

"As an urban public university, CSU has a special obligation not only to serve the community in a traditional sense, but also to contribute to the city's redevelopment in ways that many institutions cannot. We're bringing a level of engagement to our education that is shaping CSU into one of the best urban universities in the nation."

President Ronald Berkman



Position Specification

Associate Vice President, Information Technology & Chief Information Officer

Cleveland State University (CSU) offers a rare opportunity for a strategic and visionary leader to join the University as Chief Information Officer (CIO) to lead a transformation of the technology platform to a best solutions environment. Reporting to the Senior Vice President, Business Affairs and Finance, the CIO is responsible for all technology services across the University.

University Overview

CSU, a public research institution established in 1964, is located in the heart of downtown Cleveland, the 16th largest metro area in the country. The University has nine colleges and more than 200 academic programs serving 17,500 students; graduate students make up almost 28 percent of all students. Today, more than 1,000 courses support 200 major fields of study at the bachelor's, master's, doctoral, and law degree levels, as well as professional certificate and continuing education programs. As nearly 90 percent of CSU's students work full or part-time, flexible academic programming and convenient class times are offered.

Cleveland State is committed to a hands-on learning environment where faculty and students connect and ideas mesh with real-world experience. The University's core philosophy is *Engaged Learning*. This powerful combination of higher education and real-world experience connects students with unparalleled co-op and internship opportunities in technology, manufacturing, health care, finance, education, the arts and many other industries throughout Cleveland and beyond.

An unprecedented influx of new students is energizing the University. Since 2008, CSU has seen a 56 percent increase in the number of enrolled freshman students. In Fall semester 2016, the University reported its largest first-year student enrollment ever, 1,900 students. These new first-year students are elevating the average GPA with a 3.2 average high school GPA and their ACT scores are above the national average. They are also the most diverse in CSU history with nearly 30 percent identifying being from multicultural or underrepresented backgrounds, and the University has also seen a significant increase in international first-year students.

CSU was again chosen as one of America's Best Colleges by *U.S. News & World Report* in 2017. CSU is one of 298 institutions across the country listed within the "Best National Universities" category and many of CSU's programs were highly ranked – Cleveland-Marshall College of Law rose 21 spots, placing it 106th among 200 law schools and the Maxine Goodman Levin College of Urban Affairs was ranked 45th out of 270 graduate programs in public affairs. The City Management and Urban Policy program ranked 7th nationally and was the only program in Ohio to be recognized by *U.S. News*.

In 2017, *CEO Magazine* recognized the Online Accelerated MBA from CSU's Monte Ahuja College of Business as 1st in Ohio, 47th nationally and 31st in the world. The Brookings Institution ranked the University as one of the top three Ohio four-year public universities for success in graduates' career earnings, placement into high-paying career paths, and loan repayment rates.

The University's \$500 million campus makeover is sparking a downtown renaissance. The 85-acre campus was reinvigorated with dynamic new buildings that provide warm and inviting contemporary spaces. The centerpiece of this architectural reboot is the Student Center, one of the last masterpieces created by the late Charles Gwathmey, a renowned New York City architect. On the edge of campus, a new 30-foot Tower of Light lets visitors know that they have arrived at the University. During commencement, homecoming and other special occasions, a powerful spotlight inside this unique marker sends a beam of light 2,000 feet into the sky.

Student housing is also booming with the opening of Langston Apartment Complex, one of the first major residential developments in Cleveland in 30 years. This \$50 million project includes student apartments, as well as shops, restaurants and green spaces. CSU's new Arts Campus, in the heart of the Playhouse Square, the nation's largest theatre district west of Broadway, enables undergraduate students to hone their skills alongside working professionals.

Another example of CSU's forward momentum is the partnership with Northeast Ohio Medical University to address the critical need for primary-care physicians. This program takes the student out of the hospital and into city neighborhoods for clinical training. The program is supported by a new \$45 million state-of-the-art teaching and training center with engagement by partners, such as the Cleveland Clinic, University Hospitals and other highly regarded health care organizations in Cleveland.

For more information, please visit www.csuohio.edu.

University Governance

The Board of Trustees consists of 18 members, nine voting members appointed by the Governor for up to nine-year terms, two non-voting student members appointed by the Governor, five non-voting community members, and two non-voting faculty members.

University Financial Overview – Fiscal Year 2016

CSU has a long history of financial stability. However, like many other institutions, it is faced with financial challenges due to the economy, which has put further pressure on State funding for higher education. There have been changes in the State of Ohio's higher education funding model, which places more emphasis on outcome-based metrics, such as degree completion and course completion, as opposed to number of students enrolled.

While CSU is a state-supported institution, the ability of the University to fulfill its mission and execute its strategic plan continues to be dependent on student enrollment and tuition revenue. Additionally, a projected slower rate of tuition increases and a flat or declining college-age population in Ohio have highlighted the need to prioritize and align strategic goals with financial resources.

In FY16, the University received an allocation of \$14.6 million for capital projects. The capital is being used for the renovation of the Main Classroom Building, creation of engaged learning laboratories in the STEM disciplines, and development of a Center for Research and Innovation. More recently, CSU received a total allocation of \$22.1 million for the FY17-FY18. The allocation is dedicated to the Fenn Hall Washkewicz College of Engineering building project and \$7.5 million is targeted for the development of a School of Film.

CSU employs approximately 2,500 people, of which 550+ are faculty, including adjunct faculty. The University reports total assets of \$694 million (FY16) and a total University budget of \$297 million for FY17. The FY17 in-state undergraduate tuition rates are equal to the FY15 levels by State legislative mandate. CSU maintains Standard & Poor's A+ and Moody's A1 investment ratings.

CSU Path to 2020

Over the last several years, major initiatives were implemented to strengthen the University's financial health in the changing economic environment. CSU's 2020 initiative is the forward-looking plan to position the University to compete in an ever-changing market. For more information, visit <https://www.csuohio.edu/2020/path-2020-program>.

One of the main objectives of the Path to 2020 initiative is improvement in efficiency, especially in administrative costs and processes. In constructing its FY17 operating budget, CSU identified and realized \$3.5 million in permanent operating expenditure reductions that will have a positive impact on its efficiency ratios. The CIO's leadership is critical to the identification and implementation of innovative and new technologies and/or processes to support the Path to 2020 initiative.

Information Services & Technology Departmental Overview

The CIO is responsible for management and oversight of all technology services provided to students, faculty and staff totaling some 20,000 people. The annual IS&T budget is approximately \$12.2 million, which includes \$7.8 million for IS&T, \$1.8 million for software licensing and maintenance agreements, \$1.5 million for debt service on network and data center equipment lease agreements, and \$1.1 million for student technology, such as computer labs, mobile campus, etc. It is anticipated that the IT budget may not increase in the near term, as there are opportunities through outsourcing and new technologies and innovations to rationalize further IT investment while improving functionality and capabilities.

There are approximately 90 staff in IS&T, 75+ permanent and the remainder temporary. The department also uses student employees. Currently, the CIO has four direct reports – Director of Enterprise Network & Data Security, Director of Applications & Integrations, Senior Director of Budget & Operations, and an Application Manager.

Core technology services and support are centralized with IS&T responsible for managing network infrastructure, network security, enterprise systems, most standalone systems, help desk, and most desktop support. There are also some non-centralized technology support groups on campus. For example, the Provost's office provides campus support for classroom/instructional technology, Blackboard/online learning, institutional research, and library services. In addition, some academic

divisions and administrative units employ technology support individuals to maintain program specific applications and equipment.

PeopleSoft is the University's ERP system, supplemented by a range of additional applications including Kronos, AdAstra, Blackboard e-Learn, amongst others. The data centers currently house approximately 300 servers, 60 physical and 240 virtual, and 170 terabytes of storage. There are approximately 4,000 CSU owned workstations across campus and many web enabled student devices.

Major IT Initiatives

The CIO must be a competent and confident leader capable of strengthening IT's credibility and trust on campus. In addition to the broad organizational responsibilities, the CIO will be responsible to bring leadership and build support for various IT initiatives, some are defined below.

- Create a strategic IT vision and plan that supports the achievement of the Path to 2020 and the CSU mission.
- Evaluate the IS&T organizational structure and implement, if necessary, changes to ensure the appropriate balance between central and decentralized services that is cost effective and delivers the expected levels of customer service.
- Work in collaboration with the Provost and Deans to further define and implement a technology strategy to support faculty in the delivery of academic programs and enable teaching, learning and research, and to further support research and development of new revenue opportunities (e.g., mobile computing, distance learning).
- Inventory the various customized legacy applications utilized across academic divisions and administrative units not supported by IS&T and develop a plan to support these applications that is cost effective and delivers expected levels of customer service.
- Develop an over-arching strategy and plan for the use for data analytics and business intelligence tools to support student enrollment and retention, executive decision making, financial reporting and management, and other needs across academic divisions and administrative units.
- Evaluate the cost and benefits of transitioning the ERP system to the cloud and, if recommended, develop and execute on the plan.
- Evaluate cyber security policies and procedures to ensure the protection of all University data and in compliance with federal law.
- Enhance the IT governance model to strengthen procedures for updating policies, movement of data, acquisition of software and hardware, capital project prioritization, and other needs and requirements.

Leadership Competencies

The University is seeking a technology executive with an understanding and appreciation for the academic mission. The CIO will lead a transformation of the technology platform to a best solutions environment enabling the University to achieve its goals in a resource constrained environment. The CIO must be an effective change agent.

The ideal candidate must have the emotional intelligence to influence and lead change in a shared governance model. The CIO must also have the confidence, poise, presence and interpersonal skills to build collaborative relationships with many stakeholders, and to present and defend best practices and solutions recommended for the University.

Competencies for success include: believe and live a management style that is participative, inclusive and collegial, and be approachable and willing to listen to others. This is a highly visible position and the CIO must understand and respect the requirements of working in a public university environment.

Qualifications and Experience

Master's degree in information technology or an equivalent combination of education (e.g., bachelor's degree) and directly related experience, and 10 years of progressively responsible experience in IT, including five years of management level responsibilities are required. Experience in higher education is preferred. Additional requirements include:

- Outstanding technical acumen and a robust understanding of contemporary and emerging technologies, related to administrative computing, networking, telecommunications, new media, emerging technologies and cyber security.
- Track record of developing and executing an IT Strategic Plan.
- A record of accomplishment implementing strategies to ensure cost-effective delivery of efficient and reliable IT services.
- Demonstrated high competency in management and execution of multiple and/or large projects.
- In-depth knowledge of the many different technology vendors and solutions available with no allegiance to any one vendor or product, only to the best solution for the University.
- Proven ability to build a strong, diverse leadership team.
- Demonstrated competency in strategic planning, cost forecasting and financial analysis.
- Knowledge of local, state and federal laws and regulations related to technical applications, security and compliance.

Quality of Life and Living in the Cleveland Area

Cleveland, Ohio's second largest city, with 2.9 million residents in the metro area, is located on the southern shore of Lake Erie, approximately 60 miles west of the Pennsylvania border. The Greater Cleveland area is a global leader in health care and health sciences. The two largest employers are the internationally renowned Cleveland Clinic and University Hospitals.

Other top employers include the U.S. Office of Personnel Management, Progressive Corporation, Cuyahoga County, the Cleveland Metropolitan School District, the City of Cleveland, the MetroHealth System, and Key Corp. While Cleveland's economy once relied heavily on the manufacturing industry, today the city enjoys a diversified service economy, including the financial services, insurance and health care sectors.

Northeast Ohio also is home to a number of colleges and universities – CSU, Cleveland Institute of Art, Cleveland Institute of Music, Case Western Reserve University, University of Akron, Kent State University, Youngstown State University, Northeast Ohio Medical University, and John Carroll University.

No matter the season, there is never a shortage of things to do in Cleveland. The Metroparks Zoo includes 180 acres of exhibits including a simulated rainforest and an interactive kids section. The West Side Market has been featuring vendors for meat, produce, bread and hot food since 1912. The Cleveland Metroparks include a ring of 18 parks in and around the city, known locally as the "Emerald Necklace." The Cleveland Aquarium features 5,000 creatures, including everything from Great Lake perch to more exotic lionfish, sea anemones, crustaceans and sea horses.

Cleveland is also known for its association with rock music. Thousands of visitors enjoy the Rock and Roll Hall of Fame and Museum annually. The city's cultural attractions also include the Cleveland Museum of Art and the Cleveland Orchestra, one of the country's most highly acclaimed symphony orchestras. Cleveland is home to Playhouse Square Center, a superior destination for Broadway shows, concerts, dance productions, comedy shows, opera and more.

There is something for everyone in the Cleveland area when it comes to sports. Professional sports teams include the American League Champion Cleveland Indians, Cleveland Browns, 2016 NBA Champion Cleveland Cavaliers, the league champion AFC Cleveland Royals (National Premier Soccer League), and the league champion Cleveland Monsters (American Hockey League).

Compensation

Compensation is designed to attract the best-qualified leader from the national market. CSU provides excellent health care, dental and vision; a choice of retirement plans including the Ohio Public Employees Retirement System or an Alternative Retirement Plan; 100% tuition remission for the employee, spouse or same-sex domestic partner and children upon meeting eligibility requirements; and relocation assistance.

For additional information or to submit an application, please contact Hudepohl & Associates at 614-854-7300, info@hudepohl.com