Opportunity and Challenge Profile

Search for Vice President of Information Technology and Chief Information Officer
San José State University

San José State University (SJSU), a comprehensive public university located in the heart of Silicon Valley, seeks an innovative and accomplished leader to serve as Vice President of Information Technology and Chief Information Officer (VPIT/CIO). The new VPIT/CIO will leverage SJSU's proximity to the global headquarters of the world's most innovative technology companies to establish the University as a leader in the use of technology to support student success and its broad higher education mission.

SJSU is the founding campus of the 23-campus California State University system, the largest public system of four-year higher education in the nation. The campus is located on 154 acres in downtown San José, at the southern end of the San Francisco Bay, and has an annual operating budget of roughly $500 million. San José State employs 4,146 full and part-time faculty and staff and encompasses eight colleges, which grant bachelor's and master's degrees in more than 240 areas of study, as well as two doctorate degrees. The university enrolls 35,000 diverse students, including more than 7,500 in graduate programs and more than 4,600 who come from abroad and out-of-state. With nearly 30 percent of students from underrepresented minority backgrounds, the demographics of SJSU reflect those of Santa Clara County, and it is one of the most diverse campuses in the country. The 2017 edition of the *U.S. News & World Report* ranks San José State University as sixth overall among the West's top public universities offering bachelor's and master's degrees. San José State is also one of the nation's top 200 research institutions. Last year, SJSU researchers brought in more than $56 million in research revenue.

The Vice President of Information Technology and Chief Information Officer is a new position created under the leadership of SJSU's new President, Mary A. Papazian. The VPIT/CIO is now part of the President's Cabinet and will play an integral role in developing university wide strategies and action plans. The VPIT/CIO will be joining a new administration, entering a time of transition within SJSU that will bring forward a renewed sense of vision and purpose. As the VPIT/CIO of one of the leading public comprehensive universities in the country, this individual has the unique opportunity to have an immense impact on technology and education, not only within SJSU and the CSU system, but across the nation. To do so, the next VPIT/CIO of San José State University will work to address the following key areas:

- Develop and articulate a compelling vision for the future of IT in concert with University leadership, faculty, staff and students
- Evaluate and reshape the structure of the Information Technology division
- Advance new initiatives and technologies on campus that directly support the success of SJSU students, faculty and staff
- Support, promote and develop Information Technology staff

- Build out strategies for external engagement and revenue development

A list of the qualifications and characteristics desired in the VPIT/CIO can be found on page 9. All inquiries, applications, and nominations should be directed in confidence to the parties listed at the end of this document.

About the California State University

The California State University (CSU) system spans the state of California and has an annual budget of more than $5 billion. It is the largest four-year university system in the United States, along with one of the most diverse and affordable university systems in the nation. With 23 campuses, 475,000 students, and 49,000 faculty and staff, CSU is a leader in high-quality, accessible, student-focused higher education. The CSU prepares the majority of California's educators, and 35 percent of all California residents with a bachelor's degree graduated from a CSU. The CSU system has produced more than three million alumni who have had an immeasurable impact in fields such as education, health care, agriculture, government, arts and entertainment, medicine, and non-profit leadership.

To learn more about the California State University system, visit www.calstate.edu.

About San José State University

San José State University has grown from its roots as a teachers college into a dynamic 21st-century public comprehensive university. On July 1, 2016, President Mary A. Papazian assumed leadership of this unique, diverse, and growing institution. The President arrived at SJSU after serving as the President of Southern Connecticut State University and a long career as a faculty member, dean and provost at public universities. The President was attracted to SJSU's powerful position in the heart of Silicon Valley and its unwavering commitment to social justice, its delivery of exceptional education to all students, and its commitment to enhancing the research, scholarship, and creative potential of its faculty. In her first six months at SJSU, President Papazian has engaged the campus and the larger community in conversations about how the University can ensure student success in a knowledge-based economy, better support faculty creativity, and build upon its partnerships with the local, state and business communities. President Papazian will lead the development of the next Strategic Plan beginning in the fall of 2017. She builds upon the pillars of student success established by the SJSU community, efforts currently underway to develop faculty research, as well as the CSU commitment to access and timely graduation for all students.

San José State University has eight colleges: the College of Applied Sciences and Arts; the Lucas College and Graduate School of Business; the Connie L. Lurie College of Education; the Charles W. Davidson College of Engineering; the College of Humanities and the Arts; the College of International and Extended Studies; the College of Science; and the College of Social Sciences. The university offers bachelor's, master's, joint doctorate, and doctorate degrees, plus a variety of certificates and teaching, service, and specialist credentials. SJSU is committed to offering access to higher education to the local area, yielding a stimulating mix of age groups, cultures, and economic backgrounds for teaching, learning, and research. In 2015, the Western

Association of Schools and Colleges (WASC) reaffirmed San José State University's accreditation.

About 87 percent of SJSU's students come from California, predominantly from Santa Clara County (41 percent) and the East Bay region (17 percent). The demographics of SJSU reflect those of its local service area, and it is one of the most diverse campuses in the country. Nearly 70 percent of students are from minority populations (Asian students represent the largest share, at 40 percent, including Filipino and Southeast Asian American students; followed by Hispanic students, at 25 percent). SJSU has an equal distribution between male and female students, and the average age of undergraduate students is 23. SJSU is both a Hispanic Serving Institution (HSI) and an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI), a rare distinction among CSU institutions.

The university is predominately undergraduate, with 78 percent of all students enrolled as undergrads. SJSU has almost 700 tenure and tenure-track faculty and nearly 1,200 lecturers. In fall 2016, SJSU appointed 68 new tenure-track faculty members across a wide range of disciplines. SJSU has particular strengths in engineering, business, teaching, nursing and health care, and the arts. The 2017 edition of the *U.S. News & World Report* ranks San José State University as sixth overall among the West's top public universities offering bachelor's and master's degrees. San José State is also one of the nation's top 200 research institutions.

San José State has been an essential partner in the economic, cultural, and social development of Silicon Valley and the state, annually contributing more than 8,000 graduates to the workforce. SJSU has more than 226,000 alumni, 75 percent of whom live and work in the Bay Area. San José State's location in the Silicon Valley makes it an exceptionally rewarding learning environment for students, as local firms and agencies provide opportunities for internships, summer work programs and for assistance with research and development projects. Silicon Valley firms employ more graduates from SJSU than from any other university in the nation.

Although SJSU traditionally has been a commuter campus, the availability of on-campus and near-campus housing has grown, which has had a positive impact on student engagement and campus culture. Currently, about 3,700 students live on campus, and another 10,000 live in the near vicinity. The new $36.5 million Student Wellness Center opened in September 2015, and the $65.8 million renovation of Spartan Complex houses many academic and athletic programs. The university also recently completed an expansion and renovation of 100,000 square feet of the Student Union which now includes a new ballroom, food court, theater, meeting rooms, and student program spaces. Construction of a Science and Innovation Building, which will be a state of the art science facility focused on faculty research and innovation as well as faculty-led student research is set to begin in 2018. In addition to its main campus, SJSU operates diverse off-campus locations, including the Moss Landing Marine Laboratories, which offers a graduate marine science program.

SJSU students and faculty contribute to the San José community through a variety of projects and services. Among these programs is CommUniverCity, a collaborative community, university, and city partnership in which SJSU students tutor elementary school children, mentor

at-risk youth, and support low-income families. SJSU, home to the Spartans, also has an active athletics program and is an NCAA Division I school, part of the Mountain West conference.

From the university's inception in 1857 as the first public university in the state of California, SJSU faculty, students, staff, and administrators have been committed to developing and employing a meaningful, effective method of shared governance, which is defined at SJSU as engaged, fully collaborative, consultative, and distributed decision-making. The overarching ethos of the university is to work together for the benefit of the whole, and the commitment to this process is deeply ingrained in the institution's DNA.

The University is located in San José, California, the 10th largest city in the United States, a culturally rich and diverse environment. In spite of its size, San José has a considerable warmth and sense of community, while boasting an array of museums, performing arts, world-class restaurants, and other attractions. San José offers access to nearby coveted coastal destinations such as Santa Cruz, Monterey, and Carmel. San José is approximately 45 minutes south of San Francisco, a destination city for its food, culture, and innovation. San José is located in the heart of Silicon Valley, home to Google (Mountain View), Hewlett-Packard (Palo Alto), Facebook (Menlo Park), Yahoo (Sunnyvale), Intel (Santa Clara), Apple (Cupertino), and Cisco Systems (San Jose).

To learn more about San José State, visit www.sjsu.edu. To learn more about San José, visit http://www.sanJoséca.gov/visitors.asp.

About the Division of Information Technology at SJSU

The Division of Information Technology at SJSU is responsible for supporting the academic enterprise of the University and serves as the backbone behind the campus' teaching and learning, public service activities and research. The group provides resources, training and guidance to faculty, staff and students and ultimately is responsible for facilitating exceptional delivery of academic programming, student success and building out a more robust infrastructure for ever-growing research initiatives.

The Division of Information Technology at SJSU is composed of numerous units which operate under a number of divisions across campus. These units are comprised of a cohesive group of IT professionals working collaboratively as trusted and respected partners in the campus community to advance San José State's mission. The five main units support SJSU by providing effective computing infrastructure and integrated technology services to maximize user collaboration while protecting SJSU information resources. The Information Technology team strives to leverage its location in Silicon Valley and position as one of the largest CSU campuses to become innovative leaders in using technology to enhance research support and learning and education processes. The group is committed to providing technologies, services, and resources that support an innovative and engaged learning community that has a tangible impact on the success of SJSU's students, faculty, and community.

Overall, the Information Technology team is comprised of approximately 90 full-time staff members, in addition to many student employees as well as contractors. The units making up the Division of Information Technology include the following:

The Collaboration & Academic Technology Services unit provides a variety of technology support services to the campus through three specialized departments:

- *Classroom Technology Services* Provides campus wide collaboration and academic technologies services ,working with campus partners to plan, install, repair, upgrade and test media setups in classrooms.
- *Video Production & Photography* Provides professional production services for SJSU, specializing in photography, videography, editing, new media production and faculty consulting.
- *Instructional & Meeting Space* Provides a wide range of audio/visual equipment, computers and accessories. This unit also maintains and supports all equipment in the university lecture rooms along with Classroom Support and Media & Equipment Checkout.

The Customer Service & Information Security unit provides a variety of technology support services to the campus through three specialized departments:

- *Desktop Services* Provides desktop, server and networking support to computer users within specific divisions, including Administration and Finance, University Athletics, International Programs and Services, and the Office of the President.
- *IT Service Desk* Provides a variety of technology support services, including help desk services, training, and documentation.
- *Security & Identity* Provides campus information security and identity services, including the campus electronic directory, single sign-on provisioning, centralized patch management, and security standards.
- *Workstation Refresh* Provides replacement Workstations (such as a desktop, laptop or tablet) for employees which are 4-years old or older.

The Enterprise Solutions unit provides a variety of technology support services to the campus through three specialized departments:

- *Data Services* Establishes and administers policies, standards and procedures for strategic data planning, data analysis and modeling. This unit also structures, implements, maintains and monitors database systems to optimize data access and security to ensure databases are always available when needed.
- *Enterprise Systems* Supports and maintains campus enterprise systems, such as Oracle/PeopleSoft (MySJSU) and the Common Finance System (CFS), as well as provides programming and consulting services.
- *Web and Campus Applications* Supports and maintains campus applications (such as email, event calendar, WebEx, blogs), provides digital signage for the campus, web development and hosting, and website support and maintenance.

The Infrastructure Services unit provides a variety of technology support services to the campus through three specialized departments:

- *Computing Services* Provides campus-wide, server-based solutions to students, faculty, and staff, and serves as second-level support to the campus help desks.
- *Network Services* Provides a variety of technology and infrastructure support services to the campus, including implementation, support, maintenance and consulting services for LAN, WAN, wireless, and data security. This unit also provides reliable delivery of data, access to the Internet, bandwidth, security management, and infrastructure support and design for moves/adds/changes.
- *Unified Communications* Provides all voice/data trunks and services, campus telephone system design and operations support, and the moves-adds-changes process - in addition to other services.

The Strategy, Planning & Business Services unit provides a variety of technology support services to the campus through three specialized departments:
- *Planning & Operations* Provides operational support to IT staff for budget, procurement, billing, event planning, Human Resources, payroll, campus communications, and training.
- *Portfolio & Project Management* This unit works with functional stakeholders, IT Leadership team and the CIO in the development of IT roadmaps and ensuring alignment to the university's strategic initiatives and division financial targets.
- *Customer Relationship Management* Develops and maintains a strategic partnership between the campus community and IT Services.

The Information Technology division supports the Four Pillars of Student Success and has recently outlined a new strategic plan to address how IT can enable student success through lifecycle management, build a secure, digital campus, and modernize academic technology. For more information on the IT division and its strategic plan, please visit: http://its.sjsu.edu/about/strategic-plan/

Additionally, the campus is currently in the midst of completing the Next Gen Technology Project which is targeted to enhance the campus information technology infrastructure to enable dramatic improvements in communication and collaboration. This project includes initiatives such as the Campus Next Generation Network, an initiative that will provide changes to the campus networking technology that will allow for end-to-end centralized management of all networking resources. The Next Gen Technology Project also aims to enhance digital signage, computing resources such as a state-of-the integrated server, learning spaces, a unified communication system and wireless network expansion. More information on these and other projects within the Information Technology division can be found at http://its.sjsu.edu/projects/.

Role of the Vice President of Information Technology and Chief Information Officer

The Vice President of Information Technology and Chief Information Officer (VPIT/CIO) is the chief strategist and visionary of information technology planning, implementation, operation, and improvement. Reporting directly to the President and serving as a key member of the President's Cabinet, the VPIT/CIO regularly collaborates with students, staff, faculty, deans, administrative officers, and community members to create strategic, innovative, and leading IT

capabilities that support the mission and vision of the University. The VPIT/CIO also represents the University in local, national, and international IT-related initiatives.

The VPIT/CIO will lead, plan, develop, implement and assess the technological and human infrastructures necessary for accessing, training, and supporting all IT-related activities on campus. S/he will direct campus efforts to acquire the most appropriate technology solutions for campus needs and will ensure the right budget models and outreach efforts are in place to support continued progress within the division. The VPIT/CIO will work with IT staff to provide resources, training and guidance to faculty, staff and students and is ultimately responsible for facilitating exceptional delivery of academic programming and further enhancing research infrastructures. The VPIT/CIO will also be responsible for identifying new ways of working to maximize work flow, efficiency, and creative information-sharing wherever possible within the division, across campus and beyond.

Key Opportunities and Challenges for the Vice President of Information Technology and Chief Information Officer

In carrying out the responsibilities of the position, the VPIT/CIO at SJSU will have several key opportunities and challenges, which are outlined below.

Develop and articulate a compelling vision for the future of IT in concert with University leadership, faculty, staff and students

The incoming VPIT/CIO will need to address a key set of infrastructure issues, including business system implementations and updates, upgrades to classroom technology, development of security guidelines, and centralization of processes to ensure that IT development and progress across campus is even, informed, and strategic. The VPIT/CIO also will move forward, in partnership with all university constituents, on developing a strategic vision for the future of IT on campus and beyond.

The VPIT/CIO will work to create a more unified, transparent and compelling vision for how IT will move forward in supporting teaching and learning on campus, and how to improve the entire student experience from application to graduation. This includes creating a vision for how to leverage campus technology to improve pedagogical aspects of academic life and how to leverage existing resources and automate systems to ensure a more streamlined, efficient, and reliable IT experience. The VPIT/CIO will also work to develop a strategic vision for SJSU's identity within the CSU system, their voice in the conversation of IT's role within higher education, and their place within Silicon Valley.

Evaluate and reshape the structure of the Information Technology division

The VPIT/CIO will evaluate the current structure of the IT division and look for ways to improve efficiency, better leverage resources, and ensure transparent communication across the division and campus. The VPIT/CIO will seek to build out an infrastructure that is smarter, more sustainable, and better-connected. S/he will look to centralize systems that make sense while de-centralizing others, all while ensuring a consultative, inclusive approach to change that promotes

thoughtful analysis and discussion among university faculty, administration, staff and students alike. This will include revisiting the strategic plan, balancing priorities, clarifying budget realities, and setting measureable goals to ensure that faculty, students, and staff feel supported while ensuring that IT staff have the resources they need to be effective in their work.

The VPIT/CIO will be a thought-leader to the division, ensuring that the IT infrastructure is flexible enough to attend to ever-changing and ever-evolving priorities while also ensuring that basic business operations are running effectively. The VPIT/CIO will work within the existing university governance to address challenges across campus and promote opportunities for cross-campus collaboration, breaking down silos and bringing the schools/colleges on campus together. The CIO will look for ways to promote innovation across campus and will create a campus-wide, centralized process by which all university constituents can access IT support and information.

Advance new initiatives and technologies on campus that directly support the success of SJSU students

SJSU is shaping future leaders of innovation, in information technology, and in countless other fields such as education, nursing, the arts, and business – who power the workforce of Silicon Valley and the state. The VPIT/CIO will be a strong advocate for how technology can support their learning and how industry relationships can support students' hands-on experience. The VPIT/CIO will explore and extend innovations currently available in the technology sector and develop relationships with vendors and companies that can help SJSU achieve its mission.

The VPIT/CIO will work to streamline technologies on campus that will give time back to the faculty, time that can be dedicated to supporting and mentoring students, and developing their potential in research, scholarship, and creative activities. This will include automating more administrative systems and providing and implementing new academic technologies that support pedagogy in the classroom and online. The VPIT/CIO also will seek to enhance the student experience by updating and upgrading systems related to the application, registration, and graduation processes. S/he will ensure that students have secure and reliable access to their student information and that IT support is readily available to address their needs and concerns.

Support, promote and develop Information Technology staff

The next VPIT/CIO will work to build a greater sense of shared purpose and cohesion amongst the IT team and will be responsible for mentoring her/his leadership team. Overall, s/he will be tasked with building a supportive working environment and crafting a culture of transparency and trust, and ensuring greater communication and transparency in decision making. S/he will work to break down institutional silos by ensuring frequent and inclusive communication and provide opportunities for division-wide collaboration and interaction whenever possible.

The VPIT/CIO will work to foster a culture of continued service excellence, emphasizing collaboration and staff support at all junctures. This will entail providing ongoing professional development and mentorship to staff while also clarifying career development pathways to enhance staff recruitment and retention. S/he will appreciate shared governance, will embrace the

commitment to diversity and inclusion at SJSU, and will work to instill a culture of change and design thinking.

Build out strategies for external engagement and revenue development

Given SJSU's proximity to Silicon Valley, the VPIT/CIO will be responsible for leveraging existing relationships and facilitating new, long-lasting partnerships within the community that will help to elevate SJSU as an innovative and forward-thinking institution of higher education, support the student experience, and help to bring in additional sources of revenue and project support. The VPIT/CIO will ensure that these partnerships have real implications in the classroom and have a positive impact on students' future career success.

Qualifications and Characteristics

The next Vice President of Information Technology and Chief Information Officer will possess many, if not all, of the following qualifications and characteristics:

- Bachelor's degree from an accredited university
- Ten years of experience with increasing responsibilities for management and leadership of information technology professionals.
- Demonstrated hands-on experience in a broad range of technology within a higher education setting supporting academic and administrative computing.
- Demonstrated experience in IT strategic planning, complex budgeting and personnel management.
- Demonstrated experience in working in a position that requires a high degree of customer service skills and a proven commitment to promoting and maintaining a service-oriented culture.
- Demonstrated experience leveraging technology to achieve the most effective and efficient solutions to support teaching, student learning and business processes.

Applications, Inquiries, and Nominations

San José State University and the California State University System is an Equal Opportunity Employer. Screening of complete applications will begin immediately and continue until the completion of the search process. Applications, inquiries, and nominations should be submitted at www.imsearch.com/6081. Applicants should submit a detailed letter of application and a curriculum vita or resume. Electronic submission of applications and correspondence is strongly preferred.

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