

## **RAECHELLE T. CLEMMONS**

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### **EMPLOYMENT**

- 2012-present      **Vice President & Chief Information Officer**  
St. Norbert College
- 2009-2012        **Chief Information Officer**  
Menlo College  
*Other positions at Menlo: Adjunct Professor (2010)*
- 2004-2009        **Director, IT Relationship Management & Project Services**  
California State University, East Bay  
  
*Previous positions at Cal State East Bay:*  
Director, Specialized Technology Services  
Director, Communications & Technology  
Manager, Technology Projects
- 2000-2004        **Vice President, Marketing**  
NetLine Corporation
- 2000                **Account Executive for Hewlett-Packard**  
Hoffman Agency
- 1998-1999        **Marketing Communication Manager**  
Digital Impact
- 1996-1998        **Vice President, Sales & Marketing**  
Barker Blue Reprographics

### **ACCOMPLISHMENTS**

#### **Strategic Vision and Leadership**

*At St. Norbert College:*

- Consolidated the college's information technology departments into one division and led staff in the development of its mission, vision, and values.
- Developed and implemented a comprehensive IT strategic plan and ensured the integration of IT strategy into the college's strategic plan.
- Reorganized the division to better serve the campus community, including establishing a professionally staffed Service Desk, created a staffing plan to address resource gaps, and focused on ongoing professional development to help staff succeed in their roles.

- Built a collaborative team environment by renovating ITS office space to create an open work environment, focusing on team-building through retreats, divisional activities, and collective participation in service, and being transparent about activities and plans.
- Utilized a zero-based budgeting approach to create a budget that accurately reflected the division's needs and expenses, identifying over 30% of operating funds that could be reallocated to support refresh programs and strategic priorities.
- Promoted a culture of assessment by instituting annual participation in national studies (CDS, ECAR, MISO) and benchmarking the college against comparable institutions.
- Partnered with the Cabinet to create a college-wide laptop requirement and established and secured funding for a scholarship to help Pell-eligible students meet the requirement.
- Brought a strategic focus to college-wide initiatives, including participating in strategic and master planning, overseeing the enterprise risk management plan, and helping to build a culture of innovation as the chair of the Big Ideas Group.
- Conceptualized and launched a multi-institutional collaborative focused on innovation in teaching and learning, and served as lead author and project manager for a \$280,000 grant the collaborative received to build online competency modules.
- Partnered with telecommunications company, NSight, to create a regional K-20 CIO Roundtable group that meets quarterly.

*At Menlo College:*

- Authored the institution's first IT strategic plan, leading to its inclusion in the college-wide strategic plan as an eighth institutional goal.
- Built a service-oriented IT culture and team that recognizes the importance of diversity, empowerment, achievement, professional development, and career growth.
- Re-focused IT services and budget on technology solutions that support the core mission of the institution, including: new collaborative learning spaces, a Learning Commons, upgraded classrooms, technology training for faculty, expanded support hours, and virtual computing lab environments.
- Developed and implemented an alternative sourcing strategy for IT, utilizing a combination of cloud computing, software-as-a-service (SaaS), outsourcing, and internal resources to maximize IT services, support, and budget capacity.
- Created an IT student worker and post-graduation internship program to mentor and develop students as technology professionals.
- Actively engaged in the broader IT community to benchmark the institution and foster cross-institution collaborations.
- Provided input into and leadership for college-wide initiatives unrelated to technology, including: capital campaign development, facilities upgrade projects, academic conferences, grant proposal for a summer "women in business" institute for high school girls; and institutional Web and social media marketing.

*At Cal State East Bay:*

- Conceived of and created the IT Relationship Management and Project Services department, serving the entire university.
- Conceptualized and implemented a reorganization of Web Services, creating additional capacity to meet campus-wide Web support needs.
- Led the reorganization of five, division-based technical support teams into one centralized Specialized Technology Services team, creating efficiencies and standardized practices in support across the administrative divisions.

- Served as a member of the Online Campus Advisory Committee, assisting with oversight, strategic planning, grant proposal development, and implementation support for the university's online education initiative.
- Participated on an ongoing basis in IT Services strategic review and planning.
- Served as the campus Web accessibility sponsor for the CSU system-wide Accessible Technology Initiative, with responsibility for ensuring campus understanding of and compliance with Web accessibility requirements.

### **Technical and Project Management**

#### *At St. Norbert College:*

- Led the design and installation of technology for over 10 construction projects, including a \$40 million science building, state-of-the-art gender center, innovative library studio, sports facility, residence halls, and performing arts center.
- Upgraded the wireless network to 802.11ac and expanded it by 30+ percent to support growing coverage and density needs.
- Identified the need for, secured donor funding, and implemented Salesforce CRM as a “system of engagement” to support constituent relationship management in Admissions and Advancement, reducing applicant processing time by 80-90 percent and creating data entry and other efficiencies that generated a system payback of less than one year.
- Implemented a virtual desktop infrastructure (VDI) and zero clients to support computing in on-campus labs and provide students with vLab, a “virtual” lab where they can access institutional software at any time, from their own device.
- Instituted refresh programs for computers, learning spaces, and infrastructure (servers, storage, network, etc.) to ensure college technology is systematically updated.
- Advocated for “best-of-breed” systems that were needed to support departmental operations, including StarRez for housing and DegreeWorks for advising, and secured their purchase and implementation.
- Modernized and expanded IT services to better support anytime, anywhere access, including migrating from Zimbra to Google Apps, moving Moodle to cloud hosting, adding mobile printing and video capture capabilities, and developing a mobile app.
- Promoted process improvement across the organization with enterprise system enhancements that included implementing financial aid auto packaging, an online purchase order and encumbrance system, and parent proxy access.

#### *At Menlo College:*

- Led the implementation of a new student information, finance, and HR system (Jenzabar) and online student portal (MyMenlo), and oversaw the evaluation, selection, and implementation of the college's first learning management system, Moodle.
- Instituted a Service Desk, significantly expanded support hours to meet student and faculty needs, and developed processes for proactive support of learning spaces.
- Planned and managed the migration from Microsoft Exchange to Google Apps for Education for students, faculty, and staff email.
- Launched a virtual desktop infrastructure (VDI) initiative to expand access to college software, improve desktop maintenance and support, and reduce PC refresh costs.
- Introduced an iPad pilot project and collaborated with faculty to assess the impact of iPads on learning and student engagement.
- Upgraded and expanded wireless network from 7 to 90% coverage, and increased campus bandwidth five-fold while reducing costs by 25%.
- Developed and implemented refresh standards for classroom technology, desktop hardware, and infrastructure systems, all previously refreshed on an ad-hoc basis.

*At Cal State East Bay:*

- Managed 18-person Specialized Technology Services team, responsible for the management and maintenance for more than 25 specialized applications, web development, reporting, and participation in 15+ technology projects yearly.
- Oversaw the project management office and 120+ projects in the project portfolio. Assisted in the development of a project steering committee, evaluation and ranking systems, project management processes, and tiered project/portfolio reporting.
- Managed project-based teams ranging from 5 to 25 people; served as the project manager for the university-wide Web Rebuild, Web CMS, and Online Student Services projects, including managing the RFP and vendor selection; and served as the Continuing Education divisional liaison, business analyst, and project manager for the university-wide PeopleSoft ERP implementation.
- Contributed to the development and implementation of ITIL-based processes and procedures for service desk, change management, and relationship management.
- Led a division-wide evaluation and process re-engineering of social security number usage in technology systems and paper-based processes, to address new state laws.
- Managed critical incident response and successful recovery of compromised servers.

**Communication and Collaboration**

*At St. Norbert College:*

- Established IT governance with a college-wide committee that includes representatives from all academic and administrative divisions, a steering committee focused on enterprise applications, and an advisory group focused on academic technology.
- Created an ITS communication plan and implemented a variety of communication strategies to promote an environment of transparency and collaboration, including an annual open house, monthly news blog, roundtable lunches, CIO open office hours, social media sites, and email communications about ITS outages and maintenance.
- Increased overall satisfaction with ITS by 20 percent in the first year, and more than doubled awareness about IT projects and strategic planning.
- Implemented a “back-to-school blitz” program, where IT staff support students in residence halls during move-in and roam the halls of academic buildings during the first week of classes to provide on-the-spot support for faculty in the classrooms.
- Partnered with the Digital Learning Initiative, Library, and Faculty Development to establish, fund, and support a new digital fellow role, grants, and learning communities to support faculty in their integration of technology into teaching and learning.
- Introduced Student Affairs to digital badging and partnered with them to pilot it in a project focused on creating co-curricular transformative pathways for students.
- Collaborated with Academic Affairs and Facilities to create a Learning Spaces Task Force, focused on fostering cross-campus collaboration, communication, and common standards for learning spaces.
- Created an annual “transformative teaching and technology” (T3) conference for faculty to learn about and share their experiences with technology-enabled pedagogies.
- Promoted a yearlong, college-wide conversation around technology and pedagogy, inviting meetings at the discipline level to discuss how technology is shaping their field.
- Provided regular updates on IT-related projects, priorities, and plans at divisional and faculty meetings, and to the core leadership group (all VPs and their direct reports).

*At Menlo College:*

- Created and annually conducted an IT satisfaction survey, and reported results out to the Faculty Senate, Student Government Association, and college leadership. Increased satisfaction with IT from below 40% to nearly 90% in the first six months.
- Implemented a weekly *Monday Memo* email and *IT@Menlo* Twitter feed to update constituents on IT projects, available resources, training, and maintenance schedules.
- Developed and delivered technology training sessions during student and faculty orientations, to increase awareness of technology services and support.
- Collaborated with individual faculty members to author articles, assess technology use, develop faculty-centric technology training, and champion new academic technologies.
- Partnered with the Student Government Association to raise cybersecurity awareness among students and host a “Get Cyber Savvy” event.
- Prepared and delivered reports on IT services and support for the Board of Trustees, Faculty Senate, Student Government Association, and President’s Council.
- Created “module manager” role within departments to empower functional ownership over the college’s ERP, and implemented monthly module manager’s meetings for inter-departmental collaboration and communication.
- Met regularly with Student Government, resident assistants, and other student leaders to understand and address students’ technology needs.

*At Cal State East Bay:*

- Provided account management for the University’s five divisions, four colleges, and administrative and faculty governance bodies.
- Coordinated cross-unit collaboration, both functional and IT, and served as the IT communicator for university-wide projects and issues with broad campus impact.
- Developed and delivered monthly IT reports for university divisions.
- Created focus groups and IT’s first satisfaction survey to guide the development of the IT Services communication plan.
- Developed and implemented a communications plan for the rollout of an email retention policy, leading to an uneventful launch with no increase in Service Desk tickets.
- Coordinated communications with the campus newspaper, *The Pioneer*, on a Blackboard learning management system outage, resulting in a favorable editorial.
- Regularly presented reports on strategic projects and IT initiatives to President’s Cabinet, Provost’s Council, Executive Committee of the Academic Senate, University Planning and Budget Advisory Committee, and more.
- Initiated and served as the IT Services representative on the Faculty Support Services Committee; served as the IT liaison to the Academic Senate Executive Committee and an ex-officio member of Planning and Enrollment Management and Student Affairs divisions’ management teams, and participated in Student Affairs strategic planning.

**PUBLICATIONS (Selected)**

Clemmons, Raechelle. 2015. “Faculty and IT Partnerships That Work.” *EdTech: Focus on Higher Education*. February 17.

Clemmons, Raechelle. 2014. “‘Online security’ need not be an oxymoron.” *EDUCAUSE Review Online, Policy Spotlight*, October 2, 2014. Republished from *Green Bay Press Gazette*, September 23.

Berman, Michael, Raechelle Clemmons, Kyle Johnson, Keith McIntosh, and Melissa Woo. 2014. "Challenge Accepted! Why CIO Is the Best Job on Campus." *EDUCAUSE Review Online*. April 21.

Clemmons, Raechelle. 2014. "How IT Departments Can Partner with the Board of Trustees." *EdTech: Focus on Higher Education*. February 10.

Clemmons, Raechelle. 2014. Monthly technology column, *Green Bay Press Gazette*. February - December.

Clemmons, Raechelle. 2013. "Technology, Instruction and the 21st Century Classroom." *EdTech: Focus on Higher Education*. May 2.

Clemmons, Raechelle. 2013. "Classroom Technology: Upgrading campus technology to support today's teaching and learning approaches." *CDW-G Reference Guide*. May.

McCabe, Deborah B., Jan Jindra, and Raechelle Clemmons. 2012. "iPads in the Classroom: The Future of Education or the Latest Fad?" in *Marketing Education: Experiencing New Frontiers*, eds., Ed Petkus, Jr. and Deborah Brown McCabe. Marketing Educators Association.

Clemmons, Raechelle. 2011. "Alternative Sourcing Strategies at Menlo College." *EDUCAUSE Quarterly*, vol. 32, no. 2.

Hager, Mark J. and Raechelle Clemmons. 2010. "Faculty and IT: Conversations and Collaboration." *EDUCAUSE Review*, vol. 45, no. 2 (March/April): 58-59.

## **PRESENTATIONS (Selected)**

(pending) Johnson, Kyle, Michael Berman, Raechelle Clemmons, Keith McIntosh, and Melissa Woo. 2015. "The CIO as Chief Innovation Officer: Tips for Leading Change." *EDUCAUSE 2015 Annual Conference*. Indianapolis, Indiana. October 29.

Clemmons, Raechelle. 2015. "It Takes a Village: Boosting Faculty Instructional Technology Use." *EDUCAUSE Connect*. San Diego, California. January 29.

Clemmons, Raechelle. 2014. "Transformation, Change, & Higher Ed IT." *UW Madison Information & Technology Leadership Conference*. Madison, Wisconsin. October 20.

Clemmons, Raechelle, Michael Berman, M. Dee Childs, and Jack Seuss. 2014. "CIOs Sound Off: To Be or Not to Be 'Social'." *EDUCAUSE 2014 Annual Conference*. Orlando, Florida. October 1.

Berman, Michael, Raechelle Clemmons, Kyle Johnson, Keith McIntosh, and Melissa Woo. 2014. "Why CIO is the Best Job on Campus." *EDUCAUSE 2014 Annual Conference*. Orlando, Florida. September 30.

Clemmons, Raechelle, and Ellen Borkowski. 2014. "Building Consortia: Creating Scale to Advance Technology Initiatives Locally." *EDUCAUSE 2014 Annual Conference*. Orlando, Florida. September 29. Pre-conference workshop.

Clemmons, Raechelle, and Scott Crevier. 2014. "Leading a Revolution: How to Create a World-Class Service Organization in Just One Year." *EDUCAUSE Connect*. Chicago, Illinois. March 18.

Agarwal, Ravikant, and Raechelle Clemmons. 2014. "Taking Enterprise CRM to the Cloud." *EDUCAUSE Connect*. Chicago, Illinois. March 18.

Beers, Maggie, Raechelle Clemmons, Jay Field, James Frazee, and Patrick Frontiera. 2012. "Why are we even having this conversation? A conversation about gender issues in Higher Education IT." *EduSoCal'12*. Los Angeles, California. May 17.

Borkowski, Ellen, Raechelle Clemmons, Thomas Dugas, Lorraine M. Frost, Annette Marksberry, Carlos R. Morales, and Marsha Kay Schnirring. 2011. "Transitioning to a Leadership Role: The First 90 Days and Beyond." *EDUCAUSE 2011 Annual Conference*. Philadelphia, Pennsylvania. October 21.

Clemmons, Raechelle, Shandon Bates, Michael L. Russell, and Steve Kaplan. 2011. "Virtual Desktops in Higher Ed: Win, Lose, or Draw?" *EDUCAUSE 2011 Annual Conference*. Philadelphia, Pennsylvania. October 19.

Frontiera, Patrick, Raechelle Clemmons, James Cooper, James Frazee, and Jay Field. 2010. "The Changing Nature of Technology Leadership." *EduSoCal'10*. Los Angeles, California. May 19.

Charles, John, and Raechelle Clemmons. 2009. "An IT Relationship Management Roadmap." *EDUCAUSE Western Regional Conference*. San Francisco, CA. April 14.

Clemmons, Raechelle. 2008. "Centrally-Coordinated, Locally-Directed: An Innovative IT Management Model for Decentralized Institutions." *California State University Quality Improvement Symposium*. San Diego, California. February 29.

## **SERVICE (Selected)**

### **St. Norbert College**

Member, Strategic Planning Committee. 2015.

Chair [2014-16] & Member, Big Ideas Group/Innovation Task Force. 2013-present.

VP Liaison, Risk Management & Information Technology Committee. 2013-present.

Member, Digital Learning Initiative. 2012-present.

Member, Master Planning Committee. 2012-13.

### **Professional Service**

Council Member, Hawkins Leadership Roundtable, EDUCAUSE 2015 Annual Conference. 2015.

Mentor, EDUCAUSE CONNECT San Diego, 2015.

Advisory Board Member, National Institution for Technology in Liberal Education (NITLE). 2013-15.

Co-Founder & Advisory Board Member, BLAISE Alliance. 2013-present.

Senior Reviewer [2014-16] & Reviewer [2011-13], EDUCAUSE Review Online. 2011-present.

Proposal Reviewer, EDUCAUSE 2011, 2012, 2013, 2014 & 2015 Annual Conferences. 2011-present.

Founding Member, Bay Area Higher Education IT Forum. 2010-2012.

Mentor, Technovation Challenge. Iridescent Learning. 2011.

Program Committee Member, EduSoCal'11. 2011.

## **EDUCATION, AFFILIATIONS & AWARDS**

### **Education, Certification & Training**

Frye Leadership Institute Fellow, 2009.

B.A. in Political Science, Public Affairs and Administration Option, California State University, East Bay, 2009.

Information Technology Infrastructure Library (ITIL) Foundations v.3 Certification, 2008

Labor Relations Training, 2008

Web Accessibility for Online Development, California Virtual College, 2005

### **Professional Affiliations**

The Honor Society of Phi Kappa Phi, 2015-present.

EDUCAUSE, 2007-present.

### **Honors & Awards**

Higher Education Influencers, Tribeca Marketing Group, 2015

Top 100 Most Social CIOs on Twitter, Huffington Post, 2013, 2014, 2015

The Top 20 Higher Education EdTech Blogs, MediaCore, 2014

50 Must Read Higher Ed IT Blogs, EdTech Magazine, 2013

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*For additional information about my work experiences and accomplishments, press and publications, presentations, and service, please visit my website: <http://raechelleclemmons.com>.*