



Michael Edward Kohlman

Chief Information Officer

QTE, Technology & Leadership Executive, Board Adviser.

www.kohlman.org/michael

www.Linkedin.com/in/MichaelKohlman

Michael2021@Kohlman.org

Leadership - A Chief Information Officer's Story:

Technology and Organizational Leadership has always been an integral part of my life and in so many ways I would have to thank my Father for gifting me with the passion for both.

As a skilled programmer in the early days of Punch Cards, Mainframes, and Data Centers, my earliest memories were of him bringing home stacks of code printout to be debugged and boxes of punch-card confetti for us kids (which my Mother banned him from doing again after a fairly predictable indoor incident). Christmases and Birthdays consisted of Erector Sets, Heathkit breadboards, radios, clocks, and TVs. The garage always had something in some stage of assembly or deconstruction.

And I was fascinated by it all.

My 1st computer was a Sinclair ZX81, ordered from the United Kingdom and hand-assembled after spending a summer mowing lawns to get the cash to purchase it. By the time I was studying at Indiana University, I had built my 1st XT Clone system. I still build my own home systems today.

EXPERTS AGREE The TV of the future is here... in the Heathkit Digital-Design GR-2000 TV



“At ELEMENTARY ELECTRONICS they said: “The last in, today’s Heathkit GR-2000 is the color TV the rest of the industry will be making tomorrow... there is no other TV available at their label color TV.”

“The FAMILY HANDYMAN magazine put it this way: “The picture quality of the GR-2000 is flawless, natural tone, excellent definition, and picture are steady as a rock... it’s better than any this or that has ever seen.”

“POPULAR SCIENCE pointed out “more than 100,000 in pressed vertical sweep, regulators that prevent power supply surges, and its stability that, the permanently fixed IF filter.”

“The RADIO-ELECTRONICS editors said the Heathkit Digital TV was “the best that can be had in the other production color TV being sold in the U.S.”

“On-screen automatic digital channel search... numerous appear each time you switch channels or touch the RECALL button... On-screen electronic digital clock... an optional low cost feature... will display in 10- or 24-hour format... Other electronic touch... 8000 with off set of attractive dials... Touch-to-tune... programmable, digital channel selector... up to 16 channels, left or right... whatever other you wish... there’s no need to wear ears to an unheard channel... LC IF amplifier with built-in protection IC IF bandwidth filter in the IF amp... eliminates the need for critically adjust-

ed traps for eliminating adjacent-channel and in-channel carrier bleed. No IF alignment is needed over Touch volume control... when the remote control is used... touch switches raise or lower the volume in small steps.

“POPULAR ELECTRONICS took a look at the 25-in., 100-approx picture and said it “can only be described as superb. The sleek (optional) Matrix CRT, the tuner and IF amp, and the video amplifier provide a picture equal to that of many studio monitors...”

Furthermore, the Heathkit GR-2000 is an easier set for TV to build. POPULAR ELECTRONICS pointed out that “Each semiconductor has its own socket and there are 12 factory fabricated, interconnecting cables... The complete color adjustments can be performed in less than an hour.”

To tune up, POPULAR ELECTRONICS concluded its study by stating, “It can’t even be called a color TV of the future is here... and Heath’s GR-2000 is it!”

Why not see what the experts have said? The Heathkit Digital Design Color TV... without question the most remarkable TV available today.

Mail order price for chassis and tube, \$699.95. Heathkit Control gets it most... order, Check \$79.95... mail order... kits start at \$139.95... (Retail prices slightly higher).

Finally you can afford to satisfy your lust for power.



The '9995 personal computer.

How did we do it? Other digital computers have been... the most powerful personal computer... the most powerful personal computer... the most powerful personal computer...

Why now? The digital computer has been... the most powerful personal computer... the most powerful personal computer... the most powerful personal computer...

How to order today. Call us today... 800-543-3000... 1-800-543-3000... 1-800-543-3000...

sinclair

Technology skills aren't enough to be a successful CIO. Indeed, while that foundation and passion for I.T. should exist in every Technology Leader, it's not the most important skill to have.

My Father also showed me the importance of Leadership, rising to Vice President positions in Operations for a number of organizations. During that time, I began to realize that while technical success was satisfying, organizational success was more rewarding still. To get there though requires understanding people, teamwork, and orchestration.

My career and my life has been to be that Balanced Leader; the technologist who not only “gets” that expertise in a CIO must be a given for anyone who has chosen the vocation, but also the high-EQ person that can create and nurture the culture necessary to bring all the pieces together. I believe that I have had some measure of success in that effort and hopefully this introduction will provide some insight into that history as you seek a candidate to advise your board or lead in your organization.

Sadly resumes these days provide a poor overview of the skillset and experiences needed to be a successful CIO, with most of them simply being a series of checklist items designed to appeal to an applicant tracking system or an organizational approach that prioritizes a skills-match over track record and endorsements.

Hopefully this overview will provide a bit more insight than what an ATS-friendly resume provides. (a classic resume is included at the end for those that are into that and is also available on request)

Technology Leadership - The Hard:



Many would call his implementations bleeding edge, however I disagree. He supports a global infrastructure, with many divisions time zones, and cultures. When a new solution is launched it is Michael {that} has already read, studied and conversed with the industry experts on his next vision. So while others wait to be told to be innovative and improve processes, Michael is delivering competitive capabilities to his company.

- John Bloom, Currently Sr. Datacenter Consulting Engineer, Dell Technologies

The “Hard” side of technology... While a critical function of any Technology Leader is being skilled in the Human side of an organization, the fact is that if the systems don't work and technology isn't easily usable by that organization, none of the leadership skills matter. An I.T. Executive that isn't occasionally rolling up their sleeves and digging into the tech will have difficulty earning the respect of the experts he leads and, over time, will lose his ability to provide relevant strategy in an ever-changing world.

I first met Michael... when I started working for Cook Medical. At that time, he had recently been hired as the manager of an IT infrastructure team which didn't yet exist, in an environment with only a handful of servers and a problematic network. He was presented with the enormous task of creating an entire IT infrastructure that could properly support a large, globally dispersed company. Michael faced this challenge with incredible skill and dedication. In just a few short years, we had created a true data center with 200+ servers and state-of-the-art technologies being accessed 24/7 from around the world. These amazing accomplishments were made possible by Michael's knowledge, leadership, and commitment to moving the company forward. His hands-on system designs in the beginning put everything on the right track. Throughout the years he always provided proper direction and never stopped looking ahead to future advancements. These were all critical building blocks in making Cook's Information Technology what it is today.

- Chris Creech, Currently Manager Server Support, Farm Bureau Insurance



Michael and I worked together at Saint Joseph's College during an extremely challenging time. Michael was a significant contributor and leader both while working to improve the IT infrastructure when the College was working to turn around its financial position... He has a hands on approach and was able to serve in many different roles wearing many different hats while planning a path for the College's future.

- Spencer Conroy, Currently VP Finance, University of St. Thomas (TX)

In our time at CompuSource, Michael displayed a keen awareness of IT strategy and customer service. He took great pains to fully understand the customer's technology needs and develop a plan that best suited their needs in a cost effective way. Making sure the customer got what they needed and understood the process they were going through were very important to him.

*- Jeffrey Gabbard,
Currently Sr ITSM Analyst, CNO Financial*



In many areas, Michael is brilliant and his intelligence and expertise regarding the different areas of Information Technology is amazing.

*- Bill Hogan PhD , Former VP,
St Joseph's College*

His extensive knowledge becomes almost a given when you work with him...

Rick Cogley, CEO, eSolia

Technology Leadership - The Soft:

Michael started with a vision... at a company that did not truly understand the role that technology can play in a company's growth and industry leadership. He did his homework and through his ability to communicate non-technically to business leaders he was able to convince executive leadership to move forward with his plan.

- Dave Muncie, Select Account Manager, Cisco Systems



All the “hard” technical skills in the world do not matter if one is unable to communicate, educate, and motivate an organization to implement and leverage the systems and a strategy that can take them to new levels. Having a technologist leading those efforts today is simply a baseline for survival. Having a great technologist who is also able to be a strategist and evangelist for excellence is often what separates the merely competitive from the difference-makers.

I saw {Michael} in action as a valuable colleague as part of my executive team as well. His strong commitment to the mission of SJC proved to be extremely valuable in our work. He brought his expertise to discussions, his willingness to listen to others, and his ability to be part of a decision-making team. He was respectful of others, willing to express his opinions, and gracious and supportive of the decisions that were made by the group. Mike was consistently helpful to the group as we grappled with very difficult decisions. I saw him as an extremely valuable part of the best executive team I have worked with in my 36 years.

- Robert A. Pastoor, Ed. D., Former President, Saint Joseph's College



{Michael's} positive energy and optimistic attitude coupled with his openness to find flexible pathways for all with whom he works are integral to Michael's professional approach. His openness to colleagues' ideas and enthusiasm in developing critical learning experiences for students and faculty are key components for his success. His success in working with others reflects the ideals and values that are critical in any educational setting. Michael understands the need to look critically at the innumerable dimensions that evolve as an educational setting seeks to keep abreast of technology and the impact for the whole campus.

- Dr. Thomas J. Ryan, Vice President for Academic Affairs - Emeritus, Saint Joseph's College



{Michael was} an excellent strategist. He stood strong to present and represent our team to the business and enhance communication between IT and the company which led to better productivity and efficiency of projects. Michael brought cohesion to our team when there was none prior. I look up and respect him as leader.

- Kaci Duke, Currently Technical Change Manager, Zulily

Michael was able to institute dramatic changes within a short period of time while working for me. Michael grasps the fact that Leadership is about relationships and communication, and was able to effectively form strategic partnerships required for both his and the greater institutional success.

- Scott Gilreath, Currently Chief Information Officer, Indiana Wesleyan University

It's About People:

For several years I have worked with Michael in the Cook Global Data Center. During these years of knowing Michael, he not only mentored my career, he has brought his own full circle. His creativity, resourcefulness, and leadership provided sincere and distinctive paths for our team to succeed.

**- Michele Uland (CBCP), Currently Operations Manager
Uland & Son Heavy Equipment Transporting, Inc**

I began working with Michael when I was still in college, working for Cook Medical as an intern in the summer between semesters. I owe the majority of my career success to him as he was the best mentor I could imagine.

**- Kyle Hopkins, Unified Communications Administrator
Cook Medical**

I worked under Michael for 2 years and I must say it was the best 2 years of my professional life. He makes you feel comfortable in your role. I know that I would not be where I am today if it wasn't for his guidance.

**- Odd Waller, Currently Information Security Manager
Intraservice Göteborgs Stad**



It was a great opportunity to work with Michael at Restaurant Technologies, Inc. Reporting to Michael was more along the lines of a learning experience, each and every time.

- Kyle Koopman, Currently IT Contractor, Enbridge



I worked with Michael for about 3 years at Cook. He was my manager and I couldn't have asked for the better person. Very passionate and inspiring person for the whole staff. Michael exhibits strong interpersonal skills and a unique capacity for empathy. These qualities translate in his ability to motivate a team to care about its project and be invested in the project's success.

- Tanvir Sagri, Digital Product Manager, Cook Medical



Since coming on board at SJC, Michael has been a great leader and mentor. I personally have learned more about IT leadership and management in the last year from working with Michael than in any previous position in my career.

**- Richard Calhoun, Senior Network Manager
Girtz Industries**

People. At the end of the day, no Technology Leader is capable of accomplishing anything without the respect and support of a phenomenal group of people to back them up. Respect and support that is generated by honesty, integrity, and willingness to make sure that while the needs of the organization are being met, the needs of the people in the organization are being met more:

It's About Doing "IT" Right... And Getting the Job Done:



Choosing a Technology Leader today is a daunting task for any organization.

Today's CIO-level Leader collaborates and advises on some of the most critical cross-functional needs, impacting everything from organizational management and productivity to customer interaction and service to data security and integrity.

A successful choice can truly be a differentiating part of your organization.

A poor choice can set critical initiatives back months (and even years), result in the departure of talented, hard-to-find technologists, and impact the bottom line.

Michael's leadership of the IT team at Cook created an environment of trust and cooperation. I was working on an internal web based marketing resource that was no longer dynamic. By working with Michael the cross-functional team was able to revamp the marketing web site with no delays and full cooperation, understanding of need and trust among all parties. Michael gets the essence of what leadership is all about.

- Cheri Cupa, Currently FOA, MedExpress

Michael has provided great support and leadership for our IT implementation across the Asia/Pacific Region, and manages a team of IT people that respond to our needs. He understands the need for support from a commercial perspective which is a rare commodity with today's IT fraternity.

- Barry Thomas, Formerly Vice President Asia Pacific, Cook Medical

I had the pleasure of working with Michael during the three years I was at Cook Incorporated. In that amount of time, it was evident that Michael's direction for the company's IT infrastructure was sound and backed with a lot of knowledge and expertise. He managed our department with ease and fluidity. His vast technical background was instrumental in fulfilling the needs of the top management to align with the company's global picture.

- Megan (Slota) Ripley, Currently IT Security Specialist, Internal Revenue Service

Michael is personable, passionate about his work, and the ultimate professional with extensive knowledge and experience as a technology business leader. He is always willing to creatively collaborate - share his ideas, lend a helping hand and/or brainstorm about possible solutions. Michael is well liked and highly regarded by his colleagues in the IT community.

- Monica L. Brunaccini, Currently Interim Co-Lead Global Learning and Talent, Takeda

One of the smartest decisions the new Phoenix Team (charged with finding a path for SJC to return) did was to retain Michael as CIO. In the past year-and-a-half Michael has become an integral part of that team, fulfilling a role that is so much more than his stated job position.

- Geoffrey Brewster, Formerly Director of Instructional Technology, Saint Joseph's College

In times of great challenge and tribulation, people's true nature becomes apparent. You see the best and the worst of people. The last few years at SJC, was extremely challenging, and I am proud to have stood side-by-side working with Michael during these challenging times to make the best of an extremely difficult situation.

- Spencer Conroy, Currently VP Finance, University of St. Thomas (TX)

Michael's technical ability is only rivaled by his focus on his employees and customers. To this day, Michael represents the benchmark for leadership in my mind.

- Anthony Cordell, Currently Manager Oracle and NoSQL Platforms, Qurate Retail Group

Anyone looking for a captain to steer their company to a safe successful journey would do well to have him on their team. He gets the job done, everyone shares in the goal, and the credit.

- John Bloom, Currently Sr. Datacenter Consulting Engineer, Dell Technologies

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1720 S Lowell Ave. Springfield IL 62704

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INFORMATION TECHNOLOGY EXECUTIVE

Strategic IT Executive and Board Qualified Technology Expert (QTE). Experienced leading business and nonprofit organizations to stability and growth. Driven to make an impact by bringing leadership to operations focused on positive change.

- Strategic IT Planning
- Digital Transformation
- Vendor Relations
- Global IT Systems & Operations
- Organizational Leadership
- Leadership & Talent Development

PROFESSIONAL EXPERIENCE

Illinois State Board of Elections, Springfield, IL

Chief Information Officer

2020 - Current

Stepped into the role of CIO for one of the largest Elections Boards in the U.S. during a pandemic crisis and one of the most pivotal periods in U.S. Elections history.

- Stabilized an IT department that had been without Leadership, several critical staff, and a COVID closed office by:
 - Immediately moving to rebuild a depleted IT Operations department with key hires.
 - Instituted changes to improve stability and performance of the elections systems.
 - Implemented agile structural and operational changes within the Development team.
 - Worked with the State CISO, CISA, and Illinois Agencies to ensure a secure election.

Saint Joseph's College, Rensselaer, IN

Chief Information Officer

2016 - 2019

Rose from Deputy CIO to Interim CIO, to CIO and member of President's Cabinet for private Catholic college offering 26 majors, 4 group majors, 32 minors, and 10 pre-professional programs.

- Transformed IT department's performance and reputation throughout institution by:
 - Improving stability of infrastructure and operations by increasing reliability and redundancy
 - Changing culture through hiring key personnel, reassigning current staff according to strengths
 - Overhauling the campus technology infrastructure through multiple fundraising efforts
 - Increasing communication between IT and students, faculty, and administration via web, social media, and traditional methods
 - Moving CIO role from Director level to President's Cabinet, providing guidance for College's Strategic Plan
 - Serving as the technology and communications Senior Cabinet and Board Advisor during the college's suspension and reorganization period of 2017-2019.

COMPANY CONFIDENTIAL, Minneapolis, MN

2015 - 2016

Interim Chief Information Officer

Consulted with CEO and Interim CFO of start-up call center undergoing major reorganization.

- Assessed business and implemented plan for:
 - Rectifying limitations of current technology infrastructure and operations, allowing for growth
 - Scaling operations to keep pace with projected business expansion
 - Estimating budget and costs of needed improvements
 - Increasing and changing IT personnel, aligning skills with new needs

Appolis Incorporated, Minneapolis, MN**2014 - 2015****Vice President of Operations**

Consulted as senior leader of software start-up specializing in warehouse and logistics management systems.

- Planned and managed one-year transformation, restoring company to profitability by:
 - Restructuring customer deployments, increasing on-time and on-budget commitments
 - Creating dedicated R&D group focused on new mobile app development, delivering iOS and Android apps
 - Restoring Customer Operations and Support group to profitability by raising productivity and revenue

Restaurant Technologies Inc. Mendota Heights, MN**2013**

Reported to Global Director, oversaw systems and operations of \$700M oil logistics and management

- Brought success to game-changing M2M fryer management system upgrade project by:
 - Completing and stabilizing operations for first-generation M2M fryer system logistics solution with >5k monitoring points via Internet gateway over MPLS scheme
 - Improving customer service response time through staff mentoring/training
 - Achieving 92% first-time-right deployment success, leading IT physical deployment of second-generation M2M fryer system logistics solution pilot with >2.5k monitoring points

Cook Group Incorporated, Bloomington, IN**2004- 2013****Global Information Systems Manager**

Managed 25-person team and \$10M budget, reported to CIO of \$2.5B global life sciences company specializing in medical devices and supplies.

- Built organization's first shared-services IT infrastructure, supporting growth and integrating business operations across US, Europe, Far East, and Australia by:
 - Creating new strategic vision for Global IT, travelling internationally, evangelizing and executing new direction
 - Designing and building Tier III Data Center named Best in Data Center Design by *Technomics* – fully virtualized center featuring built-in high-density capacity, Cloud capability, fault tolerant systems and architecture, and 300+ servers
 - Serving as lead member of China deployment team, including on-site assignments in Shanghai and Beijing to assess viable locations for regulatory offices and distribution center, followed by implementation of IT systems and hiring of support personnel
 - Established global MPLS network connecting all facilities, centralized WAN management through US, and consolidated 16 mail servers worldwide into single high-availability MS Exchange solution
 - Consolidated 15 Enterprise Directory systems worldwide into single global Active Directory forest and integrated 26 financial management systems into US-based MS Dynamics NAV platform
 - Established and mentored IT Leadership pipeline with members still in key positions

CERTIFICATIONS**Boardroom Qualified Technology Expert (QTE)**, Digital Directors Network**2019****CIO Pocket MBA**, Boston University School of Management**2013****Implementing Leadership Transitions**, Harvard School of Business/CIOEC**2010****Human Resources Generalist**, George Washington University School of Business**2010**



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