Opportunity and Challenge Profile

Marquette University
Search for the Chief Information Officer
Milwaukee, Wisconsin

Marquette University seeks an experienced and collaborative leader to be its Chief Information Officer (CIO). With a visionary President and Senior Vice President and Chief Operating Officer (SVP/COO), passionate and service-minded students, excellent faculty, dedicated staff, an innovative strategic plan and campus master plan, increased engagement with the broader Milwaukee community, and beginning its largest fundraising campaign, Marquette is at an exciting inflection point. Reporting to the SVP/COO, the CIO will provide strategic leadership and oversight of the University’s Information Technology Services and efforts to assist Marquette in its vision to be one of the most accomplished and innovative Catholic and Jesuit universities in the world.

Marquette is one of 28 Catholic, Jesuit universities in the United States and is the largest private university in Wisconsin. Its attractive 98-acre campus on the edge of Milwaukee’s downtown is home to a highly collegial community with more than 2,800 employees and a current enrollment at approximately 11,400 students. Marquette is ranked in the top 100 of national universities by U.S. News and World Report with aspirations to be in the top 50.

The University has embarked on a transformation guided by the President. Dr. Michael R. Lovell became Marquette’s 24th President in 2014 and the SVP/COO, Joel Pogodzinski, was recently promoted to the role after joining the University in 2017 as the Chief Financial Officer. Together with the rest of the leadership team and the campus community, they are implementing Marquette’s ambitious strategic plan, Beyond Boundaries. This plan requires extraordinary investment and innovative new partnerships to bolster how Marquette delivers transformational education and student experiences, thrives in the new and dynamic environment of higher education, builds its endowment, advances research and scholarship, and reimagines and reshapes its infrastructure. The CIO will join Marquette at a critical time for technology and providing the bold thinking necessary to assist the President, Interim Provost, and SVP/COO in delivering this transformation.

The CIO will work in close partnership with the SVP/COO to provide a strategic technology vision that complements the financial and operational plans for the campus, while ensuring a high level of innovation, transparency, collaboration, and accountability. The CIO serves as the principal technology leader for the institution providing the vision and leadership for developing and implementing information technology strategies and initiatives university-wide. The CIO will ensure that technology goals and processes are clearly established and communicated to the University community and are in support of the University’s Catholic and Jesuit mission. S/he will have primary responsibility for Marquette’s technology policies and programs including academic and administrative computing, networking, support services, classroom and instructional technology, programming services, and telecommunications.
To that end, the new CIO will face a set of opportunities and challenges that include:

- Setting a strategic direction and creating a technology roadmap to support the vision of the university to be one of most innovative and accomplished Catholic and Jesuit universities in the world, as well as to support the implementation of the strategic plan, Beyond Boundaries.
- Building strong relationships with university leadership, stakeholders and external partners to advocate and leverage resources to deliver IT services that will help Marquette fulfill its mission.
- Overseeing the management of a complex system and balancing the needs and priorities of faculty, staff and students that enables innovation, while continuing to deliver a stable and reliable environment.
- Understanding emerging industry trends and new technologies and addressing the challenges of security, privacy and regulations.

**About the Department of Information Technology Services (IT Services)**

The Department of Information Technology Services is comprised of 77 full-time employees and 40 student employees and is comprised of four major units: Project Management; Applications, Systems & Data Management; Support Services; and Network, Telecom and Security. Technology at Marquette includes a 10Gbps network backbone, 20Gbps Internet connection, 10Gbps Internet 2 connection, over 1,700 wireless access points, 2 Data Centers, over 600 virtual servers, more than 120 enterprise applications, over 900TB of data, over 34,000 e-mail accounts, almost 900 networked security cameras, 100% technology-enabled general pool classrooms, over 7,000 university owned PCs/Macs, and resolution of more than 1,300 help desk tickets per month. The department works closely with the academic and administrative units throughout campus.

**Role of the Chief Information Officer**

Reporting to the SVP/COO, the CIO leads the institution’s ongoing commitment to support and promote the strategic use of information technology that advances the overall mission of the University. The CIO position requirements include: selecting and implementing suitable technology to streamline internal operations and help optimize their strategic benefits; leading IT strategic and tactical planning to address university-wide goals designed to foster innovation, prioritize initiatives, and manages current and future IT systems and resources that assure continued high-quality services; managing execution of architecture plans, principles, policies, and standards and ensuring architecture guidelines, legal and security policies, and standards are followed when developing solution/service architectures; maintaining the integrity and strategic development of the University's information and communications infrastructure, and the systems infrastructure for mission critical functions ensuring optimal performance of the networks and computer systems; developing and maintaining an IT organizational structure designed to meet institutional needs and demands, assessing and identifying the most cost-effective investment of financial resources toward IT systems, staffing, daily operations, project implementation, product purchases and/or contract negotiation; responsibility for the annual budget process for institutional technology needs, develops annual IT operational and capital budgets, develops and maintains the institution’s IT plan; and ensuring IT data security, risk management, disaster recovery and business continuity planning processes are in place and receives regular review for currency and adequacy.
The CIO will work closely with the SVP/COO, the Deans, and Vice Presidents, as well as other campus leaders, on the development and support of integrated long-range technology planning and on integrating these plans into academic, financial, operational, and capital plans.

**Key Opportunities and Challenges for the Chief Information Officer**

The CIO will contribute to the attainment of Marquette’s strategic goals by encouraging creative stewardship of technology resources and excellent service to academic and administrative units to set up the University for future success at a time of transformation. The CIO needs to be a seasoned, professional leader with a track record of moving the needle in complex environments, an affinity and talent for collaboration with a variety of stakeholders, and excellent communication skills. The CIO will face the following opportunities and challenges:

*Setting a strategic direction and creating a technology roadmap to support our vision to be one of most innovative and accomplished Catholic and Jesuit universities in the world, as well as to support the implementation of the strategic plan, Beyond Boundaries.*

The CIO will help Marquette realize its vision and goals through the creation of a strategic, technology roadmap that supports achieving results both in the short and long term. The CIO will lead the creation of the campus-wide plan to support Beyond Boundaries, ensure alignment and buy-in, and oversee its execution. Additionally, the CIO will set the direction for IT Services and develop a strategic plan for the division. The CIO will need to assess current IT services within a short period of time and develop a strategy to move IT Services forward in support of the university’s objectives while considering availability of current resources. With the university’s direction toward digital and distance learning, the CIO will address the issues of a global campus with 24x7 support. With limited resources, alternatives for delivering solutions e.g. in-house, outsourcing, etc. will be explored. In doing this work, the CIO will move IT Services from a transactional to a transformational campus partner.

*Building strong relationships with university leadership, stakeholders and external partners to advocate and leverage resources to deliver IT Services, that will help Marquette fulfill its mission.*

The CIO is a member of the University Leadership Council and the Divisional Leadership Council, and ex-officio member of the Committee on Academic Technology. In her or his work, the CIO will build critical bridges among these leadership groups and serve as an important connector across campus. Through their interactions and conversations, the CIO will elevate the technological awareness of leadership and campus stakeholders, explain the benefits and risks of technology solutions, and make the case for investment. Additionally, the CIO will play a key role in ensuring IT Services is brought in on the front-end of strategic decisions rather than as an after-thought. Leveraging industry connections and vendor relationships in collaboration with the Office of Corporate Engagement and Purchasing, the CIO will negotiate and secure mutually favorable deals.

*Managing a complex system and balancing the needs and priorities of faculty, staff and students that enables innovation, while continuing to deliver a stable and reliable environment.*

In a university setting the technology needs are diverse and broad-based. The CIO will work with academic and administrative leaders to recognize and understand the needs of each area, assess and evaluate innovative strategies, and deliver cost-effective IT solutions. Understanding resource constraints, as well as changing priorities, the CIO will need to assess, balance and prioritize competing deliverables. While IT Services is responsible for providing a stable and reliable environment for all users, they also support the needs of the various stakeholders e.g. faculty requires high-performance computing, sandbox and testing...
environments, digital and adaptive learning technologies; while staff may seek solutions to streamline processes, increase efficiencies and enhance the customer experience and students may seek campus-wide access to high-speed wireless, uninterrupted service and support of various devices and entertainment systems.

**Understanding emerging industry trends and new technologies and addressing the challenges of security, privacy and regulations.**

The CIO must possess a strong desire and interest in current and emerging industry trends both for technology and higher education. The CIO will contemplate trends and translate into a higher education context. Understanding the technology challenges facing higher education such as student success, data-enabled institutional culture, high performance computing, IT staffing and models, will be critical.

Additionally, the CIO must be well-versed with the issues of data security and privacy, as well as state, federal, and global regulations (such as FERPA, GDPR) and impact to our work.

**Qualifications and Characteristics**

The successful candidate will have a bachelor’s degree in information technology, business, computer science or a related field (Master’s degree preferred), as well as a minimum fifteen years increasingly responsible experience in information technology including demonstrated success as a department head or other senior management level and five years direct experience managing large scale budgets and funding models. Experience in higher education preferred. Candidates should embrace the mission and values of Catholic, Jesuit higher education, and people from all religious backgrounds are encouraged to apply.

The successful candidate will also bring most, if not all, of the following professional qualifications, skills, experiences, and personal qualities:

**Leadership Capabilities**

- Strategic and forward-thinking leader of IT with demonstrated experience in a complex organization;
- Demonstrated ability to integrate vision, strategy and tactics to achieve results;
- Strong collaborator with the ability to build consensus among leadership and stakeholders;
- Demonstrated success in building partnerships and negotiating with vendors to maximize resources;
- Proven team builder with an ability to inspire change and develop, motivate and lead employees in a collaborative environment that fosters teamwork and excitement;

**Skills and Knowledge**

- Critical understanding of IT systems and infrastructure;
- Strong knowledge of industry trends, emerging technologies and challenges facing higher education, such as cloud/hybrid architecture, infrastructure of smart campuses, technologies and tools for online asynchronous teaching and adaptive learning
- Proven experience in making data-driven decisions towards achieving an organization’s goals
- Strong assessment and analytical skills; proven problem solver; makes sound recommendations and decisions
- Excellent listening and communication skills with the ability to translate technical information and concepts in accessible terms, both orally and in writing;
- A confident decision maker, one who makes the best decision, not the predetermined one;
- Solid understanding of data analysis, budgeting and business operations;
Excellent organizational, interpersonal and leadership skills with the ability to establish and maintain effective working relationships with diverse groups of faculty, staff, and students;

Personal Attributes
- The humility and emotional intelligence necessary to build collaborative relationships and in inherent drive to succeed in fulfilling the mission, goals and objectives of the University without the need for individual promotion;
- Measures the success of his/her efforts through the success of the entire team and the University as a whole; and
- Commitment to the highest ethical and professional standards of conduct.

About Marquette University

Marquette University was founded in 1881 by the Society of Jesus (Jesuits), a group of priests and lay brothers in the Catholic Church. Marquette has grown to house 11 academic divisions: Helen Way Klingler College of Arts and Sciences; J. William and Mary Diederich College of Communication; College of Education; Opus College of Engineering; College of Business Administration; College of Health Sciences; College of Nursing; Graduate School; Graduate School of Management; School of Dentistry; and Law School. As an institution committed to both teaching and research, Marquette offers undergraduate programs in 158 majors and minors, in addition to more than 66 master’s and doctoral programs. Marquette is accredited by the Higher Learning Commission, which reaffirmed the university’s accreditation in 2014.

Marquette is ranked 89th in the U.S. News & World Report 2019 edition of America’s Best Colleges. In recent years, the university reached a new Carnegie research classification as a Doctoral University marked by “higher research activity” — the second highest classification Carnegie bestows. The move is the result of a planned increase in research expenditures and Ph.D. degrees granted. Now, Marquette is focused on achieving the “highest research activity” classification. While Marquette has many ambitious goals for the future around research, we also have similarly ambitious goals for diversity. A new goal for the University is to become a Hispanic-Serving Institution, which will involve increasing the University’s Hispanic enrollment by more than 15 percentage points over the next ten years.

Among its peers, Marquette is distinguished for its emphasis on connecting academic excellence and service to others, which is intrinsic to a Catholic, Jesuit education. Marquette’s commitment to connecting academic achievement and service to others has been recognized nationally in a variety of venues. In 2015, the university was awarded the Carnegie Classification for Community Engagement, a distinction awarded every five years after an extensive application process. Marquette has had – and continues to have – a profound impact on Milwaukee’s economy and community. The Princeton Review included the University on the “2016 Guide to Green Colleges,” elected for being environmentally aware and sustainable, specifically for students’ campus quality of life that is healthy and sustainable, and for preparing students for employment in the clean energy economy of the 21st century. Marquette is continuing to expand its sustainability efforts, including the recent hire of a Sustainability Coordinator, not only to serve as a model to other universities but also to aid its mission to have an increasingly ecologically sound impact on the world around us.

Marquette developed its’ strategic plan, Beyond Boundaries, through an inclusive process involving the entire Marquette community. It outlines the need for the Marquette community to provide new transformational educational and research opportunities at all levels of Marquette’s campus, with the ultimate goal of placing the University amongst the most competitive institutions in the nation. The plan outlines specific goals and objectives for pursuit of academic excellence for human well-being; research in
action; social responsibility and community engagement; formation of the mind and the heart; enhancement of organizational effectiveness; and sustainability of valuable resources. Like other universities, Marquette is keenly aware of the changing landscape of higher education and of the greater marketplace, and Beyond Boundaries lays out an imperative to prepare for the future.

The University has completed a comprehensive master plan for pursuing our academic, physical, and financial priorities as established by Beyond Boundaries, and it will serve as a road map for Marquette’s capital projects for the next 10 to 20 years. The master plan priorities were approved by the Board of Trustees in 2016. This fall, we opened The Commons, a new residential community for nearly 1,000 freshmen and sophomores. Construction is also underway for the Athletic and Human Performance Research Center and a new home for our Physician Assistant Studies program. For more information on strategic planning and the campus master plan see: http://www.marquette.edu/strategic-planning/.

Marquette recently began its largest ever comprehensive fundraising campaign to support the priorities outlined in Beyond Boundaries, with goals that will greatly exceed its successful $357 million campaign from 1998 to 2005. In 2018, Marquette raised $87 million from individuals, foundations and corporations.

Innovation at Marquette

President Michael R. Lovell prioritizes innovation, collaboration, and entrepreneurship as essential for the future at Marquette. Examples of this living out at Marquette include the President’s Challenge and the Explorer Challenge, the opening of the 707 Hub (home of the Kohler Center for Entrepreneurship and social innovation initiative, and faculty research at Milwaukee’s Global Water Center. President Lovell also spearheaded Innovation in Milwaukee (MiKE), which creates and supports programming that convenes corporations, universities and colleges and talent networks to foster the development of an innovative workforce in the greater Milwaukee area. Marquette is also contributing to the economic development of Milwaukee by partnering with Aurora Health Care, Harley-Davidson, MillerCoors and Potawatomi Business Development Corporation in Near West Side Partners, Inc. (NWSP), a non-profit organization.

Location

Marquette is located on a 98-acre campus in the near-downtown Milwaukee neighborhood of University Hill. Milwaukee is the largest city in Wisconsin and is highly diverse, with about 39 percent African-American, and 15 percent Hispanic/Latino citizens. Milwaukee is one of America’s great cities, combining a dynamic urban community with a rich cultural heritage. It boasts easy accessibility to parks, rivers, and other outdoor recreation. It is a popular venue for road and mountain biking, hiking, cross country skiing, sailing, windsurfing, ethnic dining, and cultural festivals. Milwaukee’s Summerfest is the world’s largest music festival. The city is recognized for its art and historical museums, fine dining and hotels, professional sports, gardens and parks, and the Milwaukee County Zoological Gardens. Milwaukee also has two opera companies, a nationally renowned ballet and symphony, and several live theatre companies that range from Broadway musicals, Shakespeare, and the classics to smaller, regional productions. The Guardian (UK) described the city in contrast to Chicago as “the hip younger sister you secretly want to hang out with.” Milwaukee also hosts professional baseball, arena football, indoor soccer, hockey, and basketball teams. It has excellent transportation service. To learn more, see onmilwaukee.com.
Applications, Inquiries, and Nominations

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and resumes with cover letters should be sent via the Employment at Marquette website for this position [https://employment.marquette.edu/](https://employment.marquette.edu/). The search website is: [Search for the Chief Information Officer // Marquette University](https://employment.marquette.edu/).

Please direct specific questions to the Chair of the CIO Search Committee:

Dr. Iqbal Ahamed  
Professor, Math/Stats/Computer Science  
[sheikh.ahamed@marquette.edu](mailto:sheikh.ahamed@marquette.edu)

*Marquette University affirms its longstanding commitment to the principle of equal employment opportunity regardless of race, color, gender, age, sexual orientation, religion, disability, veteran’s status or national origin. Marquette affirms its commitment to the principle of affirmative action and its commitment to abide by state regulations and federal laws pertaining to equal employment opportunity.*