



Discovery. Diversity. Distinction.

## **Opportunity and Challenge Profile**

*California State University, Fresno  
Search for the Chief Information Officer  
Fresno, CA*

California State University, Fresno (Fresno State), one of 23 campuses within the California State University system, seeks a strategic and dynamic leader to serve as its inaugural Chief Information Officer (CIO). Reporting to the President, and working in collaboration with senior leadership, faculty, students, and staff, the CIO will craft and implement an IT vision and strategy that will take the institution into a new, bolder era, utilizing technology to support unparalleled learning opportunities that promote student access and success.

Today, more than 23,000 students attend the 388-acre main campus, located at the northeast edge of Fresno, California, at the foot of the majestic Sierra Nevada mountain range. A dynamic, community-engaged university, Fresno State serves a diverse student body: more than half of its student population comes from underrepresented minority groups, and as of Fall 2014, 70% of students were first generation college attendees. Part of Fresno State's mission is to embrace a culture of diversity, internationalization, and inclusion, while simultaneously making student success a number one priority. Community service is a cornerstone of the Fresno State experience; the Richter Center for Community Engagement and Service-Learning program promotes the value of community service to students, faculty, and staff. Agriculture is the dominant industry in the region, and Fresno State has developed deep connections with its farming community, both through the students it serves and the programs it offers. The campus is home to a 1,000-acre, student-staffed farm containing numerous permanent and annual crops and livestock, and the University operates the first commercially bonded winery on any U.S. university campus, where student-produced wines have won hundreds of awards in tasting competitions against some of the world's best known vintages. The Central California economy represents great opportunity for the people of California, and Fresno State is a leader in sparking innovation and positive change for the region.

Fresno State is nationally recognized for education that transforms students' lives and improves the quality of life in the region and beyond. The part technology plays in this transformation is critical. The CIO will lead the IT enterprise that will, as the University vision statement aspires, "Power the New California through the 21st century." To be successful, s/he will address opportunities and challenges, including:

- Create and support a responsive, university-wide information technology vision
- Craft and lead a single, cohesive IT division with strong ties to the academic mission of the university
- Enhance IT services and support to promote students success
- Recruit, retain, and develop talented technology staff
- Manage and augment financial resources

A list of the desired qualifications and characteristics of the CIO can be found at the conclusion of this document, which was prepared by the search committee with the assistance of Isaacson, Miller, a national executive search firm. This document provides background information and details the key opportunities

and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About California State University, Fresno**

Founded in 1911 as Fresno State Normal School, Fresno State became a teacher's college in 1921, and has offered advanced degrees since 1949. For over 20 years, Dr. John Welty served as Fresno State's seventh president and brought the University to new levels of excellence. During his tenure, the University grew dramatically, including the completion of a major planning effort, minority enrollment expansion, and the creation of new academic programs, including an Honors College, as well as new institutes and facilities. The University also expanded the use of information technology, and dramatically increased private fundraising and grant funding. An athletics powerhouse, Fresno State also entered the Western Athletic Conference, which expanded intercollegiate Athletic opportunities and facilities including building the Save Mart Center, a 16,000 seat concert venue and home to Fresno State's men's and women's basketball and volleyball.

Joseph I. Castro was appointed Fresno State's eighth president on August 1, 2013, the first Central Valley native to serve in this leadership position. During his short tenure, President Castro has already launched a number of initiatives, including a commission on the future of agriculture that will assess industry needs and make recommendations regarding how Fresno State's agricultural programs -- defined to include intersections with science, math, engineering, business and other areas -- can be among the very best in the nation and in the world. In Fall 2014, President Castro also launched a tablet initiative called DISCOVERe, calling for undergraduate and graduate students to learn using the latest tablet technology in disciplines that span across all colleges at Fresno State. The tablets will ensure that students have access to the valuable tools needed to help them succeed and graduate in a timely manner.

Fresno State faculty number 1,327, with 556 tenure and tenure-track faculty and 771 non tenure-track faculty. The University is comprised of eight colleges: College of Arts and Humanities, College of Health and Human Services, College of Science and Mathematics, College of Social Sciences, Craig School of Business, Jordan College of Agricultural Sciences and Technology, Kremen School of Education and Human Development, and the Lyles College of Engineering. In addition to baccalaureate degrees, Fresno State offers 47 graduate degrees, including an educational specialist degree and three doctoral degrees.

Fresno State celebrated their centennial in 2011, and in that same year, established a Strategic Plan for Excellence IV, set to expire in 2015. The main themes of enhancing the student learning environment, commitment to student transformation and success, transformational scholarship, developing the campus community, internationalization, resource development, and engagement with the region continue to drive the University as it seeks to address significant growth and opportunities.

The CSU is the largest, most diverse, and one of the most affordable university systems in the nation, with 45,000 faculty and staff serving nearly 447,000 students. It is also both a Hispanic Service Institution (HIS) and an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI). Since its creation in 1961, the CSU has awarded nearly 3 million degrees (a milestone expected to be achieved this year), about 90,000 annually. The mission of the CSU is to provide high-quality, affordable education to meet the ever-changing needs of the people of California. The CSU is committed to excellence, diversity and innovation. Collective bargaining agreements are negotiated system-wide for faculty and staff employees.

## **About Information Technology at Fresno State**

The existing technology enterprise at the University consists of numerous technology committees and groups across campus. A selected list of IT committees and groups follows:

*The Senior Technology Leadership Team (STLT)* is comprised of the Provost and Vice Presidents for Administration, Student Affairs, and Advancement, along with the Vice Provost, and an Executive Director of Technology Services. STLT was initially established to provide executive guidance and coordination for IT efforts on campus. This group has managed a budget devoted primarily to special projects and large IT initiatives typically handled by the office of the CIO at other universities.

*Technology Services* is responsible for all campus-wide IT and IS services, with the exception of library and academic technology. The department provides administrative information services, core IT infrastructure services, end-user computing support, the campus IT Help Desk, and a broad range of technology-based planning and resources, as well as other services including: classroom technology and video services, network engineering, network operations, telecommunications, information security, systems and storage administration, and project management. IT Liaisons reporting to Technology Services provide computing support to colleges, schools, and administrative divisions.

*Information and Educational Technology Coordinating Council (IETCC)* is a broadly represented group, consisting of a cross-section of campus constituents. These 29 members are charged with:

- Recommending long-term strategic directions and preparing a plan for the campus in the areas of information technology, including education technology.
- Recommending implementation priorities for the short-term on all information technology issues such that long-term objectives are accomplished.
- Serving as an oversight committee on all matters pertaining to campus information technologies.
- Serving as the entity which receives and deliberates on information technology issues raised by an individual or group in the campus community.

*The Office of Institutional Effectiveness (OIE)* at Fresno State is the official research and analytics office for planning and assessment, the primary information-reporting arm for the University, and the official reporting office to external audiences and oversight agencies. OIE provides direct and value-added analytical support to the University administration and academic community in the areas of program assessment, accreditation, academic program review, and strategic planning, including the design and development of surveys, primary data collection, and data analysis. Given OIE's high reliance and uses of information technology in support of university clients, OIE maintains a close relationship with the University CIO and Technology Services in support of solutions for clients.

*The Academic Information Technology (AIT)* committee is a standing Subcommittee of the Academic Policy and Planning Committee (AP&P). It is the consultative committee for all matters relating to academic information technology planning, resources, policies, procedures, and evaluation and relating the use of technologies in instruction, research, and faculty development.

*The Accessible Technology Initiative (ATI)*, comprised of 28 individuals, is charged with fulfilling the CSU's commitment for accessible information technology resources and services accessible to all CSU students, faculty, staff and the general public, regardless of disability. ATI has subcommittees on Instructional Materials, Procurement, Web Accessibility, and Communications.

*The Director of Academic Technology & Innovation* oversees the Center for the Scholarly Advancement of Learning & Teaching (CSALT) and the Technology Innovations for Learning & Teaching (TILT) team. The Director is currently a faculty member with assigned time to fulfill this role (less than full-time). The director reports to the Vice Provost/Senior Academic Technology Officer.

*The Center for the Scholarly Advancement of Learning & Teaching (CSALT)* is the primary unit responsible for faculty development, traditionally focused on non-technology issues. CSALT is responsible for a portion of new faculty orientation, the fall and spring teaching and learning conferences, faculty learning communities, lecturer program, and other workshops. Beginning in 2012, given the strong interdependencies between technology, teaching, and learning, CSALT has partnered with the Technology Innovations for Learning & Teaching (TILT) team to offer many of these programs.

*The Technology Innovations for Learning & Teaching (TILT)* team is responsible for all campus-wide, non-library academic technology including the learning management system (Blackboard), video streaming services, instructionally-related multimedia production, lecture capture, electronic portfolios, screen capture, and digitization services. The instructional design team leads training in these areas throughout the year. Since January 2012, TILT has focused its energy on high impact programs versus standalone workshops. Additionally, TILT leads the faculty development activities for DISCOVERe. TILT works closely with Technology Services, including Classroom Services, on infrastructure build-out and maintenance on technology related to teaching and learning. TILT and TS, with input from AIT, annually design and administer the Faculty Laptop Program, ensuring timely refresh of faculty computing.

TILT is also responsible for online teaching and learning training and support. In addition to regular course redesign support, two programs are specifically designed to assist faculty in developing high quality online courses. The Online Boot Camp is a six-week program that supports faculty in developing at least one fully online learning module. The eScholars Program is semester long and is designed to support faculty in the development of online (80-100% online) courses. TILT has also received two, \$20,000 grants from the California State University System to initiate a Quality Assurance of Online Learning and Teaching program.

TILT's training lab is primarily used for workshops offered by TILT. The lab has also been used by other campus entities for technology training, most notably Web Communications workshops on campus website development. With a Madden Library faculty lead, TILT also supports the campus' Affordable Learning Solutions initiative.

*The College and Divisional Support Committee* is a group of Associate Deans and Directors from non-academic departments that meets with Technology Services managers and the Senior Adviser for Academic Technology as a forum for communication, coordination, and planning for administrative IT. The group includes approximately 19 members.

*The Library Information Technology* unit works with the CSU Libraries and the Chancellor's Office to provide a digital institutional repository on the DSPACE platform, OpenURL services using SFX, and the Xerxes metasearch portal. In addition to keeping the software for these systems operational, library staff updates the metadata and cataloging information to make the content on these systems discoverable and useful.

The Library also runs several centers and services that serve the campus. The Digitization Center houses specialized equipment for large-scale item photography, large-scale item scanning (up to 36" wide materials, up to 1200 dpi), as well as audio and video digitization. The Music and Media Collection has state-of-the-art multimedia creation stations used by students enrolled in graphic arts, multimedia, and

music classes. The student laptop program circulates over 450 laptop computers to students while the faculty laptop loaner program circulates over 100 laptops to part-time faculty. Over 140 desktop computers are available in public areas of the Library for students to use.

In addition to cloud-based services (where appropriate), the Henry Madden Library maintains several enterprise-level systems that serve the campus, system, and region. In addition to significant storage arrays to house the over 12.5 terabytes of data served by the library, these systems include: Sierra library catalog, ILLiad interlibrary loan service (including RAPID ILL service), library proxy servers, LOCKSS digital preservation system, content DM digital image viewing system, and geospatial Image server system (running ARCGIs).

One *IT Liaison* is assigned to each college, school, or division, and additional dedicated members of the Desktop Services group are provided to the College of Arts and Humanities and to the College of Science and Mathematics to augment the staff for those colleges. Colleges and schools also hire student assistants to augment capacity for IT support.

### **About the Strategic Plan**

In 2013, the Information Technology Strategic Plan was created to guide decision making and investments in IT in support of the University's strategic plan. The committee identified these six strategies with accompanying initiatives:

- Analytics
- Digital Content
- Instructional Technology and Learning Spaces
- Mobility
- Communication, Collaboration, and Engagement
- Effective Services

For more information on the IT Strategic Plan, see <http://www.fresnostate.edu/adminserv/it-plan/documents/IT%20Strategic%20Plan%20-%20Final.pdf>

### **Role of the CIO**

Reporting directly to the President and serving as a member of his cabinet, the CIO will work collaboratively with cabinet members, academic senate, deans, faculty, staff, and students to advance strategic IT initiatives across the University's campus. S/he will be responsible for crafting a cohesive information technology organization and will execute a University-wide vision that will lead to the most efficient and effective use of resources. Approximately 87 people (5 managers, 2.5 administrative staff, and approximately 67.5 staff and 12 student assistants) will report to the CIO; the total IT budget is approximately \$7.8M, which is split between the CIO and the Senior Academic Technology Officer (SATO). The Senior Academic Technology Officer will work directly with the CIO as decisions are made relative to OIE data and systems currently in academic affairs. The CIO will oversee university web technology infrastructure, working with University Communications on content standards, and accessibility.

### **Key Opportunities and Challenges for the CIO**

The CIO has primary responsibility for leading, managing, and directing all aspects of information technology in support of the academic mission of the University and as a means of enhancing the

institution's management and delivery of services to all constituencies, including student support services and administrative and personnel functions. In this role, the CIO will address a diverse set of opportunities and challenges, as detailed below:

***Create and support a dynamic, university-wide information technology vision***

Along with the President, Provost, and other senior leaders, the CIO will take a significant leadership role in shaping the strategic direction for information technology at the University. In doing so, and in consultation with faculty, student, and appropriate administrative units on campus, s/he will work to create a culture of excitement around technology, and will continue to carry out the goals of the 2014 "Information Technology Strategic Plan," while simultaneously encouraging the experimentation and development of new ideas. The CIO will play a significant role in continuing to educate and communicate the goals of campus information technology (IT), and will work to highlight IT resources that faculty, students, and staff have available to them. At the same time, the CIO should be aware of the risks of cyber-attack on any of the university web sites, as well as the security of all digital contents on various servers. The CIO should also be a strong voice at the senior leadership table at the CSU system level, staying abreast of current and future technology trends and representing the unique needs of the University.

***Craft and lead a single, cohesive IT division***

The CIO will also create and implement a universal vision that leads to greater efficiency and effectiveness. There are many pockets of innovation and service across the University with talented staff, and the CIO will work to further align and coordinate all IT activities under one umbrella. S/he will improve communications between the various technology groups as well as with external vendors and entities in an effort to promote continuity and avoid duplication of services. The CIO will also assess ongoing support needs and costs, including maintenance and licensing, and will provide counsel and vision to the University on strategic investments in IT, evaluating trends and making recommendations that help the University better serve its faculty, students, and staff.

***Enhance IT services and support that promote student success***

The CIO will play a significant role in designing and building the next generation of technology infrastructure across administrative, and eventually, all academic services and programs. S/he will coordinate projects and set priorities around technology to support campus and academic needs, including Peoplesoft ERP and CRM, and work to integrate HRIS/ERP and LMS systems, supporting the automation of processes across the University and the cohesion of customer service. From a student success standpoint, the CIO should serve as a resource for Academic Information Technology subcommittee (AIT) and other pertinent stakeholders to help optimize such academic functions as lecture capture solutions and support for mobile applications. Additionally, Fresno State serves many students from rural and underserved communities, and the CIO should explore broader reaching wireless connection on campus for those students without internet access at home, in addition to adequate system and support for the tablet initiative.

***Recruit and retain talented technology staff***

The CIO will lead a diverse team that spans several areas with a broad array of duties. In order for these groups to be successful, the CIO must foster a shared sense of purpose and vision across the unit, embracing the expertise of staff. S/he will ensure a climate of empowerment and excellence with a focus on talent development and retention by supporting and mentoring staff in their work, communicating openly and transparently, building and maintaining a team spirit, and by being approachable and

accessible. Additionally, Fresno State is deeply committed to maintaining and further enhancing a culture that supports inclusiveness and diversity, and the CIO will be expected to recruit, develop, and retain a diverse staff and cultivate an environment of inclusiveness across the various departments and units.

### ***Manage and augment financial resources***

Given the financial challenges facing all higher education institutions today, combined with the accelerating nature of technological change in general, the next CIO should be a champion for IT, capable of balancing technical demand with effective budget and resource management. S/he will continue to ensure a cost-effective and responsive IT organization that clearly and strongly supports the access mission of the campus; and will also advocate for additional resources as necessary. Building on campus innovation and expertise, s/he will be expected to enhance relationships with industry, government and other funding agencies. There is already an emerging partnership with Comcast in place, and this person should lead outreach efforts to the private sector as well as other technology partners in the Central Valley to create and implement robust relationships.

### **Qualifications and Characteristics**

The ideal candidate will be an experienced IT manager and visionary with a strong background in collaborative leadership, organizational building and administrative computing. S/he will have a focus upon developing a cohesive IT service organization, and will possess most, if not all, of the following qualifications and characteristics:

- Prior experience within a research, teaching, or academic environment is preferred.
- Demonstrated executive-level leadership experience.
- A Master's and/or additional advanced degree is strongly preferred.
- Substantial managerial experience in a large organizational environment, with demonstrated knowledge of research and educational technology activities.
- Experience and skill managing department finances and budgets.
- Experience preferred with the implementation and maintenance of large-scale institutional ERP and supporting LMS systems.
- Strong combination of skills in strategic planning, analytical and holistic problem-solving, effective communication and coordination.
- Collaborative skills to work effectively with faculty, staff, and senior administrators in areas other than technology to develop and implement appropriate uses of technology.
- Ability to understand complex challenges and lead teams of technologists to deploy appropriate technological solutions that meet these challenges.
- Broad base of technical knowledge in IT systems and emerging technology trends and issues.
- Knowledge of and experience with computing networks, server and storage operations (virtualized, physical, and off-campus), database systems, systems design and implementation, and academic technologies to support instruction and research.
- Experience implementing best practices for: web and data security, including federal and state requirements, industry financial standards (such as PCI), data retention and destruction, and vendor relationships to ensure campus standards are satisfied in hosted and cloud environments. Experience responding to litigation requests.
- Effective communication and interpersonal skills; ability to manage and motivate teams, including the ability to constructively give and receive feedback.
- Extensive familiarity with compliance and implementation of accessibility 508 standards.
- A demonstrable commitment to promoting and enhancing diversity and inclusion.

- Strong commitment to student access and success; demonstrated track record in crafting IT solutions meeting student demand.

### **Compensation and Location**

Salary is commensurate with the background and experience of the individual selected. Fresno State offers excellent fringe benefits, including health, dental and vision insurance, participation in the Public Employees' Retirement System and educational benefits for eligible employees and immediate family members. All rights associated with the appointment are governed by the Management Personnel Plan adopted by the CSU Board of Trustees.

The University is located in the heart of California's Central Valley, at the foot of the majestic Sierra Nevada mountain range. The surrounding valley is one of the richest agricultural areas in the world, and Fresno is the fifth largest city in California. The University is within an hour's drive of many mountain and lake resorts, including Yosemite, Kings and Sequoia National Parks, and within a three hour drive of both Los Angeles and San Francisco.

### **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 for the search: [www.imsearch.com/5341](http://www.imsearch.com/5341). Electronic submission of materials is required.



Regan Gough, Bernard R. Jones, and Courtney Wilk  
Isaacson, Miller  
649 Mission Street, 5<sup>th</sup> Floor  
San Francisco, CA 94105  
(Temporary address and location through Summer 2015)  
Phone: 415.655.4900  
Fax: 415.655.4905

*California State University, Fresno is an Equal Opportunity Employer and does not discriminate against persons on the basis of race, color, religion, national origin, sexual orientation, gender, marital status, age, disability or veteran's status.*