization requests that generated revenue and prioritized work.

TUCSON UNIFIED SCHOOL DISTRICT

TUCSON, AZ

Acting Chief Information Officer

Provided information technology (IT) vision and leadership. Advised and partnered with district leadership in development and execution of strategic IT programs and policies to achieve district computing needs for over 50,000 students in over 90 schools with over 2,800 teachers and 8,700 employees covering 250 square miles. Responsible for all aspects of Technology Services' (TS) team, budget, systems, and operations to accomplish district goals and objectives.

Organizational Development Coordinator

Collaborated with Chief Information Officer (CIO), district and TS employees plus external entities to develop and achieve technology vision and strategies that aligned with TUSD's goal of improving student achievement. Appointed by CIO to be responsible for all IT plans and programs. In coordination with TS managers, oversaw department processes (staff oversight, training, and mentoring - organizational transformation). Supervised desktop security, budget, network, and telecom staff (10). Assisted the CIO to develop and deliver presentations for TUSD's monthly Governing Board meetings.

- Facilitated creation of the Strategic Technology Planning Council and, in collaboration, assisted drafting and finalizing TUSD's Technology Plan (2011-14 and 2012-15)
- As Program Manager, ensured successful, on-schedule execution of District's 10-year, \$25 million IT Infrastructure Modernization Initiative (ITIMI). Launched in 2012 with four major implementation vendors, ITIMI is providing modern Wide and Local Area Networking, including campus-wide wireless and Voice-Over IP telephony services for all TUSD's nearly 100 sites
- Successfully planned, documented, and administered ITIMI RFI and RFP, the District-Wide Copper and Fiber Optics Cabling RFP, and the Evidence-Based Accountability System RFQ and RFI
- Project managed five (5) large technology projects with the state, vendors and TUSD academic leadership
- Specifically requested by Desegregation Department to assist in finalization and enactment of TUSD's Unitary Status Plan (USP) because of my leadership, project management, and organizational skills
- Saved large multi-year cross-organizational transportation project with project oversight and process improvement
- Transformed the structure of the budget to provide better oversight and transparency into department's projects and operations, and enhanced support to district's technology needs
- Boosted network staff by 40% and telecom staff by 66% by creating on-the-job training program using current technology employees which had zero budget impact in a time of budget cuts
- Instrumental in researching, sponsoring, and implementing yearly Summer Enrollment with TUSD School Community Services, Health Services, Exceptional Education, and Food Services Departments
- Collaborated with various TUSD departments on Race to the Top federal grant, Arizona Department of Education's (ADE) Student-Teacher-Course Connector, and Partnership for Assessment of Readiness for College and Careers (PARCC) capacity planning assessment with the ADE

(2010 – 2011 translated education to skills and located job in Tucson that matched)

UNIVERSITY OF ARIZONA LIBRARIES**TUCSON, AZ***Systems Planning and Development Coordinator*

Led technical team (7-9) in the purchase, installation, and maintenance over 50 servers and 800 desktops in 4 locations with two domains, including associated software, and provided help desk (customer care) support for 200 staff. Liaison for UA Information Security Office and member of the University's Deans Information Technology Council.

- Project managed 20-30 infrastructure projects yearly by planning technical work, collaborating with Library staff, negotiating with vendors, providing contingency plans, and looking for opportunities to increase value as opportunities presented
- Averted museum management system implementation failure: advised Dean, received manager role, and applied project management principals and processes
- Nominated for the UA Staff Awards for Excellence for leadership during large IT security incident
- Rallied team, raised morale, strengthened cooperative environment, and enhanced team reputation via extensive outreach and in-depth participative needs analysis
- Negotiated and obtained 18% budget increase when other entities experienced large reductions
- Slashed project execution time by 10-20% annually via process improvement
- Boosted processing speed by over 40% by investigating fundamental issues with key personnel
- Persuaded vendors during negotiations to reduce their price by articulating need, budget, and timeline
- Collaborated with campus IT leadership to research and document peer institutional IT costing and to perform full business analysis of another department's IT group's problems and recommend solutions

Database Development Officer

Analyzed and programmed Oracle system to track student educational training by employees.

- Discovered \$70,000 in likely savings by analyzing Libraries' budget system and business processes
- Tackled Oracle contract question as member of University-wide upper management advisory budget review team, volunteered and evaluated campus Oracle usage, reported findings to president for follow-up action

(1999 – 2001 assessed my skills and found good fit in the Tucson area)

1987-1999 consulted for The World Bank, Department of Justice, Mobil Oil Corporation and PCS Health System as a Programmer and Project Manager

EDUCATION and TRAINING

Project Management Certification (PMP) – Project Management Institute (PMI)

MBA – University of Arizona's Eller College of Management, Tucson, AZ – GPA 3.9/4.0

B.A. Computer Science and B.A. Mathematics (double major) – Smith College, Northampton, MA

PMI professional development training online and at local chapter meetings

US Department of Homeland Security

- Emergency Management Institute Courses
 - Introduction to Incident Command System ICS-100 (IS-00100.b)
 - ICS for Single Resources and Initial Action Incident ICS-200 (IS-00200.b)
 - National Incident Management System (NIMS), An Introduction (IS-00700.a)
 - National Response Framework, An Introduction (IS-00800.b)
- Industrial Control Systems Cyber Emergency Responses Team's Operational Security (OPSEC) for Control Systems (100W)
- National Emergency Response and Rescue Training Center, Essentials of Community Cybersecurity and Promoting Community Cybersecurity

ADDITIONAL

Member of the international Project Management Institute and local Tucson chapter