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Date: March 26, 2018  
To: Keli Hite-McGee  
Chief Human Resources Officer, University of Alaska  
Cc: James R. Johnsen  
President, University of Alaska  
From: Lisa Hoferkamp  
Chair, University of Alaska Faculty Alliance  
RE: CITO job description

Dear Ms. Hite-McGee,

Thank you for providing the Faculty Alliance (FA) the opportunity to review the job description that will be used to solicit candidates for the recently vacated Chief Information and Technology Officer (CITO) position. Attached to this letter is the original CITO job description with comments from FA members provided in the margins. FA members agree that restructuring the document based on those comments will produce not only a job description that more accurately communicates the qualities faculty believe are necessary for effective University IT administration but will also generate a pool of candidates that are better suited to successful operation within an academic institution. The FA is willing to provide further comment on the CITO job description and/or review a revised version.

Prior to receiving your request for input on the CITO job description, the FA was asked to provide input on which of the recommendations of the James Szmak report were likely to have the most positive effect on UA IT Services. After some discussion, the FA has come to the conclusion that the newly appointed CITO will be able to offer valuable insight into which components of the Szmak Report, as well as other external reviews of UA IT Services (e.g. Ellucian, Maas, etc), will best serve the University. The FA would like to reserve comment until after completing relevant discussions with that individual.

Best Regards,

*Lisa Hoferkamp*

Lisa Hoferkamp  
UA Faculty Alliance Chair

**DRAFT**

# Chief Information Technology Officer Position Description

## Key Accountabilities, Job Duties, and Responsibilities

### Technology Leadership & Innovation

- Responsibility for building the IT framework, policy, and safeguards of the institution
- Responsibility for establishing the IT guidelines in structural management for the entire IT infrastructure
- Ensures that the IT vision is synchronized with the institution's strategic plan and is the primary decision maker in ensuring that the technology standards of the institution will be able to provide its technical requirements
- Has the vision to recognize and respond to changing requirements for IT resources.
- Monitors new technologies and assesses their potential to become new products or services
- Seizes opportunities created by emerging technologies to collaboratively facilitate innovation in education, business, and services
- Uses information and technology to drive value into and from the administration, faculty, staff, and student experience
- Collaboratively develops solutions for complex academic and business problems that require ingenuity and creativity

### Enterprise Architecture (EA)

- Develops and oversees the EA program
- Facilitates cross-enterprise integration by providing natural, mutual points of engagement and communication both within and outside the organization
- Optimizes the delivery of business services at the enterprise level to support the university system strategic direction
- Manages the risk-efficient investment of enterprise capital and other factors within the context of the organization's innovation goals
- Manages enterprise mobility management
- Exploits ideas for change and manages them as a portfolio of investments

### Solutions Facilitation

- Manages service providers and ensures their products are secure, integrated, and cost effective

**Commented [1]:** I think the CITO's primary job is to provide useful services to the campuses. When they can't or won't do that when the campuses build their own duplicate technology. This should be a bottom-up service position, not a top-down "vision" position.

**Commented [2]:** Similar to the what the BOR should be, I believe the CITO position should be a strategic one, not a micro-managing one. Duplicate or not, IT services should be directly accessible by the students (and faculty and staff) where they are. That is still bottom-up; perhaps even more so.

**Commented [3]:** I agree; the whole description needs more emphasis on the educational setting of the job and the collaborative nature of the university's IT departments

**Commented [4]:** I think first on this list should be something like: Educational Experience at the Post-Secondary level" and a few bullets such as: experience working across different campuses; ability to understand and support the needs of university constituents (students, faculty and staff)

**Commented [5]:** I agree. Higher education isn't even an afterthought. The word 'academic' only appears twice while 'business' appears 19 (!!!) times.

**Commented [6]:** In its current form the description will solicit unqualified respondents and we will end up with some individual that knows nothing about higher education and the complexities of student/faculty/staff needs, etc.

**Commented [7]:** What does this phrase even mean? Overall, this position description has far too much business-ese and not enough clear English.

**Commented [8]:** I agree. This is unnecessarily cryptic.

**Commented [LH9]:** Suggestion: Facilitates identification, stakeholder vetting and integration of technologies that are mutually beneficial across the entire University.

- o Establishes a converged cloud approach and manages the lifecycle of the services requested by the organization
- o Responsible for services governance and its **sourcing from the appropriate provider**

**Commented [10]:** How does one go about sourcing governance from the right provider? Will they be soliciting bids for people to serve on IT governance groups? Perhaps a consultant is available.

**Commented [LH11]:** It is difficult to decipher what this responsibility entails.

**Technology Stewardship**

- o Responsibility for building the IT framework, policy, and safeguards of the institution
- o Manages and maintains the information technology of the three universities, ensuring the technological stability of the university and building IT functional capabilities
- o Oversees the selection of projects to insure that they have the potential to add value to the institution
- o Responsible for **all aspects of developing and implementing technology initiatives within the UA System**
- o Works with other members of the executive team to identify how information technology can help the institution achieve its academic and financial goals
- o Employs technology to streamline business processes, increase employee productivity, and improve the quality of customer service
- o Meets the institution's information technology needs within budget limits, often under pressure to reduce costs while maintaining a high standard of service to users
- o Integrates technology-based activities into the corporate strategy

**Commented [12]:** It should be delineated in this description what is up to SW IT and what has local control.

**Commented [LH13R12]:** The FA does not believe that all aspects of developing and implementing technology initiatives should be at the behest of SW. This individual should be responsible for vetting of all technology initiatives that impact the entire University, i.e. those from SW as well as proposals (specifically proposals that impact the University) from each university, then presenting to a SW Council and leading development and implementation.

**Information Security**

- o Develops security policies that protect the institution's infrastructure and data, while ensuring the privacy of employees' personal information
- o Manages information security architecture, information risk management, information privacy, and information assurance

**Commented [14]:** I would like to see protection of user authentication, data, information, and especially confidential information etc somehow explicitly mentioned here. Not sure if "manages IS" is really sufficient given the prevalence of ongoing breaches and the importance of minimizing (eliminating?) future breaches.

**Commented [15]:** I agree.

**Commented [16]:** I agree

**Business Strategy and Management**

- o Contributes to the growth of the three universities using understanding of the **business of education, core functions, services, customers, and competitors**
- o Manages the IT Department to ensure all initiatives meet strategic objectives, **including aligning the department with the five goals presented by the Board of Regents in November, 2017:**
  1. Increasing enrollment and degree completion
  2. Providing Alaska with a skilled workforce
  3. Growing our world class research
  4. Contributing to Alaska's economic development
  5. Operating a cost effective university
- o Promotes academic and business literacy and acumen in the IT department
- o Establishes and maintains a high level of confidence in the IT team's knowledge of, and concern for, the university system's business goals and issues

**Commented [17]:** "business of education" ... this suggests that UA is a for-profit educational institutions. It is not. Suggestion: ...three universities by understanding how the core functions and services facilitate fulfillment of the institution's academic mission. Please do not refer to students as "customers".

**Commented [18]:** Maybe this is a good level of prioritization, but nowhere do I see mentioned the important task of developing how the IT at "three universities one system" should be implemented and managed. That, in my opinion given limited information, was Karl's main shortcoming.

**Commented [19]:** I agree.

**Commented [20]:** KK's failure to recognize the specific needs of each university was a major issue. The implementation of Google Mail and its top-down implementation (as opposed to a collaborative effort to solve a real or imagined problem) is a good example.

### Stakeholder Engagement & Management

- Identifies, builds, and maintains formal and informal networks and constructive relationships with both internal and external stakeholders
- Leverages stakeholder experience and knowledge to produce positive outcomes for the three universities
- Participates in government and industry groups where there are opportunities to capture and share valuable data
- Oversees the university system's Information Technology shared governance groups.
- Participates in government and industry groups where there are opportunities to capture and share valuable data

### Data Stewardship

- Helps to drive the growth of the three universities through better management and delivery of data throughout the enterprise

## Position Requirements

### Formal Education & Certification

A graduate degree in Information Technology, **Education**, Business, and/or Management supported by a bachelor's degree in **Education**, Computer Science, Management Information Systems, Engineering, or other related discipline with an IT focus is preferred. Equivalent work experience and education accepted.

**Commented [21]:** agree - totally weird addition

**Commented [22]:** With the exception of CS, does the nature of the bachelor's degree really matter?

### Knowledge & Experience

- At least 10 years of experience leading strategic business transformation initiatives and/or major development **programs**
- A minimum of five years of experience in strategic planning
- Proven experience with technologies such as ERP, collaboration tools, data collection, consolidation and analytic/business intelligence tools, social networking platforms, etc
- Proven experience in researching, evaluating, negotiating, and managing third-party service providers
- Proven ability to manage resources judiciously
- A minimum of five years of management experience leading an IT department, **or other business unit**, including demonstrated competency in:
  - Leadership and stakeholder relationship management (internal and external)
  - The complex analysis of business structure and processes, and the design of effective and efficient solutions to address complex business issues
  - Leading multidisciplinary work teams
  - Implementing organizational change within that department/business unit

**Commented [23]:** I would like to see something like: "minimum of 10 years experience within a Higher Education setting"

**Commented [LH24]:** At least some indication that the individual will be able to effectively interact with and work in an academic environment is needed.

**Commented [25]:** I agree

**Commented [26]:** should specifically make reference to minimum years of experience leading an IT department; NOT "or other business unit"

- Demonstrated knowledge of applicable data privacy practices and laws and other industry relevant regulations
- Proven ability to architect and present technology alternatives based on a business concept
- Knowledge of coaching and performance measurement
- Demonstrated business acumen: strong understanding of key business drivers for performance and growth, and the use of sound business practices

**Commented [27]:** "performance and growth" perhaps add in an academic setting

#### Personal Attributes

- Proven leadership skills
- Strong management skills
- An understanding of the difference between these two
- Strong understanding of the higher education academic environment
- A clear vision about the role on information technology in higher education
- Deep expertise and knowledge in aspects of technology
- The ability to work collaboratively and effectively
- Leads, guides, and motivates groups of people to deliver results
- Encourages risk taking, initiative, and responsibility while demonstrating the ability to effectively persuade others to listen, commit, and act on a new approach
- The ability to form alliances and relationships with key campus constituents
- Communicates effectively up and down the management chain in the appropriate language, and provides the appropriate level of detail and focus on the right information
- Involves faculty, staff, and student governance groups in the decision-making process
- Demonstrates the importance of good decision making and strategic discipline through example
- Boundary-spanning ability (i.e. the ability to work across the silos that exist in our universities)
- The ability to make and substantiate hard decisions
- Exercises independent judgment, takes action on it, and accepts responsibility for it
- Excellent analytical, conceptual, and creative problem--solving skills
- Excellent listening, interpersonal, written, and oral communication skills
- Highly self--motivated and confident
- Able to prioritize and execute tasks effectively while under pressure

**Commented [28]:** what does that mean?

**Commented [29]:** Non geek speak