UNIVERSITY OF MINNESOTA
Driven to Discover®

Crookston Duluth Morris Rochester Twin Cities

Search for the Vice President and Chief Information Officer
University of Minnesota
Minneapolis, Minnesota

THE SEARCH

The University of Minnesota (UMN)—one of the most prestigious comprehensive, public land-grant research universities in the nation—seeks an innovative, collaborative, and strategic leader to serve as its next Vice President and Chief Information Officer (CIO). The CIO will join the university at an exciting moment in time. Under the leadership of the recently appointed president, Dr. Rebecca Cunningham, strategic planning efforts are nearly complete, and UMN is poised to deepen its commitment to research, teaching, and outreach, expand access to opportunity, advance its land-grant mission, and amplify its impact nationally and internationally. The next CIO will play a pivotal role in positioning information technology (IT) to best support and advance these institutional ambitions.

UMN is embarking on transformational initiatives that promise to elevate its already preeminent research, education, and outreach missions. Building upon its foundation as a powerhouse in cutting edge data science research with many high quality data sciences activities already existing throughout UMN's five campuses, UMN's Data Science and AI Hub (DSAI Hub) aims to make an even larger mark in the field of data science by charting new research directions and enabling the development of new methods, data sets, and software that address society's grand challenges. Relatedly, late last year, President Cunningham charged an Artificial Intelligence Task Force to recommend how UMN approaches the evaluation, use, and development of emergent AI tools and services across teaching, research, and administrative operations. In tandem, the PEAK Initiative, a systemwide strategic initiative, is transforming how UMN administers critical services across finance, HR, IT, and marketing & communications, bringing streamlined processes, efficiencies, and collaborations to every campus, college, and unit of the university. These forward-looking initiatives provide an extraordinary platform for the next CIO to make a lasting impact on the institution.

Reporting to the Executive Vice President for Finance and Operations, the CIO will develop an IT strategy that supports the University's tripartite mission of research, education, and outreach, recognizing the critical role IT will play in advancing the University's priorities. Given that IT management at UMN is distributed yet highly integrated, the incoming CIO must work in close partnership with stakeholders across the university to enhance an IT governance structure that respects and capitalizes on the opportunities inherent to this hybrid model while best serving the entire UMN community. The CIO will expand high-performance and cloud computing to support AI and other data-intensive activities, and

advance priorities such as cybersecurity, privacy, and data governance. At all times, the CIO will work in service of the academic mission, and to this end will provide counsel to the Provost and academic leaders across the institution regarding potential uses and applications of technology to facilitate student learning and faculty research. Looking forward, the CIO will have the opportunity to lay the groundwork for a future ERP implementation, one that will improve administrative efficiency and effectiveness, reduce risk, support compliance, and serve as a critical investment in the face of resource constraints.

The culture at UMN is deeply relationship-based and places a high value on communication, inclusion, and collaboration. To be successful, the CIO must be a strong relationship builder who is respectful of UMN's rich traditions and existing structures while able to excite and influence others regarding the possibilities of innovation and evolution. As a leader, they must be open and transparent, accessible, and service-oriented, possessing the emotional intelligence and humility to learn, listen, and authentically build trust across the UMN community and externally.

The University of Minnesota has retained Isaacson, Miller, a national search firm, to assist in this important search. All inquiries, applications, and nominations for this opportunity should be directed in confidence to the University or search firm as indicated at the end of this document.

UNIVERSITY OF MINNESOTA

The University of Minnesota is a comprehensive, land-grant public research university ranked among the world's most respected institutions of higher learning. UMN has scholars of national and international reputation and a strong tradition of education and public engagement. With 70,000 students enrolled across five campuses located throughout Minnesota—the Twin Cities, Duluth, Morris, Crookston, and Rochester—UMN advances discovery and innovation to improve society for all. The university is a proud member of the AAU and has the special distinction of being both a globally engaged R1 research institution and Minnesota's land-grant university, creating a unique capacity and responsibility to improve the lives of Minnesotans and drive the state forward.

The university's five distinct campuses serve all regions of the state. Each campus has unique strengths, enriched by its surrounding communities. The Chancellors of the greater Minnesota campuses report directly to the President and work in close collaboration with Cabinet members to achieve systemwide goals. UMN staff and faculty focus on meeting the needs of each student, supporting them through world-class programming, academics, and hands-on experiences. As community engagement is a vital part of the University of Minnesota's mission, work extends beyond the campuses. From community-partnered research and outreach centers and extension offices to community-based field projects, health clinics, and environmental and agricultural projects, UMN faculty, students, and staff work together with communities throughout Minnesota and the globe.

Information Technology at the University of Minnesota

Serving over 70,000 undergraduate and graduate students and more than 26,000 faculty and staff across five distinct campuses spanning the entire state of Minnesota, UMN has a large IT infrastructure that requires performance at a significant scale. It serves educational, research, clinical, administrative, and outreach functions with distributed facilities that provide huge amounts of computing power, data storage, retrieval, transmission, and analysis.

The Office of Information Technology (OIT) – the university's central IT organization – has an annual budget of $126.8 million – 47% of the total UMN systemwide IT spend at $272 million – and a team of more than 514 full-time employees. Technology services and service lines supported by OIT include Academic Technologies, User Support, Infrastructure & Production, Application Development, Identity & Access Management, Health Sciences Technology, Information Security, and the Learning Network. OIT also includes its own Finance and Human Resources function. While OIT manages and supports centralized functions, many services are managed by distributed IT teams embedded in campuses, schools, colleges, units, divisions, and research centers across UMN. Distributed IT team leaders report up through the Senior Director of IT Leads, one of the CIO's 12 direct reports. The CIO will play a key role in bridging central and distributed IT functions, fostering collaboration and innovation across these diverse units to ensure a flexible yet seamless and responsive IT environment.

Research & Innovation

In the 2023 NSF HERD rankings, the University reported over $1.35 billion in research expenditures annually, ranking 12th nationally among public universities in the United States. UMN's technology transfer work has been recognized for its excellence in several national and global rankings, including *World's Most Innovative Universities* (Reuters) where UMN ranked 22nd globally and 2nd among Big Ten public institutions; and *Universities Granted U.S. Utility Patents* (National Academy of Inventors) where the university ranked 16th in the world and 4th among Big Ten public institutions.

Health Sciences

UMN trains over 70 percent of Minnesota's health professionals, and health sciences and medical research accounts for over $570 million in externally funded research annually. University of Minnesota Health Sciences unites education and research across six schools and patient care across the state. The university is in the midst of renegotiating its relationship with its partner health system.

Budget and Economic Impact

The University has an annual operating budget of $5.1 billion structured in an RCM budget model. The University generates an estimated economic impact of $11.5 billion for the Minnesota economy. UMN is the state's seventh-largest employer and encompasses regional extension offices, research and outreach

centers, clinics, labs, professional education outreach, and K–12 educational engagement programs throughout the state, as well as world-class performing arts facilities, museums, and galleries.

University Leadership

President Rebecca Cunningham

Following a national search, the University of Minnesota Board of Regents selected Dr. Rebecca Cunningham as the 18th President of the University of Minnesota System, effective July 1, 2024.

Dr. Rebecca Cunningham most recently served as the Vice President for Research and Innovation at the University of Michigan, where she was responsible for fostering excellence and upholding the University's public mission in research, scholarship, and creative practice across three campuses and a health system. During her leadership tenure, the University expanded its research volume to a record $1.86 billion annually as Dr. Cunningham led the design and implementation of the first comprehensive review of the University of Michigan's research, scholarship, and creative practice enterprise.

A faculty member in the University of Michigan Schools of Public Health and Medicine since 1999, Dr. Cunningham previously served as the Associate Vice President for Research-Health Sciences, where she oversaw research faculty affairs and partnered with colleagues across disciplines to facilitate and energize the University's research agenda. As a researcher, Dr. Cunningham has earned federal research funding for more than 25 years as a principal investigator and is a National Academy of Medicine member.

Dr. Cunningham holds a bachelor's degree from Fairfield University and a medical doctorate from Jefferson Medical College. She completed her residency in emergency medicine at the University of Michigan Health System in Ann Arbor and a postdoctoral research fellowship with the National Institute on Alcohol Abuse and Alcoholism.

EVPFO Gregg Goldman

Gregg Goldman, a seasoned finance and operations executive with over 30 years of experience at leading research universities with medical centers, was appointed Executive Vice President for Finance and Operations at the University of Minnesota in November 2024.

As EVP, Goldman oversees critical functions that ensure the University of Minnesota's excellence in education, research, and community engagement. He serves as the University's chief financial officer, chief operations officer, and treasurer, providing systemwide leadership across University Budget, Investments and Banking, University Finance, Information Technology, University Services, and Health, Safety, and Risk Management. Responsible for a $5.1 billion operating budget and a team of over 2,700 employees, he manages the University's financial and operational strategy across its five campuses and medical center.

Before joining the University of Minnesota, Goldman was the CFO and Senior Vice President of Finance at Hillspire, LLC, an integrated family office in Menlo Park, CA. With more than three decades of experience in finance and operations for large public research institutions, he previously served in senior roles at the University of Arizona and UCLA. At the University of Arizona, he was Senior Vice President for Business Affairs and CFO, overseeing the university's $2.2 billion budget and operations. Returning to UCLA as Vice Chancellor and CFO, Goldman directed a $9.8 billion budget and spearheaded major financial strategies. Earlier in his career, he held finance and operations leadership roles at UCLA, UC Irvine, and the University of Southern California.

Board of Regents

Established in 1851 at the founding of the University of Minnesota, the Board of Regents is the University's governing board. Regents articulate a vision for the University and work to ensure the University of Minnesota fulfills its mission of education, research, and outreach for the benefit of the people of Minnesota, the nation, and the world. There are 12 Regents who each serve six-year terms and are elected by the Minnesota legislature. There is one Regent from each of the state's eight congressional districts as well as four additional Regents from the state at large.

Minneapolis and St. Paul

The University's flagship Twin Cities campus is in the heart of a dynamic metro area that is a global economic leader, a hub for education and culture, and renowned for its abundant cultural and natural resources. The Minneapolis-St. Paul metro is home to the 4th-largest concentration of Fortune 500 companies in the country, as well as thriving entrepreneurial and small-business sectors. Ranked as one of the country's leading "creative economy" communities, the Twin Cities is renowned for its arts and nonprofit sectors, as well as its many lakes and parks and wealth of recreational and entertainment opportunities. Spanning locations in both Minneapolis and St. Paul, the Twin Cities Campus is part of the Mississippi National River and Recreation Area. It is a place that offers strong work-life balance, low cost of living compared to similarly sized metro areas, and high rates of health coverage – in short, a place that ranks highly in quality-of-life surveys.

ROLE OF THE VICE PRESIDENT AND CHIEF INFORMATION OFFICER

As UMN's highest leadership role, the Vice President and Chief Information Officer will lead a complex and dynamic computing and data-intensive organization. The CIO serves as the executive leader of the university's central IT organization and oversees IT for the entire five-campus UMN system. The CIO reports directly to the Executive Vice President for Finance and Operations and oversees 12 direct reports and a total organization of 514 full-time staff.

KEY OPPORTUNITIES AND CHALLENGES FOR THE VICE PRESIDENT AND CHIEF INFORMATION OFFICER

Create a strategic roadmap to strengthen a distributed but highly integrated IT system

The CIO will develop a cohesive IT strategy that supports UMN's goals across research, education, and outreach. Currently, UMN is approaching completion of a new strategic plan that will push boundaries and redefine what is possible. The CIO will craft an IT roadmap for short- and long-term priorities in alignment with this forthcoming university strategic plan. To ensure accountability, the CIO will identify benchmarks for measuring success, provide regular updates to the University community, and implement policies that position UMN IT as a model amongst its peers.

UMN is a complex institution with a distributed yet highly integrated IT management system. Such a structure has enabled consistent delivery of core services while facilitating unique and tailored IT solutions within units. Any strategic planning exercise must include an appreciation for, as well as an interrogation of, how IT is currently organized across this matrixed system. The CIO must work effectively with central and distributed IT units to clarify core versus edge services, align resources with institutional priorities, effectively leverage IT talent, and, most critically, strike the right balance between the needs and perspectives of individual units with a cohesive IT environment that serves the entire UMN community.

Ensure that university IT is a leader in supporting the priorities and ambitions of one of the nation's top public research universities

UMN is in an exciting moment, looking forward to an ambitious next chapter in its rich and exalted history. Already one of the nation's leading public research universities, UMN leadership and community members have embraced an enterprising view of the institution's future potential across research, education, and outreach. With this pursuit of excellence comes an urgent and unwavering commitment to ensuring the highest academic and organizational standards. The CIO must be a visionary leader who recognizes the critical role that IT plays in advancing these institutional ambitions and, in partnership with leaders across the institution, develops forward-looking IT strategies, structures, and capabilities that accelerate advancement in key areas.

Lead initiatives to strengthen IT governance across the institution

Both strengths and challenges of UMN's IT management system emanate from its integrated yet highly distributed nature. The CIO will need to activate an IT governance framework that respects and capitalizes on the opportunities inherent to this hybrid structure while providing a more formalized framework for decision-making, service delivery, accountability, and communication. The CIO will implement governance structures that rationalize IT services, reduce redundancy, improve efficiency, and identify opportunities to reduce costs so that savings can be reinvested in strategic priorities. Given that UMN is a large, complex university system spanning multiple campuses distinguished by strong shared governance, the CIO will need to carry out this work collaboratively, inclusively, and transparently. While seeking to coordinate IT

governance across the University, the CIO must start by listening, respecting unique needs, while also advocating for the value of integration and standardization, where appropriate.

Expand cloud and high-performance computing to support data-intensive demands such as AI

In alignment with recommendations from President Cunningham's [Artificial Intelligence Task Force](), the CIO will expand computing infrastructure to position UMN as a leader within the new era of digital transformation. As UMN grows data-intensive activities and university functions rely ever more heavily on AI, the CIO will need to ensure the availability of scalable, secure, and sustainable high-performing computing resources. This includes enhancing data storage capabilities, high-performance computing clusters, cloud computing resources, and network infrastructure to support large-scale data analysis and interdisciplinary collaboration. In close partnership with the [DSAI Hub](), faculty, and research units, the CIO will anticipate emerging needs and build the infrastructure required to support world-class, cutting-edge research. The CIO must remain mindful of the impacts of increased computing demands and AI adoption, including environmental and physical resource impacts, as well as educational, ethical, philosophical, and policy implications. The CIO will play a critical role in helping the institution equip faculty, staff, and students with the knowledge and skills to harness these tools responsibly, ethically, and safely. This includes providing training, developing policies, and fostering a culture of ethical and strategic AI use.

Lay the groundwork for a future ERP implementation

Although an ERP implementation is not planned in the immediate future, the University will need to transition to a new enterprise platform within the medium-term horizon. Currently, UMN runs PeopleSoft with current technology supported through 2035. The CIO will have a great opportunity to set a future implementation up for success by preparing the University well in advance, creating a well-thought-out plan, aligning resources and talent, and managing expectations. Recognizing the risks and limitations of the university's current platform, the CIO will support the evaluation and selection of a new system that meets needs and aspirations and leverages best and emerging capabilities. Given that an implementation will be a highly resource-intensive process, the CIO must effectively articulate the value proposition of an ERP implementation to the wider campus community, explaining how a new system will improve critical administrative functions and advance core mission objectives.

Advance IT priorities, including cybersecurity, privacy, and data governance

Given ever-present threats and emergent data privacy implications from data-intensive research and AI, cybersecurity remains a top strategic priority. The CIO will oversee proactive cybersecurity measures to protect the university from evolving risks, including overseeing robust data governance frameworks, administering clear policies for data protection, and building a culture of security awareness across the UMN community. The CIO will balance the needs of collaboration and compliance, creating advanced cybersecurity frameworks that enable secure engagement and data sharing internally and externally.

Provide creative and expert guidance related to the possibilities of academic technologies

The CIO will lead the integration of technology into teaching, learning, and research to facilitate student success, enrich the student experience, and provide the best possible learning environment for a diverse academic community. Working in close collaboration with the Provost and other academic and student affairs leaders, the CIO will identify needs and opportunities across units and support the design and delivery of technology that supports pedagogy and curriculum. The CIO will also need to be a strong partner to the Office of Distributed Learning, the unit that provides leadership for the development of innovative, coordinated, and scaled systemwide online and hybrid programs.

Navigate and maximize capabilities within a resource-constrained environment

Within the current higher education landscape and the associated budgetary pressures, the CIO will need to make strategic decisions regarding resource allocation, employing creative solutions to optimize IT resources across the UMN system. The CIO will serve as a strong advocate for IT's critical role in supporting the University's operations and mission, actively seeking partnerships and funding opportunities to supplement existing budgets. Balancing resource constraints with institutional priorities will require exceptional skill in strategic planning, fiscal stewardship, and innovative thinking. By working with campus leaders, the CIO will explore new funding models, cost-sharing initiatives, and partnerships that maximize IT's impact and enhance sustainability.

Build and cultivate strong relationships internally and externally

The CIO will join a community of dedicated leaders across the UMN community. Collegiality and a commitment to mission undergird the culture of the University. The CIO will nurture relationships across UMN by fostering open communication, transparency, and creative problem-solving. It will be critical that the CIO understands and respects the unique role technology plays across the different campuses, schools, and UMN Health Sciences.

Given that UMN is a vast public entity that serves the state of Minnesota and even communities across the wider region, the CIO will also need the political know-how to navigate the environment, opportunities, and constraints of such a public institution and an awareness of how their work fits into a larger public mission. The CIO will represent the university on IT matters with state government, the Board of Regents, peer institutions, the private sector, and the general public and will need the political skills necessary to communicate with these external stakeholders.

Lead and manage a strong team

The CIO will inherit a high-performing, dedicated, and talented team of IT professionals with a wide range of responsibilities, knowledge, experience, and connections. Overall, there is a strong sense of shared purpose and direction for the Office of Information Technology team, even across the highly distributed and matrixed IT structure; however, the CIO will build upon this solid foundation to reinforce and refine a

cohesive vision for the organization that is mission-oriented, innovative, responsive, flexible, and committed to excellent customer service. As the leader of OIT, the CIO will be expected to determine the most effective organizational structure(s), staffing levels, and training needed to accomplish UMN's mission and goals. The CIO will be a leader with a passion for fostering professional development pathways, mindful of opportunities for growth and succession planning.

QUALIFICATIONS AND CHARACTERISTICS

While no one candidate will embody every quality, the successful candidate will bring many of the following professional qualifications and personal attributes:

- Minimum of ten years of information technology leadership experience in a large, complex, and decentralized environment is desired. Experience in a higher education, research-oriented IT environment (or similar) is preferred.
- Exceptional communication skills, including the ability to interact at the highest levels of any organization, including the Universities of Minnesota, and with university offices that engage government and legislative bodies.
- Record of visionary and strategic leadership in information technology, with the ability to think innovatively and anticipate future trends in technology.
- Experience navigating a strong shared governance environment and effectively coordinating central and distributed IT teams to provide cohesive, responsive IT services across a complex landscape.
- Proven experience in setting, sequencing, and managing priorities and resources effectively in a complex organizational environment.
- A deep and demonstrated commitment to fostering and maintaining a service-oriented culture within IT, ensuring that services are responsive, reliable, and supportive of academic and administrative needs.
- Strong capacity to lead and oversee IT governance, establishing transparent processes that incorporate diverse perspectives from across the university community.
- A proactive management approach and demeanor, with a focus on addressing challenges before they arise and creating a culture of continuous improvement.
- Demonstrated expertise in leading large-scale, enterprise-wide IT projects and managing change effectively across multiple departments, ensuring transitions are smooth, well-communicated, and supported by stakeholders.
- Strong track record in expanding and maintaining computing infrastructure to support AI applications, data-intensive research, high-performance computing, and secure data storage.
- Comprehensive understanding of cybersecurity and information security needs in complex academic settings, with expertise in implementing scalable, proactive solutions that safeguard data and ensure resilience across a decentralized IT landscape.
- Skilled at fostering collaborative relationships with an ability to communicate transparently with diverse stakeholders.

- Committed to creating a positive and inclusive work environment, with experience building strong teams, supporting professional development, and promoting a culture of respect and belonging.
- An appreciation for the unique academic culture of a major public research university and the role of IT in enhancing its research, teaching and learning, and outreach missions.
- A collegial, accessible, transparent, and consultative academic leader with absolute integrity and ethics and unwavering commitment to deepening the richness and diversity that characterize the Minnesota community and leading the University from excellence to eminence.

COMPENSATION AND LOCATION

The Vice President and Chief Information Officer position is a 100-percent time, 12-month, professional and administrative (P&A) appointment based in Minneapolis. Salary is commensurate with education and experience, with an anticipated salary range of $350,000 - $475,000.

The University of Minnesota offers excellent benefits. Please visit the Office of Human Resources website for more information regarding benefit eligibility.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website: https://www.imsearch.com/open-searches/university-minnesota/vice-president-and-chief-information-officer.

Rebecca Kennedy, Managing Partner
Dan Rodas, Partner
Amble Ryan, Managing Associate
Cortnee Bollard, Senior Search Coordinator
Isaacson, Miller

The University of Minnesota shall provide equal access to and opportunity in its programs, facilities, and employment without regard to race, color, creed, religion, national origin, gender, age, marital status, familial status, disability, public assistance status, membership or activity in a local commission created for the purpose of dealing with discrimination, veteran status, sexual orientation, gender identity, or gender expression.

This document has been prepared based on the information provided by the University of Minnesota. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by the University of Minnesota would supersede any conflicting information in this document.