

# Rafael Espinosa III

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## PROFILE

A seasoned research and technology professional with thirty-nine years of experience analyzing, recommending, supporting, delivering, and directing technology solutions that improve/enhance operational core processes in education, business and research.

- Experience in developing, implementing and providing computational resources and expertise in data informatics, didactic teaching metrics, student management systems, and learning technologies.
- Experience in planning, designing, and implementing enterprise infrastructure and business solutions for database development, financial services, regulatory compliance (HIPAA, Sarbanes-Oxley, FISMA and FERPA), web services, HPC clusters, network & cyber security, and administrative systems.
- Experience in operational Information Technology Management roles; lead the organization by recruiting and retaining strong team members that are encouraged creatively and intellectually. Proven leadership in people management, performance, team building, development and motivation.
- Establish group goals, create project timelines, and meet/exceed project expectations and budget goals.
- Strong business acumen with the ability to discuss technical topics and innovations that facilitates interaction and understanding between all levels of the organization and senior leadership.
- Experience remediating weak cybersecurity environments by directing and growing cybersecurity policies, services and implementing Standard Operating Procedures, FISMA compliance and NIST-800 standards.
- Reputation for leadership, collaboration, trustworthiness, reliability, innovation, and a willingness to assume responsibilities and contribute outside of job description.

## Core Competencies

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

## PROFESSIONAL EXPERIENCE

**California State University – Stanislaus – Turlock, CA**  
**Chief Information Officer – Associate Vice President**

**August 2018 – Current**

Stanislaus State University is one of 23 campuses that are part of the California State University system. It was established in 1957 and current has 10,600 students. The university offers 45 Bachelor's degrees, 17 Master's degrees, one Doctoral degree (Doctor of Education), and 6 teaching credentials.

Responsibilities and Achievements:

- Participate as a member of the senior administrator's team and provide input for the academic, administrative and management strategy.
- Developed and implemented an OIT governance model that includes participation and input from faculty, staff, students and administration.
- Oversee the OIT organization and its four departments – Information Services, Client Services, Technology Services and Cybersecurity.
- Act as a liaison between the Academic Technology & Learning Committee, the Provost and the administration.
- Developed a campus-wide technology plan that aligns with the university strategic plan.
- Working with the Provost and the Academic Senate created an academic technology upgrade plan.

- Act as a thought leader on the OIT Steering Committee.
- Developed a data stewardship program for the University's information systems.

**University of Chicago – Chicago, IL**  
**Executive Director, Academic and Administrative Applications Group**  
**Biological Sciences Division – Dean's Administrative Suite**

**January 2011 to May 2018**

The Academic and Administrative Applications Group (AAA), a sub-department of the Dean's Administrative Suite, is tasked with designing, developing and maintaining information technology systems that support the academic and research administrative needs of the Chicago Biomedicine Enterprise at the University of Chicago, which includes The Pritzker School of Medicine and the Dean's suite. The current portfolio consists of ~45 systems.

Responsibilities included:

- Participate as a member of the Biological Sciences Division senior administrator's team and provide input for the division's business and management strategy.
- Develop and support the Pritzker School of Medicine IT portfolio, including but not limited to Student Management Systems, Student Research Projects, Financial Aid Module, Admissions, and administrative Core.
- Act as a thought leader on the Technology & Innovation in Medical Education Committee.
- Act as a liaison between the AAA and the data stewards of the University's Information Technology Services group (ITS).
- Oversee and develop compliance within the application development process for Federal regulations HIPAA, Sarbanes-Oxley, FISMA and FERPA.
- Design, develop and implement complex IT systems, as well as create and manage the AAA operational budget.
- Interact directly with customers and faculty to determine business needs and interpret needs to technical staff and executive leadership.
- Coordinate with other internal and external IT groups to develop appropriate business, technical and organizational strategies and processes.
- Provide guidance and leadership in planning enterprise infrastructure upgrades and deployments.

**University of Chicago – Chicago, IL**  
**Executive Director, Academic and Research Group**  
**Center for Research Informatics**

**January 2009 to 2011**

The Center for Research Informatics (CRI) is a center within the Biological Sciences Division of the University of Chicago. The mission of the CRI is to provide computational resources and expertise in biomedical informatics for the BSD. Additionally, the Academic and Research Group within the CRI provided application development resources for the BSD operational units.

Responsibilities include:

- Provide guidance and leadership in planning enterprise infrastructure deployment. Systems deployment included High Performance Compute clusters, Virtual Machine Farms, High Memory Servers and highly available data storage.
- Oversee and manage the migration of complex systems from the Prudential Datacenter to the FISMA compliant Kenwood (Hyde Park) datacenter.
- Oversee and develop FISMA and HIPAA compliance within the university datacenter using NIST standards.
- Participate as a member of the CRI senior administrator's team and provide input for business and management strategy.
- Act as a liaison between the CRI and the data stewards of the University's Information Technology Services group (ITS).
- Coordinate with other internal and external IT groups to develop appropriate business, technical and organizational strategies and processes.

**University of Chicago – Chicago, IL**  
**Director, Academic and Research Group**  
**Chicago Biomedicine Information Systems**

**January 2008 to 2009**

The Academic and Research Group (ARG), a sub-department of the Chicago Biomedicine Information Systems (CBIS), is tasked with designing, developing and maintaining information technology systems that support the academic and research administrative needs of the Chicago Biomedicine Enterprise at the University of Chicago, which includes The Pritzker School of Medicine and the Dean's suite.

Responsibilities include:

- Design, develop and deploy various administrative and academic operational systems.
- Manage and support a portfolio of 45 administrative and academic systems.
- Serve on the HIPAA Steering Committee.

**University of Chicago – Chicago, IL**  
**Director, Enterprise Systems, Security, Integration & Communication**  
**Biological Sciences Division Information Systems**

**January 2005 to 2008**

Information Systems is a department within the Biological Sciences Division of the University of Chicago. As director of enterprise systems, security, integration and communication, it was my role to manage and implement security policies and standards (HIPAA and other regulatory requirements), to integrate and leverage IT resources and to facilitate IT communications across the division. I was directly responsible for the core enterprise services within the division. These services included security, infrastructure (email, storage and datacenter operations), field services and customer management.

Responsibilities include:

- Participate as a member of the Biological Sciences Division senior administrator's team and provide input for the division's business and management strategy.
- Act as a liaison between the faculty, executive leadership and the Information Systems department to assist in the development of appropriate business and organizational strategies and processes.
- Lead the effort to develop and deploy security policies compliant with Federal regulations HIPAA, Sarbanes-Oxley and FERPA, across the division.
- Directly manage and oversee the division's information security team as well as provide managerial support to other operational teams.
- Provide guidance and leadership in planning enterprise infrastructure.
- Interact directly with faculty to determine faculty business needs and interpret needs to technical staff and executive leadership.
- Manage and oversee the migration and integration of 3100 user accounts into a new infrastructure.
- Design and deploy a security architecture designed to protect the divisional intellectual property.
- Orchestrate the integration of various departmental IT groups into the core IS department.

**University of Chicago – Chicago, IL**  
**Director of Information Systems, Department of Medicine**

**July 2001 to December 2004**

The Department of Medicine is a clinical and academic department within the Biological Sciences Division at the University of Chicago. As director of the department's IS group, my role was to direct and manage the daily operations of the department's programmers, enterprise group and desktop support personnel. Other responsibilities include developing the core structures, processes, methodologies, and frameworks required to support the expansion of the Department of Medicine services. Additionally, responsible for establishing methodologies and approaches to ensure that the Department of Medicine continues to deliver valued, high-quality services to its academic and clinical staff on a consistent basis while remaining within defined financial targets.

Responsibilities include:

- Participate as a member of the Department of Medicine's senior administrator's team and provide input for the department's business and management strategy.
- Interacted with the Research, Clinical, and Operations teams in establishing methodologies and approaches to ensure that the Department of Medicine continues to deliver valued, high-quality services to its academic and clinical staff on a consistent basis while remaining within defined financial targets.
- Manage long-term relationships with select organizations that contribute significant value to both the department's clinical and academic operations.
- Oversee the consistent development of detailed proposals and statements of work to ensure pricing, project margins and service level agreements are appropriate.
- Provide thought leadership and vision for faculty and staff as they seek to transform their research and clinical operations by leveraging the latest technology solutions, including customer relationship management (CRM) solutions, enterprise content management solutions, electronic document management systems, electronic billing solutions, and application integration approaches.
- Demonstrate the ability to coordinate and collaborate with various individuals, including high and low level functional teams, project teams, as well as executive management.
- Recruit, develop, manage, and retain top-notch technical professionals, while maintaining high employee morale and productivity.

**University of Chicago – Chicago, IL – Chicago, IL  
Manager of Information Systems, Department of Medicine**

**August 2000 to July 2001**

Improved the quality in file server and back office solutions, as well as workstation and end user device technologies and support. Managed the network and systems management approaches, data center and network operations, and network security.

Responsibilities include:

- Developed and implemented policies, procedures and standards within the department that improved and insured quality delivery in all aspects of the IS support team.
- Reorganized, developed and implemented server and desktop security and management.
- Provided technology assessments and tactical recommendations for information management planning.
- Formalized project management and application development procedures.
- Provided formal coaching and mentoring to other team members through annual and project performance evaluations, including recommending promotions and terminating under-performing associates.

**Section of Hematology/Oncology, University of Chicago – Chicago, IL      September 1980 to August 2000  
Research/Bioinformatics Scientist, Department of Medicine**

As a research scientist within the Section of Hematology/Oncology, my primary role was of researcher and scientist within the Molecular Cytogenetics laboratory. Managed the design and execution of thousands of experiments and research projects within the Cytogenetic and Gene Mapping laboratories. Developed and managed the laboratory operations and processes.

Achievements:

- Developed a web-based application database used to collect cytogenetic patient data from over twenty countries. This project led to the publication of nine peer-reviewed articles.

- Publication of eighty-nine peer reviewed articles and one book chapter (see publications list below).
- Supervised and trained research technicians, students, academic staff, visitors and faculty from around the world.
- Functioned as the bioinformatics resource to the faculty and research staff.

#### ***EDUCATION/Certification***

**Bachelor of Arts, Biology - 1980**  
Biological Sciences  
Northwestern University  
Evanston, Illinois

**Chicago Management Institute – 2006**  
Graduate School of Business  
University of Chicago  
Chicago, IL

**ISACA – 2018**  
CISM (*Exam Passed – Certification Pending*)

#### **Professional References: available upon request**

#### **Original Peer-reviewed Publications: 90 publications**

1. Le Beau, M.M., Lemons, R.S., **Espinosa**, R., Larson, R.A., Arai, N., Rowley, J.D.: IL-4 and IL-5 map to human chromosome 5 in a region encoding growth factors and receptors and are deleted in myeloid leukemia's with a del (5q). *Blood* 73:647-650, 1989.
2. **Espinosa**, R., Sadler, J.E., Le Beau, M.M.: Regional localization of the human thrombomodulin gene. *Genomics* 5:649-650, 1989.
3. Lemons, R.S., **Espinosa**, R., Rebentisch, M., McCormick, F., Ladner, M., Le Beau, M.M.: Chromosomal localization of the gene encoding GTPase 8 activating protein (RASA) to human chromosome 5, bands q13-q15. *Genomics* 6:383-385, 1990.
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5. **Espinosa**, R., Lemons, R.S., Perlman, R.K., Kuo, W-L., Rosner, M.R., Le Beau, M.M.: Chromosomal localization of the gene encoding insulin degrading enzyme to human chromosome 10, bands q23-q25. *Cytogenet. Cell Genet* 57:184-186, 1991.
6. Maisonpierre, P.C., Le Beau, M.M., **Espinosa**, R., Ip, N.Y., de la Monte, S.M., Squinto, S., Furth, M.E., Yancopoulos, G.D.: Human and rat BDNF and NT-3: Gene structures, distributions and chromosomal localizations. *Genomics* 10:558-568,1991.
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8. O'Bryan, J.P., Cogswell, P.C., Neubauer, A., **Espinosa**, R., Le Beau, M.M., Liu, E.T.: The isolation and characterization of *axl*: A novel transforming receptor tyrosine kinase isolated from chronic myelogenous leukemia cells. *Mol. Cellul. Biol.* 11:5016-5031,1991.

9. Zieman-van Der Poel, S., McCabe, N.R., Gill, H.J., **Espinosa III, R.**, Patel, Y., Harden, A., Rubinelli, P., Smith, S.D., Le Beau M.M., Rowley, J.D., Diaz, M.O.: Identification of a gene, *MLL*, that spans the breakpoint in 11q23 translocations associated with human leukemias. *Proc. Natl. Acad. Sci. USA* 88:10735-10739, 1991.
10. Xia, Y., Brown, L., Yang, C.Y-C., Tsan, J.T., Siciliano, M.J., **Espinosa III, R.**, Le Beau, M.M., Baer, R.J.: *TAL2*, a helix-loop-helix gene activated by the (7;9)(q34;q32) translocation in human T-cell leukemia.: *Proc. Natl. Acad. Sci. USA* 88:11416-11420, 1991.
11. Rassool, F.V., Le Beau, M.M., Neilly, M.E., van Melle, E., **Espinosa III, R.** McKeithan, T.W.: Increased genetic instability of the common fragile site at 3p14 after integration of exogenous DNA. *Am J. Hum. Genet.*, 50:1243-1251, 1991.
12. Thangavelu, M., Neuman, W.L., **Espinosa III, R.**, Nakamura, Y., Westbrook, C.A., Le Beau, M.M.: A physical and genetic linkage map of the distal long arm of chromosome 5. *Cytogenet. Cell Genet.* 59:27-30, 1992.
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17. White, D.M., Mikol, D.D., **Espinosa III, R.**, Weimer, B., Le Beau, M.M., Stefansson, K.: Structure and chromosomal localization of the human gene for a brain form of prostaglandin D2 synthase. *J. Biol. Chem.* 267:23202-23208, 1992.
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33. Kobayashi, H., **Espinosa III, R.**, Thirman, M.J., Fernald, A.A., Shannon, K., Diaz, M.O., Le Beau, M.M., Rowley, J.D.: Do terminal deletions of 11q23 exist? Identification of undetected translocations with fluorescence *in situ* hybridization. Genes Chrom. Cancer 7:204-208, 1993.
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