Position Profile

Search for the Vice Provost for Information and Technology
Oregon State University
Corvallis, Oregon

Oregon State University (OSU), Oregon's land-grant and premier research university, seeks a collaborative and experienced leader to serve as the Vice Provost for Information and Technology (VPIT). The VPIT will serve as an integral member of the academic affairs team and report directly to the Provost & Executive Vice President. This is a tremendous opportunity for an experienced, visionary leader with an entrepreneurial and collaborative spirit to provide the necessary strategy, technology, and systems to influence every aspect of the University and drive its continued success.

It is an exciting time to join Oregon State University. The University continues to climb the excellence ladder, keeping a clear focus on valuing student success, advancing and disseminating knowledge, and serving the people and the state of Oregon. OSU remains one of only two universities in the country to hold the Land, Sea, Space and Sun Grant designations and is the state's only institution to hold both the Carnegie Foundation's top designation for research institutions and its prestigious Community Engagement classification. OSU's main campus is located in Corvallis, about 90 miles south of Portland. It has a growing second campus – OSU-Cascades – in Bend, as well as the Hatfield Marine Science Center in Newport, a new facility in downtown Portland, 15 Agricultural Experiment Stations, and 35 county Extension offices. Its presence extends to every one of Oregon's 36 counties and it provides online education worldwide through its award-winning Ecampus. OSU is now in the fourth phase of its strategic plan – *SP4.0: Transformation, Excellence and Impact* – and continues to make measurable progress in all areas, including the growth and diversification of faculty and high-achieving students and creation of a more inclusive and welcoming community. Research grants and expenditures have continued to increase dramatically, and the faculty has outpaced peer institutions for prestigious grants and partnerships, while maintaining deep commitments to engaged learning and public service. OSU has also successfully increased revenue from private fundraising, corporate partnerships, research grants and technology transfers. These successes have fueled OSU's rise as a land-grant university for the 21st century.

The next VPIT will lead efforts to discover and implement innovations to advance learning, improve the campus experience, and increase administrative efficiency to enable the University's missions in research, education, and engagement. The VPIT will oversee a $24.2 million budget and 164 staff and faculty members within the University Division of Information and Technology (UIT), which includes Academic Technology, Identity and Access Management, Network Services, Client Services, IT Infrastructure, Enterprise Computing Services, Web and Mobile Services, Information Security, and Institutional Analytics and Reporting. The VPIT will support a culture of data driven decision-making at all levels of the institution and be a leader who can partner across the University to achieve these objectives. Working in collaboration with faculty, staff, and University administrators, the VPIT will be expected to address a key set of opportunities and challenges:

- Develop and lead the implementation of a highly effective IT strategy in support of the University's strategic plan

- Advance new initiatives and technologies on campus that directly support the success of OSU students, faculty, and staff
- Refine and develop governance structures that support an evolving IT vision and strategy
- Enhance communications across all IT functions and the entire University
- Inspire, support, and develop IT staff
- Build investment in UIT and grow IT resources and funding
- Be an advocate for information technologies and services within the University and beyond

A list of the desired qualifications and characteristics of the Vice Provost for Information and Technology 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, to provide background information and detail 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 Oregon State University

Founded in 1868, Oregon State University serves as Oregon's land-grant university and is the largest university in the state, serving more than 31,000 students, over 10,000 employees while operating a $1.2 billion budget. OSU promotes a collaborative, inclusive and caring community that strives for equity and equal opportunity; that creates a welcoming environment and enables success for people from all walks of life; and that shares common, fundamental values grounded in justice, civility, and respect. The University is fully committed to ethnic, gender, and cultural diversity and believes in access to a quality affordable education for all qualified Oregonians.

OSU offers more than 200 undergraduate and approximately 80 graduate degree programs through its 11 colleges: Agricultural Sciences; Business; Earth, Ocean, and Atmospheric Sciences; Education; Engineering; Forestry; Liberal Arts; Pharmacy; Public Health and Human Sciences; Science; Veterinary Medicine, the Graduate School, and the Honors College. In addition, OSU offers more than 50 degree programs through its growing Ecampus, which is ranked third for best online Bachelor's programs in the 2019 edition of *U.S. News and World Report*. OSU is organized into four academic divisions that focus on attaining preeminence in the signature areas delineated in the University's strategic plan and promote collaboration across disciplines. The Division of Arts and Science encompass the colleges of Liberal Arts, Education, Science, and Honors. The Division of Earth Systems Science includes colleges of Forestry, Agricultural Sciences, and Earth, Ocean, and Atmospheric Sciences. The Division of Health Sciences includes the colleges of Public Health and Human Sciences, Pharmacy, and Veterinary Medicine. The Division of Business and Engineering includes the colleges of Business and Engineering.

The University launched Phase I of the Strategic Plan for the 21st Century in 2004 to serve as a foundation for advancing the University. The first two phases of the plan guided a decade of transformational progress at OSU. In 2018, the University launched Plan 4.0 (2019-2023) to build upon fourteen years of momentum and to anticipate OSU's unique contributions on the higher education landscape. The result is a set of four goals they aspire to have achieved by the year 2030:

- Preeminence in research, scholarship, and innovation
- Transformative education that is accessible to all learners
- Significant and visible impact in Oregon and beyond
- A culture of belonging, collaboration, and innovation

OSU has successfully increased revenue from private fundraising, corporate partnerships, research grants and technology transfers culminating in the University's first ever comprehensive fundraising campaign.

In 2014, "The Campaign for OSU" concluded having raised $1.14 billion for student scholarships, faculty endowments and facilities with more than 106,000 individuals contributing to this fund-raising effort. These successes have fueled OSU's rise as a leading land-grant university for the 21st century.

Oregon State University Leadership

Edward J. Ray became president of Oregon State University in July 2003. Previously, President Ray had been a member of the economics faculty at Ohio State since 1970 and had served in multiple leadership roles including economics department chair, associate provost, senior vice provost and chief information officer, and from 1998 to 2003 he was executive vice president and provost. In addition to his work at Oregon State, Dr. Ray's leadership extends to many organizations. He serves on boards of the American Council on Education and the Association of Public Land-grant Universities. In recognition of his contributions to higher education, he received the 2013 CASE District VIII Leadership Award. Dr. Ray received his undergraduate degree in mathematics from Queens College (CUNY) and holds master's and PhD degrees in economics from Stanford University

Edward Feser became provost and executive vice president of Oregon State University in February 2017. Prior to joining Oregon State, he held several leadership roles at the University of Illinois at Urbana-Champaign, including Interim Provost and Vice Chancellor for Academic Affairs, Dean of the College of Fine and Applied Arts, and Head of the Department of Urban and Regional Planning. He has also served as Davies Chair of Entrepreneurship and Head of the Division of Innovation, Management and Policy at the Manchester Business School, University of Manchester, UK; Assistant and Associate Professor at the University of North Carolina at Chapel Hill; and Assistant Secretary for Policy, Research and Strategic Planning in the North Carolina Department of Commerce. He holds PhD and master's degrees from the University of North Carolina at Chapel Hill and a bachelor's degree from the University of San Francisco.

About University Information and Technology

OSU's central information technology services organization supports faculty, staff, and students by providing innovative, reliable, and secure technology services for all facets of the University. The University Division of Information and Technology (UIT) is comprised of 164 talented staff and faculty members, has an annual operating budget of $24.2 million, and is organized into the following units:

Information Services (IS): is the central IT organization at OSU, comprised of functions related to:
- Academic Technology: Academic Technology's mission is to enrich OSU's academic ecosystem, enable innovative pedagogy and information sharing through effective use of technology, and enhance the student experience.
- Client Services
- Enterprise Computing Services
- IT Infrastructure
- Identity and Access Management
- Network Services
- Web and Mobile Services

Office of Information Security (OIS): OIS' mission is to raise OSU's standards and practices for secure computing. To do this, the OIS coordinates with academic and administrative units to develop cybersecurity strategies, policies, procedures, and guiding governance practices; benchmarks and assesses the level of risk; and educates and informs the community on best practices.

Office of Institutional Analytics and Reporting (IAR): IAR is the central university organization responsible for providing access to actionable and accurate information and lead the OSU community to organize, strengthen, and advance institutional reporting, analytics, and data literacy across the institution.

IT currently operates in a hybrid centralized/distributed organizational structure. While central IT functions within the Office of Information Security, Office of Information Services, and IAR reside under the VPIT's purview, IT professionals are embedded in the majority of university divisions, including academic schools and colleges that employ their own Directors of IT, the regional campuses, research centers, finance and administration, advancement, enrollment management, and others. UIT also supports OSU's many locations, including the OSU-Cascades Campus located in Bend, Oregon; the Hatfield Marine Science Center located in Newport, Oregon; and the Portland Center in downtown Portland.

To learn more about UIT, please visit https://uit.oregonstate.edu.

Oregon Fiber Partnership

Oregon State University is a member of the Oregon Fiber Partnership, a collaborative effort between the state's major public research universities and state government, which aims to develop a statewide, high-speed optical network. The partnership has purchased more than 1,500 miles of optical fiber lines from global communications provider CenturyLink to support the network. The network will serve the state's universities engaged in research, education, health care, and community services along with government sectors by providing broadband connectivity that is faster, more secure, more resilient to natural or human-caused disasters and ultimately less expensive because of the project's large scale and shared network facilities. The partnership brings together the Office of the State Chief Information Officer, Oregon State University, the University of Oregon, Oregon Health & Science University and Portland State University, and works closely with NERO, the Network for Education and Research in Oregon, the existing statewide network based at the University of Oregon. The new network will enhance the services currently being provided by NERO to higher education institutions, school districts, local and state government agencies and non-profit groups. In addition, much of the traffic for the respective statewide backbone networks of Oregon state government, Oregon Health & Science University and Oregon State University in time will migrate to this new network platform. The next project step will activate the fiber network beginning in the summer of 2019.

Role of the Vice Provost for Information and Technology

The Vice Provost for Information and Technology serves as the chief information and technology officer at the University and coordinates overall strategy, services, and policy for IT services in support of OSU's mission. The VPIT leads University Division of Information and Technology (UIT), which comprises the units within Information Services, Information Security, and Institutional Analytics and Reporting, and provides the crucial information technologies and serves that directly enable the OSU community's teaching, learning, research, engagement, and administrative activities.

The VPIT reports to the Provost & Executive Vice President and serves as a member of the Provost's Senior Leadership Team and the University Cabinet, and is an active participant in all aspects of institution-wide planning and policy development. Direct reports to the VPIT include Directors of External Relations, Identity and Access Management, Network Services, Client Services, Infrastructure, Enterprise Computing, Academic Technology, and Web and Mobile Services; the Senior Program Manager for Strategy; the Executive Director for Institutional Analytics and Reporting; and the Chief Information Security Officer. In total, the VPIT oversees an annual operating budget of $24.2 million and a team of 164 talented staff and 144 student employees.

The VPIT will lead the implementation of an IT strategic plan for the University; continue building the University's IT infrastructure; maintain and enhance the transparency of resource allocation and use; support good IT governance; lengthen the IT planning horizon; and improve accountability to IT users. In carrying out these duties, the VPIT oversees the effective management of a set of IT responsibilities and budget, including: infrastructure services (e.g., telecommunications; management of core wired/wireless networks, firewall, network authentication, and directory services; basic file storage/backup and email services); administrative services (e.g., enterprise-level business systems; coordinated software licenses involving multiple users, emergency notification system); IT security protocols, monitoring, prevention plans and training, and testing; and instructional services (e.g., core course management system; enhanced classrooms); and IT support of OSU's many locations, including the OSU-Cascades Campus located in Bend, Oregon; the Hatfield Marine Science Center located in Newport, Oregon; and the Portland Center in downtown Portland.

As the chief information and technology officer at OSU, the VPIT is responsible for enhancing and coordinates a variety of governance and advisory groups comprised of University partners and customers to steer the overall IT enterprise: Data Governance Council, Instructional IT Governance Council, IT Security Advisory Committee, Learn@Oregonstate Advisory Committee, DX/Mobile Advisory Group, Web Advisory Group, Administrative Computing Users Group, and the IT Coordinating Council. More information can be found at https://uit.oregonstate.edu/leadership/governance-advisory-groups.

In addition, the VPIT serves is a voting member and lead OSU representative on Unizin, an education technology consortium comprising 25 research institutions that collaborate and share resources to adapt to the ever-changing digital teaching and learning landscape. To learn more about Unizin, visit https://unizin.org.

Key Opportunities and Challenges for the Vice Provost for Information and Technology

The VPIT will be responsible for providing vision for and leading an overarching technology strategy service-centric environment that is adaptable, dynamic, and responsive to the rapidly changing IT world. To ensure the continued success and ongoing improvement of technology, the VPIT will be expected to address the following key opportunities and challenges:

Develop and lead the implementation of a highly effective IT strategy in support of the University's strategic plan

Strategic Plan 4.0 explicitly calls for OSU to, "integrate and simplify technology systems, data practices, and policies to increase our organizational agility." The University's core educational and business operations depend on technology, and the next VPIT is expected to develop and lead a collaborative system for the use, deployment, and integration of IT at OSU. The VPIT will consult and collaborate with partners across the University, including the Provost, leaders in Finance and Administration, Enrollment Management, Student Affairs, academic deans, and on all campuses to chart a strategic roadmap for IT. The VPIT will be expected to demonstrate a holistic view of IT that encompasses the modern public university and the needs of a variety of constituents, a strong sense of both existing and future technological trends and possibilities, and an eye to balancing and growing financial and staffing resources to support this work. The strategic vision will include a detailed deployment plan that is responsive to both divisional and university-wide priorities, empowers IT employees, and enables productivity. This leader will broadly support teaching and learning goals, use technology wisely to automate and streamline business processes, enhance cybersecurity and infrastructure, and support increasing research and public engagement.

Advance new initiatives and technologies on campus that directly support the success of OSU students, faculty, and staff

The VPIT will collaborate with the Vice Provost for Enrollment Management and other senior academic leaders in advancing the academic mission and enhancing the student experience from recruitment, application, and matriculation to advising and course material acquisition. In order to provide the tools necessary for faculty and staff to contribute to student success, the VPIT must be able to work collaboratively and collegially with academic leaders across the campus to develop, advance, and support University-wide educational computing needs. To this end, the VPIT will have a cogent understanding of technology as a pedagogical tool in online, hybrid, and in-person learning settings, and have a vision of how to best implement instructional technology at OSU.

The VPIT will be a key driver in the efforts to connect offices and systems across the University to ensure data can be shared and interpreted across a range of functions. OSU has recently established the Office of Institutional Analytics and Reporting (IAR) under the VPIT, underpinning its commitment to more efficiently delivering authoritative information and improving the effectiveness of data and analytics under a single, unified strategy.

Refine and develop governance structures to support an evolving IT vision and strategy

To successfully execute a strategic plan, ensure effective operations, stay abreast of emerging technologies, and use IT resources wisely and effectively, the VPIT will need to help define and lead a strong, collaborative, multi-level governance model to support planning, investment, and implementation. While IT has made progress in getting clients to prioritize projects, more work needs to be done to ensure clarity and build confidence in the prioritization process. The next VPIT will engage senior level administrators and campus partners to revitalize its current governance structure, allowing for campus-wide collaboration and integration with other decision-making processes. Excellent project execution and a customer service orientation will be essential to ensure the effectiveness of these governance structures.

Enhance communications across all IT functions and the entire University

The new VPIT must be an effective communicator within University Information and Technology and across the campus community, making clear the strategic vision, opportunities, choices, and costs to senior administration and sharing with the campus community the division's capabilities, recommendations, and decisions. In order to ensure clear communication, efficiency, and the adherence to processes, the VPIT will need to explore methods to connect and collaborate more effectively with IT professionals and functions outside of central IT services. The VPIT will also improve the transparency of IT resource allocation and consumption, clearly communicating to the broader community about the distribution of responsibilities and differences between central IT services and the aforementioned embedded technology units.

Inspire, support, and develop IT staff

The next VPIT will inherit a high-performing and talented team of IT professionals with a wide range of responsibilities, knowledge, and experience. The VPIT will build on existing frameworks and engaged community efforts to foster a greater sense of shared purpose and provide vision for a cohesive organization that is innovative, responsive, flexible, and committed to excellent customer service. The VPIT will continue to build a culture of innovation and collaboration, to enhance UIT's culture as a more unified and integrated division and thereby enable the division to steward institutional growth and operational improvement. It will also be imperative to work with and leverage the existing IT resources and assets throughout the various schools, colleges, and divisions across the University.

The next leader will ensure a climate of empowerment and excellence with a focus on talent development and retention by supporting staff and fostering mentorship, communicating openly and transparently, building and maintaining a team spirit, and by being approachable and accessible. The VPIT must ensure that team leaders have the tools necessary to get the work done and stay close enough to daily operations to be well-versed in the variety of projects run out of University IT. This will require a knowledge of, and adherence to, cutting-edge project management methods as well as management expertise and high emotional intelligence.

Build investment in UIT and grow IT resources and funding

The VPIT must be adept at budgetary planning for information technology by partnering with administrative and faculty leaders to assess priorities, advocate for key investments, and make choices in a fiscally responsible and strategic manner. The VPIT will need to balance the aspirations of the University with available resources and make the case for ongoing investment in IT resources and staffing. S/he will seek to balance campus wide service needs and technical support needs with the resources available to the UIT and think creatively about options for effectively allocating the division's time and assets.

In addition, as a University leader, the VPIT may be called to assist the University and the OSU Foundation in donor stewardship and growing philanthropy. Attendance at some Foundation or other fundraising/donor events will be expected.

Be an advocate for information technologies and services within the University and beyond

The VPIT will not only serve as an advocate for UIT across the University, but will also represent OSU in external relationships involving IT, including interaction with the IT industry and state and federal agencies. As such, the VPIT will keep an ear to the ground on new trends, technologies, and strategies in knowledge management and information technology broadly. In particular, the VPIT will be a proponent in cooperative and synergistic relationships with other Oregon colleges and universities, where appropriate, working creatively and cooperatively with respect to joint initiatives, such as the Oregon Fiber Partnership.

General Competencies Sought in OSU Executive Leaders

- Demonstrate strategic visionary leadership and engage others in a common shared purpose;
- Understand the impact of culture: how to shape it and how to drive positive change;
- Are respectful, active listeners that are effective in two-way communication;
- Are inclusive;
- Create and maintain an inclusive workplace and culture while modeling inclusive practices;
- Meet commitments, deliver results, and learn from mistakes as keys to being accountable;
- Show their integrity and credibility in all interactions and actions;
- Practice continuous improvement by reviewing best practices and effectively managing resources in the operational and financial aspects of their role;
- Ensure compliance with policies and procedures;
- Are innovative and think creatively;
- Make clear decisions and address short-term and long-term consequences during the decision-making process;
- Maintain effective and productive internal and external relationships;
- Attract and retain talent;
- Effectively give and receive feedback, while developing their teams;

- Are responsive to feedback and take responsibility for continuing to develop as leaders.

Qualifications and Characteristics

The VPIT should be an innovative and collaborative information and technology leader with a distinctive record of achievement. The search committee understands that no single candidate may have all of the ideal qualifications, but prefers candidates with the following experience and abilities:

Required:
- At least 10 years of progressively responsible relevant professional experience;
- A Bachelor's degree.

Preferred:
- A Masters, doctorate, or other terminal degree;
- Relevant experience in a senior information and technology (I&T) leadership position in higher education, or the ability to address ways in which the experience would apply to the higher education context;
- Demonstrated leadership competencies inclusive of the *General Competencies Sought in OSU Executive Leaders*;
- Visionary leadership, strategic thinking, and an innovative spirit with a demonstrated commitment to promoting excellence in I&T;
- Demonstrated understanding of I&T issues in a complex organization at an increasing degree of complexity over a career trajectory;
- Experience with the deployment, use, and evaluation of information technologies and technology solutions;
- Demonstrated familiarity with current I&T issues and trends and demonstrated ability to develop strategic solutions to I&T needs defined by user communities;
- Experience in leading the implementation of data analytics with a strong understanding of the most effective applications of data to solve problems across a complex organization;
- Capacity to serve as a supportive and productive member of the provost's senior leadership team and to engage effectively with college deans;
- Demonstrated awareness of the mission of a public land-grant institution;
- Experience speaking to a wide range of audiences including alumni, parents, community partners, neighbors, donors, and other stakeholders.

Location

OSU's main campus is located in Corvallis, a community of 58,000 people in the heart of western Oregon's Willamette Valley, located about 90 miles south of Portland, 36 miles south of Salem, the state capital, and one hour from the Pacific Coast and the Cascade Mountains. Corvallis is a vibrant college town, and is consistently ranked among the best and safest cities to live in the United States. Recently, WalletHub ranked Corvallis the fourth best overall college city in America. Known for being an environmentally responsible town, Corvallis sits within easy access to Oregon's finest recreational and scenic areas: ocean beaches, lakes, rivers, forests, high desert, and the rugged Cascade and Coast Ranges are all within a short driving distance. OSU has a presence in every county of the state, including 15 Agricultural Experiment Stations, 36 county Extension offices, the Hatfield Marine Science Center in Newport and OSU-Cascades in Bend.

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 submitted via the Isaacson, Miller website for the search: www.imsearch.com/6985. Electronic submission of materials is strongly encouraged.

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OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/Equal Opportunity employer, and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and others who demonstrate the ability to help us achieve our vision of a diverse and inclusive community.