



TEXAS TECH
UNIVERSITY.



Chief Information Officer Leadership Profile

The Opportunity

Texas Tech University (Texas Tech) invites applications and nominations for the position of Vice President of Information Technology and Chief Information Officer (CIO). As a member of the President's cabinet, reporting to the CFO and Senior Vice President for Administration & Finance, the new CIO is responsible for all Information Technology operations and management for Texas Tech University. Managing a staff of more than 140 personnel and an annual operational budget of approximately \$25 million, vision setting, team leadership, clear and transparent communication and relationship building within the IT organization and across the community are critical to the CIO's success. While experience in a college or university is preferred, a true interest in how learning is enhanced by technology and a passion for serving students and the faculty and staff who support them will be important.

The ideal candidate will bring a minimum of ten years of experience with increasing responsibilities for management and leadership of information technology professionals; demonstrated experience in IT strategic planning, complex budgeting and personnel management; experience leveraging technology to achieve the most effective and efficient solutions to support teaching, research, and student learning and business processes; experience with cybersecurity issues and solutions, and demonstrated experience in working in an environment that requires a high degree of customer service skills and a proven commitment to promoting and maintaining a service-oriented culture. Bachelor's degree in business, technology or related field is required. An advanced degree is preferred.

Texas Tech's Technology Landscape

Texas Tech University in Lubbock boasts a diverse and robust IT infrastructure, working in a decentralized framework (requiring collaboration with IT units across campus) to support its community of over 50,000 students, faculty, and staff. Microsoft is a core strategic partner with both Office 365 and Azure implemented as enterprise level solutions. Ellucian Banner serves as our student information system (SIS) and resource planning system (RPS). Storage needs are managed through a combination of on-premises options, through Technology Operations and Systems Management (TOSM) and IT Technology Support (ITTS). Azure services support our cloud storage needs. Texas Tech operates through an internal network infrastructure, encompassing high-speed data centers, fiber optics, and Wi-Fi networks across the Lubbock campus. This internal network serves as the foundation for connecting various devices and applications across the university.

The following links are great resources for understanding the services and initiatives available from Texas Tech University Information Technology:

- <https://www.depts.ttu.edu/infotech/itlinks.php>
- <https://www.depts.ttu.edu/itts/services/index.php>



The Role

This is the highest IT leadership role for Texas Tech. The CIO has ownership of the establishment and execution of the institutional IT strategy and ensures its integration with the institution's business strategy and the delivery of all information and technology capabilities required to fulfill the academic and research mission of the university.

As a member of the President's cabinet, reporting directly to the CFO and Senior Vice President for Administration & Finance, the CIO participates in and contributes to institutional strategy development. The CIO brings a current knowledge and future vision of leveraging information and technology in business model design, business capability performance re-engineering, and support for developing the capabilities necessary for Texas Tech to succeed at its mission.

Opportunities for Leadership

Bringing the IT Division to State of the Art

Conduct a thorough review of current applications and platforms. Meet with stakeholders, assess technology in place and its uses, and develop a strategic plan for IT that dovetails with the University's overall strategic plan, A Foundation for the Next Century | A Pathway to 2025. Lead efforts to prioritize and invest in needed technology and outline a future for Texas Tech IT that takes full advantage of the resources available to the University from state, federal and other sources.

Building Relationships with Different Campus Units and System Office

Partner with leadership and administration across different functional areas, as well as faculty, staff, students, alumni, community partners, and the system office to make successful and lasting contributions to ensure that appropriate technologies are in place and are managed to meet campus and student expectations. Leveraging the System Technology Office will be key, ensuring that components are appropriately distributed to the system, or to the campuses, as best meets the needs of students and all campus users.

Creating a Seamless Alliance between IT and Communications & Marketing, Enrollment and Research

Identify common goals and areas of alignment that all groups can support and ensure that marketing and communications, enrollment strategy, and research is each supported by technology. Facilitate a partnership that puts responsibility for website security, content, and presentation in appropriate areas with clear communication across the various divisions, and working actively with researchers to foster an open, collaborative environment.

Assess Current IT Team

Assess current IT talent, division structure, workloads, and staffing levels, and advocate for IT to university leadership and the system office for resources as needed. Create a cohesive, high-functioning, customer service-oriented IT Division.

Cybersecurity

Make investments in cybersecurity to ensure that Texas Tech effectively meets its objectives in enterprise risk management and data privacy standards that allow for an optimal user experience. Implement security measures to strengthen protections against cyber threats.

Artificial Intelligence (AI) and Emerging Technologies

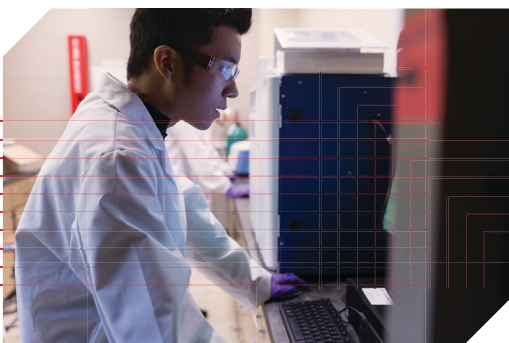
In collaboration with other campus and system leadership, work to develop processes and policies for evaluating and adopting artificial intelligence (AI) and other emerging technologies, enabling Texas Tech to remain at the cutting edge of employing those technological resources that allow it to best serve the interests and needs of its multiple constituencies, safeguarding, at the same time, institutional assets that may be exposed to the threats posed by AI and emerging technologies.



Primary Responsibilities

- In support of the enterprise mission, the CIO determines the operating model for information and technology to foster success-oriented and digital-ready culture, mindsets, and practices.
- Contributes actively to institutional strategy and business capability strategic planning. Leads the development of the IT strategic plan and roadmap. Ensures integration with the enterprise's strategic planning process, and the resulting strategy and plans.
- Builds collaborative relationships with executive, administrative, and academic leaders, and members of their teams. Acts as a trusted advisor to ensure all executive leaders can make confident decisions about the application of information and technology (I&T) within their units and across the institution.
- Ensures IT capabilities are delivered reliably, sustainably, cost effectively and securely. Ensures the IT contributions are delivered with agility based on changing institutional objectives, goals, and strategies.
- Directs the design and implementation of I&T operating model, organizational structure, and governance process. Uses strong communication skills to create synergies across the institution to enable cost-effective and innovative shared solutions in achievement of institutional goals.
- Collaborates with executive leadership to define and execute the digital business strategy. Participates in and contributes to the assessment of external digital opportunities and threats, and internal technology capabilities required to achieve the University's mission.
- Maintains knowledge on new technologies and platforms. Provides direction on what emerging technologies should be assimilated, integrated, and introduced within the enterprise to ensure IT capabilities respond to the needs of the enterprise's digital strategy. Provides strategic direction in the IT organization's innovation efforts and role in experimenting with new solutions to take advantage of those opportunities in the fulfillment of the institution's digital strategy.

- Provides strategic direction and oversight for the design, development, operation and support of IT systems and programs that fulfill the needs of the academic and administrative units, including enterprise architecture management, application management, security and risk management, and infrastructure and operations support management.
- Develops and manages annual operating budget for IT to ensure the investment in technologies is consistent with the enterprise's overall strategic objectives and is within plan. Optimize cost structures while ensuring the delivery of services for students, faculty, staff, and other stakeholders. Find opportunities to reduce, share and defer cost and leverage services for greater value through initiatives like TCC and LEARN.
- Enhances IT's capabilities by leveraging a multitude of resources, both internally and externally. For example, forms a collaborative partnership with Texas Tech's Procurement Services team for strategic vendor and partner relationship management.
- Develops IT service delivery strategies and collaborates with key leadership and stakeholders to ensure that teams are structured to deliver services at optimal levels appropriate for the University environment.
- Collaborates with HR to continually look for leading-edge and innovative solutions to the recruitment, development, and retention of the IT workforce.
- Develops and maintains an IT workforce with the appropriate mix of business knowledge, technical skills, and competencies. Balances the need for growing the agility required to achieve digital business objectives, while ensuring the core IT functions are reliable, stable, and efficient.
- Collaborates with University leadership for the establishment and execution of a digital workplace strategy that enables the development of digital dexterity in the University environment. Ensures faculty and staff have the technology tools within the work environment to be more engaged, productive, and effective. Partners with University leadership to facilitate organizational change management activities in support of digital business transformation driven by IT technology initiatives.
- Serves on various committees, such as enterprise planning and policymaking committees. Drives the development of enterprise technology standards, governance processes and performance metrics to ensure IT delivers value to the enterprise. Manages risks through the effective design, delivery, and management of IT capabilities for the enterprise.
- Provides leadership, coaching and direction to the IT leadership team and staff. Mentor and guide IT members and students in technology service delivery fundamentals and processes while helping them achieve their individual career goals and leadership potential.
- Works with other universities, Texas Department of Information Resources (DIR), agencies, and industry leaders to partner and leverage opportunities for improving the delivery of information technology services.
- Serves as the designated Information Resource Manager (IRM) responsible for information technology reporting, receives required continuing education each year and must be part of the agency's executive management as outlined in Texas Government Code 2054.



Primary Contacts

- Reports to CFO and Senior Vice President for Administration and Finance
- Collaborates with Texas Tech University System CIO and component institution CIOs
- Manages Texas Tech University IT leadership team and staff
- Is a member of the President's Cabinet
- Works with Academic Leadership

Professional Qualifications and Leadership Capacity

- Education Required: Bachelor's degree in business, technology or related field is required. An advanced degree is preferred.
- A minimum of ten years or more of experience in either business areas or within IT is required, including five to seven years of leadership responsibilities.
- Preferably five or more years of experience in related, industry-leading, large, cross-functional teams or enterprise-wide programs, collaborating with senior-level management and key stakeholders effectively across the organization and within complex contexts.
- Demonstrated experience in strategy design and strategic planning, organizational design and development desired.
- Preferably proven experience or demonstrated capability in leading large, complex and or transformational initiatives in dynamic environments and taking advantage of digital opportunities to innovate business models and enable the digitalization of the organization.
- IT leadership experience in higher education or a related field desired.
- Exceptional leadership skills with the ability to develop and communicate vision that inspires and motivates staff.
- Ability to effectively communicate and instill confidence with peers and all key stakeholders.
- Excellent analytical, strategic conceptual thinking, strategic planning, and execution skills.
- Strong business acumen, including industry, domain-specific knowledge of the enterprise and its units.
- Expertise in budget planning and financial management.
- Deep understanding of current and emerging technologies and how other enterprises are employing them to drive digital progress and how they may be applied to the enterprise to drive forward accomplishments.
- Demonstrated ability to develop and execute a strategic people plan that ensures that the right people are in the right roles at the right time and that employees are highly engaged and satisfied.
- Ability to identify and leverage resources both internal and external to the enterprise to enhance capabilities that drive digital enhancements.
- Ability to drive organizational change and build capabilities that effectively balance the need for continuously enhancing capabilities to optimize operational efficiency, while delivering innovative and agile IT solutions to enable the institution to explore digital business opportunities.
- Excellent verbal and written communication skills.



Key Core Competencies

The following are key core competencies expected of the next CIO at Texas Tech University.

- **Building Relationships:** Demonstrated the ability to maintain and form alliances with recognized experts and decision makers, partner with a wide circle of contacts, often globally, involving them in generating mutually beneficial long-term opportunities and negotiating win-win outcomes, and represent the organization on strategic issues impacting multiple organizations, the community, and the professional field.
- **Enterprise Knowledge:** Demonstrated the ability to sponsor and lead enterprise-wide initiatives, define strategic imperatives in terms of the links between increased value, enterprise needs and technological solutions, procure support and funding from the leading stakeholders in the enterprise, and explain complex relationships and technological solutions in terms that meet the needs of affected parties.
- **Change Leadership:** Demonstrated the ability to partner with other institutional leaders to identify opportunities for significant technology and process enhancements, lobby for change that impacts strategic direction, approve strategic monitoring criteria, review high-impact enterprise performance trends, and evaluate progress against key performance drivers and assess organizational opportunities and risks.
- **Influencing Others:** Demonstrated the ability to think through and execute a variety of useful planned actions or initiatives (both direct and indirect influence) as part of a sequenced, multistep, complex campaign for gaining support and ownership from others, deliberately using information or concepts to implement and influence strategy for multiple audiences, in high-risk situations or in situations involving differing perspectives, in order to reach a common goal or have a positive impact for the organization.
- **Innovation:** Demonstrated the ability to devise unusual or radically different approaches to deliver value-added solutions, analyzing previously used concepts, processes, or trends to develop new efficiencies not obvious to others, employing in the process sound judgment when selecting among various creative ideas for implementation.
- **Results Oriented:** Demonstrated the ability to measure the organization's performance against the best-in-class peer group and sets a vision and plan to exceed those benchmarks, taking measured risks in investing enterprise resources in significant initiatives that transform organizational processes or practices to comply with world-class standards of practice.
- **Risk-taking:** Demonstrated the ability to participate with senior institutional leaders and subject matter authorities in defining strategies and making timely decisions that set enterprise-wide direction and course of actions that will impact the enterprise, promote a tolerance for high, long-term risk that appropriately balances with a significant return on investment, and examines analyzes and integrates future scenarios and opportunities.
- **Strategic Planning and Thinking:** Demonstrated the ability to recommend long-term, best-in-class architecture and technology that will provide enhanced support across the enterprise. Sponsors, coordinates, and approves the enterprise strategic technology plan, balancing the need for enterprise-level technology strategy with business-level and geographical flexibility and responsiveness. Partner with senior enterprise leaders to integrate the strategic technology plan with the enterprise's long-term plans, apply creativity and critical analysis in designing and creating organizational commitment for new objectives, and approve, sponsor and spearhead the implementation of strategic initiatives, securing the support of senior management.
- **Team Leadership:** Demonstrated the ability to lead formal, multilevel direct-report teams and informal cross-functional teams. Gain members' input and set the team's vision, goals, and strategic plan. Inspire, and motivate the team through painting the vision of IT and its strategic intent.

About Texas Tech

Founded in 1923 and located in Lubbock, Texas Tech is a comprehensive public research university that provides the highest standards of excellence in higher education, fosters intellectual and personal development, and stimulates meaningful research and service to humankind. The University is committed to teaching and the advancement of knowledge.

Texas Tech is comprised of thirteen colleges/schools: Gordon W. Davis College of Agricultural Sciences & Natural Resources; Huckabee College of Architecture; College of Arts & Sciences; Jerry S. Rawls College of Business Administration; College of Education; Edward E. Whitacre Jr. College of Engineering; Honors College; College of Human Sciences; College of Media & Communication; J.T. & Margaret Talkington College of Visual & Performing Arts; Graduate School; School of Law; and the School of Veterinary Medicine.



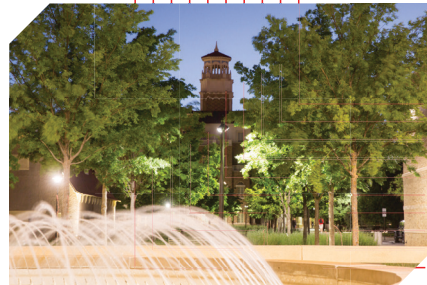
Fast Facts

- 40,000+ Enrollment
- 259,000+ Alumni
- 1,900+ Faculty
- \$190m+ Scholarships awarded



Points of Pride

- Top 2% of 20,000+ institutions worldwide
- 5x named a great college to work for
- \$3.5B statewide economic impact
- Hispanic Serving Institution
- \$230M in research expenditures
- \$1B endowment



For more information about the University, please visit: www.ttu.edu.

For information about Lubbock, please visit: www.visitlubbock.org.



EEO Statement

All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, gender expression, national origin, age, disability, genetic information or status as a protected veteran.

For additional information, please visit www.texastech.edu/offices/equal-employment/.

Safety Statement

Adherence to robust safety practices and compliance with all applicable health and safety regulations are responsibilities of all TTU employees.

Procedure for Candidacy

The Search Committee will begin a review of applications in mid-March and continue work until an appointment is made. To assure full consideration, application materials should be received by **March 28, 2024**, and must include a letter of interest stating how the candidate's experiences and qualifications connect with the required/preferred characteristics and priorities expressed in the position profile; a curriculum vitae/resume; and five professional references with emails, telephone numbers, and a description of the candidate's professional relationship with each reference listed. References will not be contacted without prior authorization from the applicant. Applications should be sent to the AGB portal at <http://bit.ly/3toRfax>.

Nominations and expressions of interest for the Chief Information Officer position are encouraged. Please direct them to TexasTechCIO@agbsearch.com or to the AGB search consultants listed below.

Candidates are encouraged to review the search profile, which can be accessed above. Additional information about Texas Tech can be found here: <https://www.ttu.edu>

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