Search for the Chief Information Officer
University of Louisville
Louisville, KY

THE SEARCH

The University of Louisville (UofL) seeks its next Chief Information Officer (CIO), an entrepreneurial, creative, and strategic leader of technology across the University. The CIO provides executive leadership and direction for information technology operations at the UofL, ensuring high quality, cost-effective technology solutions to support the academic, research, and administrative functions of the University.

Reporting to the Executive Vice President and Provost, the CIO is also a member of the President's Strategic Leadership Team. Information technology is a critical partner to ensure the continued success and growth of the University of Louisville. The CIO has management and supervisory responsibility for the division of Information Technology Services (ITS), the central IT unit on campus with a staff of 103.

Founded in 1798, the University of Louisville is a public, state-supported research university and academic health sciences center. Spread across three campuses in the heart of Kentucky's largest metropolitan area, UofL is one of two research universities in Kentucky to receive the Carnegie Foundation designation for highest research activity. Its academic programs attract learners from every state in the U.S. and from countries all over the world, amounting to a total enrollment of over 23,000 students. UofL is known for excellence in teaching, research, and service to the Louisville community and the advancement of educational opportunity for its citizens. Through the efforts of its faculty, staff, and students, UofL is one of only 80 universities in the United States to achieve both Carnegie Foundation R1 and Community Engagement classifications.

Kentucky's largest city, Louisville sits on the Ohio River and boasts a delightful culinary, arts, and cultural scene. The Greater Louisville Metropolitan area is home to approximately 1.1 million, while the city of Louisville has a population of over 600,000 residents. Known colloquially as the home of the Kentucky Derby and Louisville Slugger Baseball Bats, Louisville is also home to several Fortune 500 companies and

has received recent accolades, including as the fourth most beautiful and affordable place to live in the U.S. by Travel + Leisure Magazine, which also named Louisville one of its top ten Foodie Cities.

Through collaboration with senior leadership, faculty, staff, and the broader UofL community, the CIO envisions, establishes, and advances university-wide IT strategies, policies, and standards. The CIO heads ITS as an adept manager and visionary leader. The CIO advances university-wide solutions to common IT problems to ensure robust security and effective user experiences while focusing specialization where it matters most. The CIO is an effective and compelling communicator, clarifying the strategic vision, opportunities, choices, and costs to senior administration, and sharing with the UofL community the ITS division's capabilities, recommendations, policies, and decisions.

The University of Louisville has retained Isaacson, Miller to assist with this important recruitment. Confidential inquiries, nominations, and applications may be directed to the search firm as indicated at the end of this document.

THE UNIVERSITY OF LOUISVILLE

The University of Louisville is a public, top research (R1) institution. The University has been in a growth pattern in the last several years, having increased enrollments and grown research. Fall 2023 enrollment was the largest in UofL history with 3,000 new incoming undergraduate students, bringing the total enrollment to just over 23,000 which represents a 9% increase since 2019. Research expenditures have grown from $177.6M to $229M in the last five years. The 2023-25 Strategic Plan outlines initiatives to increase graduation rates from 62% to 70% in the next 10 years and increase total enrollment from 23,000 to 30,000 students. The University is currently building the first Honors College. In the next five years, UofL's Health Sciences Center plans to double its clinical trials.

UofL has received awards from INSIGHT into Diversity and Campus Pride for its efforts towards inclusive excellence and, in the last year, was one of ten R1 institutions nationally to earn the Military Friendly Gold designation. The university strives to be a great place to learn, discover, connect, and work, and actively pursues excellence and inclusiveness as it works to educate and serve through teaching, research, and service to its local and global communities. UofL is committed to achieving preeminence as a nationally recognized metropolitan research university known for its commitment to diversity, equity, and inclusion.

The University of Louisville's 2023-24 fiscal year budget is structurally balanced. At $1.6 billion, the budget is the largest in the university's history. Some of the many highlights include: increased investment in need-based student financial aid, funding for the new Center on Military-connected students, dollars devoted to employee cost-of-living and fringe benefit increases, and significant investment in the continued implementation of Workday.

UofL creates social, cultural and learning opportunities that bring people to campus or bring the campus to people through virtual and external partnerships that improve quality of life by leveraging faculty, staff and student expertise and talent. Some examples of this work include:

- The university collaborates with the five Signature Partnership schools in west Louisville through new programs including the Central High Health Magnet Program with the schools of Dentistry, Medicine, Nursing and Public Health & Information Sciences, as well as the Math Specialist program from the College of Education and Human Development.
- A new clinical site in Shelbyville, Ky., makes it possible for the UofL School of Dentistry to further fulfill its mission of improving the oral health of Kentuckians. The College of Education and Human Development and the Ohio Valley Educational Cooperative are partnering on a program aimed at addressing teacher shortages in Kentucky.
- Academic partnerships with global institutions continue through relationships including those maintained by School of Public Health & Information Sciences in India and School of Medicine in China, which speaks to the breadth of UofL's academic partnerships.

The University of Louisville prides itself on celebrating diversity and fostering equity to achieve inclusion. And has established two presidential commissions composed of faculty, staff, administrators and students. The Commission on the Status of Women (COSW) serves as the universities advisory group for faculty and staff gender equity and The Commission on Diversity and Racial Equity (CODRE) advises on issues of diversity and racial equity.

The university is deeply connected to the city of Louisville and its ties with the local community have never been stronger. Not only has the university been a major player in the award-winning Partnership for a Green City with Jefferson County Public Schools and Louisville Metro government, collaborate with local organizations in west Louisville through its Signature Partnership Initiative to improve education, healthcare, social services, and economic opportunity for the city's most vulnerable citizens.

Leadership

Dr. Kim Schatzel became the 19th president of the University in February 2023 after serving as the President of Towson University (TU) in Maryland. Prior to her presidency at TU, Dr. Schatzel served as the interim president, provost, and executive vice president of academic and student affairs at Eastern Michigan University and as dean of the University of Michigan-Dearborn College of Business. She is one of only two percent of university presidents nationwide with extensive corporate and entrepreneurial experience, having co-founded and led a multinational advanced manufacturing firm. UofL welcomes her skillset and expertise as she leads the $1.6 billion enterprise that includes an affiliated $2.5 billion health care system. President Schatzel holds a PhD in business administration with a concentration in marketing and technology from Michigan State University. She earned a bachelor's degree from Washington University in St. Louis.

Dr. T. Gerard (Gerry) Bradley is the interim university provost for the University of Louisville. He joined UofL as dean of the School of Dentistry in August 2016 and was appointed interim provost in January 2022. Before coming, Dr. Bradley was chair and professor of Developmental Sciences at Marquette University School of Dentistry and served as the associate dean for Research and Graduate Studies. He is a diplomate of the American Board of Orthodontics and a member of the American Dental Association, the American Board of Orthodontics, the American Dental Education Association, the International Association for Dental Research, and a member of the Edward H. Angle Society of Orthodontics. Dr. Bradley received his orthodontic specialty training and MS degree at The Ohio State University, and a Doctorate in Dentistry at the University of Bern, Switzerland.

UofL has approximately 16,000 undergraduate and 6,000 graduate students. The student body is 55% women and 45% men, and students of color account for 32% of the student population. 33% of students are first generation college students, and 39% are Pell-eligible. Approximately 72% of students are state residents of Kentucky, though the University draws students from all 50 states and over 80 foreign countries (Source: Just the Facts 2022-23).

Faculty at UofL are among the top researchers and scholars in their fields. The student-faculty ratio is 13:1, and 42% of UofL classes have fewer than 20 students, facilitating close relationships between students and faculty and enabling students to do advanced independent work. Of UofL's over 2,800 faculty members, 49% are women, 51% are men.

Academics
Accredited by the Southern Association of Colleges and Schools Commission on Colleges, UofL awards certificates, bachelor's, master's, specialist, doctoral, and first-professional degrees (DMD, JD, MD, and PhD) through 12 schools. Students are offered a plethora of internship, co-op, service learning, and research opportunities.

This past year, UofL research expenditures totaled more than $229 million. In addition, since 2001, UofL graduates have earned 169 Fulbright Awards to teach and conduct research abroad – more than all other public universities in Kentucky combined. Through the work of its dedicated faculty, staff, and students, UofL pursues excellence in academics, conducting research and originating scholarship that makes an impact in the Commonwealth of Kentucky and beyond.

The University of Louisville embraces digital teaching and learning with more than 60% of students taking at least one online course each semester, nearly 20% of students taking their entire class load online, and more than 3,000 students enrolled in exclusively online degree and certificate programs. The university anticipates growing the number of learners served through online programs and in schedule-flexible hybrid options to better meet the needs of today's students.

Campuses

UofL spreads across three campuses. The 287-acre Belknap Campus is three miles from downtown Louisville and houses eight of the University's 12 degree-granting colleges and schools. The Belknap Campus has expanded greatly in recent years, with the purchase and redevelopment of land that previously housed abandoned factories.

The Health Sciences Center (HSC) is located east of downtown Louisville in the heart of the Louisville Medical Center. The HSC includes the university's schools of medicine, dentistry, nursing, public health and information sciences, as well as inpatient and outpatient clinical care facilities, and numerous research buildings. It is the headquarters of UofL Health, including University of Louisville Hospital and UofL Health – Jewish Hospital. The HSC is also home to 15 Centers and Institutes conducting cutting-edge research in fields ranging from cancer and spinal cord injury to cardiovascular medicine and the geriatric population.

The 243-acre ShelbyHurst Campus is located in eastern Jefferson County. Originally the site of the Kentucky Southern College, the University acquired the land which now houses business offices and technology endeavors on the 60-acre academic core. The academic core is also the location of the Center for Predictive Medicine (a Level 3 biosafety facility) and the Information Technology Resource Center for the US Department of Homeland Security. The other 183 acres are leased to, developed, and managed by the University of Louisville Foundation for the benefit of the University.

CHIEF INFORMATION OFFICER

The Chief Information Officer is the lead executive on campus for technology. Reporting to the EVP and Provost, the CIO sits on the President's Senior Leadership Team and is a critical thought partner to the President, Provost, and senior colleagues in the strategic direction of the University.

The CIO sets the strategic direction for technology across the University, with the counsel of the university ITS governance committees. These include, but are not limited to, faculty, fiscal officers, lead administrators, and technology partners. The CIO is responsible for the $16 million annual operating budget for ITS. The CIO is a fiscally responsible creative problem solver and solutions-oriented leader.

ITS has a staff of 103 dedicated professionals, many of whom are long-serving within UofL ITS. There is a deep commitment from ITS staff to the success of the University. The CIO's direct reports include: Deputy CIO; Executive Director, Enterprise Systems; Director, Project Management Office; Executive Director, Network & Telecom, Research; Director, UX Services; CISO.

The CIO will work to address the following opportunities and challenges:

Create an actionable, visionary Strategic Plan for Information Technology Services.

The CIO will develop a strategic plan that aligns with the university's strategic priorities and initiatives. The CIO will ensure that the plan will be executed efficiently. The plan will outline how technology can be a driver in university priorities such as growing enrollment, strengthening research, creating an inclusive and equitable environment, and advocate for the strength of the University. The strategic plan will identify the level of resources needed for the success of the plan.

Advocate for and further develop the Information Technology Services unit.

Information Technology Services is home to 103 deeply dedicated staff. The employees who work within the unit are committed to the mission of the University and excellent client service across the institution. The CIO will be the biggest advocate and champion for the ITS staff. The CIO will also ensure that there are professional development pathways for employees as well as opportunities to recognize staff who exemplify core principles of the University of Louisville.

Nurture relationships across the Health Sciences and Belknap campuses.

Three miles from the Belknap campus sits the University of Louisville Health Sciences Center. Understanding the unique role technology plays in healthcare data management, security, clinical support, and research, will be critical for the CIO. There has been enrollment and research growth across all schools at the Health Sciences Center (HSC), including Dentistry, Public Health & Information Sciences, Nursing, and Medicine, and it is only going to continue. The CIO will be a key partner to the HSC while thinking about ways to leverage innovative technology to not only support the Center, but to drive new initiatives forward to elevate the work of the HSC.

Strengthen enterprise solutions across campus.

Technology will be paramount in aiding the University on its academic and research growth path. The University is currently developing a 39-acre research park. Research computing at the University is growing. Academic technologies are still migrating to the cloud and cloud computing is expanding on campus. The campus is transitioning from PeopleSoft to Workday for HR, Finance, and Student Systems. Enterprise solutions will drive efficiency, establish a more secure environment, and create a shared knowledge environment for the University.

Coordinate technology solutions and strengthen operational efficiencies for technology across campus.

Information technology across the University of Louisville is relatively decentralized. While enterprise systems are largely managed through ITS, there are separate technology staff in each of the Colleges,

Schools, and many of the administrative units on campus. This has resulted in some duplication of technology tools and systems. The CIO will identify technical efficiencies to eliminate redundancies and create a more effective user experience for campus stakeholders.

Enhance Data Governance and Security.

In partnership with the CISO, the CIO will institute industry best practices to centralize security policies and procedures across the University. A secure environment is key to continued funding from national agencies for researchers. This will be a critical effort in partnering with the University in the growth of research funding, continued expansion in clinical work, integrity of data, and security of the community.

The CIO will work with critical partners across UofL including Institutional Research and Planning, Finance & Administration, and the Provost's office, to develop a cohesive strategy to data governance that should be rolled out for students, faculty, and staff. The CIO will work to develop central data repositories with clear guidelines for access and security.

QUALIFICATIONS AND CHARACTERISTICS

The ideal candidate will possess the following skills, qualities, and qualifications:

- 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;
- The ability to develop and articulate a vision for ITS, inspire staff, while managing day to day operations;
- Talent for recruiting, supporting, and retaining staff;
- Commitment to leading by example and maintaining the highest standards of personal and professional integrity;
- Demonstrated success by developing and maintaining effective relationships with leadership and colleagues across the institution;
- Results-oriented mindset with strong business acumen and the ability to manage large, complex organizations and associated budgets;
- Ability to advocate for resources from key individuals, sources, or partnerships to support ITS endeavors;
- Record of building productive and collaborative relationships with a broad range of key stakeholders throughout the University and the community at large;

- Exceptional interpersonal and communication skills with the ability to superbly represent ITS, formally and informally, to the University, community, and globally;
- Experience within higher education and/or other relevant organizations undergoing industry transformation; a business orientation and perspective;
- 7-10 years of increasing and broad-based responsibility in IT or a related field;
- An advanced degree is preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and applications should be sent via the Isaacson, Miller website for the search: https://www.imsearch.com/open-searches/university-louisville/chief-information-officer-office-finance-and-administration. Electronic submission of materials is strongly encouraged.

Dan Rodas, Partner
Joanna Cook, Managing Associate

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