

# DALE HOWARD

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## — CHIEF INFORMATION OFFICER —

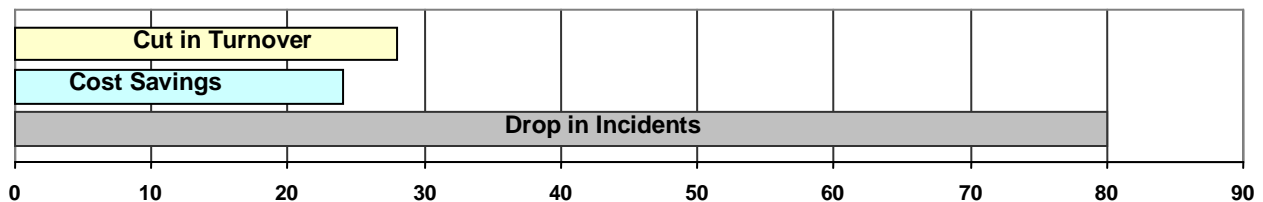
**Collaborative Executive Leader, Business Partner, & Solutions Manager**

**“Building Responsive IT Organizations That Enhance the Customer/User Experience”**

Global Operations - Flexible Solutions - Strategic Roadmaps - New Revenue Streams

**Strategic executive with CIO-level success** in global planning, capacity/cost projections, IT governance, and BI solutions. Logical thinker and strong communicator noted for transforming IT organizations with support to global, enterprise-wide infrastructures. Quality-driven leader with international expertise; able to relocate.

### STAFF RETENTION, COST, & PERFORMANCE IMPROVEMENTS:



### EXAMPLES OF TECHNICAL LEADERSHIP EFFECTIVENESS:

- √ Creation of **Practice Management Portal** that impacted profitability and business resource leverage; incorporated BI dashboard, drill-down, and full-featured billing data, all replacing hardcopy reports.
- √ Cutting-edge, client-facing extranet facilitating **\$1.5M first-year revenue**, satisfying core needs for Fortune 500 client and others via 24X7, Web-based data access and collaboration.
- √ Features in *Computerworld* and other media for designing first-in-kind, “anytime, anywhere” network solution allowing secured access to Web-based tools.
- √ **\$52K, 3-year savings** with identification/deployment for email branding and signature tool.
- √ **\$68K+ reduction in annual telecom spend**, with maximum investment value from audit to identify waste, rightsize capacity, and leverage competitive bid situation.

“Dale has built a terrific team, understands our business, and just gets things done. He strengthens service levels and competitive advantage by implementing strategic initiatives that support our business.”

*Senior Partner & Chairman, IT Committee*

## LEADERSHIP CAREER HISTORY

### **Morrison, Walters & Johnson, Edina, Minnesota, 1998–Present**

Took CIO-level charter, championing full network access hailed as crucial to efficiency and profits, while upgrading IT tools, stabilizing key systems, and enhancing user confidence, reliability, and performance.

### **DIRECTOR, INFORMATION TECHNOLOGY – DIRECT REPORT TO CEO**

**Selected to drive strategic vision** as executive team member and collaborator; produce strategies to improve client service levels, maximize capital expense ROI, and control costs. Direct Infrastructure, Telecom, Help Desk, Extranet, training, and document processing for 800+ users. Manage 18 total reports (Managers, Telecom, IT).

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## DIRECTOR, INFORMATION TECHNOLOGY – DIRECT REPORT TO CEO (Continued)

### Achievements Include:

- 43%+ less capital budget vs. competitors, while delivering improved service levels.
- \$80K in complimentary vendor services while incorporating up-to-date technology solutions.
- Help Desk function brought back in-house and terminated outsourcing contract.
- Improved time-to-resolution, with 65% calls closed in 5 minutes & 72% closed in <10 minutes.
- Top 6 ranking from American Lawyer for user confidence, IT capacity, and satisfaction.
- Reduced storage need with same access, orchestrating first e-mail archival process.
- Zero-downtime, 400-unit hardware/software refresh.

### Technology Leadership Contributions:

- √ Devised **unique Help Desk solution** that elevated initial call close rate to 88%+, grooming word processing staff to field document management system support requests representing 80%+ total volume.
- √ Increased reliability, expanded performance, and cut support expenses nearly 20% with consolidation of disparate network systems into centralized function.
- √ **Cut licensing costs 40%+** with strategic forecasts and negotiations for enterprise-level agreements.
- √ Retained long-term client business as early adopter of technology tools that addressed potential gaps; gained internal buy-in with executive presentations and advanced user training.
- √ Exceeded company security requirements, **reaching stringent PCI standards** as confirmed by security audit by implementing industry-standard network security and intrusion prevention measures.
- √ Capitalized on document management capabilities by leading effort to capture best practices, add indexing, and ensure document readiness through tool utilization.

## WALTERS & FOREMAN, San Francisco, California, 1992–1997

Optimized productivity for international law firm with 18 offices throughout Europe and the U.S., with primary charter for strategic planning and project deployment.

## DIRECTOR OF GLOBAL INFORMATION TECHNOLOGY

**Promoted from management role to oversee global IT function**, managing voice/data, solutions design, client/server migrations, applications development, productivity, and implementations. Supervised 45 total staff, including management/supervisors, DBA, contractors, and IT professionals.

### Achievements Include:

- Near-identical capabilities for 3 new European offices to cutting-edge U.S. standards.
- Operation transfer from centralized platform to distributed PC LAN infrastructure.
- New model user/pilot groups managing functionality requirements and testing upgrades.
- \$20K monthly savings with management of Czech Republic office buildout/equipment move.

### Technology Leadership Contributions:

- √ **Spearheaded 3-year strategic plan**, standardizing business networks for growth forecasting and support.
- √ Created data warehousing system that expedited resolution to practice management concerns, supplying access to critical financial indicators and continual data streams for ad hoc reporting.
- √ **Co-chaired Technology Focus Group** tasked with driving company-wide IT direction.

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## **BIG 8 CONSULTING FIRM**, Can Francisco, California, 1985–1992

Launched and directed practice generating multimillion-dollar revenue with full P&L accountability; demonstrated technology management, sales/marketing support, and consulting competencies in global and domestic client engagements.

### **SENIOR PRACTICE DIRECTOR**

**Fast-tracked through roles demanding technical and management capabilities** for long-term client initiatives at British Petroleum; Avery Dennison; B.F. Goodrich; Bridgestone/Firestone; Timken; Alcan Aluminum; Bell & Howell; and others. Managed 120-person practice team delivering sales support and fulfillment of client system/network management services.

#### **Achievements Include:**

- \$1.2 revenue with single-handed creation and management of new practice, after influencing senior leadership to target emerging technology area.
- Rapid platform migrations/installations for court service and government clients.

#### **Technology Leadership Contributions:**

- √ **Managed 20 consultants** engaged in all practice areas and client services delivery.
- √ Managed creation of shop floor automation networking capabilities for strategic clients.
- √ **Guided delivery of application conversion services** to 3rd Court of Detroit, supervising 4-member team.

Previous Experience:

### **MANAGER – PROFESSIONAL SERVICES PRACTICE**

**Pinnacle Consulting**, Los Angeles, California

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### **EDUCATION & PROFESSIONAL DEVELOPMENT**

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#### **BACHELOR OF ARTS - BUSINESS ADMINISTRATION**

University of Minnesota, Duluth

#### **ASSOCIATE OF APPLIED SCIENCE - COMPUTER SCIENCE**

Kent State University, Kent, Ohio

#### **MANAGEMENT & LEADERSHIP SEMINARS**

American Management Association / Association of Legal Administrators

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### **AFFILIATIONS**

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**Co-Chairman, OFFICE TECHNOLOGY COMMITTEE – Chairman, INTRANET FOCUS GROUP**

*Morrison, Walters & Johnson*

**Team Leader – IT REVIEW COMMITTEE**

*Boy Scout Council of America, Edina Chapter*