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| <b><u>POSITION:</u></b>     | Vice President for Information Technology &<br>Chief Information Officer   |
| <b><u>REPORTS TO:</u></b>   | Mark S. Schlissel, MD<br>President   |
| <b><u>ORGANIZATION:</u></b> | University of Michigan<br><a href="http://www.umich.edu">www.umich.edu</a> |
| <b><u>LOCATION:</u></b>     | Ann Arbor, MI  |

The University of Michigan (U-M), one of the nation's most prestigious public research universities, recognizes that the ability to harness the power of information is key to its future success as a world-class organization dedicated to education, discovery, innovation and healthcare. The University seeks a nationally recognized leader of exceptional vision and talent who will help to realize the full strategic potential of its current and future investments in information resources. As U-M's Vice President-level Chief Information officer, this leader will work across the University's academic campus and its health system to develop a forward looking, mission-driven information-technology strategy along with a plan for the resources to execute it and the measures by which to evaluate its success.

### **Position Summary**

Reporting to the President of the University, the VPIT-CIO provides enterprise-wide leadership, collaboratively guiding investment in and support of IT systems and services that leverage the tremendous resources of this \$8+ billion enterprise in the fields of teaching and learning, research, and patient care to create strategic, scalable, and sustainable information-technology capabilities of value to all.

With direct responsibility for the resources of U-M's central IT function, known as ITS, the VPIT-CIO will collaborate with thought-leaders among the faculty, deans, executive officers, and administrative staff in the identification of opportunities to enhance U-M's significant

strengths and further differentiate it from its peers. The VPIT-CIO will leverage the institutional role of ITS and the imprimatur of the vice president role to position U-M relative to the opportunities and risks created by proliferating technologies, legacy systems, and the ubiquity of data.

The current ambition for the role encompasses the following non-exhaustive list of objectives:

- Support and enable excellence and innovation in research, teaching, and healthcare provision, as well as campus operations;
- Create significant comparative advantage by more fully leveraging the capabilities of a world-class research university and research-intensive health system;
- Enable robust enterprise services that in turn lead to optimal local solutions designed to support nimbleness and innovative exploration, and differentiation;
- Facilitate the rapid deployment of mission-focused information-technology services;
- Contribute to the development of data governance practices and data-analysis initiatives to guide institutional decision-making;
- Ensure a culture of service excellence throughout the University's community of IT professionals;
- Protect the University's information resources;
- Ensure that resources for information technology are invested strategically and sustainably.

The VPIT-CIO serves as a member of the President's executive team, advising on matters of information technology strategy, entrepreneurship, security, and investment. S/he will have primary working relationships with the Executive Vice President for Academic Affairs and Provost, the Executive Vice President for Medical Affairs and CEO of the Academic Medical Center, the Vice President for Research, and the Executive Vice President and Chief Financial Officer. Working closely with these executive colleagues, deans, and IT leaders in the Health System and the schools, the VPIT-CIO will build and operate shared infrastructure, ensure system interoperability and security, and facilitate broad collaborations in support of technology-enabled teaching, research, patient care, decision-making and operations. The VPIT-CIO will also represent the University in state, national, and international IT-related initiatives and policy discussions.

## **Responsibilities**

### **Strategy and Leadership**

- Oversee an ecosystem of people, technologies, and processes that will extend the University's mission of education, discovery, patient care, and innovation;

- Develop and implement an ecosystem for data storage, data privacy, data management, data preservation, and the use and preservation of rich digital media for teaching and research, identifying ways that data of all types can be used to increase the effectiveness of university governance, management, and decision-making;
- Collaboratively develop a strategic information technology plan for the University that advances its missions, ensuring appropriate alignment in solutions and services across the U-M enterprise to maximize the impact of U-M-wide investment; develop and monitor annual information technology operating and capital funding plans to ensure that areas of responsibility have the necessary funding to carry out established goals and objectives;
- Work collaboratively and communicate effectively with the University leadership, faculty, and staff in the development and implementation of strategy and of a governance model for IT that will harmonize central and local investments and optimize enterprise-wide decision-making around IT directions, priorities, and authority;
- Develop clear criteria for determining the array of technologies and services that should be centralized to achieve enhanced service, security, and efficiency and those that should remain as local solutions to support nimbleness and/or innovation, and use those criteria to implement appropriate integration or interoperability of infrastructure, data, systems and services within and across the academic campus and the health system;
- Collaborating with the Vice President for Research and the Associate Vice President for Research – Advanced Research Computing, develop a comprehensive research-computing strategy that is consistent with the vision of the University’s campus-wide initiatives in data science and computational discovery, along with a strategy to support research broadly;
- Provide guidance to and partner with the Vice Provost for Academic Innovation on strategies to support technology-enhanced teaching and learning;
- Oversee the development of an IT enterprise architecture to guide design and investment decisions; implement lifecycle management for the IT portfolio of products and services; establish and implement an enterprise architecture for disaster recovery and business continuity of IT across the enterprise;
- Foster a customer-oriented focus among IT professionals on campus, striving for best-in-class service provision;
- Represent the University in external, strategic vendor relationships to stay abreast of new IT developments; work in partnership with schools and colleges to develop vendor partnerships that offer research, education and economic opportunities for faculty and students; similarly, work in partnership with the Health System to develop vendor partnerships that provide opportunities in that sector;
- Maintain positive relationships with the funding agencies and foundations to stay abreast of new and emerging funding opportunities; represent the University to funding agencies and foundations by articulating the University’s strategies, goals and technology needs;
- Develop and maintain relationships with donors who have strong interest in information technology and its potential application at the University; work in partnership with the

Office of University Development, the Deans, and the Office of the President to cultivate donor relationships and major-gift opportunities;

- Represent the University on councils, professional associations, and boards with authority to commit the University to a specific course of action that will advance its mission.

### Security, Privacy and Compliance

- Direct and support an assertive and robust Information Assurance/Cyber-security program that ensures security, recovery and continuity of the University's IT infrastructure, data and information assurance.
- Direct and support the University's Chief Information Security Officer to ensure that U-M has robust standards, programs, and policies in place in the areas of security, compliance, and privacy, to include: a security framework and architecture for the U-M enterprise; privacy strategies, programs and architectures that meet the requirements of patient care, sensitive research, student services, and personal privacy; and appropriate levels of compliance with local, state and national regulations; With the CISO, advise University leaders on the investments needed appropriately to protect digital information resources;
- With colleagues in Office of the Vice President and General Counsel's office and in audit, compliance, and other areas, ensure that U-M has the right policies and educational programs needed to guide safe and responsible use.

### Mission Applications and Business Systems

- Oversee the strategy and direction of a technology ecosystem for teaching and learning to advance the educational mission of the University and the Health System; implement an architecture that enables the robust use of analytics to advance personalized learning for students at all levels and support for patients in the hospitals and clinics;
- Collaborate to integrate the electronic health record (Epic), student academic record, and the learning management system with research platforms to advance the University as a learning laboratory in personalized medicine and personalized learning;
- Through the development of appropriate architecture and governance models, foster a culture within which technology enables innovation in administrative and operating units;
- Oversee the strategy and direction of business and decision-support systems, including the transactional systems, data warehouses, and analytic, visualization, and reporting tools for the executive leadership, academic campus and health system; deliver a data architecture and infrastructure that makes data freely available and accessible within the boundaries of policy and regulations; assure data integrity and availability through best practices in enterprise data management;
- Provide general oversight and guidance for the implementation and use of IT systems and services in the schools and colleges, research units, and regional campuses to assure

alignment, service excellence, and technology effectiveness across the enterprise.

### Information and Communications Infrastructure and User Support

- Oversee and refine an integrated and interoperable technology and communication infrastructure and platform, including high-performance networks, telephony systems, data centers, and computer systems; ensure adequate capacity, redundancy, availability and interoperability to meet the requirements of the academic and health enterprise;
- Lead the professional growth and development of the community of IT providers across the enterprise.

### Desired Competencies and Qualifications

In order to provide the level of leadership and have the scope of impact that the University seeks through the work of the VPIT-CIO, s/he will bring to the University a wide range of capabilities, competencies, and experiences.

S/he must be a strategic and highly experienced information technology leader with demonstrated success in stimulating collaboration and innovation while leading a large-scale information technology organization that serves a complex enterprise with multiple missions. S/he must bring experience in strategy development for a decentralized organization and a track record of success working collaboratively across an organization with interdisciplinary teams to develop and obtain broad support for a shared vision and long-range plans. S/he must have led transformative change preferably including the successful merger of service organizations and the realignment of IT services in a federated model. And s/he must be an excellent communicator and relationship builder with a reputation for integrity and openness and the expertise and demeanor to inspire confidence at all levels of the organization.

In addition, the VPIT-CIO will have:

- Experience building and leading a large team of high-level managers with specialized expertise, in nurturing and managing competing interests to productive alignment, and in achieving lasting commitment to stated goals and objectives;
- Experience working with internal advisory committees of constituents who are users of the services provided; outstanding skills in the development of business cases; demonstrated success in strategic investment planning and implementation; highly developed verbal and written communication skills;
- Demonstrated track record of creating and managing complex financial plans of sizeable budgets with multiple sources of revenue and differing requirements for expense allocation; experience in overseeing shared-services governance and funding models; demonstrated success in transparency and accountability of financial management;

- Experience in leading a complex, large workforce of technology professionals across many technology skill sets, fostering a customer-focused service culture; demonstrated success in the development of successful strategies for workforce recruitment, retention and development for a large, complex organization;
- Experience in negotiating contracts and building innovative, mutually beneficial vendor relationships;
- Knowledge of HIPAA, FERPA, CUI and other regulatory standards relevant to the University;
- Experience replacing Enterprise Resource Management (ERP)/Customer relationship Management (CRM) systems, preferably with cloud-based systems.
- Experience designing, implementing and supporting cloud/off premise-based IT services including IaaS, PaaS, and SaaS, .
- Masters-level or other advanced professional degree or an equivalent combination of education and experience;
- Experience in a research university with an academic health system is preferred; a corporate or public-sector background that demonstrates exposure to or familiarity with teaching, or research, patient care, or large-scale data analytics will be considered;

### **The University of Michigan**

Founded in 1817, the University of Michigan is one of the premier institutions of higher education in the nation and the world. It has a total budget of approximately \$8 billion and an endowment of \$11.0 billion. Broad and balanced excellence, a sense of social mission befitting a public institution, and widespread cross-disciplinary interactions distinguish the University. Interdisciplinary research units and initiatives across the social, natural, and life sciences involve faculty from many units on campus in some of the nation's and world's most innovative science. The University has world-renowned faculty, rigorous academic programs, and diverse cultural and social opportunities in a stimulating intellectual environment. The various undergraduate, graduate, and professional degree programs on the Ann Arbor campus are offered within a framework of 19 schools and colleges. The schools and colleges operate in a decentralized fashion: under the University's budget model, deans and directors are entrusted with revenue and cost authority in order to manage their budgets in ways that best meet the needs of their units.

In its pursuit of excellence in learning and research, the University recognizes the importance of diversity in maintaining and enhancing that excellence. As the University recruits students, faculty, and staff, it seeks people with diverse backgrounds, intellectual perspectives, and life experiences, because it knows that a diverse campus provides a richer learning environment for students, and that diverse groups produces better solutions to the challenging problems that are the focus of the University's research.

The revenues and expenditures of the University are maintained in accordance with the principles of fund accounting. The total operating budget for the Ann Arbor campus was approximately \$7.5 billion for fiscal year 2017 including about \$3.7 billion for the University Health System. In FY 2017, the budget for the academic operations of the campus totaled approximately \$3.4 billion, of which about \$1.9 billion is in the General Fund. General Fund revenues for FY2017 included: \$309 million appropriation from the State of Michigan, \$1.395 billion in tuition and fees, and \$227 million in indirect cost recoveries. Other sources of revenue for the academic enterprise include philanthropy, both gifts and endowment distribution (\$465 million in FY 2017) and sponsored research, with expenditures for fiscal year 2017 projected at \$1.1 billion, placing U-M among the top institutions in the nation in terms of largest expenditure of competitively awarded funds.

The last decade's financial reports are available online at <http://www.finance.umich.edu/finops/reporting/annualreports>. Additional information about the University can be found at <http://www.umich.edu/>.

## Governance

The University is governed by the Regents of the University, consisting of eight members elected at large in the biennial state election, and the President of the University, who serves as an *ex officio* member. Dr. Mark S. Schlissel became the 14th president of the University in July 2014. The Regents serve without compensation for overlapping terms of eight years. According to the Michigan Constitution of 1963, the Regents have general supervision of the institution and the control and direction of all expenditures from the institution's funds. Additional information about the Regents can be found at <http://www.regents.umich.edu/>.

Please send inquiries or nominations to Stephen Yaros, Project Manager, Office of the President ([syaros@umich.edu](mailto:syaros@umich.edu)).

Letters of interest and CVs should be submitted through the UM career portal. The position will remain posted until filled. For full consideration, we request that interested candidates submit their materials by February 5, 2018.

***The University of Michigan is an equal opportunity, affirmative action employer.***