
BOB H. LIM

CHIEF INFORMATION OFFICER

Expert Development on Transformational Technology Solutions and Strategies for Higher Education

Distinguished senior management career with demonstrated track record of significantly impacting IT technology and directing IT resource management activities to facilitate strategic planning, turnaround management, IT/systems development, and leadership of high-performing multidisciplinary teams. Experience in defining current and future business environments with respect to integration of information and technology solutions to support strategic goals and objectives. Precision information technology and business case analyses to ensure cost effective, appropriate, and efficient use of resources. Excellent interpersonal, communication and “call to action” skills.

Core Competencies:

- Policy and Technology Planning
- Strategic Business Partnerships
- Executive Outreach & Relationship
- Strategic Investment in University Goals
- Process Implementation & Reengineering
- Research, Governance and Support Centric
- Staff & Student Retention Focus
- Contract & Price Negotiation
- Academic & Innovative Solutions

PROFESSIONAL EXPERIENCE

UNIVERSITY OF KANSAS, Lawrence, KS

2011 to Present

CHIEF INFORMATION OFFICER: Provide diverse leadership in technology and strategies for the flagship university in the state of Kansas, a major comprehensive research university and member of the prestigious Association of American Universities (AAU). Serve as the university’s senior spokesperson on technology, computing, security and system technology to state, federal and international agencies. Support and oversee the development, delivery and support of services, infrastructure and enterprise systems for academic, administrative and research units, and 27,000 students and 9,000 faculty/staff members. Provide application hosting solutions to all campuses, including the medical center institution, on shared common offerings in areas of ERPs, high-performance computing, development support and other technology application solutions. Align, collaborate and partner with leadership, faculty, staff and students to transform technology and institution services and investments into highly visible, effective and efficient assets. Manage \$36+ million budget, 300+ employees and 100+ student employees.

Leadership

- Represent the university of Kansas Information Technology activities to external groups at the state, national and international levels (state legislative committees, Regents Information Technology Council, Great Plains Network, KanREN, state CITO office). Member of the Chancellor’s Council, Provost’s Leadership Council and Provost’s VP’s Council.
- Improved staff morale and image by making IT one of the most respected and collaborative partners on campus within six months of hire.
- Established working relationships with private sector partners, including Microsoft, Intel and IBM. These companies have provided additional technology consultation, equipment, solutions and cost savings as a result of our stronger partnership.
- Implemented culture and practice of multilayer IT security to best protect university systems and data while minimizing barriers and frustration for campus customers. Multilayer security assesses the individual needs of various areas and data types to implement security policies and procedures, vs. a single layer security that relies on blanket policies and protocols.
- Initiated and engaged with the Kansas Board of Regents and KBOR institutions on leveraging KU’s purchasing power with Adobe, Microsoft, MatLab, CDWG, and others, resulting in a total savings exceeding \$2 million for all institutions.
- Selected by the Chancellor for membership on the Higher Learning Commission Subcommittee (Mission and Integrity) to reaffirm status as an accredited institution of higher education.
- Served as leader in a university wide IT Changing for Excellence initiative by transforming, consolidating, reorganizing, and sharing IT support into new Technology Support Center model, producing a cost savings of over \$6 million within the first 24 months. Cost savings were redirected to the university’s strategic plan.
- Successfully negotiated a new IT service delivery model with Deans, Vice Provosts and Vice Chancellors by transferring a base budget of \$4.7 million across all academic and administrative units to IT.
- Identified and implemented a cost allocation model to capture/report costs of providing IT services, including labor, hardware, software and overhead, allowing for an effective understanding between buy vs. build model and cloud vs. on-premise model. Regularly provide university leaders information on cost effective financial investment opportunities and effectively aligned resources institution goals.
- Successfully rescued three failed “go lives” of a multi-campus shared PeopleSoft HR and Payroll ERP implementation between the university’s academic and medical center campuses.

- Led organizational collaboration and discussion on a university wide business intelligence and framework, including data governance, to better understand and provide information to university leaders.
- Reached out to the Dean of Library on shared research projects, technology cost savings initiatives and efficiencies to better support students, faculty and staff, resulting in increased trust, collaboration and cost savings over \$250,000.
- Collaborated with the City of Lawrence (home to KU) in sharing conduit and fiber throughout the city, saving each entity significant expenses and expanding the reach of KU facilities off the main campus (\$5 million savings for KU).
- Engaged and negotiated the largest private partner paid (\$25 million) distributed antenna system (DAS) in the United States, resulting in the university owning a new 7,800 square foot data center, and installation of 1.5 miles of fiber infrastructure across the campus.
- Partnered with Office of Institutional Research and Planning and the Office of Public Affairs to integrate the university's Content Management System with the university's first online faculty professional record system, allowing the display of faculty credentials on departmental websites, along with generation of curriculum vitae, printing of annual reports, and promotion/tenure of documents to expand collaboration.

Research Advancements

- Proactively worked with researchers across the academic and medical center institutions to understand their needs and provide human and capital resources to achieve them.
- First institution in the state of Kansas to implement a 100Gbps bandwidth campus fiber connection to Internet2 in support of researchers and KU's cross-disciplinary and cross-institutional strategic plan.
- Partnered with Office of Research to develop the first Research Dashboard Checklist, which provides automated workflow access to IT resources and information needed for completing successful research grant applications. Checklist includes: Real Server Hosting, VM Server Hosting, Archives, DMZ & 100Gbps descriptions, Web Hosting, "I want to talk to an IT person," application and others.
- Listened to customer needs and provided KU researchers with 1 TB of cloud storage, where files can be uploaded and shared with colleagues at KU and other institutions and partners around the world.
- Reorganized our teams to support the KU research community and provide dedicated workstation and other technology support specifically tailored to researchers.
- Collaborated with the Vice Chancellor of Research and university leaders on a new and primary high-performance computing facility that dramatically increased KU's research computing power for life sciences and other programs with funding from a \$4.6 million grant from the National Institutes of Health. This new university high-performance computing facility is actively utilized by both the main academic and medical center institutions.
- Implemented a 10Gbps bandwidth fiber campus backbone between KU's academic and medical center campuses, while creating a redundant ring for secure data access, archival services, as well as backup recovery solutions to meet the demands of our researchers.
- Created a "Science DMZ" network environment with equipment, configuration and security policies that are optimized for high-performance scientific applications, providing faster data transfer and easier collaboration between KU researchers and colleagues and research centers outside KU.
- Partnered with Deans and Executive Vice Chancellor of Research to invest \$4.1 million to upgrade major infrastructure backbone with gigabit connections to workstations for research and STEM buildings at KU to provide an improved technology environment that allows for more collaborative research.
- Significantly expanded Wi-Fi to core research buildings across campus where previously, it was patch work and low latency patch solutions.
- Upgraded campus networks to better serve researchers, including a redundant optical fiber loop on KU's West Campus to provide speed, bandwidth and capacity for growth to 20 current or future buildings.

Faculty and Students

- Created, deployed and offered students the ability to use KU lab environments anywhere in the world on their personal devices with only a connection to the internet by implementing a virtual labs application.
- Partnered with campus student government to address challenges and harness opportunities by jointly developing student mobile apps, print anywhere solutions, student online appointment scheduler and other student-centric applications and solutions.

- Resolved and restarted a failed Early Warning System to assist faculty and staff in identifying students who may be experiencing difficulty in their courses that would put them at risk for not continuing their education with the university or graduating. Initiative had a goal of increasing retention through this program by 1%, which will increase revenue by \$2 million per semester.
- Resurrected failed unified communications project, and successfully launched Skype for Business solution to provide instant messaging, online meeting, person-to-person video chat to all campus customers. Skype for Business is also replacing our aging copper-based phone system with the Skype for Business VoIP offering enhanced functionality, including integration of phone calls, voicemail, email and calendaring.
- To assist with student recruitment, implemented a Transfer Evaluation System (TES) with quick and accurate data that shows how courses taken at other institutions will transfer to KU and how those courses will fulfill degree requirements for various majors.
- Partnered with Center for Design Research and private company to create new virtual reality learning lab and program to teach virtual reality in design and construction.
- Supported multiple certificate programs, including adding an app to the myKU portal for the certificate programs.
- Increased the free printing allocation for students during finals period to accommodate additional printing needs related to end-of-the-semester papers and projects.
- Standardized lecture capture solution on campus, consolidating systems from multiple vendors into one platform for greater ease of use and support.
- Created Media Production Studio, a multimedia service and lab for students, faculty and staff. The MPS makes available HD video and digital cameras, specialized editing software, a sound recording booth, and other equipment for multimedia projects. In addition, the MPS provides video production and consultation services to faculty and departments.

Online Education and Academic Computing

- Eliminated years of KU's learning management system's "pain points" by listening, collaborating and upgrading to the latest software version, adding new modules for a simple and consistent Blackboard experience for faculty and students, including automatically creating course shells for faculty, developing a five-year data retention plan for student and online course data, eliminating required annual training for faculty who wanted to use Blackboard, created roster matching, and integrated an early warning tools solution to support student retention and graduation rates. These efforts led to a 21% usage increase in Blackboard during the first year (AY 2012) they were implemented.
- Implemented an online Enroll and Pay mobile app so students and faculty at both the medical center and academic institutions can do what they need to do when it is most convenient to them. Some of the applications include: class search, course catalog, enrollment shopping cart, view course schedules, "to do" lists, analytics and more.
- Developed an online advising and degree audit so students can compare courses taken against degree requirements to improve student graduation rates.
- Align classrooms, educational technology and online technology to create a simplified access solution for students and faculty anytime and anywhere, with solutions that included online storage, media streaming, mobile apps, learning management systems, lecture capture solution, myKU portal dashboard, virtual labs, scanning, workflow documents and others.
- Supported the School of Education in implementing a delivery platform for online degree programs. That partnership with a private sector solution provider has now expanded to the School of Business for a total of 960 students. In addition, partnered with the College of Liberal Arts & Sciences on another online education program currently (Fall 2016) serving 204 students.

Customer Centric

- Strengthen student recruitment by implementing an enterprise document imaging solution, which streamlined the pipeline of potential students' applications and resulted in a reduction of student acceptance process timeline during peak periods from five weeks to one week, and non-peak periods from one week to one day.
- Partnered with university leaders to realign IT services and IT staff across the campus beginning in 2012, resulting in a 96.1% high customer service satisfaction survey results (Jan. 2012 – Nov. 2016), while lowering costs and redirecting savings to the respective division's goals and missions.
- Completed over 345 business process improvements since FY 2012 by streamlining university and IT process workflows, maximize efficiency and effectiveness in the support of our customers and redirecting savings toward the university's core mission of teaching, learning and research.

- Established an IT Training and IT Client Consulting teams to improve outreach and to enhance our customer experience. These teams helped improve organizational processes by providing and assisting students, faculty and staff with better understanding of academic technology solutions.
- Improved communications for organizations by launching myCommunity, a cloud-based online collaboration and productivity platform with project sites, team sites and community of interest sites. This platform also provides 1TB of free cloud storage to all KU faculty, staff and students, as well as access to Office 365.
- Improved services and solutions by focusing on change management and routine maintenance to keep systems updated and operating smoothly. Core services in FY2014 had an average availability of 99.99%.
- Implemented a mobile-first campus networking environment to meet customer needs and expectations, and to accommodate and support the multiple wireless devices students, faculty and staff bring to campus each day for work, academic, research and personal use. Significantly upgraded and expanded WiFi network on campus, including nearly ubiquitous coverage in academic buildings and a large outdoor wireless mesh on Lawrence campus.
- Improved customer service by increasing the capacity of our Guest wireless network from 2.5 Megabits per second to 50Mbps in order to provide more bandwidth for KU parents to share the New Student Orientation experience with other family and friends.

UNIVERSITY OF TEXAS – PAN AMERICAN, Edinburg, TX

2005 to 2011

VICE PRESIDENT AND CHIEF INFORMATION OFFICER: Provided executive, technological, and enterprise leadership to the 10th largest university in the state of Texas, the 5th largest in the UT System and ranked 32nd among 100 top public colleges and universities in the U.S. by Forbes.com in 2009. Served as the university's senior spokesperson concerning technology, computing, security and system issues as they relate to administrative, fiscal, student support, academic areas and daily operation of the Information Technology Division. Managed an IT Division consisting of 147 full-time IT employees and an operating budget of \$13.6 million in support of over 18,850 students and over 2,000 staff/faculty members.

Leadership

- Promoted from Assistant Chief Information Officer to Vice President for Information Technology and a member of the President's Cabinet in 2006.
- Member of the UTPA's President's Cabinet, UT System's Strategic Leadership Council, Information Resource Manager to the State of Texas, Board Member of the LoneStar Education and Research Network (LEARN), and served on the Finance Committee. Collaborated and regularly offered technology solutions and recommendations to UTPA's Foundation Board of Trustees; represented the university as a senior officer in technology to the State of Texas, UT System, and other entities.
- Chaired the Institutional Effectiveness Task Force to streamline/eliminate ineffective business procedures by implementing 186 business process improvements across the campus, starting in FY 2008 thru FY 2010.
- Chaired the institution's technology governance structure: Information Technology Planning Council (ITPC).
- Effectively eliminated managerial and department silos and made all aspects of the IT Division transparent to each other and other divisions by sharing and making Standard Operating Procedures, including budgets and projects, available online and through collaborating and communicating the decision-making process.
- Created an IT mentoring and succession program by identifying emerging stars who had demonstrated effective leadership and technology skills through internal training, external training and mentoring programs, while embracing and promoting a diverse and inclusive workforce.
- Rescued a failed Oracle ERP implementation (Collaboration Suite, E-Business Suite, and CRM) that had already spent \$10 million of its \$15 million budget. Realigned implementation goals with organizational objectives, completing the task on time and within the remaining \$5 million. Recognized by the President in the annual convocation speech.

Research Advancements

- Anchor participant in a \$22.4 million grant by the Department of Commerce National Telecommunications & Information Administrative (NTIA) and the Broadband Technology Opportunity Program (BTOP) in 2010 for 20 strands of dark fiber to the university.
- Received accolades from the Hispanic Association of Colleges and Universities (HACU) in 2009 following an extensive examination of UTPA's cyber research infrastructure in which they issued a report praising the use and deployment of technology at UTPA.
- Received \$3.4 million in technology infrastructure funding from UT System for fiber connection to LEARN for research activities.
- Partnered with the School of Engineering to establish and fund the first High-Performance Computing Center with incentives for participating and learning.

Customer Centric

- Extended Classroom Support Services, Help Desk Support and Lab hours during regular semesters to match and support faculty work hours., with 93% of customers “satisfied or very satisfied” with the support provided by IT.
- Opened the first Learning Studio in 2009, allowing for collaborative learning and featuring a presentation podium with audio visual controls, a 58-inch mobile monitor with a touch screen (Smart Board), wireless polling system, movable white boards, document camera, video projector, and wireless tables, allowing each student to use the Smart Board from their seats.
- Upgraded more than 170 technology classrooms, with survey consistency showing 90% of customers “satisfied” or “very satisfied” with the design, support and ease of use of the technology classrooms and 95% of customers saying “the technology classrooms improved their ability to deliver curriculum effectively.”

Systems Improvement

- Successfully extended our primary data center to a second location to host business critical applications 600 miles from the university. The Arlington Data Center allowed UTPA to grow the technology footprint at a cost of \$40,000 per year (rather than the \$1.42 million to remodel an existing data center), while saving valuable building space for teaching and learning.
- Deployed PC energy management system to computer labs, producing an annual savings of \$227,000.

Organizational Development

- Successfully and tactfully integrated all external emails, servers, computers and technology resources across campus into shared services within Central IT.
- Selected and participated as a member of the University of Texas Arlington Regional Data Center Peer Review Team in 2010.
- Selected to be a member of the UT System PeopleSoft Consulting Selection Committee in 2010 for PeopleSoft implementation across eight academic institutions and the UT System Office.

ACADEMY OF ART UNIVERSITY, San Francisco, CA

2001 to 2005

CHIEF INFORMATION OFFICER: Led and directed all aspects of technology for the largest private art university in the United States, with over 25 campuses. Reported and collaborated with the President to establish vision, objectives, and operating policies / procedures to support business needs and exceed university goals. Worked cross-functionally to resolve both IT and business performance issues. Supported 10,000 users (staff, students, and faculty) and provided matrix management across other non-IT functional areas. Developed business procedures to improve the overall security, organizational growth, and experience for students and staff. Supervised 30 employees and consultants. Dramatically reduced IT turnover.

Leadership

- Promoted from Director of Information Technology to Chief Information Officer in 2002 and served on the President’s Senior Leadership Team.
- Reshaped department image and morale by making IT Department the most respected division within three months.
- Slashed IT Help Desk monthly calls from 900+ to less than 500, with 44% of all calls closed within one day.
- Saved \$2 million in the first 10 months by consolidating and renegotiating IT cost and expenditures.
- Garnered savings of \$3 million in Fall 2002 by instituting student attendance rosters with next day turnaround; rosters were used throughout the school, making each department accountable for student enrollment and retention.

Organizational Development

- Grew, maintained and developed beneficial corporate partnerships with Microsoft, Oracle/PeopleSoft, Apple, Cingular, HP, Dell, and others organizations for the university and students, leading to a partnership contribution of \$1 million in technology applications, services and development.
- Improved service level agreements and reduced cost of ownership by outsourcing and project managing mission critical networking, web, communication, and application systems.
- Transformed student communication system to an e-business model, allowing students 24/7/365 real-time interaction with the university. Successfully installed wireless internet access across entire school campus.

TELIGENT, INC., Oakland, CA

1999 to 2001

REGIONAL IT OPERATIONS MANAGER, Western Region: Directed all IT operations and new technology for 18 states and supported 1200+ users. Planned and developed regional IT budget to align with company goals. Effectively managed off-site supervisors, support vendors, consultants, and IT/network engineers. Led the integration of Teligent-acquired companies.

- Promoted from Pacific Region IT Operations Manager within six months of hire
- Opened nine Teligent markets on time and within budget, exceeding organization’s goal of greater market share.
- Successfully managed and migrated acquired companies into Teligent’s IT domain without delay or added cost.

RUCKER FULLER COMPANY, San Francisco, CA 1997 to 1999

DIRECTOR, MANAGEMENT INFORMATION SYSTEMS: Oversaw multi-site computers and information systems for the largest Steelcase dealership in the United States. Directed all aspects of internet solutions, including long-range strategic planning and support of 200+ users.

- Redesigned and led company VAX migration to a LAN/WAN IP client/server environment within three months.
- Developed/spearheaded company-wide migration of ERP system from VAX environment to Windows based ERP system.
- Saved \$200,000 annually by automating procedures and forms; improved tracking and customer service.

PAST POSITIONS

MANAGER, SYSTEMS	MEMOREX TELEX CORPORATION, San Mateo, CA	1996 to 1997
NETWORK SPECIALIST	INFOWORLD MAGAZINE - IDG PUBLICATION, San Mateo, CA	1994 to 1996
NETWORK ANALYST	ANDERSON CONSULTING, San Francisco, CA	1993 to 1994

HONORS AND AWARDS

- Successfully partnered with KU Medical Center to win \$374,000 grant through Rural Healthcare Connect Fund. KU Lawrence campus received \$215,000 and KUMC received \$159,000 (November 2016).
- Received the 2015 national ACUTA Award for Institutional Excellence in Information Technology in its Large Size Institution category for “New Technology Support Model.”
- Received the Kansas City Business Journal Impact Award in 2013 for the use of an enterprise wide Scanning and Document Workflow initiative.
- Awarded the 2012 National Leadership Grant, in partnership with KU Library, Great Plains Network and the Greater Western Library Alliance, in the amount of \$48,480 to explore and plan a shared regional approach to help researchers manage data collected during research.
- Received the InfoWorld Green 15 Award in 2012, recognizing KU’s MFD Changing for Excellence initiative as one of the top 15 IT green projects by InfoWorld Magazine.
- Received the Center for Digital Education’s prestigious Best of the Web Award for redesign of UTPA’s website (2010).
- Selected as an Application Reviewer (AR) by the Texas Department of Agriculture through the Recovery Act’s Broadband Technology Opportunities Program and Broadband Initiatives Program in 2009. AR makes recommendations for the redistribution of \$7.2 billion to unserved and underserved communities across the United States.
- Received the prestigious UTPA Presidential Award in FY 2009 for Unified Wireless Project.
- Received the UTPA Teamwork Excellence Award for Classroom Media Technology Project in FY 2009 and Oracle E-Business Project in FY 2006.
- Received the MSN College and University Program Contributor Award (October 2005) from Microsoft for being one of the first five beta universities in the world to have successfully outsourced student e-mails, which saved the university over \$300,000 in technology infrastructure and human capital resources.
- Received the 2004 InfoWorld 100 Award for best use of technology; award celebrates real-world IT projects that used technology in smart and innovative ways to exceed business and technical objectives.

CURRENT PROFESSIONAL AFFILIATIONS

- **GPN Executive Council**, Great Plains Network (Member 2011 – Present; Chair 2015 - Present)
- **Regent Information Technology Council**, Kansas Board of Regents (Member 2011 – Present; Chair 2016 – Present)
- **KanREN Board of Directors**, KanREN Inc. (Member 2011 – Present)

PRESENTATIONS

- **“Change Your Organization Today to Prepare and Innovate for Tomorrow”** Bob Lim, ACUTA Winter Seminar, opening speaker. January 2016.
 - **“CIO Roundtable”** Bob Lim, Alice Owen, Ken Piddington. GoMobile 2015. November 2015.
 - **“Is IT Cost Accounting Worth the Effort Involved?”** Bob Lim, Andrew Wissmiller, Michael Phillips. EDUCAUSE Annual Conference. October 2014.
 - **“Technology and Research Intersection”** Bob Lim. Large Data Management and Genomic Biodiversity Summit. University of Kansas. September 2014.
 - **“How Much Change Can a University Absorb at Once?”** Bob Lim, Diane Goddard, Jason Hornberger, Barry Swanson, Michael Phillips. NACUBO 2014 Annual Meeting. July 2014.
 - **“Re-envisioning the IT Organization”** Bob Lim. Big XII CIO Conference. April 2014.
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EDUCATION

Master of Business Administration
St. Mary’s College of California, 2002

Bachelor of Science, International Business
San Francisco State University, 1994