

TRACY FLINDERS

tracyf@byu.edu

EDUCATION 1990

- Brigham Young University
- Bachelor of Arts | Communications Studies
- Emphasis: Organizational Behavior
- Leadership Scholarship
- 3.5 GPA
- Graduated in 3 years
- Baseball team member

PROFESSIONAL SUMMARY

- 30 years' experience | 14 years in IT industry | 16 years at BYU
- Executive leadership roles at Brigham Young University | PowerQuest | Novell | WordPerfect
- Expertise in Cybersecurity | Privacy | Business Planning | Finance | Software Development | Product Management | Customer Services | Human Resources | Contract Management
- Created high-growth, profitable, global services organization | \$6 million revenues | 30% Operating Margin | In 3 years
- President's Circle | Manager of the Year | SAERA | Performance Awards Recipient

WORK EXPERIENCE

BRIGHAM YOUNG UNIVERSITY | CHURCH EDUCATIONAL SYSTEM | 2020 - CURRENT

CHIEF INFORMATION OFFICER (BYU/CES) | VICE PRESIDENT INFORMATION TECHNOLOGY (BYU)

- Chairman, Information Technology Policy Committee
- Oversight for CES IT Resource Planning processes and BYU's planning efforts
- Led 250+ full-time employees and 500+ student employees in various roles and capacities
- Responsible for strategic direction for all CES schools
- Creation and maintenance of cross-campus working relationships at all levels of the organization at BYU and between CES institutions at all levels
- Member of Church Education System's Commissioner's office and President's Roundtable

BRIGHAM YOUNG UNIVERSITY | CHURCH EDUCATIONAL SYSTEM | 2004 - 2020

CHIEF INFORMATION SECURITY OFFICER | CHIEF PRIVACY OFFICER

- Managing Director of Security Operations Center, Platform, Software Development, OIT Finance and OIT HR teams
- Chairman, Information Security and Privacy Committee
- Established CES Cybersecurity Program from ground up
- Founded BYU Privacy Program
- Developed CES IT Resource Planning processes and led BYU's planning efforts for 4 years
- Helped institute PCI compliance program at BYU
- Administered \$50+ million operating and \$25+ million ITD, ITI, and ITS technology budgets
- Led 100+ full-time employees and 40+ student employees in various roles and capacities
- Managed dozens of successful IT projects across campus
- Helped improve cross-campus working relationships at all levels of the organization

POWERQUEST CORPORATION | 1998 - 2004

VICE PRESIDENT | GENERAL MANAGER – CUSTOMER SERVICES

- Served as General Manager, Corporate Officer, and Business Unit Leader for \$70 million software company
- Built global services organization, operating in 5 countries, 7 languages, and handling 1,000+ requests /day
- Created high-growth, profitable Professional Services business unit | Grew revenues from \$0 to \$6M in 3 years

WORK EXAMPLES

WHILE SERVING AS CHIEF INFORMATION SECURITY OFFICER (4 YRS)

- Established CES Cybersecurity operations center, program, policies, and practices
- Developed and deployed CES Security architecture & technology stack
- Created CES Security training program for web developers & employees
- Launched 8 new security services, available across CES
- Established campus-wide IT systems inventory / CMDB (1,000+ systems)
- Resolved 20 major and 3,000+ total security incidents across CES
- Received CSO 50 Award for Value and Innovation

WHILE SERVING AS CHIEF PRIVACY OFFICER (2 YRS)

- Established CES Privacy program, policies, and practices
- Oversee CES Data Governance program, policies, and practices
- Identified & documented 66 high-risk IT systems on campus
- Helped craft and publish BYU Global Privacy Notice
- Selected (and currently implementing) privacy software solution

WHILE SERVING AS MANAGING DIRECTOR, OIT BUSINESS SUPPORT (3 YRS)

- Authored CES Strategy, principles, practices, and Service Centers
- Refined CES IT Resource Planning and Cashflow Management
- Administered OIT Finances (\$50M+) and ITI, ITS, ITD (\$25M+) budgets
- Established \$6 million OIT Endowment
- Proposed OIT appropriated headcount model (soft vs hard FTE)
- Developed and implemented competitive employee compensation structure
- Instituted OIT Job Families

WHILE SERVING AS MANAGING DIRECTOR, OIT CORE SERVICES (5 YRS)

- Initiated Rapid Response model for semester start
- Established Managed Domain secure zone in BYU datacenter
- Implemented Web Services / API Architecture for BYU enterprise systems
- Delivered dozens of enterprise-wide IT projects on time, within budget

WHILE SERVING AS ENTERPRISE ACCOUNT MANAGER, PROJECT MANAGER (6 YRS)

- Introduced 3rd party staff augmentation in OIT
- Streamlined multiple PeopleSoft upgrade projects, at reduced cost & time
- Managed difficult relationships between OIT and campus partners