STEVEN C. BURRELL

Ed.D. • Ed.S. • M.Ed.

Vice President of Information Technology & Chief Information Officer

Chief Information Officer Emeritus, Northern Arizona University

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EXECUTIVE PROFILE

Higher education technology executive with 40 years of experience as the senior-most technology leader at five institutions spanning public research universities, a private university, and a community college. Most recently, Vice President of Information Technology and Chief Information Officer at a public doctoral research university serving more than 30,000 students in 140 academic programs. Demonstrated progressive success leading digital transformation, cultural change, and measurable gains in student success. Recognized for building teams that deliver outstanding service and innovative solutions, producing improved student outcomes, research productivity, cost savings, and return on investment. Proven ability to lead institutions through strategic planning and budgeting, large-scale infrastructure development, business process optimization, and complex multi-campus programs that exceed strategic objectives. Repeatedly centralized and optimized distributed IT organizations across five institutions—merging campuses, sites, separate technology divisions, and dispersed computing centers into unified, centrally governed service organizations that standardized processes, eliminated redundant infrastructure, lowered operating costs, and improved service quality and adoption without losing local responsiveness.

Higher Education CIO Influencer • Generative & Operational AI • IT Centralization & Optimization • Institutional Strategy Development & Execution • Collaborative Partnerships • Complex Policy, Plans & Budgets • Culture Change • Organizational Optimization • Shared Governance • Institutional Risk • Large-Scale Infrastructure • Application & Service Innovation • Digital Transformation • Data Democratization • Diversity, Equity & Inclusion • Research Enablement • Instructional Development Frameworks • Course Delivery Systems at Scale • Customer Service • Qualitative & Quantitative Assessment

Leadership Acumen

- **Executive technology leadership.** 40 years as the senior-most technology officer across public research, private, and community college institutions.
- **Organizational design.** Design and staffing of new technology organizations and units, from a multi-institution shared services center to research computing, instructional technology, and student innovation groups — grounded in doctoral research on IT staff turnover, job modification, and work recognition.
- **AI and emerging technology leadership.** Institutional strategy for generative and operational AI, digital twins, and predictive analytics, paired with governance, ethics, and privacy frameworks that enable responsible adoption.
- **Service optimization.** Consolidation, modernization, cultural change, and strategic investment to raise service quality while lowering cost.
- **Partnership development.** Collaboration with public and private partners to build infrastructure supporting scientific discovery, economic development, and quality of life.
- **Change leadership.** Prosci-certified practice guiding institutions through cultural and operational change — consolidations, in-sourcing transitions, ERP replacements, and system-wide governance shifts.
- **Talent development and succession.** Recruiting, developing, and retaining technology professionals; formal mentoring of CIOs and rising leaders; leadership development programs adopted beyond the home institution.
- **External funding.** Principal investigator or co-investigator on NSF, DHS, APLU, and EDUCAUSE awards funding research networks, cyberinfrastructure, security capabilities, and adaptive learning.
- **Student success.** Technology strategy across the recruitment funnel and the retention, progression, and graduation lifecycle.
- **Data democratization.** Enterprise analytics and reporting that inform decision-making and strategy execution at every level of leadership.
- **Research enablement.** Computational research systems, research networks, and instrumentation supporting sponsored and non-sponsored research.
- **Instructional systems.** Course development frameworks, faculty development, and online class production at scale.
- **Governance and risk.** Shared governance that aligns IT with strategic initiatives, plus multi-campus enterprise risk management and mitigation planning.
- **Security and compliance.** Robust security policy, programs, and capabilities paired with education and support services; audit, law, and regulatory compliance.

- **Operational discipline.** ITIL-based IT service management standards for efficient, effective, and reliable operations.
- **Facilities and infrastructure.** Design and implementation of master plans that improve efficiency, safety, and experience.
- **Advocacy.** Sustained action and advocacy for diversity, equity, and inclusion within and among higher education institutions.

AREAS OF EXPERTISE

▪ AI Strategy & Governance	▪ Prosci Change Management	▪ Enterprise Risk Management
▪ Operational Technology & Digital Twins	▪ Business Analytics & Data Democratization	▪ Leadership & Organizational Development
▪ Predictive & Learning Analytics	▪ Shared & Data Governance	▪ Legal, Audit & Compliance
▪ Conversational AI & Virtual Agents	▪ Student Success & Enrollment Technology	▪ Policy & Standards Development
▪ AI Policy, Ethics & Data Privacy	▪ Cybersecurity, IAM & Privacy	▪ IT Service Management / ITIL
▪ Digital Transformation	▪ Sponsored Research & Grant Leadership	▪ IT Project Portfolio Management
▪ Smart Campus & Sustainability Programs	▪ Regional Education & Research Networks	▪ Strategic Financial Planning
▪ Strategic Planning & Assessment	▪ Cloud & Data Center Architecture	▪ Public-Private Partnerships
▪ IT Workforce & Talent Management	▪ Research Computing & Cyberinfrastructure	▪ Pedagogy & Instructional Delivery Systems
▪ Emergency Management & Public Safety Technology	▪ IT Centralization, Consolidation & Shared Services	▪ Community, Government & Military Relations

EDUCATION & PROFESSIONAL DEVELOPMENT

- **Ed.D., Doctor of Education** — Educational Administration, Georgia Southern University, Statesboro, Georgia

  Dissertation — *IT Staff Turnover Intentions, Job Modification, and the Effects of Work Recognition at Large Public Higher Education Institutions.*
- **Ed.S., Specialist of Education** — Higher Education Leadership, Georgia Southern University, Statesboro, Georgia
- **M.Ed., Master of Education** — Technology Administration, Plymouth State University, Plymouth, New Hampshire
- **M.Ed. Certificate** — College Teaching, Northern Arizona University, Flagstaff, Arizona
- **B.S., Computer Science**, Sterling College, Sterling, Kansas

Certifications & Executive Programs

- **Harvard Institute for Educational Management,** Harvard University Graduate School of Education, Cambridge, Massachusetts
- **EDUCAUSE Leadership Institute,** Boulder, Colorado
- **ITIL Foundations,** Information Technology Infrastructure Library, Certificate #88931

EXECUTIVE LEADERSHIP EXPERIENCE

INDEPENDENT AUTHOR, RESEARCHER & ADVISOR — 2026 – Present

St. Marys, Georgia — Advisory practice in leadership and technology, authorship, public speaking, podcasting, and independent research.

- **Author.** *The Smart Campus Manifesto* and *The CIO Job Profile and Performance Model*, published by Point Peter Press (2026).
- **Speaking and podcasting.** Host of The Intelligent Built World podcast and invited speaker on operational AI, smart-campus digital transformation, higher education technology leadership, and organizational culture.

NORTHERN ARIZONA UNIVERSITY — 2016 – 2026

Flagstaff, Arizona — Public doctoral research university of the Arizona Board of Regents serving 30,000 students across 140 academic programs.

Vice President of Information Technology & Chief Information Officer — 2016 – 2026

Reporting to the President, provided leadership and direction for all university technology services and infrastructure, with strategic oversight of planning, policy, budget, risk management, organization, assessment, and daily operations.

Centralization and Optimization. Consolidated a distributed IT organization spanning two campuses and 22 additional Arizona education sites into a single, centrally governed service organization — reorganizing staffing, standardizing processes and university-wide classroom and laboratory technology standards, consolidating computer centers onto cloud infrastructure, and establishing shared IT and data governance that produced new efficiencies and economies while stimulating collaboration and deeper technology adoption.

- Developed and oversaw IT strategic and operational plans supporting the institutional mission, including the university-wide plan for academic, research, and administrative information systems.

- Built an IT community responsive to faculty, staff, and student academic, education, and research technology needs, targeting and achieving a 95%+ customer satisfaction rating.
- Identified opportunities for investment in sustainable IT resources and drove organizational innovation, competitive differentiation, and new go-to-market technologies.
- Led development of strategic technology alliances with third-party providers and coordinated information systems governance, projects, and initiatives.
- Supervised, recruited, developed, retained, and organized all university IT staff in line with budgetary objectives and personnel policy.
- Represented the university and the President before local, regional, and national technology organizations and policy groups.
- Applied technology to enhance student access and success, connect university campuses, and strengthen linkages among students, faculty, and staff.
- Applied technology to empower faculty research, knowledge production, and technology transfer.
- Planned and oversaw HIPAA-compliant technology and services for Clinical Health Services, dental school operations, and related research activity.
- Planned and oversaw advancement technology and services supporting innovative fundraising and alumni engagement.
- Served on the President's Cabinet and the university Executive team, Risk Management Committee, Strategic Enrollment Strategy Committee, Shared Services Committee, and related task forces.
- Led the Educational Technology Consortium, a K-12 technology service provider serving more than 70 Arizona schools and libraries.

Highlighted Accomplishments

- **Consolidation of IT Services.** Led consolidation of IT services across two campuses (Flagstaff and Yuma) and 22 additional Arizona education sites. Reorganized IT staffing through consolidation and centralization, creating efficiencies and economies of scale, standardizing processes, and stimulating collaboration and deeper technology adoption. Established new IT and data shared governance structures in partnership with the Provost and Chief Data Officer, created university-wide classroom and laboratory technology standards, and consolidated computer centers supporting more than 1,200 servers onto cloud infrastructure.
- **Student Success and National Recognition.** NAU was selected as the APLU 2020 national Degree Completion Award winner. Improved recruitment, retention, and graduation rates by implementing an EDUCAUSE iPASS (Integrated Planning and Advising for Student Success) grant to design innovative approaches and improve student outcomes, using CRM (Salesforce), transfer management, and predictive analytics (Civitas, Tableau).
- **APLU Adaptive Learning Grant.** Served as co-principal investigator on a multi-year APLU grant deploying adaptive learning technology in critical gateway courses. Faculty training drove results: College Algebra pass rates improved by 4%, with comparable success in Chemistry and Biology.
- **NSF CC* Networks Grants.** Principal Investigator on two NSF CC* grants creating research networks for large and small colleges in Arizona and New Mexico, driving collaborative research and asset sharing with the University of Arizona, Arizona State University, and tribal and community colleges. NAU achieved a top-200 NSF research ranking nationally, 144th among all public universities, and rose to 75th most research-productive among public universities without a medical school.
- **Computational Research.** In collaboration with the Vice President for Research, implemented high-performance computing capability exceeding 4,000 nodes and created a dedicated research network, data transfer nodes, and additional research instrumentation, while expanding sponsored and non-sponsored research support services.
- **Identity and Access Management.** Implemented modern IAM capabilities to automate policy promulgation, ensure appropriate and ethical data use, achieve legal and audit compliance, exercise prudent stewardship of institutional resources, and improve integration across the systems portfolio.
- **Data Decision Systems.** Implemented enterprise data sharing and reporting through shared resources with the University of Arizona, Arizona State University, and the Arizona Board of Regents. The shared data warehouse and Tableau Cloud environment support extensive reporting on key tactical and strategic measures informing decision-making at all levels.
- **Predictive Analytics.** Deployed Civitas Illume for student success prediction, EAB Academic Performance Solutions for academic program performance, Academic Analytics for faculty and program research productivity, and Faculty 180 as the tenure and promotion information repository.
- **The Student Experience Taskforce.** Founded and led the task force driving initiatives to improve the student experience from first contact through graduation, including comprehensive chatbot and live-agent services, digitizing student processes, consolidating forms, and retiring the student portal in favor of a highly integrated mobile app (NAUgo).

- **5G and Wireless Infrastructure.** Created campus-wide small-cell wireless infrastructure through public-private partnership with Verizon and AT&T, deploying 5G alongside CBRS, LoRaWAN, and Wi-Fi services.
- **Marketing and Enrollment Services.** With the Chief Marketing Officer and Vice President for Enrollment Management, deployed Salesforce CRM integrated with lead generation sources to manage top-of-funnel engagement with prospective students, improving yields on inquiries, applications, and matriculation, supported by innovative web design.
- **NASPA Virtual Innovation Award.** One of eight institutions awarded the 2021 NASPA Innovation Award for student engagement work during the COVID-19 pandemic, implementing, repurposing, and integrating technologies for student engagement and wellness in collaboration with the Vice President for Student Affairs.
- **Advanced Media Innovation Center.** With college and library faculty leaders, developed a state-of-the-art innovation center supporting interdisciplinary curriculum in new media, virtual reality, and gaming. The full-immersion facility integrates liberal arts and engineering sciences in support of teaching, performance, and research.
- **Smart Campus.** In collaboration with the colleges and the Vice President of Facilities and Campus Planning, developed smart-campus capabilities that improve facilities management efficiency and open applied research opportunities by making campuses and communities a living laboratory.
- **Public Safety.** Established a State of Arizona digital PSAP with institutional and regional police dispatch offices, implemented a regional emergency communication network with the City of Flagstaff, City of Tempe, and Arizona State University, and deployed personal safety smartphone applications for students across all Arizona campuses and study abroad.
- **Organizational Growth and Effectiveness Initiative.** Provided executive leadership for an initiative to digitally transform operational practices by creating shared services for human resources, financial management, and travel, improving operational consistency, process efficiency, and service effectiveness.
- **Department of Homeland Security Grants.** Awarded two DHS grants to develop improved security awareness training and security telemetry data, partnering with industry security consultants to create new tools and provide infrastructure security monitoring services.

GEORGIA SOUTHERN UNIVERSITY

2007 – 2016

Statesboro, Georgia — Doctoral research university of the University System of Georgia serving 20,500 students.

Vice President of Information Technology & Chief Information Officer

Reported to the President with leadership and direction for university technology services, strategic IT planning, and oversight of policy, budget, risk management, infrastructure, organization, assessment, and daily operations.

Centralization and Optimization. Brought all university technology assets and services under unified executive administration, consolidating eight campus computational centers into resilient primary and secondary facilities and merging numerous computing and storage environments into a single private and public cloud architecture — then extended the model beyond the institution as a founding board member of the University System of Georgia Shared Services initiative serving more than 30 institutions.

- Held executive administration of all technology systems and responsibility, custody, and control of all university information technology assets and resources.
- Served on the President's Cabinet, advising the President, Vice Presidents, and the university community on technology issues and on applications of technology that transform business practice to improve efficiency, economy, and student success.
- Developed, implemented, and enforced policy governing the appropriate use and operation of university technology systems.
- Developed, implemented, and assessed strategic and operational planning for technology and technical services in the context of institutional mission and strategic priorities.
- Administered risk management and information security controls in accordance with Board of Regents policy and state and federal regulation.
- Executed strategies and technical capabilities supporting research and economic development, and responded to the IT interests of the administration, students, and Faculty Senate.

System and Institutional Councils

- University System of Georgia CIO Council — Strategic Planning Committee Chair.
- University System of Georgia CIO Council — Leadership Development Committee Chair.
- University System of Georgia Shared Services Governance Council.
- University System of Georgia Vice Chancellor of IT Executive Search Committee.
- Georgia Southern University President's Taskforce for Online Learning and Services — Chair.
- Georgia Southern University Instructional Technology Advisory Council — Chair.

- Georgia Southern University Research Technology Advisory Council — Co-Chair.
- Georgia Southern University Technology and Administrative Systems Council — Co-Chair.
- SACSCOC Accreditation Reaffirmation Advisory Committee.
- Technology Association of Georgia, Savannah Chapter — Founding member.

Highlighted Accomplishments

- **USG Shared Services.** Founding member of the Board of Directors of the University System of Georgia Shared Services initiative. Developed a Shared Services Center serving more than 30 institutions, the State Libraries, and higher education administrative units — designing, constructing, and staffing the Sandersville, Georgia facility, initially delivering payroll, human resources management, and retirement benefits services.
- **Wireless Communities Georgia.** Participated in Governor Sonny Perdue's initiative assisting six local communities in developing high-speed networks to promote economic development, improve government services, and expand educational opportunity.
- **Cloud Computing.** Consolidated numerous computing and storage environments into a new computing center based on private and public cloud architectures.
- **Consolidation of Computer Centers.** Consolidated eight campus computational centers into resilient primary and secondary high-availability facilities hosting network, storage, and computational resources, and instituted access management policies and physical security standards.
- **Fiber Optic Infrastructure and Network.** Developed and executed a comprehensive plan for a fiber-optic network connecting nearly 200 buildings and delivering converged services for computing, video, surveillance, telephony, and environmental management.
- **Academic Analytics.** Pioneered the University System of Georgia's ability to predict student course performance and trigger interventions, improving retention, progression, and graduation rates in online courses.
- **Analytics, Intelligence Reporting, and Dashboards.** Established the information analytics architecture and collaboratively built university dashboards and business intelligence environments spanning student academic performance, institutional advancement, enrollment management, and fiscal management, enhancing management practice and data-centered strategic decision-making.
- **Business Innovation Group (BIG).** Established a business innovation center with the U.S. Economic Development Administration, the City of Statesboro Downtown Development Authority, and the Parker College of Business. The incubator converted storefront and warehouse space into a modern facility that supports faculty and researchers and introduces new capabilities for building sustainable new businesses in the region.
- **Media Development Center.** Created a two-time Emmy Award-winning live and post-production service using state-of-the-art electronics to support athletics, performing arts, instruction, research, and marketing—increasing institutional reach and market recognition while centralizing services and reducing cost.
- **Computational Research.** Established the Department of Computational Research Services to support researchers, implementing and maintaining high-performance computing (Talon) and storage systems, data collection devices, and related systems for sponsored and non-sponsored research.
- **Herty Research Center.** With the Vice President of Research, established the center and its IT systems and capabilities to support a materials science research center and experimental production facility in Savannah, Georgia.
- **3D Fabrication Facility.** Developed a state-of-the-art 3D fabrication facility and services supporting materials science research, agriculture, manufacturing, and other practical and sustainable uses of emerging fabrication technology.
- **Planetarium and Research Visualization Theatre.** Created a state-of-the-art facility for full-dome 360-degree visualization of complex data for STEM instruction and public outreach.
- **Integrated Surveillance and Emergency Management.** Implemented comprehensive surveillance and environmental monitoring linked to event management systems operated by the university emergency management center and the Georgia Emergency Management Agency, integrating cameras, door access, panic buttons, fire alarms, and environmental conditions within a multi-agency emergency response system.
- **Multimedia Classroom Technology.** Collaboratively standardized and developed multimedia technology and services in nearly 400 classrooms, laboratories, and meeting rooms supporting modern pedagogical methods across seven colleges, the Henderson Library, and student activity functions.
- **My.GeorgiaSouthern Portal.** Created a web portal integrating cloud-based information systems, business workflows, targeted communications, and survey capabilities for students, faculty, staff, alumni, and the parent association — contributing significantly to student re-enrollment and retention.

- **Advancement Affiliate Search.** Created a Technology Association of Georgia award-winning mobile application delivering business intelligence and geolocation data to optimize university fundraising, substantially improving development officer effectiveness.
- **Tech Corner IT Store and Eagle Care Service Center.** Created the largest technology store on a college campus in the United States, offering hardware, software, and peripherals along with authorized warranty repair services for major brands.
- **Integrated Library and IT Student Support Services.** Partnered with the Dean of the Library and library faculty and staff to deliver technical support in the library and across online library services through integrated assistance, single sign-on, and mobile applications.
- **Health Alert System.** Developed an information system using health center data and the university web portal to collect data and automate faculty notifications about students diagnosed with influenza and other illnesses, proactively addressing public health while supporting student retention and progression.
- **Georgia Historical Markers.** Developed a mobile application with the Georgia Department of Tourism using location-based services to provide travelers and educators with information about historical markers across the state.
- **UAS Research Platforms.** Developed remotely piloted flight instrument platforms using the Google Maps API and GPS technology to program flights for scientific data collection, and created the institution's UAS policy and FAA relationship.
- **Digital Signage.** Developed digital signage standards and capabilities delivering targeted, customized student messaging based on campus location and audience.
- **Student Innovation Group.** Created an organization of students, directed by IT professional staff, to identify and address student information and technology needs through innovative application development and services.
- **Eagle Leadership.** Created a university leadership development program for staff and faculty that increased collaboration and operational effectiveness institution-wide and was subsequently introduced at other University System of Georgia institutions.

SAINT LEO UNIVERSITY

2003 – 2007

Saint Leo, Florida — Florida's first and largest private Catholic institution and largest private not-for-profit online learning provider; 41 academic programs, $100 million budget, 26,000+ students annually at 20+ sites in six states and online worldwide.

Vice President of Technology & Chief Information Officer

Reported to the President and Chief Financial Officer, responsible for all aspects of technology and technical services, including annual operating, capital, and strategic initiative budgets; strategic technology planning; and the direction of the university's administrative and academic technology goals.

Centralization and Optimization. Returned outsourced technology services to institutional control within 90 days, centralizing services, management, and leadership into a single in-sourced organization that reduced overhead by $200,000, established consistent operating and service standards, and improved responsiveness across 20+ sites in six states and online worldwide.

- Held executive administration of all technology systems and responsibility, custody, and control of all university information technology assets and resources.
- Served on the President's Cabinet advising the President, Vice Presidents, and the university community on technology issues and business transformation.
- Developed, implemented, and enforced policy governing appropriate use and operation of technology systems.
- Directed daily operations of the Technology Services department, including technical support, networking and server systems, instructional services, and business applications.
- Provided project planning leadership for new technology and services while developing and monitoring compliance with policies, procedures, and IT operating and service standards.
- Collaborated with higher education partners, including Bisk Education Systems, to provide educational technologies supporting online learners.
- Served as a member of the Executive Board of the university Faculty Senate.

Highlighted Accomplishments

- **Military Education VTT Network.** Directed a $3.5 million implementation over 18 months in collaboration with the U.S. Navy, delivering an educational video conferencing system at 25 locations, improving operational efficiency by 60%, reducing annual operating costs by $600,000, and generating $300,000 in new annual revenue.
- **OPM Services.** Led planning and execution of the transition of a $35 million online learning services business contract to new in-sourced and out-sourced partners.

- **Course Production and Online Development.** Created and staffed an 18-member instructional technology division to develop new learning products, faculty development, and online delivery systems, saving $500,000 annually in outsourced costs while improving course product quality, instruction, learning, and student satisfaction.
- **Instructional Pedagogy Standards.** Co-chaired a faculty committee for 15 months to develop and adopt university-wide pedagogical standards for online and blended courses, improving student learning and satisfaction.
- **Transformed Classrooms.** Converted 40+ classrooms and meeting spaces to state-of-the-art multimedia learning facilities and instituted faculty best practices, improving student performance and satisfaction to levels exceeding national metrics by 8%.
- **In-Source Technology Services.** Led the transition from outsourced IT services to centralized in-sourced services, management, and leadership within 90 days, saving $200,000 in overhead expense.
- **Private Cloud Computer Center Operations.** Relocated and co-located computer center operations off-campus to overcome infrastructure constraints, significantly improving the security, reliability, and survivability of mission-critical computing systems.
- **Business Process Improvements.** Re-engineered numerous business processes to leverage web-based delivery of student services, improving staff productivity and customer satisfaction by 21%.

PLYMOUTH STATE UNIVERSITY

1992 – 2003

Plymouth, New Hampshire — Coeducational residential university of approximately 5,400 students offering bachelor's, master's, and advanced graduate programs across 46 buildings on a 170-acre campus, with annual revenues exceeding $70 million.

Chief Information Officer

1996 – 2003

Reported to the President and Chief Financial Officer, directing development of the university's administrative and instructional technology resources. Represented the university in strategic technology planning and shared IT governance within the New Hampshire university system, prepared strategic and operational budgets, and led implementation of new technology and services.

Centralization and Optimization. United separately managed administrative computing, academic and instructional computing, networking, and telecommunications functions into a single cohesive technology organization, then modernized the consolidated environment by replacing legacy mainframe systems with multi-tier client-server applications — reducing the operating budget by 20% over three years while expanding systems and services.

- **Business Process Modernization.** Distinguished as one of the first higher education institutions to convert legacy mainframe information systems into multi-tier client-server applications providing 24x7 online access to real-time information, course registration, and other self-service capabilities for faculty and students.
- **Operating Efficiencies.** Reduced the operational budget by 20% over three years while expanding systems and services through renegotiated service contracts, shared development ventures, and adoption of open-source systems.
- **Residential Network.** Established a multi-year plan and $400,000 budget and implemented comprehensive IT infrastructure, in collaboration with the facilities department, extending network access to 4,000 residences and 350 offices.
- **ERP Replacement.** Planned, budgeted ($700,000), and implemented replacement of the enterprise resource planning and management systems within a 16-month timeframe.

Director of Computer Services, Networking & Instructional Technology

1992 – 1995

Reported to the Vice President for Business Affairs, with responsibility for budgeting, planning, and operating administrative and academic computing, networking, and telecommunications services.

HUTCHINSON COMMUNITY COLLEGE

1986 – 1992

Hutchinson, Kansas — Public comprehensive community college.

Director of Data Processing, Networking & Communications

1988 – 1992

Reported to the President and Chief Business Officer; responsible for all administrative and academic computing, networking, and telecommunications functions.

- **ERP Implementation.** Implemented an enterprise system delivering fiscal, student, and human resources capabilities.
- **Library System Implementation.** Implemented the library automation system, replacing the card catalog and modernizing library services.
- **Optimized Infrastructure.** Upgraded mission-critical information systems, increasing performance by 250% while saving more than $100,000 annually in operating costs.
- **IT Consolidation.** Reorganized three separate technology development and support divisions into a single cohesive group delivering integrated technical development and support services.

- **Microcomputer Strategy.** Planned and implemented a strategy introducing microcomputers into business functions, replacing mainframe-based word processing and office productivity applications for more than 400 employees within six months.

Assistant Director of Data Processing 1986 – 1988

Reported to the Director of Data Processing; responsible for business and student information systems, VAX/VMS operations, and end-user equipment.

COLORADO STATE UNIVERSITY 1983 – 1986

Fort Collins, Colorado — Public research-intensive university.

Micro Services Computer Manager

Reported to the Micro Services Operations Director; responsible for creating, operating, and developing innovative microcomputer use cases across the university, including site facilitation, faculty training, student support, application development, and new technology evaluation. Developed instructional and administrative microcomputer applications.

DATA CENTER INCORPORATED 1982 – 1983

Hutchinson, Kansas — Bank services business providing check and deposit processing for federal banks and credit unions.

Data Processor

Executed job processing and general operations of UNISYS financial document handlers, printers, and computer systems.

ACADEMIC APPOINTMENTS & TEACHING

Professor of Practice, College of Education — Northern Arizona University 2016 – 2026

Participated in college planning and development, served on dissertation committees, and contributed to academic oversight activities.

Certified Faculty — EDUCAUSE 2019 – Present

Certified to teach in EDUCAUSE leadership development institutes and professional development programs, including the Leadership Institute and Senior Directors Institute.

Lecturer, Allen E. Paulson College of Engineering and Computing — Georgia Southern University 2013 – 2016

Part-time adjunct faculty teaching Information Technology Systems Management; frequent guest lecturer in IT, business, and education courses.

Lecturer of Computer Science and Business — Plymouth State University 2000 – 2003

Part-time adjunct faculty teaching Systems Analysis and Design, Management Information Systems, and Introduction to Computers.

Lecturer of Computer Applications — Hutchinson Community College 1988 – 1992

Courses included Personal Computer Networking, Introduction to Personal Computers, and Business Applications of Spreadsheets.

BOARD, GOVERNANCE & ADVISORY LEADERSHIP

THE STATE OF ARIZONA AI ADVISORY BOARD 2015 – Present

Appointed by Arizona Governor Katie Hobbs to serve on the state's first Artificial Intelligence (AI) Steering Committee.

THE ARIZONA SUN CORRIDOR RESEARCH & EDUCATION NETWORK 2016 – 2026

Arizona education and research network serving higher education, K-12, not-for-profit, and government organizations.

Chairman of the Board (2017 – 2019) | Board Member (2016 – 2026)

Provided leadership on the network's strategic direction and operational priorities. As Chairman, reported to the Board of Directors and to the University of Arizona, Northern Arizona University, and Arizona State University; oversaw strategic partnerships, coordinated the Executive Director's activities, and represented the Board in collaborations at the national, regional, and local levels.

- **Metropolitan Network Collaborative.** Created public-private partnerships for advanced network infrastructure in Flagstaff, throughout Coconino County, and across the Navajo and Hopi nations.
- **NSF CC* Infrastructure.** Served as Principal Investigator, Co-PI, or supporting contributor on several NSF grants expanding research network capability among tribal and small colleges in Arizona and New Mexico, forming alliances for Shekate, the Southwest Regional Research and Education Network.
- **Arizona Broadband Strategy.** Established partnership with the Arizona Governor's Office of Broadband Development, Department of Transportation, Commerce Authority, and Department of Education to expand the Sun Corridor Network into Arizona's public research, education, and community government network.

Next Leaders Fellowship

Founding Mentor of the NLF. Advancing a vision in which all information and technology professionals have the opportunity, support, and advocacy needed to reach senior leadership roles.

EDUCAUSE — 2019 – Present

Nonprofit association advancing higher education through the use of information technology.

- **Certified Faculty.** Certified to teach in EDUCAUSE leadership development institutes and professional development programs.
- **Designated Mentor.** Mentor to CIOs and rising professionals within the EDUCAUSE formal mentoring program.

MICROSOFT — 2018 – 2026

Redmond, Washington — Multinational technology company.

- **CIO Advisory Board.** Member of the International Advisory Board, providing guidance and direction on products and higher education services.

SALESFORCE — 2017 – 2024

San Francisco, California — Cloud-based customer relationship management software company.

- **CIO Advisory Board.** Member of the International Advisory Board, providing guidance and direction on products and higher education services.

INTERNET2 — 2020 – 2026

National consortium empowering scholars, scientists, and researchers through a trusted, secure network designed for research and education.

- **Community Leadership and Culture (I2CLC) Steering Committee.** Member, dedicated to fostering a welcoming and collaborative environment where everyone in the Internet2 community feels valued and supported.

ANTI-RACISM IN ACADEMIA (ARiA) — 2020 – 2022

Athens, Georgia — Learning series created to inspire a more understanding and inclusive higher education community across levels and disciplines.

- **Facilitator and Discussion Leader.** Authorized facilitator and discussion leader on anti-racism topics among higher education participants.

CENTER FOR HIGHER EDUCATION CIO STUDIES (CHECS) — 2015 – 2019

- **Board Member and Researcher.** Directed research studies of CIO leadership and organized and delivered workshops and educational programs supporting leadership development among higher education technology leaders.

PEOPLE ORIENTED INFORMATION SYSTEMS (POISE) — 1990 – 1993

Knoxville, Tennessee — For-profit company serving U.S. and Canadian higher education institutions with administrative information systems.

- **President, Board of Directors.** Elected president of a nine-member board developing applications and services and strengthening the user group organization and conference.

HONORS & RECOGNITION

- **2021** AASCU Excellence and Innovation Award for Sustainability and Sustainable Development, recognizing Northern Arizona University's COVID-19 Comprehensive Management Action Plan for its outstanding results and potential to serve as a model for other institutions.
- **2020** EdTech Magazine — named Thirty Higher Education IT Influencers Worth Following.
- **2015** Southeast Emmy Award, National Academy of Television Arts and Sciences — The Wounded Eagle.
- **2014** IT Recognition Award, Desire2Learn and the National Association of State Chief Information Officers.
- **2014** Finalist, CIO of the Year — Georgia CIO Leadership Association.
- **2014** Award of Distinction for Excellent Financial Reporting — Georgia State Auditor.
- **2014** Blue Ribbon Finalist, Just Wild — 35th Annual MTV College Television Awards, sponsored by the National Academy of Television Arts Foundation.
- **2013** Technology Association of Georgia Innovation Award, Business Intelligence and Analytics — University Affiliate Search.

SELECTED WORKS & PUBLICATIONS

Patents

Burrell, S., Cruz-Rivera, J.L., Parker, M. (2025). *AI-enabled competency-based flex curriculum planner* (U.S. Patent Application Publication No. US 2025/0378424 A1). U.S. Patent and Trademark Office. Computer-implemented system and method utilizing AI to extract granular skills and micro-competencies from applicant artifacts (resumes, transcripts) and dynamically map them to post-secondary course catalogs for automated credit evaluation and flexible pathway planning.

Books, Frameworks & Scholarship

Burrell, S. (2026). *The Smart Campus Manifesto*. Point Peter Press.

Burrell, S. (2026). *The CIO Job Profile and Performance Model*. Point Peter Press.

Burrell, S. (n.d.). *An AI Primer for Higher Education Leaders*.

Burrell, S. (n.d.). *Quantum Leadership: A Multidimensional Leadership Journey*.

Burrell, S. (n.d.). *Leadership Implications for Mergers of Higher Education Institutions*.

Burrell, S. (n.d.). *An Assessment of Salesforce Implementation as a Student Retention Management System*.

Burrell, S. C. (2014). *IT Staff Turnover Intentions, Job Modification, and the Effects of Work Recognition at Large Public Higher Education Institutions* [Doctoral dissertation]. Georgia Southern University Electronic Theses & Dissertations.

Burrell, S. (2010). Utilizing trends to ensure student satisfaction. In S. Gagnon (Ed.), *Inside the Minds: Technology Trends* (pp. 75–84). Thomson Reuters & Aspatore.

Burrell, S. (2002). CD-ROM application. In N. Kline (Ed.), *A Wheel of Memory: The Hereford Mappamundi*. University of Michigan Press.

Articles & Commentary

Burrell, S. (2026, October 16). *The Most Important Call A Facilities Leader Can Make*. Facility Manager Magazine.

Burrell, S. (2021, October 18). *The CIO as Quantum Leader*. EDUCAUSE Review.

Burrell, S., & Jones, L. (2020). *A Data and IT Governance Journey: Finding Truth Amid the Quicksand*. EDUCAUSE Review.

Burrell, S., Harder, D., & Livingston, J. (2020). *Facilitating DEI*. EDUCAUSE Review.

Burrell, S. (2019). *Reflection on Inspirational Voices of EDUCAUSE 2018*. EDUCAUSE Professional Development Commons.

Burrell, S. (2018). *Northern Arizona University: Making IT Personal*. Business Chief.

Burrell, S. (2017). *CIO Strategies for Overcoming Gender Bias Obstacles in IT Organizations and Guidance for Men Who Want to Remove Them*. Unpublished manuscript.

Burrell, S. (2017). *New Digital Strategies Depend on IT's Soft Skills*. CIO Review.

Burrell, S. (2015). *Increased IT Staff Satisfaction: An Undervalued Benefit of the Cloud*. The Evolllution.

Burrell, S. (2014). *Universities Build for Net Generation Students Who BYOE*. CIO Review.

Burrell, S. (n.d.). *Practical Actions for JEDI Leaders*.

Burrell, S. (n.d.). *Tactics for Higher Education IT Services Talent Management*.

Burrell, S. (n.d.). *Managing Your Transition to a New Leader*.

Collaborations, Presentations & Invited Talks

Burrell, S.(November 3-6) Willow Operate 2026. Conference Designer and Facilitator. Microsoft Innovation Center, Dallas, TX.

Burrell, S.(October 28-30) PCAPPA Conference. AI Use Case Adoption and Adaptation Issues. Topics. Vancouver, CA.

Burrell, S. et al. (September 24, 2026) EDUCAUSE 2026 Featured Session Panel on Partnerships “From transactional to strategic: Building strong external partnerships in higher education.” *EDUCAUSE*. https://www.educause.edu/content/2026/from-transactional-to-strategic

Burrell, S., EDUCAUSE et al. (September 24, 2026). Becoming a Strategic Institutional Partner: A guide for CIOs and aspiring technology leaders. *EDUCAUSE*. https://www.educause.edu/content/2026/becoming-a-strategic-institutional-partner

Burrell, S. (September 29, 2026). Smart Campus Digital Transformation. *Midwest APPA Conference*. Indianapolis

Burrell, S & Madison, C. (2026, September 14). Role of the CIO Panel in Smart City / Digital Initiatives. *Data for the Smart World, Washington, DC.*

Burrell, S. (2026, July 17). *Innovation Into Action: Northern Arizona University's Smart Campus Digital Transformation*. *APPA Annual Conference*. Washington, DC.

Burrell, S. (2026, July 14). Presentation on the university Capstone initiative applying Willow digital twin data [Webinar]. *Carahsoft*.

Burrell, S. (2026, June). *Operational AI for the Built World*. NCAPPA Conference, Chapel Hill, NC.

Burrell, S. (2025, October 16). *Making AI Operational: A Vanguard of Change in How We Perceive and Interact with Our Built Environment*. 3rd Smart Data for Energy Summit, National Harbor, MD.

Burrell, S. (2025, November 13). *Keynote presentation: Leading the AI Revolution – 10 Strategies from a playbook for human-centric AI transformation in every institution.* 2025 NMTIE Conference, Albuquerque, NM.

Burrell, S., Baker, M., Knott, J., Milhans, J., & Richichi, M. (2020, October). *Designing Inclusive Culture: Modeling Behaviors in a Balanced Org*. EDUCAUSE Annual Conference.

Burrell, S. (2020). *How IT Leaders Can Invest Today and See ROI in 30 Days* [Panel discussion].

Burrell, S. (2019, October 15). *The Connected Campus: How IoT Is Transforming Education*. EDUCAUSE Annual Conference 2019.

Burrell, S., & Green, C. (2019, October 15). *The 2019 Campus Computing Survey*. EDUCAUSE Annual Conference 2019.

Burrell, S. (2019, September 23). *Sun Corridor Network Arizona Community College Research Expansion*. NSF Campus Cyberinfrastructure and Cybersecurity Innovation for Cyberinfrastructure PI Workshop, Minneapolis, MN.

Bowman, D., Burrell, S., Jelinkova, K., Sartipi, M., & Swisher, C. (2019, July 23). *Smart Campus 101: Introduction to the Future*. Congressional Caucus on Smart Cities, Rayburn House Office Building, Washington, DC.

Burrell, S. (2018, October 31). *Building a Digital Transformation Culture with Microsoft at Northern Arizona University*. EDUCAUSE Annual Conference 2018.

Burrell, S. (2018, November 1). *Men Supporting Men, Supporting Women in IT: Building Empowerment*. EDUCAUSE Annual Conference 2018.

Burrell, S. (2018, November 1). *Advice for Women Aspiring to Leadership Roles in IT*. EDUCAUSE Annual Conference 2018.

Burrell, S. (2017, November 2). *Leadership Activities to Manage Subconscious Gender Bias*. EDUCAUSE Annual Conference 2017.

Burrell, S. (2017, November 3). *Women CIO Perspectives on the Ascension to Leadership*. EDUCAUSE Annual Conference 2017.

Burrell, S., & Jones, G. (2017, August 15). *Data Governance: Why It Matters to You*. Southwest Symposium on Teaching and Learning.

Burrell, S. (2016, October 27). *Envisioning Innovative Technology Spaces: Leadership Lessons*. EDUCAUSE Annual Conference 2016.

Burrell, S., Harder, D., & Watt, C. (2016, April 6). *Analytics Readiness: How Do You Measure Up?* EDUCAUSE Connect, Miami, FL.

Burrell, S., Fritsche, G., & Neal, P. J. (2016, April 6). *Developing Frontline Managers Who Lead*. EDUCAUSE Connect, Miami, FL.

Burrell, S. (2016, April 6). *Following, Connecting, Friending: Finding Your Peers*. EDUCAUSE Connect, Miami, FL.

Burrell, S., & Fritsche, G. (2016, March 4). *Enhancing Performance through Collaboration and Communication*. EDUCAUSE Connect, Denver, CO.

Burrell, S., & Lang, L. (2016, March 3). *Analytics Readiness: How Do You Measure Up?* EDUCAUSE Connect, Denver, CO.

Burrell, S., & Little, J. (2016, March 2). *Everyday Leadership: Making Connections*. EDUCAUSE Connect, Denver, CO.

Burrell, S., Mitchell, B., Engel, S., & Jordan, M. (2015, October 7–9). *Correlating Library Usage with First-Time Degree-Seeking Students' Academic Success*. Georgia COMO Conference, Athens, GA.

Burrell, S. (2015, October 3). *Developing Your Soft Skills Doesn't Have to Be Hard Work*. Southern Collegiate Leadership Conference Workshop, Statesboro, GA.

Burrell, S., & Thomas, S. (2015, July 27–30). *Effective Strategies for Retaining and Developing Skilled IT Professionals*. Campus Technology 2015, Boston, MA.

Burrell, S., & Sacks, S. (2015). *IT Leadership and the Role the CIO Plays Across the Entire Organization*. CIO Forum Conference, Atlanta, GA.

Burrell, S., & Orr, R. (2015). *Emerging Technology on Campus*. NACS Annual Conference, Atlanta, GA.

Burrell, S. (2015). *The CIO Job Performance Model; Dealing with Difficult People; Team Building*. 44th Annual University System of Georgia Computing Conference, Rock Eagle, GA.

Burrell, S. (2014, October 2). *Developing Leaders through a Successful Mentorship Program*. EDUCAUSE Administrative IT Summit.

Burrell, S., Carver, C., & Mescon, T. (2014). *Innovation and Shared Services: Odd Bedfellows, or a Marriage Made in Heaven?* EDUCAUSE Administrative IT Summit, Chicago, IL.

Burrell, S. (2014). *What Makes a CIO Successful: A View from C-Level; IT Leadership Skills for Success*. 43rd Annual University System of Georgia Computing Conference, Rock Eagle, GA.

Burrell, S. (2014). *Disruptive Technology: How Analytics Is Reshaping Education*. Fusion 2014 Leadership Summit, Nashville, TN.

Burrell, S., & Carver, C. (2013). *Becoming a CIO: A Discussion of Skills, Experiences, and Career Management*. 42nd Annual University System of Georgia Computing Conference.

Burrell, S. (2013). *Mobile Web and Analytics Empower Culture Change Among University Advancement Officers*. Blackboard Analytics National Conference, Washington, DC.

Burrell, S. (2013). *Working as a System through the Collective Wisdom of Institutional CIOs*. EDUCAUSE Southeast Regional Conference.

Burrell, S. (2013). *Strategies for Recruiting and Retaining the IT Workforce* [Panelist]. CIOSYNERGY Conference, Atlanta, GA.

Burrell, S. (2012). *Higher Education Mergers: Research Review and Findings*. Desire2Learn Summit, Kitchener, ON.

Shropshire, J., Burrell, S., & Kadlec, C. (2011). *This Is Not What I Signed Up For: Job Modification and IT Worker Turnover*. 41st Annual Meeting of the Southeastern Decision Science Institute, Savannah, GA.

Burrell, S. (2010). *Effects of Recognition in Retaining IT Workers*. University System of Georgia Chief Information Officers, Savannah, GA.

Burrell, S. (2004). *Video Conferencing Education: Educating Future Officers at Sea*. U.S. Navy Atlantic Fleet Command, Norfolk, VA.

Burrell, S. (2002). *Digital Campus Blueprint: The Framework for Improving Service and Faculty Use of Technology While Reducing Costs*. EDUCAUSE 2002.

Burrell, S. (1997). *Application Development in the World Wide Web*. POISE User Group, Nashville, TN.

Burrell, S. (1990). *Interactive Television Networks for Cooperative Rural Health and Education*. Presentation to U.S. Senator Bob Dole and the Kansas Association of Independent Networks, Salina, KS.

Media, Interviews & Profiles

Burrell, S. (Host). (2026, April). *The Intelligent Built World* [Audio podcast series, sponsored by Willow Inc.]. Episodes with Bert Van Hoof: The Next Frontier of Enterprise AI — Operational AI; The Hidden Cost of Disconnected Operational Data.

Burrell, S. (2018, April). *Embracing Ignorant Leadership* [Interview]. CIO Talk Network.

Fisher, C. (2017, September). *University Adopts a Bold, Frontier-Town IT Spirit*. Toggle Magazine.

O'Hanlan, J. (2017, May). *Making IT Personal*. USA and Canada Business Review.

Dix, J. (2012). *Limiting Your Suppliers Increases Control*. Network World.

Jordan, M. R., in collaboration with Burrell, S. (n.d.). *Ask Yourself: Could You Live Without the Internet for a Day?* Toggle Magazine.

TECHNICAL ACUMEN

Artificial Intelligence: Google Gemini, MS Copilot, Anthropic Claude, LLM Development, expert systems, neural networks, operational AI

Enterprise Resource Planning: Ellucian Banner, Datatel Colleague, Oracle PeopleSoft

Analytics & Reporting: Civitas Illume, Tableau, EAB Academic Performance Solutions, Academic Analytics, Interfolio Faculty 180

Learning Management: Pearson eCollege, WebCT, Desire2Learn, Blackboard, Moodle, Canvas, edX

Networking & Telecommunications: Cisco, Avaya, Nortel, Verizon, Microsoft, LoRaWAN, CBRS, iPerf, perfSONAR

Safety & Surveillance: Axis, Pelco, Lenel, digital PSAPs, Motorola digital systems

Content Management & Workflow: WordPress, Microsoft SharePoint, Hyland OnBase

Machine Learning & Conversational AI: Google Dialogflow, Google Tensor, Google Assistant, Amazon Alexa

Marketing Communications: Salesforce Marketing Cloud, Google Analytics

Customer & Student Retention: Salesforce Lightning, TargetX, Connect, Civitas Inspire

IT Service Management: ITIL, ServiceNow, Microsoft System Center

Instructional Technology: Adaptive learning applications, Universal Design for Learning, Quality Matters

Operational Technology: Digital twins, BMS, FDD, CMMS, IOT sensors, MCP Servers, BIM, Operational AI, Automated controls.

Leadership & Human Development: PeopleMap Leadership System, DiSC, Myers-Briggs

Change Management: Prosci ADKAR

PROFESSIONAL AFFILIATIONS

EDUCAUSE — Higher Education Technology

- The CIO Community of Practice Committee, 2025-=2026
- Designated Mentor, 2021 – 2025
- Infrastructure Advisory Committee, 2020 – 2022
- Leadership Development Program Faculty, 2019 – 2023
- 2022 IT Issues Panel
- Enterprise IT Program Advisory Committee, 2019 – 2021
- Annual Conference 2019 Program Committee, 2018 – 2019
- Recognition Committee, 2014 – 2017

Additional Associations

- ACUTA — Association for Communications Technology Professionals in Higher Education
- APPA – Leadership in Educational Facilities

- NACUBO — National Association of College and University Business Officers
- NHCUC — New Hampshire Consortium of Colleges and Universities
- ASCUE — Association for Small Colleges and Universities
- WESTNET — Association of Western Higher Education Technology Officers
- Internet2 and The Quilt
- Salesforce and Microsoft Higher Education CIO Advisory Boards

COMMUNITY ENGAGEMENT

- Rotary International, Downtown Rotary Club of Statesboro — Past President
- Georgia Rotary Student Program — Trustee
- Ogeechee Area Hospice — Board of Directors and Treasurer
- Bulloch County / Statesboro Chamber of Commerce, Education & Workforce Preparedness Committee — Co-Chair
- Bulloch County Schools, Pathways to Prosperity Committee
- Humane Society of Bulloch County, Statesboro, Georgia — Rescue Coordinator
- Second Chance Shelter for Animals (High Country Humane), Flagstaff, Arizona