

GRANTS FOR STATEWIDE, LONGITUDINAL DATA SYSTEMS  
CFDA NUMBER: 84.372

**Colorado Department of Education**



***Appendix D – Resumes of Key Personnel:***

**GRANT PROGRAM DIRECTOR**

**Marcia Bohannon**, *Chief Information Officer, Colorado Department of Education*

**KEY PERSONNEL**

**Dan Jorgensen**, *Accountability & Research Manager, Colorado Department of Education*

**Nicholas Ortiz**, *Results Matter Data and Operations Specialist, Colorado Department of Education*

**Jan Rose Petro**, *Director, Data Services, Colorado Department of Education*

**Corey Kispert**, *Information Security Officer, Colorado Department of Education*

**Sharon L. Triolo-Moloney**, *Director, Office of Early Learning and School Readiness, Colorado Department of Education*

**Scott Lee**, *Program Manager, SLDS Grant, Colorado Department of Education*

## **Summary**

Executive manager with over 20 years experience in high technology, both international and domestic, providing high quality service and technology solutions to internal and external customers. Professional skills include executive level leadership of technology organizations, business transformation leadership, personnel and fiscal management, strategic business and technology planning, strong client relationship skills, business knowledge across many industries with primary focus on education.

## **Accomplishments & Overview**

- Successfully led large technology teams both in public and private sector environments. Over 12 years in key executive IT leadership role in Public Sector, 10 of which in the Public Education industry.
- Successfully managed sizeable operational and capital budgets, as well as multi-million dollar projects, and have always met or exceeded revenue targets, even while introducing significant change into an organization.
- Successfully delivered Information Technology services to internal clients, with responsibility for over 150 remote autonomous sites within a \$900M+ organization. Led CEO and staff to more collaborative model of service definition and delivery, introducing sophisticated business management techniques.
- Led strategic change in all roles over past 13 years. Challenged status quo as change agent within senior and/or executive leadership teams. This included organizational change management, business process reengineering, and overall business transformation leadership.
- While in Australia, negotiated and managed over 20 simultaneous international contracts governing the delivery of mission critical defence systems, and managed the successful design, development, and integration of all systems into one integrated platform, valued at approximately \$500M.
- Successfully incorporated Project Management processes and methods (included introduction of PMOs) and trained others in PM techniques
- B.S. degree in engineering, with masters-level credits in engineering management and business; certified enterprise architect
- Built and operationalized multiple professional services organizations in multiple private sector software companies. Responsibilities included growth and management of on-site and remote consultants, rescue leadership of critical projects, Profit/Loss accountability
- Performed duties in aerospace engineering, which led into software development and design, development, integration, simulation, rapid prototyping, installation, test, support, marketing and proposal work.
- CIO Magazine 2005 award winner for innovation [Bold100]; published in CIO magazine and member of CIO Executive Council and Speakers Bureau

## Recent Experience

Colorado Department of Education (Colorado) 1/11 – Present  
Chief Information Officer

Started as Management Consultant to provide leadership services for Statewide Longitudinal Data Systems program (statewide data collection system for pre-K through workforce) to promote improved data-driven decision making across the full spectrum of education. The role included:

- Creation of state-wide executive governance model for SLDS
- Provision of district level education expertise
- Creation of CDE Data Governance model and responsibility for SLDS data governance and data sharing models

In December, 2014, appointed as CIO.

In addition to standard CIO responsibilities, role also includes the following:

- Key member of CDE's Data Privacy team, working closely with Chief Privacy Officer and Chief Information Security Officer on creation and enhancement of Data Privacy policies, procedures and implementation of legislation
- Responsible for cross agency data governance as Data Governance Manager
- Member of International Association of Data Privacy Professionals (IAPP)
- Active participation in multi-state collaboration on all SLDS-related matters and CIO Network; one of 2 key Data Privacy leads for CCSSO's Education Information Management Advisory Committee

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Point B, Inc (Colorado) 8/08 – 10/10  
Management Consultant

*Led Data Governance Initiative, large urban public school system*

- Led data governance initiative for employee data, which included:
- Creating framework for executive governance for decisions on all data, including both student and employee data
- Implemented fixes for top roadblocks to data management within HR
- Creating detailed 6 month approach to implementing data governance and management within HR department

*Also led enterprise asset management initiative at large private sector Utilities client, data center migration initiative for billing and interactive messaging client and major Medicare upgrade rollout for large national healthcare company*

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Jefferson County Public Schools (Colorado) 7/02 – 8/08  
Chief Information Officer/Chief Technology Officer

Responsible for IT operations in Colorado's largest school district (\$900M), with over 12,000 employees, 88,000+ students and 155 geographically dispersed sites.

Led enterprise wide restructure, consolidation and re-invention of the IT department. Additional responsibilities/accomplishments included:

- Received 2005 CIO100 award for innovative and bold initiatives (the only public school district to receive this award in '05)
  - Added PMO, new executive governance model, strong business analysis focus
  - Provided Business Process Management services as primary service offering, increasing efficiencies in many areas of the district
  - Incorporated ITIL (IT Infrastructure Library) processes to improve technology alignment with the business and to improve customer service and operational processes.
  - Provided executive management of strategic IT and business consulting, strategic planning, policy development and deployment in the security, privacy, and project management arenas.
  - Responsible for enterprise-wide applications implementation and support including rollout of new student information system
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The Search Network (Colorado)  
Management Consultant

4/01 – 7/02

Senior/executive level management consulting for the City and County of Denver

- Directed Denver's ERP delivery and support agency. This executive level management role included management of functional and technical aspects of the city's Financial and Human Resources Management Systems.
- Provided IT and business consulting services to City and County of Denver's agency heads and business leaders. Primary focus was on CIO office development, project Portfolio Management, strategic planning and facilitation of business process review and re-design.

### **Relevant Education**

- Bachelor of Science Degree in Aerospace Engineering from University of Arizona
- Masters level studies in Engineering Management from Monash University, Victoria
- Certified Enterprise Business Architect
- Participation in Leadership Jefferson County program
- FERPA and privacy compliance, member of IAPP, ITIL Foundations (certified), ITIL community involvement, Managing Organizational Change, Leadership Training (conflict management, communication skills, negotiation skills, time management, etc.), Presentation Skills

**PROFESSIONAL RESUME**  
**DAN D. JORGENSEN, Ph.D.**

**CAREER ACCOMPLISHMENTS**

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I have spent the past twenty years engaged in research and evaluation activities within a range of educational and social service settings. This work has included the development of research protocols, supporting grant work, conducting analytics, supporting dissemination of results, and providing technical training to stakeholders.

**EDUCATION**

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<b>University of Denver</b> Educational Policy	Denver, CO	2009-2013 <i>Doctorate of Philosophy Degree</i>
<b>University of Nebraska-Omaha</b> Experimental Psychology	Omaha, NE	1995-2000 <i>Master of Arts Degree</i>
<b>University of Nebraska-Lincoln</b> Psychology	Lincoln, NE	1991-1995 <i>Bachelor of Arts Degree with distinction</i>

**SELECTED LEADERSHIP, SERVICE & MEMBERSHIP**

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**Regional Education Lab Central Governing Board** *March 2013-Present*  
*Board Member, Designee of the Colorado Commissioner of Education*

**Association of Colorado Education Evaluators** *August 2004-Present*  
*Vice-President, 2012-13, Secretary/Treasurer, 2011-12*

**Other Prior Committee/Board Participation:**

*Aurora Public Schools Board of Education, Concurrent Enrollment Advisory Board, Aurora Mental Health Board, Book Trust Board, School Executives of Aurora Representative, School Accountability Committee, Colorado Department of Education Grant/School Improvement Plan Reviewer, Long Range Facilities Advisory Group member, Pickens Technical College Advisory Board, Colorado Department of Public Health and Environment – Institutional Review Board Member.*

**ACADEMIC AWARDS & HONORS**

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Adjunct Faculty Teaching Award, Johnson & Wales University	2006-2007
Proactive Schools Pilot Project Recognition, Denver Public Schools	2006-2007
Rhoden Fellowship Recipient, University of Nebraska-Omaha	1999

## PROFESSIONAL EXPERIENCE

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**Research Manager; Evaluation & Research Coordinator** *May 2011 - Present*  
*Accountability and Data Analysis Unit & Learning Support Unit (RtI/PBIS)*  
*Colorado Department of Education, Denver, Colorado*

I currently serve as the Accountability & Research Manager within the Accountability and Data Analysis Unit at the Colorado Department of Education. My work supports a number of state initiatives focused on SB163, including longitudinal growth, accreditation and accountability. In addition, I oversee work related to CDE research priorities and the development of research partnerships with higher education institutions.

I have also been responsible for the coordination of evaluation and research protocols related to the state personnel development grant administered by the Office of Special Education Programs along with other state initiatives. This includes the support of evaluations regarding Positive Behavioral Interventions and Supports, Response to Intervention, Autism/SSN, Early Childhood, Family Partnerships, and School/Unified Improvement Plans. In addition, responsibilities include evaluation/survey development, analysis, technical assistance coordinator support, grant review, and national coordination of research protocols.

**Assistant Director & Program Evaluator Specialist**  
*Aurora Public Schools, Aurora, Colorado* *July 2007-April 2011*

Provided leadership, direction, and supervision within the Division of Accountability and Research, the supervision of professional-technical and classified staff including scheduling, assigning and directing work, consulting with external organizations and researchers, evaluating and researching school and district programs, conducting educational research and reporting evaluation/research findings to district leadership, community members, and the Board of Education. Program evaluator responsibilities included the monitoring of compliance with state and federal accountability measures. Specifically, address compliance as related to NCLB and state legislation. Other responsibilities include the evaluation of school and district initiatives along with monitoring external research and survey requests.

**Project Leader**  
*Denver Public Schools, Denver, Colorado* *July 2004-July 2007*

My primary responsibilities were to conduct research related to enrollment and demographic forecasting within Denver Public Schools. This research included annual district and school level projections along with ad-hoc requests (including program evaluation and survey design). Also, I served as the lead analyst on research concerning school closure, reconfigurations, and openings. In addition, research analyst responsibilities were related to the evaluation of Denver Public Schools academic programs. This included the handling of data requests from the school of choice office

and external requestors. Also, I provided additional district-wide research/program evaluation support to schools and senior staff.

### **Adjunct Faculty Member**

#### **Multiple Institutions of Higher Education**

*August 1998-Present*

I have recently instructed courses in Cost-Benefit Analysis in Education, Educational Statistics, and Survey Design at the University of Denver. I have also instructed a large number of social science courses in a number of higher education institutions. The work included: Preparing course curricula and material for lectures, assigning/grading homework and exams, and mentoring, advising and evaluating students. Colleges include: *University of Denver, Johnson & Wales University, University of Nebraska-Omaha, College of St. Mary, and Peru State College*

### **SAMPLE EDUCATIONAL REPORTS & SUPPLEMENTAL FUNDING**

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Jorgensen, D.D. (2013). *Concurrent Enrollment Programs and Acquired Social Capital for Students from Impoverished Backgrounds: An Examination of High School and College Outcomes*. Unpublished Doctoral Dissertation, ProQuest.

Jorgensen, D.D. & Boezio, C. (2012). *Fidelity of Implementation and Academic Achievement: A Study of Colorado PBIS Schools*. Paper submitted to School Psychology Review Journal and presented at OSEP Project Directors' Conference, Washington D.C., poster presentation, July 23, 2012

Boezio, C. & Jorgensen, D. (2012). *Comprehensive Systems Change through response to intervention and school-wide positive behavior supports: annual continuation report*, submitted to the Office of Special Education Programs for the State Personnel Development Grant and selected for national webinar presentation due to exemplary report, June 7, 2012.

Coleman, M.R., Steinberg, E., Pereles, D., Miller, A. & Jorgensen, D. (2011). *Creating the conditions for success: a case study of Thompson schools RtI and PBIS*, Colorado Department of Education report.

Jorgensen, D.D. (2011). Race to the Top, Round Three. Planning team member. Proposal accepted, \$17.8 million dollars. Colorado Department of Education

Jorgensen, D.D. (2009). 21<sup>st</sup> Century Learning: Evaluation of Program Effectiveness, Prepared for the Grants Department, Aurora Public Schools; submitted and approved for \$1.5 million dollars; supported development and evaluation..

Jorgensen, D.D. (2009). Enhancing Education through Technology grant. Supported the proposal development and evaluation plan, \$118,629.

## NICHOLAS ORTIZ

### Education

B.A. - Psychology

*Northwestern University*, Evanston, IL 2002-05

NORTHWESTERN  
UNIVERSITY

Master of Public Administration (MPA)

*University of Colorado Denver*, Denver, CO 2007-08

Pi Alpha Alpha - MPA Honors



### Training and Certifications

- CITI Human Subjects Protection Certified
- FERPA 101 & 201 (Introduction to FERPA, Data Sharing)
- Teaching Strategies™ *GOLD®* Assessment Training
- National Center for Education Statistics Data Training (Early Childhood Longitudinal Study-K)
- Toad Data Point - query wizard, basic SQL
- Propensity Score Analysis Training

### Language Skills

English (*native*) - Spanish (*professional working proficiency*)

### Relevant Skills and Courses

Statistics - Research Methods - Data Visualization - Program Evaluation - Database Management

Education Policy - Policy Analysis - Longitudinal Analysis - School Code Management

Local Provider Training and Technical Assistance - State Pupil Count Management

### Software

Research & Analysis: SPSS - Excel (advanced) - OpenRefine - MatLab - SuperLab - TextPad

Database Management/Query: Toad Data Point - Access - Oracle Discoverer

Data Visualization: Excel - SpatialKey - infogr.am - Google Gadgets - Socrata

### Professional Roles

Data and Operations Specialist - Results Matter Oct 2012-Present

Office of Early Learning and School Readiness



- ✓ Oversee *Results Matter*, Colorado's statewide early childhood outcomes measurement system covering 48,000 children in state preschool, preschool special education, Head Start, community partners, and child care centers
- ✓ Startup assistance, training, and technical assistance for early childhood care and education programs implementing observation-based, authentic assessment
- ✓ Host trainings for teachers and administrators on how to interpret reports and use data to inform instruction and improvement activities
- ✓ Manage communications
- ✓ Liaison between assessment vendors and local providers
- ✓ Program evaluation, data analysis, and pattern checking from assessment results. Accountability reporting for various programs including state preschool, Preschool Special Education, and Head Start
- ✓ Manage Indicator B7 (preschool special education outcomes) reporting for the special education annual performance report
- ✓ ETL assessment data from vendors to CDE archives and SLDS



- ✓ Represent early learning office on inter- and intra-departmental longitudinal data systems development. Provide feedback on Statewide Longitudinal Data System and insight into structure of CDE's early childhood data system.
- ✓ Prepare responses to external stakeholder requests for information
- ✓ Drive statewide improvement efforts around preschool assessment data completion and data quality
- ✓ Represent CDE at assessment publisher roundtables and national early childhood conferences
- ✓ Develop process for converting individual assessment ratings into Global Outcomes Ratings that can be compared across multiple assessments
- ✓ Build data visualization models for child outcomes data
- ✓ Represent early childhood team on grant reviews, including Colorado Early Childhood Councils, 21st Cent Learning Centers, Race to the Top, and SLDS
- ✓ Oversee fall pupil count for 27,000+ state-funded preschoolers and kindergarteners
- ✓ Provide technical assistance around school finance, preschool, and kindergarten rules and regulations

Data Manager Sept 2008-Oct 2012

Colorado Preschool Program and Results Matter  
Office of Early Learning and School Readiness



- ✓ (Many responsibilities from current role)
- ✓ Managed CDE school codes for all community centers and Head Start programs who served state-funded preschoolers and ensured proper licensing
- ✓ Technical support to school districts around the Colorado Preschool Program annual reapplication

Graduate Research Assistant Aug 2007-July 2008

Center for Education Policy Analysis, Denver, CO



- ✓ Interviews, data coding, and data analysis for education research studies
- ✓ Drafted and gave feedback on research reports
- ✓ Assessed available requests for proposals

Research Coordinator Oct 2005-July 2007

Circadian Rhythms and Sleep Disorders Laboratory  
Feinberg School of Medicine, Chicago, IL



- ✓ Coordinated and implemented half-dozen multi-year National Institutes of Health (NIH)-funded projects investigating human sleep and circadian biology
- ✓ Ensured round-the-clock adherence to study protocols in a fast-paced hospital environment
- ✓ Recruited and maintained database of more than 500 subjects (minors and adults)
- ✓ Oversaw compliance with Institutional Review Board ethical guidelines and deadlines
- ✓ Composed supplementary documents needed for successful grant applications

Research Consultant Jan 2005-June 2005

Tomorrow Laboratory  
Department of Computer Science, Evanston, IL



- ✓ Helped students design study methods and analyze statistics for their individual projects

Research Assistant Sept 2002-June 2004  
Susan Mineka Laboratory  
Department of Psychology, Evanston, IL

NORTHWESTERN  
UNIVERSITY

- ✓ Assisted principal investigators with National Institute of Mental Health (NIMH)-funded grant project ascertaining risk factors of depression and anxiety in children
- ✓ Recorded and processed survey and interview data relating to cognitive biases
- ✓ Proctored computer test, recruited and maintained database of 100+ child study participants

### Noteworthy Accomplishments

- Produced first-ever statewide report on developmental outcomes for state-funded preschoolers
- Performed first-ever statewide longitudinal analysis on the retention rates of state-funded preschoolers
- Pioneered a research model for evaluating performance of state-preschool funded children that has been utilized in other [professional evaluation studies](#)
- Compiled first-ever county-by-county report on developmental assessment data for use in the Colorado Statewide Early Childhood Needs Assessment

### Selected Conference Presentations

Rocky Mountain Early Childhood Conference, Denver, CO (April 2015). *Teaching Strategies® GOLD™ Reports Training for Teachers.*

DaSy Improving Data, Improving Outcomes Conference, Washington, D.C. (Sept 2013). *Data Visualization: A Picture's Worth a Thousand Numbers.*

NAEYC Professional Development Conference, Indianapolis, IN (June 2012). *State Leadership in Implementing Authentic, Observation-based Assessment: Voices from the Field.*

Rocky Mountain Early Childhood Conference, Denver, CO (April 2011). *Overview of the Colorado Preschool Program & Program Reports.*

Measuring Child & Family Outcomes Conference, Crystal City, VA (July 2010).

1. *Strategies for Maintaining Data Quality Using Commercial Assessment Systems.*
2. *Follow-up to the Plenary: The ECO Outcomes Measurement System Framework and Its Application to States.* Conference, Bethesda, MD (June 2009). *From Print Shop to Press: Moving from Building a Longitudinal Data System to Reporting Your Data.*

Early Childhood Progress & Possibilities Symposium, Denver, CO (Sept 2009). *Bringing Longitudinal Data to Life: A Model from the Colorado Preschool Program.*

### Selected Publications, Work Groups, and Representation of Work

- [Colorado Preschool Program annual reports to the state legislature](#)  
➔ Examples of previous longitudinal analyses
- [Colorado Special Education Annual Performance Reports](#)
- Colorado School Readiness Assessment Workgroup (2011-12)
- Results Matter Advisory Team (2008-present)
- Teaching Strategies™ GOLD® Head Start reports roundtable - Bethesda, MD (Oct 2011)
- Head Start 10th National Research Conference – ECO Center poster (June 2010)
- Colorado early childhood data presentations to Jacqueline Jones/ED (Dec 2009)
- ECO Presentation to state special education directors (Aug 2009)
- ECO Center Child Outcomes Measurement Framework
- *Widening the Gap: The Potential Impact of Eliminating the Colorado Preschool Program* (Sept 2009). Colorado Children's Campaign.
- Master's Thesis: [Guiding P-20 education: a reference for Colorado's education community](#) (July 2008).

**Janice Rose Petro**  
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## **EDUCATION**

**Master of Educational Psychology** (Concentration: Research and Evaluation)  
University of Colorado, Denver, Colorado, Honors, 1986

**Bachelor of Science in Elementary Education**  
Emporia State University, Emporia, Kansas, Honors, 1981

## **EXPERIENCE**

**Director, Data Services, *Colorado Department of Education.*** Denver, Colorado.

April 2004 to present. Serve as departmental data governor regarding data collections, issues and privacy concerns. Guide the review of statutory and regulatory data reporting requirements to determine whether benefits are outweighed by costs incurred by presiding as chairman of the Educational Data Advisory Committee. Produced 'Rules for the Administration of Colorado Reporting for School Accreditation' in concert with the State Board of Education and an end of year technical advisory committee. Improve the quality, comparability, and usefulness of elementary and secondary education data by planning, recommending, and implementing strategies for building an education data system that will support efforts to improve education as the Colorado state liaison to the National Forum on Education Statistics. Administer operations of the Data Services Unit including automated data collections, data requests, provision of statistical and technical assistance.

**Supervisor, Research and Evaluation, *Colorado Department of Education.*** Denver, Colorado. August 2001 to March 2004. Designed and developed multiple automated data exchange collections to gather student, staff, and school accountability information from Colorado schools districts and boards of cooperative services. Conducted state representative meetings to ensure that local and state needs were addressed while automating electronic data collections. Trained and provided technical assistance to constituents within the department and across Colorado. Managed the Student October, Human Resources, Report Card March, Safety and Discipline Indicators and End of Year data acquisitions.

**Senior Consultant, Research and Evaluation, *Colorado Department of Education.*** Denver, Colorado. July 1989 to July 2001. Directed the Goals 2000 priority project as team leader. Created reports regarding the effectiveness of departmental programs in relation to program objectives and state and federal requirements. Executed evaluation studies which led to the improvement of departmental programs. Represented CDE as technical liaison to initial charter school evaluations. Provided technical assistance to department staff and Colorado school districts regarding educational research and evaluation. Guided the analysis of special education student outcomes and program quality indicators as evaluation specialist.

**Consultant, Planning and Evaluation, *Colorado Department of Education.*** Denver, Colorado. November 1986 to June 1989. Prepared reports regarding the effectiveness of departmental programs in relation to state and federal requirements and program objectives. Conducted evaluation studies which led to the improvement of departmental education programs. Surveyed various groups regarding opinions of Colorado public education. Provided technical assistance to department staff and Colorado school districts regarding educational research and evaluation.

**Research Analyst, *Education Commission of the States.*** Denver, Colorado.

October 1985 to November 1986. Analyzed and interpreted regression and summary data for a cost analysis of three functional areas in New Jersey school districts for the 1982-83 school year. Independently gathered and

analyzed comparative data of non-instructional expenditure patterns for 1980-81 and 1982-83 in New Jersey school districts.

**Teacher, Shawnee Mission Public Schools.** Overland Park, Kansas.

September 1981 to August 1984. Planned and executed diversified curricula with elementary children.

Established excellent rapport with students, parents, faculty and staff.

## **PUBLICATIONS**

Status of K-12 Public Education in Colorado (with Burnes and Hennes). Colorado Department of Education, Denver Colorado; published annually (1986-1999).

The Chapter I Challenge: Colorado's Contribution. Colorado Department of Education, Denver, Colorado; published annually (1988-1996).

On the Move: Colorado Migrant Education Summary and Evaluation Report. Colorado Department of Education, Denver, Colorado; published annually (1987-1993).

Do We Make the Grade? A Look at Colorado Department of Education's First Series of Opinion Polls (1985-1989). Colorado Department of Education, Denver, Colorado; November, 1990.

Examining Education: Colorado School Administrators' Perspectives of Public Schools. Colorado Department of Education, Denver, Colorado; January, 1989.

A Collaborative Partnership to Improve Foreign Language Teaching in Middle and Secondary Schools Through Innovative Recruiting and Training (with Herrera). Colorado Department of Education, Denver, Colorado; November, 1988.

Educational Technology in Colorado (with Cooney and Dressler). Colorado Department of Education, Denver, Colorado; May, 1988.

Data Management Study: A Report to the Colorado State Board of Education (with Brown, Hennes and Burnes). Colorado Department of Education, Denver, Colorado; December, 1987.

Colorado 1987 Annual Chapter 2 Report (with Hinkle). Colorado Department of Education, Denver, Colorado; November, 1987.

Self-Study Guide for Examining Non-Instructional Expenditures in New Jersey Schools (with Palaich, Augenblick, Van de Water and Flakus-Mosqueda). Education Commission of the States, Denver, Colorado; October, 1986.

Technical Report: A Study of the Critical Problems Affecting the Efficiency of School District Operations in the State of New Jersey (with Palaich, Augenblick, Van de Water and Flakus-Mosqueda). Education Commission of the States, Denver, Colorado; August, 1986.

**Corey Kispert**  
**2851 Fulton St, Denver, CO 80238**  
**303-917-1313 kispert\_c@cde.state.co.us**

## **INFORMATION SECURITY OFFICER**

Information security officer and information security technology specialist possessing extensive experience and expertise managing enterprise security programs and information technology infrastructure, including seventeen years of progressively responsible experience in information technology in state government with three agencies.

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### **Technology Summary**

- **Security Technologies:** Cisco advanced security appliances; McAfee enterprise firewalls, web and mail gateways, intrusion prevention, endpoint security, encryption, and data leak prevention; Netoptics network taps and aggregators; Security Onion advanced intrusion detection and prevention; Secure file transfer technologies; Oracle Identity Management; Acunetix vulnerability scanner; Log Parser forensic analysis, Splunk log collection and indexing; Qradar security information and event management; Microsoft Group Policy; Center for Internet Security benchmarks; Internet protocol geolocation and reputation analysis.
  - **Systems:** Unix-Based Systems; Windows desktop /server; Active Directory; Cisco IOS; VMWare Vsphere virtualization platform; EMC Unisphere storage platform; Oracle identity management suite; Commvault data protection; Exchange messaging and email server.
  - **Networking:** Local and Wide area network design and management; Virtual Private Networks, Firewalls, Transmission Control, Internet Protocol; Domain Name System; Dynamic Host Configuration; Secure Shell; Public Key Infrastructure; Cryptography.
  - **Storage:** Storage area networks; direct attached; distributed encryption; backup, and destruction.
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### **Key Skills**

<ul style="list-style-type: none"><li>• Network and System Security</li><li>• Risk Management</li><li>• Vulnerability Assessment</li><li>• Authentication &amp; Access Control</li><li>• Policy Development and Enforcement</li><li>• Information Security Planning</li><li>• Security Incident Response</li></ul>	<ul style="list-style-type: none"><li>• System Monitoring</li><li>• Regulatory Compliance</li><li>• System Integration Planning</li><li>• Multitier Network Architectures</li><li>• Disaster Recovery</li><li>• Infrastructure Management</li><li>• Physical Security</li></ul>
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<ul style="list-style-type: none"> <li>• End User Education</li> <li>• State of Colorado Procurement</li> </ul>	<ul style="list-style-type: none"> <li>• System Hardening</li> <li>• Network Perimeter Security</li> </ul>
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## Experience

### • Colorado Department of Education, Denver, CO

#### **Information Security Officer** January 2012 – Present

- Management of the department's information security program and information security infrastructure and operations, including information security awareness training, end-user security technology training, firewalls, intrusion detection, event correlation, forensic investigations, and endpoint security.
- Prepare and submit the statutorily required annual Agency Cyber Security Plan, maintain and contribute to employee acceptable use and other information security policies, and assist procurement with contract review.
- Management of the department's network, storage, server, and desktop infrastructure.
- Management of the department's information technology Help Desk.
- Management of ten direct reports, the operational team for the items outlined above.

### • Governor's Office of Information Technology, Denver, CO

#### **Security Operations Manager**, July 2010 - January 2012

- Managed security operations for the seventeen executive branch agencies affiliated with OIT, including firewalls, intrusion detection, forensic investigations, policy enforcement, and endpoint security.
- Partnered with State Chief Information Security Officer on policy implementation and transforming policy into operational enforcement.
- Management of eleven direct reports, the operational team for the items outlined above.

### • Colorado Division of Wildlife, Denver, CO

#### **Information Security Officer**, January 2006 - July 2010

- Managed security program and operations for the division, including firewalls, intrusion detection, and endpoint security for dozens of division offices and facilities.
- Partnered with division law enforcement section on forensic investigations.
- Administered the division's central network, storage, and server infrastructure.

### • Colorado Department of Education, Denver, CO

#### **System Administrator**, January 1996 – January 2006

- Multitier system administrator, including help desk, server, email, and firewall administration.
- Implemented first generation information technology infrastructure and controls during the infancy of that discipline.

- Created first formal department information technology disaster recovery plan, and conducted annual live plan tests.

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### Recent Highlights:

- **Policy and planning:** Develop and maintain statutorily required Department of Education Information Security Plan, maintain department's end user acceptable use policy, and mobile device and remote access policy. Member of team responsible for state wide security policy development and enforcement.
- **System Implementation and Integration:** Leading efforts at the Colorado Department of Education to implement enterprise identity management and security for all CDE internal and third party hosted applications.
- **Comprehensive System Upgrades:** Participated in securing funding for and the forthcoming implementation of comprehensive infrastructure upgrades and reform, including local and wide area networks, firewalls, wireless, security monitoring, infrastructure monitoring, database, servers, storage, and enterprise advanced security.
- **Disaster recovery:** Leading project to replicate critical Department of Education data and systems at secondary location for business continuity purposes.
- **Incident response:** Ongoing development of the Colorado Department of education security and breach incident response plan.

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### Education

Colorado State University, Fort Collins, CO  
**Bachelor of Science in Business Administration, 1991**

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### Credentials and Professional Development

- **ITIL Foundations V3**
- **Member of FBI Infragard information security alliance**
- **Certified Ethical Hacking**
- **Cisco Advanced Security Appliances**
- **Computer and Information Technology Forensics**
- **Sentinel Cyber Terrorism Defense Center Prevention, Deterrence, and Recovery**
- **SunGard Disaster Recovery Management**

**Sharon L. Triolo-Moloney**  
Colorado Department of Education  
201 E. Colfax St., Denver, CO 80212,  
[triolo-moloney\\_s@cde.state.co.us](mailto:triolo-moloney_s@cde.state.co.us)  
303-866-6781

## **Professional Experience**

**Director, Colorado Department of Education**, Office of Early Learning and School Readiness (1992 – present). Position funded jointly by the Colorado Department of Education (CDE) and the Colorado Department of Human Services (CDHS).

Responsibilities/Experience include:

- Management - Supervise the work of a 40 member early childhood team charged with managing School Readiness and P-3 Education, Expanding Quality for Infants and Toddlers (EQIT) Program, Early Childhood Professional Development Team, Results Matter (child and family outcomes) System, the Colorado Preschool Program, and three projects funded by the Race to the Top Early Learning Challenge Grant (1. School Readiness Assessment, 2. Results Matter Expansion, and 3. the Professional Development Information System including workforce competencies and credentials)
- Partnership/Collaboration –
  - Manager of two interagency agreements with CDHS, Office of Early Childhood, which currently fund more than 15 FTE at the CDE.
  - Early Childhood Participation Project Steering Committee – building a foundation for collaboration on early childhood data
  - Co-leader of the CDE/CDHS team managing the work of Colorado's Early Childhood Councils.
  - CDE liaison with the Lt. Governor's Office, the Early Childhood Councils Leadership Alliance, the Early Childhood Leadership Commission, the Early Childhood Summit, and Help Me Grow Steering Committee.
  - Member of the Program Quality and Data Committees of the Early Childhood Leadership Commission.
  - Member of Colorado's Early Childhood Professional Development Advisory Committee.
  - Developed and implemented the Community Consolidated Child Care Pilots (1997-2007). In 2007 these Pilots expanded state-wide and became the Early Childhood Councils. The Early Childhood Councils are collaborative partners building early childhood systems at a local community level. Their work focuses on the domains of early learning, health, mental health and family support.
- Presentations - Numerous presentations to legislative committees and commissions, professional organizations, community groups, and higher education classrooms
- Publications
  - Numerous technical assistance documents for all projects within the CDE Office of Early Learning and School Readiness.



- Co-Author, Colorado Quality Standards for Early Childhood Care and Education Programs, Colorado Department of Education, 1994
- Co-Author, Building Blocks to Colorado Content Standards, Reading and Writing, Colorado Department of Education, 2000
- Co-Author, Building Blocks to Colorado Content Standards, Math, Colorado Department of Education, 2000
- Co-Author, Colorado Community Consolidated Child Care Pilots, Report and Recommendations, Colorado Department of Education, January, 2002
- Colorado' School Readiness Indicators, Task Force Member, November, 2004

Previous work experience:

**Senior Congressional Aide**, Congresswoman Patricia Schroeder, Denver, Colorado (1979-1992) Job responsibilities included issues, policies, and constituent relations related to: women, children and families; child care; education; federal employees; foreign policy; nuclear weapons; defense budget.

## **Education Experience**

M.A. Peace Studies, International Relations, London, England, Antioch University, 1977

B.A. Theology, Loretto Heights College, 1974

## **Areas of Expertise**

Early Childhood Education  
System Development  
Public Policy  
Professional Development  
Meeting Facilitation

Community Organization  
Collaboration and Partnerships  
Public Speaking  
Writing



## **SUMMARY OF QUALIFICATIONS**

Mr. Lee has over 34 years in the information technology field including program management, project management, application development management, systems design, and technical computing. He is an experienced project manager with over 15 years of Colorado state project experience including 8 years at the Department of Education. During that time he has been responsible for multi-million dollar budgets required to implement over 30 specific outcomes associated with federal grants. In addition Mr. Lee has extensive IV&V Project Manager and Agent experience that allows him to quickly assess risks and issues associated with IT projects. During his career he has been responsible for projects in all shapes and sizes from small to large enterprise level implementations. Organizations under Mr. Lee's direction have provided computer applications support for public and private technology and nuclear materials management customers. Mr. Lee at one point in his career has directed over 70 multi-talented application and system support personnel, who were responsible for the support of over 50 applications that resided on a variety of computer platforms including mainframes, mini-computers and workstations.

## **AREAS OF EXPERTISE**

- |                                   |                                 |                                   |
|-----------------------------------|---------------------------------|-----------------------------------|
| ■ Program Management (SLDS)       | ■ Certified Oracle DBA          | ■ Certified Oracle App Developer  |
| ■ Program Management              | ■ Life-Cycle Development        | ■ Enterprise Web Services         |
| ■ Executive Planning & Leadership | ■ Legacy Systems Migrations     | ■ N-Tier Architectures            |
| ■ IEEE 1012 -- IV&V               | ■ MS-SQL Sybase                 | ■ Federal Grant Administration    |
| ■ J2EE & .NET Frameworks          | ■ MS-SQL Server Enterprise Mgr. | ■ Multiple Java Development IDE's |

## **EXPERIENCE**

### **Wyant Data Systems, Inc • Louisville CO**

#### **Vice President/COO/Senior Consultant**

**10/95 – Present**

- Co-founder and serves as the Vice President and Chief Operating Officer for Wyant Data Systems, Inc.
- Program Manager for the Colorado Department of Education SLDS Grant Program from 2008 to present. Responsible for the grant outcomes from both the 2007 SLDS and 2009 ARRA SLDS grants. Provided direct project management support as well indirect program support to the strategic objectives. Organized and met all the federal reporting requirements required for grant administration including budget tracking of funds in excess of 20 million dollars. Partnered with the CDE to help backfill for their IT resources to allow them to participate directly in the new technology projects.
- Project Manager for multiple US Department of Energy (DOE) Nuclear Materials Accountability system implementations. This includes developing initial gap analysis assessment; legacy system data migrations; custom application development to address gaps in functionality; user acceptance testing; training; implementation; and organizational change management for a site.
- Program Manager for the WDS IV&V project at the Colorado Department of State. Responsible for the delivery of all the IV&V reports and presentations. Used graded



approach for IV&V execution, where by the correct emphasis is given to the appropriate or higher risk areas of a project. He also worked at the Colorado Department of State as a consultant on the Voter Registration system.

- Project Manager for the Colorado Department of State (CDOS) e-government projects including: Uniform Commercial Code (UCC) inquiry and e-filing, and the Corporations renewal E-filing and Certificates of Good Standing using credit card processing and internal pre-paid accounts for method of payments.
- Provided primary voter registration support to the COVERS system for the Colorado Department of State (CDOS). Updated system with Y2K issues, changes required by the law and enhancements requested by user community. Significantly changed over 80 % of the programs. Reviewed 100% of the code for Y2k compliance.
- IV&V Agent for the Total Licensing Project (TLP) for the Division of Wildlife (DOW) state of Colorado. Reviewed deliverables including Point of Sale (POS) and Internet applications for accuracy toward requirements. Documented problems and discrepancies through formal reports. Assisted DOW management team with risk assessment throughout life of project.
- Implemented Health Insurance Portability and Accountability Act (“HIPAA”) requirements for electronic transfer of information to and from SCIF vendors.
- Provide system development and maintenance consulting support to the California State Compensation Insurance Fund (SCIF). Support implementation of all SCIF Automated System Requests (ASRs) for system enhancements, analysis, design and implementation of a Claims Sub-system.

Automated System Requests (ASRs)

- *Kaiser Alliance System* – Developed an automated system for cost control where provider can be refunded part of their premiums. System uses DB2 tables, QMF Queries, COBOL programs and JCL
- *Pharmacy Benefits Management System* – The automated system created provides eligibility data to ESI on a daily basis via FTP, and distributes report information back to SCIF District Offices.
- *Blue Cross Hospital Bill Review System* – Data mover via FTP from the SCIF District Offices to Blue Cross (BC) of California. Provided HIPPA compliant transfer of information from BC to SCIF.
- *EDI Reporting to California Department of Workers Compensation (DWC)* – Developed automated system provides First Report of Injury (FROI) information on new claims to meet new legislative requirements for reporting to the Worker’s Compensation Information System. Corrected 64 data elements
- Provided support for Westinghouse Savannah River Company for the Department of Energy standard nuclear materials accounting system (LANMAS). LANMAS, uses SQL Server, Visual Basic, and Crystal Reports.
- Provided troubleshooting and installation support to LANMAS sites in the Western United States.
- Managed Kaiser-Hill project to perform Independent Verification and Validation (IV&V) of Year 2000 readiness projects.



**Raymond James Consulting • Denver CO**

**Senior Consultant/Project Manager**

**6/95 – 10/98**

- Senior consultant and project leader working on a project for the State of California. Performed systems analysis, systems design, programming, testing, modifications and documentation using COBOL II programs and the DB2 relational database.
- Managed the schedule, personnel and assured adequate resources for the Denver staff assigned to the project.

**Rocky Flats Environmental Technology. Site (RFETS)**

**Applications Manager**

**5/89 – 6/95**

- Directed several computer applications organizations at the Rocky Flats Environmental Technology Site (RFETS) providing computer applications support for technical information and nuclear materials management customers.
- Directed approximately 70 multi-talented application and system support personnel, who were responsible for the support of over 50 Oracle relational database applications, 25 workstations, Micro VA's and micro computing systems.
- Responsible for 75+ internal and external milestones that were either met on time or ahead of schedule.
- Managed customer funding in excess of \$3.5 M and an overhead budget of \$800 K.
- Organizations also supported systems including client/server executive information systems, expert systems, modeling, and materials tracking.
- Received a DOE security clearance in support of this job assignment. (DOE Q-Clearance)

**Systems Manager**

**9/81 – 5/89**

- Systems manager for several minicomputer systems with responsibilities for hardware and software installation, configuration changes and general maintenance.
- Lead programmer analyst for Production Control Operations system and database where he developed a comprehensive set of programs and files necessary to support production.
- Optimized programs using linear programming techniques, multiple system interface programs and general data manipulation programs.
- **Received a DOE security clearance in support of this job assignment (DOE Q-Clearance)**

**EDUCATION**

Chapman College, Orange County CA

Bachelor of Science - Magna Cum Laude, Computer Information Systems; 1986

University of Denver, Denver CO

Master of Science, Computer Information Systems; 1989

**CERTIFICATIONS**

Oracle – Master, Data Base Administration; Master, Application Development 1995