Vice President and Chief Information Officer
Clark Atlanta University
Atlanta, Georgia

THE SEARCH

Clark Atlanta University (CAU or the University) seeks a motivated, dynamic, and highly qualified technologist to serve as the University's Vice President and Chief Information Officer (CIO).

This individual will develop and execute a vision and strategy for the Office of Information Technology that modernizes technology and prioritizes innovation across the totality of the University. The CIO will be the leader of a 25-FTE staff who are devoted to CAU's mission and who see themselves as part of the University's tradition. Reporting to the Executive Vice President and Chief Operating Officer, the CIO will be a key member of the administrative cabinet and will develop and execute a sustainable IT vision; build internal IT business practices, systems, and policies; and strengthen and systematize IT staff and professional training and development.

Isaacson, Miller, a national executive search firm, is assisting with this search. Inquiries, nominations, and applications should be directed to the firm as indicated at the end of this document. All such outreach will be treated confidentially.

CLARK ATLANTA UNIVERSITY

Located on 126 acres in the heart of Atlanta, one of the world's great international cities, Clark Atlanta University was established in 1988 out of the consolidation of Atlanta University (1865) and Clark College (1869). It was the first four-year liberal arts college in the nation, to serve a primarily African American student body. Today, CAU has over 4,000 students and is the largest of the four institutions (CAU, Morehouse College, Spelman College, and Morehouse School of Medicine) that make up the Atlanta

University Center Consortium. The University offers 40 major areas of study through four schools (Arts and Sciences, Business Administration, Education, and Social Work) and awards degrees in Bachelor's, Master's, Specialist, and Doctoral programs.

Today the University enrolls 4,055 students (approximately 3,390 undergraduate students and 665 graduate students). Georgia students constitute 37% of total enrollment, 62% come from out of state, along with 1% international enrollment. More than 50% of students are Pell Grant recipients

A hallmark of the Clark Atlanta University experience for students is the personalized attention they receive from faculty and staff. Presently, the student-to-faculty ratio is 16:1, with 200 full-time faculty and a further 120 adjunct faculty, many of whom are active researchers. Beyond their work in the classroom, CAU faculty are active researchers responsible for nearly $8 million in annual research expenditures. CAU is also supported and served by approximately 380 dedicated staff members, many with decades of service to the University and who are deeply committed to working to improve and enhance the student experience.

Mission

Building on its social justice history and heritage, today Clark Atlanta University is a culturally diverse, research-intensive, liberal arts institution that prepares and transforms the lives of students. Located in the epicenter of the Civil Rights Movement and a modern center of emerging technologies and innovation, CAU is ignited by its history and committed to delivering education that is accessible, relevant, and transformative.

Finances

CAU has an operating budget of $133.1 million for FY 2022. At the close of 2021, the total value of the investment endowment portfolio was $91.6 million. In May 2021, CAU launched its first comprehensive capital campaign, *Leading the Way: The Campaign for Clark Atlanta University*, with a goal to raise a quarter-billion dollars. This ten-year initiative will raise money for scholarships, student success, teaching, research advancement, CAU endowment (chairs, professorships, scholarships, infrastructure), and technology programs.

Leadership

Eli H. Phillips, Jr., has served as the Executive Vice President and Chief Operating Officer at Clark Atlanta University since 2020. Mr. Phillips is a certified public accountant with more than 30 years of experience in financial management and operations. He previously served as the Vice President for Finance and Chief Financial Officer at Birmingham-Southern College. Prior to that, Mr. Phillips was the Vice President of Finance and Chief Financial Officer for the Morehouse School of Medicine.

INFORMATION TECHNOLOGY AT CLARK ATLANTA UNIVERSITY

The CIO serves as the leader of the Office of Information Technology and Communications (OITC), a department in the University's Central Administration. OITC serves as the centralized hub for information technology at Clark Atlanta University. There are seven functions within OITC: Academic Technologies; Information Security; Project Management Office; Service Desk; Networking; Server Administration; and the Banner support team. Under a management services agreement, Ellucian provides three staff members to the University to oversee the maintenance and support of the Banner ERP system.

The OITC's total annual operating budget is approximately $9 million.

Please see Appendix A for a list of currently utilized systems across campus.

THE ROLE

The Vice President and Chief Information Officer, reporting to the Executive Vice President and Chief Operating Officer, provides leadership for all technology and related services that support teaching, student learning, administrative processes, research, outreach, and public service. Providing vision and progressive leadership by exploring and assessing the feasibility of new and emerging technologies that will provide a technology-rich environment that meets the needs of today's diverse campus and student population, as well as providing technologies and information systems that afford strategic advantages to CAU and its constituents. The CIO provides the coordination, operation, and senior-level management and leadership over the OITC and work units in support of the University's mission.

The CIO is responsible for effective fiscal management of all IT budgets including grants, encompassing budget preparation and expenditure control, and monitoring and maintaining budgetary controls and accountability.

The CIO will develop, implement, and maintain effective policies and practices for all information technologies; and, in collaboration with the University's General Counsel, ensure access and usage are in accordance with all University policies and applicable laws.

Through collaboration with senior colleagues and university leadership, the CIO envisions, establishes, and advances university-wide IT strategies, policies, and standards. The CIO heads the OITC staff as an adept manager and visionary leader. The CIO will drive forward innovation at CAU while communicating about decisions and promoting transparency within the University. The CIO ensures the continuous delivery of IT services through the oversight of service-level agreements with vendors, and monitoring of IT systems performance, to ensure the continuous functioning of mission-critical operations. The CIO must be an effective and compelling communicator, clarifying the strategic vision, opportunities, choices, and costs to senior administration, and sharing with the campus community the division's capabilities, recommendations, policies, and decisions.

As the leader of OITC, the CIO supervises eight direct reports: Academic Technology Manager; IT Procurement Manager; Technical Director; Director of Enterprise Architecture; Security Director; Ellucian Executive Director; IT Program Manager; and Web Developer.

KEY OPPORTUNITIES

Specific opportunities for the new CIO include:

Develop, socialize, and implement a strategic technology plan.

As lead technology officer, the CIO must evaluate the current situation at CAU with respect to hardware, applications, and user support; identify approaches that are in harmony with the University's culture; work collaboratively to enact culture change; and prioritize service and sustainable practice. The CIO will develop a strategic plan that is in alignment with the University's strategic and operational initiatives

Build technological capacity within the University.

OITC's core staff is relatively small, and overall demands on technology from the University are heavy. The CIO will help to improve productivity in the University's administrative operations, enhance IT systems and user support, and promote a stronger, tech-savvy organizational culture.

Building effective collaborations and partnerships across the University will be key to the successful implementation of the CIO's technology strategy. The CIO will interface with a broad array of stakeholders, including faculty, staff, students, and board members. Given the wide range of user capabilities and preferences on campus, the successful CIO must be a leader who can develop protocols for adopting technology and tools for implementation. This leader needs to be able to build bridges, problem-solve effectively, communicate regularly, and establish healthy relationships across constituencies. The CIO must create a culture that prizes technology as a partner, not just a service, and engage users in the decision-making processes.

Advocate for the Office of Technology and Communications

The CIO will advocate for the role of technology within the University. They will have excellent negotiation skills for systems and component acquisitions, end-user service-level agreements, and vendor service-level agreements.

The CIO will maintain effective working relationships with system and state individuals and groups, serving on appropriate committees to represent IT, and functioning as a spokesperson and technology expert for the University on matters related to information and learning technologies.

Enhance security and maintain disaster recovery plans

The CIO will underscore the necessity of maintaining robust, effective information security and a disaster recovery plan. They will ensure CAU has a privacy roadmap framed around industry best practices and the needs of the University. With the constantly evolving and expanding threat landscape, the next CIO will bring a proven track record of managing organizations to promote high security standards. They will ensure that quality assurance and data security are optimized, oversee audits and risk management reviews, and provide the necessary support for prevention and mitigation actions. The CIO will collaborate with necessary staff and vendor partners to safeguard CAU data and resources, ensure compliance with the changing laws and applicable government policies regulating CAU's security and data protection, and inform and implement policies and processes that will support the University's commitment to data protection and privacy.

Hire, support, and develop IT staff

The CIO is the advocate for information technology across the University and the leader of its 25 staff members. The CIO will build on existing frameworks and community efforts to foster a greater sense of shared purpose and provide vision for a cohesive University that is innovative, responsive, flexible, and committed to excellent customer service.

Atlanta is home to a growing startup and technology industry. There is increasing competition for technology professionals, and the CIO will be an experienced and successful recruiter of staff. They will foster a division with a culture of success and service, one that attracts the brightest IT minds committed to furthering the success of research and scholarly activities.

The CIO will be an adept manager focused on pathways to success and professional development. Retaining technology talent is an industry-wide challenge; the CIO will work towards this end, focusing on individual and team development, seeking out opportunities to recognize and reward staff, and generally building a culture that prioritizes collaboration and community.

Utilize technology as a strategic partner with scholarship and research

Clark Atlanta University aspires to be preeminent in the integration of technology into teaching and learning to facilitate student success and to provide the best possible learning environment for a diverse community. As such, the CIO will champion the innovative use of technology to bolster the teaching, research, and learning enterprise of the faculty and students. The CIO will circulate widely, keeping a pulse on the direction of educational technology in the various units, and anticipate the resources and infrastructure for CAU to be at the forefront of innovation in a rapidly changing environment. The CIO will support the University's larger efforts to facilitate cross-unit dialogue and collaboration as it relates to the development and implementation of leading-edge educational technology.

Drive the development of enterprise systems

Essential to the role of the CIO is the preservation of efficient and effective enterprise systems. The CIO will support the business and service needs of the University by driving the development and maintenance of robust enterprise systems. The CIO will bring a sophisticated understanding of how to utilize enterprise systems to improve access to data, increase productivity and efficiency, manage workflow, and reduce costs across the University.

Currently, Clark Atlanta University utilizes the Ellucian Banner ERP system. The CIO will assess the most effective and efficient way to take advantage of enterprise technology. Rather than utilizing technology for technology's sake, the CIO will be attentive and aware of the reality of the needs on campus and assess any changes moving forward with an eye toward stewarding resources and balancing various technological needs.

THE SUCCESSFUL CANDIDATE

This position requires a leader with broad technological knowledge. A service-oriented leader and listener, the CIO will have a record of building and leading high-performing teams, establishing and sustaining productive working relationships with a range of constituencies, and achieving results through collaboration and influence. The successful candidate will understand the importance of recruiting, developing, and leading a diverse and vibrant workforce. The successful candidate must fully embrace and support the mission of CAU.

The successful candidate will bring many of the following professional qualifications, skills, experience, and personal qualities:

- Senior leadership experience across a complex organization with multiple layers of stakeholders, encompassing strategic planning, project planning, visioning, and process transformation;
- Experience with change management and implementation of new systems across a complex environment;
- Experience managing a large complex ERP outsourcing contract; contract administration experience; vendor management;
- A proven track record of outstanding management that demonstrates financial acumen, organizational sophistication, superb listening skills, and high emotional intelligence;
- Demonstrated inclination and strength in communication; the ability to simplify and build unity around complex issues;
- Liveliness and range in intellect; ability to engage substantively with faculty and staff and respond effectively to their needs and concerns;
- Experience within higher education and/or other relevant organizations undergoing industry transformation; a business orientation and perspective;

- A demonstrated track record of advancing diversity and a deep understanding of the educational value of a diverse and inclusive community;
- Devotion to the highest ethical standards; personal and professional integrity above reproach;
- At least ten years of increasing and broad-based responsibility in IT or a related field;
- An advanced degree is preferred.

TO APPLY

Clark Atlanta University has engaged Isaacson, Miller for this search. Inquiries, nominations, and applications should be sent in strict confidence to:

Donna Cramer, Partner
Joanna Cook, Managing Associate

https://www.imsearch.com/open-searches/clark-atlanta-university/chief-information-officer

Clark Atlanta University is an equal opportunity employer.

ISAACSON, MILLER

Appendix A

OITC facilitates and supports:

- Banner Administrative System Access (BannerWeb and Banner INB)
- Maintenance of student, faculty, and staff PantherID security
- Student Office 365 Email System
- Faculty and Staff Exchange Email System
- CANVAS Learning Management System
- Full Ethernet connectivity (wired) in all academic, administrative, and residential hall buildings
- Wireless 802.11a/b/g/n network access availability throughout campus including all academic buildings, administrative buildings, common areas in residence halls, and promenade and Quads
- Over 100 Technology enhanced (Smart or Promethean Boards) classrooms and teaching labs
- MyPassword Portal for self-service management of PantherID passwords
- McAfee Anti-virus and malware software
- Microsoft Office 365 Professional version
- Siemens VOIP Telephone System
- HelpDesk for all student, faculty, and staff technology questions