



Odgers Berndtson | Position Brief

**Carnegie Mellon University**

Associate Vice President and Chief Information Officer



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## The Opportunity

Carnegie Mellon University is seeking a talented leader with strategic vision, business insight, technical expertise, and superior interpersonal and collaboration skills as its Associate Vice President and Chief Information Officer (CIO). The CIO will provide vision, leadership, and management to CMU's central information technology (IT) organization: Computing Services. Ultimately, the CIO will cooperatively develop a university-wide IT strategy and governance structure for all global campuses.

## About Carnegie Mellon University

CMU is founded on a premise set forth by its founder, Andrew Carnegie: *My heart is in the work*. A private, global research university, CMU embodies a culture that challenges the curious and passionate to deliver work that matters. Over the past 50 years, the University located in Pittsburgh, Pennsylvania has advanced dramatically and, in the current global context, is setting the standard for scholarship, education, and impact for the 21st century research university.

### Vision

Carnegie Mellon University will have a transformative impact on society through continual innovation in education, research, creativity, and entrepreneurship.

### Mission

To create a transformative educational experience for students focused on deep disciplinary knowledge; problem solving; leadership, communication, and interpersonal skills; and personal health and well-being.

A member of the Association of American Universities (AAU), CMU has more than 13,000 students, more than 110,000 alumni, and approximately 5,000 faculty and staff. In 2018, *U.S. News & World Report* ranked CMU #25 among national universities, and many of its programs are among the top-ranked in the world, including the #1-ranked computer science department and #5-ranked engineering school. CMU boasts academic strength across a broad range of fields spanning humanities, fine arts, social sciences, business, public policy, physical sciences, and engineering.

A birthplace of innovation since its founding, the university continues to be renowned for creativity, solutions to real-world problems, and interdisciplinary collaboration. CMU is known for its distinctive culture which champions interdisciplinary inquiry in a technology rich environment. It maintains a forward-thinking stance towards all disciplines, strives to be socially relevant, and embraces the traditions and values of humanistic inquiry across all pursuits.

CMU faculty are renowned for inspiring students to think creatively, interpret with insight, and solve major societal, scientific, and technological challenges. Current and former faculty and alumni include 20 Nobel Laureates, 79 members of the National Academies, 12 Turing Awards, 10 Academy Awards, 116 Emmy Awards, and 44 Tony Awards.

Exceptionally talented students, approximately 47% undergraduate and 53% graduate, are drawn to CMU's commitment to innovative education and training and its outstanding programs across its seven schools and colleges. CMU has seen a dramatic increase in undergraduate applications that has led to increasing selectivity and rising yield, as well as substantial increases in master's level



students. CMU's annual budget is over \$1.2 billion with total research expenditures of \$387 million (FY2017).

CMU staff is highly talented and diverse. Engaged and committed, this community is one where people connect and collaborate to meet the challenges and opportunities that come with serving the university's mission.

## CMU's Computing Services

CMU's Computing Services team has spent the last decade transforming itself into a customer-focused, service-oriented organization. Computing Services partners with all aspects of the university to deliver the IT solutions best suited to meet the university's varying academic and business needs. Computing Services provides a catalog of services that have a direct impact on university goals, including the areas of: Administrative and Business Services; Communication and Collaboration; End-Point Computing; Infrastructure Services; IT Professional Services; Security Services; and Teaching and Learning. Computing Services makes service decisions alongside colleagues engaged in education, research, and administration. Computing Services is an agile organization which approaches successes and failures as opportunities to cultivate a culture of intelligent risk taking. Team members are passionate and driven by their work.

## CIO Role - Opportunities and Expectations for Leadership

The CIO will bring vision and technical and operational know-how to a three-part **strategic planning process** encompassing:

- **Operations Analysis**

As the newly minted CIO, s/he will dedicate significant time and thought to getting to know the CMU culture, dedication to students, and campus leadership. IT at CMU, as with many other business operations, is highly decentralized. It is imperative that the CIO grasps this decentralization and what is at its core and moves forward in leading Computing Services in ways that enhance and complement this structure. Simultaneously, the CIO must identify efficiencies and ways to use data strategically to improve Computing Services' customer service to educational, research, and administrative priorities.

- **Computing Services Strategic Plan**

With awareness and respect for CMU culture, leadership, and operations, the CIO will embark on an authentic and inclusive strategic planning process that will create consensus across campus around how IT operations may be restructured for optimal output to education, research, and administration. Through this planning process the new CIO, in conjunction with finance and risk and compliance, will lay the foundation and build the framework for the next decade and beyond.

- **Plan Roll-Out**

With buy-in from a comprehensive array of campus constituents, the CIO in working with the CS team, will embark on the systematic roll-out of the new Computing Services strategic plan.

To be at the forefront of organizational challenges and opportunities, the CIO will **actively engage with external constituents** within the tech community inside and outside of higher education and with other institutions locally, regionally, nationally, and globally. This external focus will inform the



CIO's role as a business strategist, negotiator, information architect, and system leader going well beyond creating policy and managing Computing Services.

### **Scope of Responsibility**

The CIO reports directly to the Vice President for Operations. S/he is CMU's senior technology leader, leading the technology support of the teaching and research mission of the university. The CIO oversees a staff of over 220 and an annual operating budget of \$38 million. The CIO provides strategic leadership, oversight and management of Computing Services, and develops the vision for the organization's service to CMU's mission.

### **Team Leadership**

- Provide strategic direction and guide the alignment of technical staff and services.
- Provide leadership, guidance, and supervision to direct reports and, by extension, the entire Computing services organization.
- Lead and develop all IT staff to enable career growth and succession planning.
- Position the IT organization with the structures and competencies to support strategic adjustments and technological shifts.

### **Strategy, Operations, and Technology**

- Ensure operational and strategic initiatives for IT are aligned with the university's mission, vision, strategic plan, and technology initiatives.
- Develop transparent financial models for the implementation and delivery of consistent IT services and support.
- Evaluate trends and advancements in technology to discover efficiency and cost improvements; optimize IT organizational efficiency and effectiveness across the enterprise.
- Develop a sustainable plan to innovate, upgrade, and maintain critical infrastructure.
- Provide senior leadership and management or collaborative consultation for all phases of Computing Services technology initiatives.
- Work in partnership with academic and administrative Divisions/Departments to provide assistance both directly, or indirectly through collaboration.
- Develop, implement, and maintain policies and procedures for all information technologies, ensuring access, security, and usage are in accordance with all university policies, laws, and regulations.
- Ensure the continuous delivery of IT services, including disaster recovery plans.

### **University Partnerships**

- Collaborate with faculty, staff, and students on IT systems implementations and provide team support to appropriate committees and groups as needed.
- Facilitate broader adoption of technology solutions to improve student recruitment, learning outcomes and student support services.
- In partnership with the research community, maintain and innovate robust research computing technologies and services.
- Work closely with each of the schools and colleges regarding modalities of teaching.



- In collaboration with academic and administrative units, identify and implement technology to support data driven pedagogical innovations.
- Guide and advise a variety of constituencies regarding technology enhancements.

### **Professional Qualifications and Personal Attributes**

The successful candidate will possess a solid understanding of and commitment to the educational and research mission of CMU. This role will require working with a diverse and multi-disciplinary group of constituencies on all levels, internally and externally to CMU. Candidates will have/be:

- 10+ years of progressive work experience in dynamic and high energy IT organizations with a minimum of 5 years of experience as a Chief Information Officer (CIO), Chief Technology Officer (CTO), Associate/Assistant CIO/CTO, or as a director or administrator of technology.
- Understanding of higher education environment and future directions of technology in the learning environment.
- Deep experience with IT strategic planning, budgeting, and people management by delivering efficient and effective technology solutions within a world-renowned institution.
- Comprehensive knowledge of IT industry-tested practices, trends, and future directions of technology with broad industry knowledge and skills, necessary to apply current and emerging technologies to further CMU's mission.
- Demonstrated success collaborating with business operations across an organization and working closely with risk and compliance and information security.
- Well versed in large-scale, complex change management initiatives.
- Experience building partnerships with private sector/tech companies, economic development bodies, and regional organizations relating to tech initiatives.
- Demonstrated integrity and honesty through a history of consistent and transparent actions, highly ethical with a steady and collaborative focus on the future of CMU.
- A positive attitude and dedication for influencing others and thriving in a collegial team environment.
- High standards for customer support, collaboration, and accountability.
- Entrepreneurial, forward thinking, and resourceful with influential leadership skills that are evident within the Computing Services team, across CMU, and to the broader community.
- Strong communications skills that balance listening and conveying.
- Highly credible technically with both gravitas and humility.
- Demonstrated commitment to diversity and inclusion.

### **Education**

A master's degree in Computer Science, Computer Information Systems, Information Technology Management, Business Administration, Management or related field. Relevant experience may be substituted for degree requirements.

### **More Information about CMU**

Please visit "Why Carnegie Mellon" at <http://www.cmu.edu/jobs/why-cmu/index.html> to learn more about becoming part of an institution inspiring innovations that change the world. A listing of employee benefits is available at: <http://www.cmu.edu/jobs/benefits-at-a-glance/index.html>. CMU is responsive to the needs of dual career couples and is dedicated to work-life balance through an array of family-friendly policies. Learn more about how Pittsburgh is becoming a leading destination for diverse, world-class talent at <http://www.cmu.edu/about/pittsburgh.html>



## **Inquiries, Applications, and Nominations**

The Search Committee invites letters of inquiry, nomination, or applications and they may be sent to the Odgers Berndtson consultants assisting CMU with this search, at [cmu\\_cio@odgersberndtson.com](mailto:cmu_cio@odgersberndtson.com). Electronic submissions are strongly encouraged. A complete application will include a letter of interest, a curriculum vitae, and contact information for five professional references. This search will be conducted with respect for the confidentiality of candidates; references will not be contacted without prior knowledge and approval of the candidate. Review of materials will begin immediately and continue until an appointment is made.

**Carnegie Mellon University is an Equal Opportunity Employer / Disability / Veteran**



Appendix I

CMU Facts and Figures

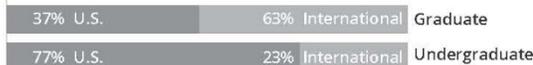
# Carnegie Mellon University

Carnegie Mellon University has been a birthplace of innovation since its founding in 1900.

Today, CMU is a global leader bringing groundbreaking ideas to market and creating successful startup businesses. Our award-winning faculty are renowned for working closely with students to solve major scientific, technological and societal challenges. We put a strong emphasis on creating things — from art to robots. We have become a model for economic development in forming partnerships with companies such as Uber, Google and Disney. Our students are recruited by some of the world's most innovative companies.

**“My Heart is in the Work.”**  
 Andrew Carnegie, Founder  
 November 15, 1900

**13,961**  
STUDENTS



**1,391**  
FACULTY



**105,255+**  
ALUMNI (LIVING)



**GLOBAL COMMUNITY**

- Students representing **109** countries
- Faculty representing **42** countries
- Alumni representing **145** countries



**#1** SCHOOL OF COMPUTER SCIENCE  
*U.S. News & World Report, 2014*



**#1** TIME-BASED/ NEW MEDIA  
*U.S. News & World Report, 2016*



**#1** INFORMATION & TECHNOLOGY MANAGEMENT  
*U.S. News & World Report, 2016*



**#2** SCHOOL OF DRAMA  
*The Hollywood Reporter, 2017*



**#5** COLLEGE OF ENGINEERING  
*U.S. News & World Report, 2017*



**#10** BEST FOR NEW HIRES<sup>1</sup>  
*Wall Street Journal, 2010*



**#17** AMONG U.S. UNIVERSITIES  
*Times Higher Education of London, 2017-18*



**#24** UNIVERSITY IN THE WORLD  
*Times Higher Education of London, 2017-18*



**49.8%** OF COMPUTER SCIENCE'S FIRST-YEAR STUDENTS WERE WOMEN IN 2017  
*Nearly triple the national average*

<sup>1</sup> The Wall Street Journal's poll asked recruiters what schools are tops when looking for new hires. CMU ranked in the following categories: Computer Science #1, Finance #4, Business #7 and #10 overall.





**56**  
MEMBERS  
OF NAE<sup>2</sup>



**17**  
MEMBERS  
OF NAS<sup>3</sup>



**5**  
MEMBERS  
OF NAM<sup>4</sup>



**44**  
TONY  
AWARDS



**10**  
ACADEMY  
AWARDS



**116**  
EMMY  
AWARDS



**12**  
TURING  
AWARDS



**20**  
NOBEL  
LAUREATES

▲ Won by alumni and current/former faculty

<sup>2</sup> National Academy of Engineering

<sup>3</sup> National Academy of Sciences

<sup>4</sup> National Academy of Medicine

## BIG IDEAS THAT SHAPE YOUR WORLD START HERE



**1,000+ companies greenlighted** across the U.S. and internationally



**Cognitive tutors**, which improve the math skills of 500,000+ students each year



The first U.S. school to award a **degree in drama** in 1914



James Gosling (CS 1983) invented the **Java computer programming language**.



The first **exclusive higher education partner of the Tony Awards®**, co-creating the first, national recognition program honoring K-12 theatre educators



The **first smile in an email**, created in 1982 by professor Scott Fahlman



**Kevlar Fiber**, invented by alumna Stephanie Kwolek (MM 1946)



**The Last Lecture**, written by alumni Randy Pausch (CS 1988) and Jeffrey Zaslow (DC 1980)



In 1919, **CMU's first Ph.D.** was awarded to Mao Yisheng, father of Chinese bridge construction.



**Duolingo**, invented by professor Luis von Ahn (CS 2003, 2005), had 10 million downloads in 12 months and was named Apple's 2013 app of the year.



The **leading university center for cybersecurity**, providing support to more than 110 centers around the world



The **world's first university robotics department**, founded in 1979



Alumnus **Andy Warhol** (A 1949), pop artist pioneer and cultural icon



One of only 25 universities invited to be a member of the **World Economic Forum's Global University Leaders Forum**

### ECONOMIC IMPACT

- **Attracting major companies** — including Google, Intel, Uber and GE — to locate operations and create new jobs in Pittsburgh
- Fostering an innovation ecosystem that **created 36 spinoff companies** in 2014
- Contributing to the cultural and civic life of the city with **performances, exhibitions** and **research collaborations**

### SCHOOLS AND COLLEGES

- College of Engineering
- College of Fine Arts
- Dietrich College of Humanities and Social Sciences
- Heinz College of Information Systems and Public Policy
- Mellon College of Science
- School of Computer Science
- Tepper School of Business

### LEADERSHIP

- Farnam Jahanian**  
President
- James E. Rohr**  
Chairman, Board of Trustees
- Laurie Weingart**  
Interim Provost

[WWW.CMU.EDU](http://WWW.CMU.EDU)



[www.cmu.edu/assets/pdfs/cmufactsheet.pdf](http://www.cmu.edu/assets/pdfs/cmufactsheet.pdf) | [www.cmu.edu/about/rankings-awards](http://www.cmu.edu/about/rankings-awards)

March 2018



Appendix II

Computing Services at a Glance

COMPUTING SERVICES AT A GLANCE

Funding Sources

CENTRAL IT OPERATIONS

- Funds on-going operations
- Technology to support new/existing services
- Technology refresh for registrar-controlled classrooms, computer labs
- Technology refresh for core computer and storage infrastructure
- Computer Services staff participating in 1-time funded projects
- Excludes network operations and improvements (see Network Base + Fee)

COST RECOVERY

- Funding models developed per university cost recovery organization guidelines
- Services include: Campus Cloud, Desktop Support, Lease IT, Media Services, Telephone

NETWORK BASE + FEE

- Supports operation and ongoing improvements to wired and wireless networks
- Funding governed by agreement with Provost
- Funding from base allocation + student technology fee and faculty/staff networking fee

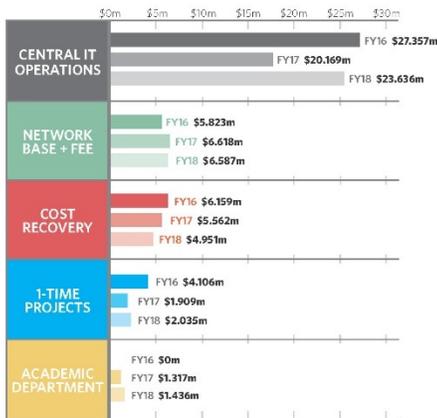
ONE-TIME PROJECTS

- Funding governed jointly with business units but accounted for in Computing Services
- FY16-18 Projects include: CMUWorks, DR/BC, Finance Modules-Data Warehouse, Student Services Suite (S3), Sponsored Programs Research and Compliance System (SPARCS)

ACADEMIC DEPARTMENTAL

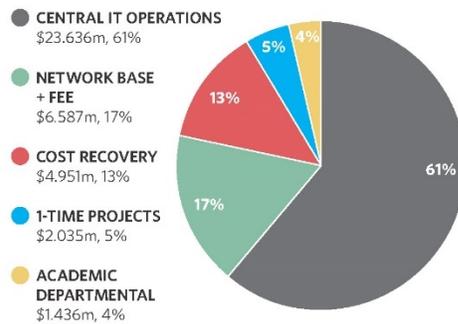
- Funds provided by academic departments to cover oversight and management of value add services at the College level
- FY17-19 Projects include convergence of the SCS network, email and identity services

\*FY16-18 Budget by Funding Source



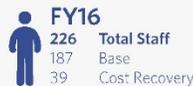
\*FY18 Budget by Funding Source

Total FY18 Budget \$38.58m



\*FY18 General Institution and Endowment funds not included in total (\$204k)

Staff FY16 - 18



Technology Refresh Expenditures FY15 - FY21 (Actual and Projected)

SERVERS & STORAGE | NETWORKING | IBM CABLING | HOUSING | CLASSROOMS AND COMPUTER LABS | INFORMATION SECURITY OFFICE | FACILITIES



# COMPUTING SERVICES AT A GLANCE

## Service Categories

### ADMINISTRATIVE AND BUSINESS SERVICE

- Auxiliary Systems
- Finance, Human Resources, and Procurement Systems
- Reporting and Analytics
- Research Administration Systems
- Student Information Systems

### END-POINT COMPUTING

- Network Access
- Printing
- Software Distribution
- Storage
- Workstation Support (Help Center, Desktop Support, Lease IT etc.)

### IT PROFESSIONAL SERVICES

- Consulting and Advising
- IT Service Management
- Portfolio and Project Management
- Research
- Training

### TEACHING AND LEARNING

- Technology-Enhanced Spaces (Classrooms, Computer Labs)
- Learning Management Systems Infrastructure
- Academic Course Recording

### COMMUNICATION AND COLLABORATION SERVICE

- Media Services
- Conferencing
- E-Mail and Calendaring
- Online Productivity Suites
- Telephony
- Television
- Websites

### INFRASTRUCTURE SERVICE

- Data Center
- Database
- Middleware
- Monitoring
- Network
- Server
- Storage

### SECURITY SERVICES

- Identity and Access Management
- Secure Computing
- Security Consulting
- Security Incident Response and Investigation
- Security Policy and Compliance

## FY18 Service Category Budget

Total FY18 Budget \$38.58m

**ADMINISTRATIVE & BUSINESS**  
\$4.45m, 11%  
*Includes 1-time Project Funds*  
\$1.791m, SPARCS  
\$0.245m, S3

**COMMUNICATION & COLLABORATION SERVICES**  
\$4.16m, 11%

**ENDPOINT COMPUTING**  
\$2.70m, 7%

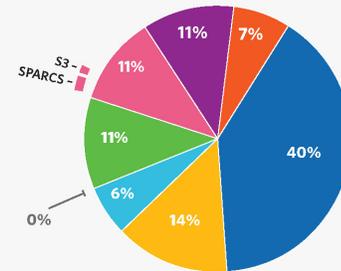
**INFRASTRUCTURE SERVICES**  
\$15.68m, 40%

**IT PROFESSIONAL SERVICES**  
\$5.40m, 14%

**RESEARCH SERVICES**  
\$0.0m, 0%

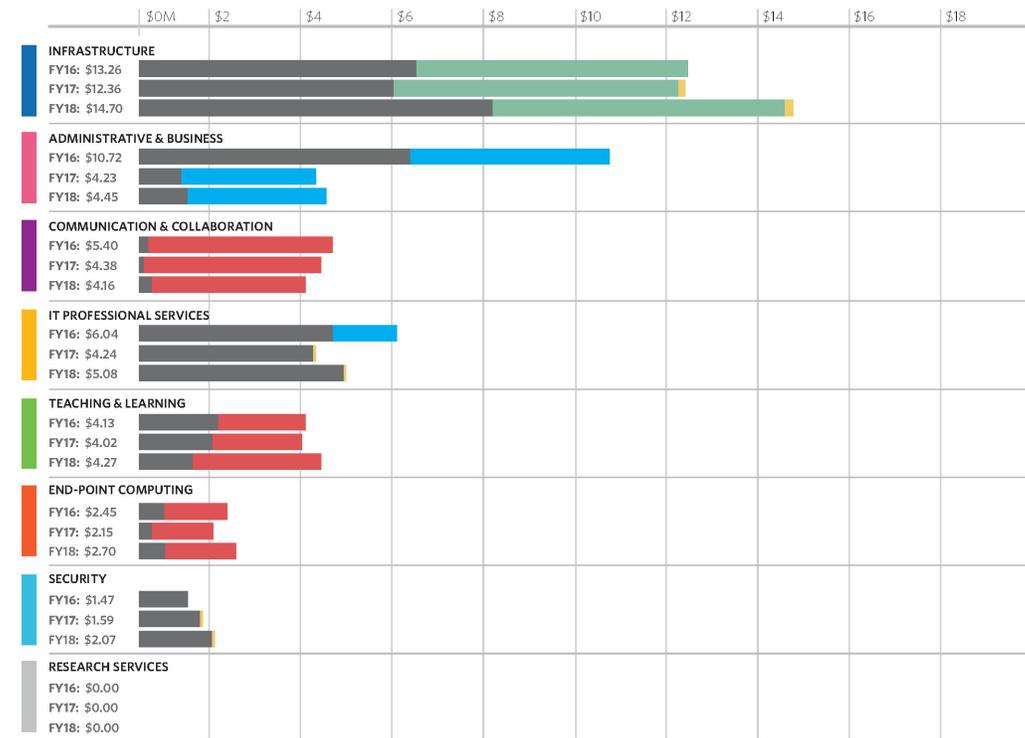
**SECURITY SERVICES**  
\$2.210m, 6%

**TEACHING & LEARNING**  
\$4.270m, 11%



## Service Spend by Funding Source FY16 - FY18

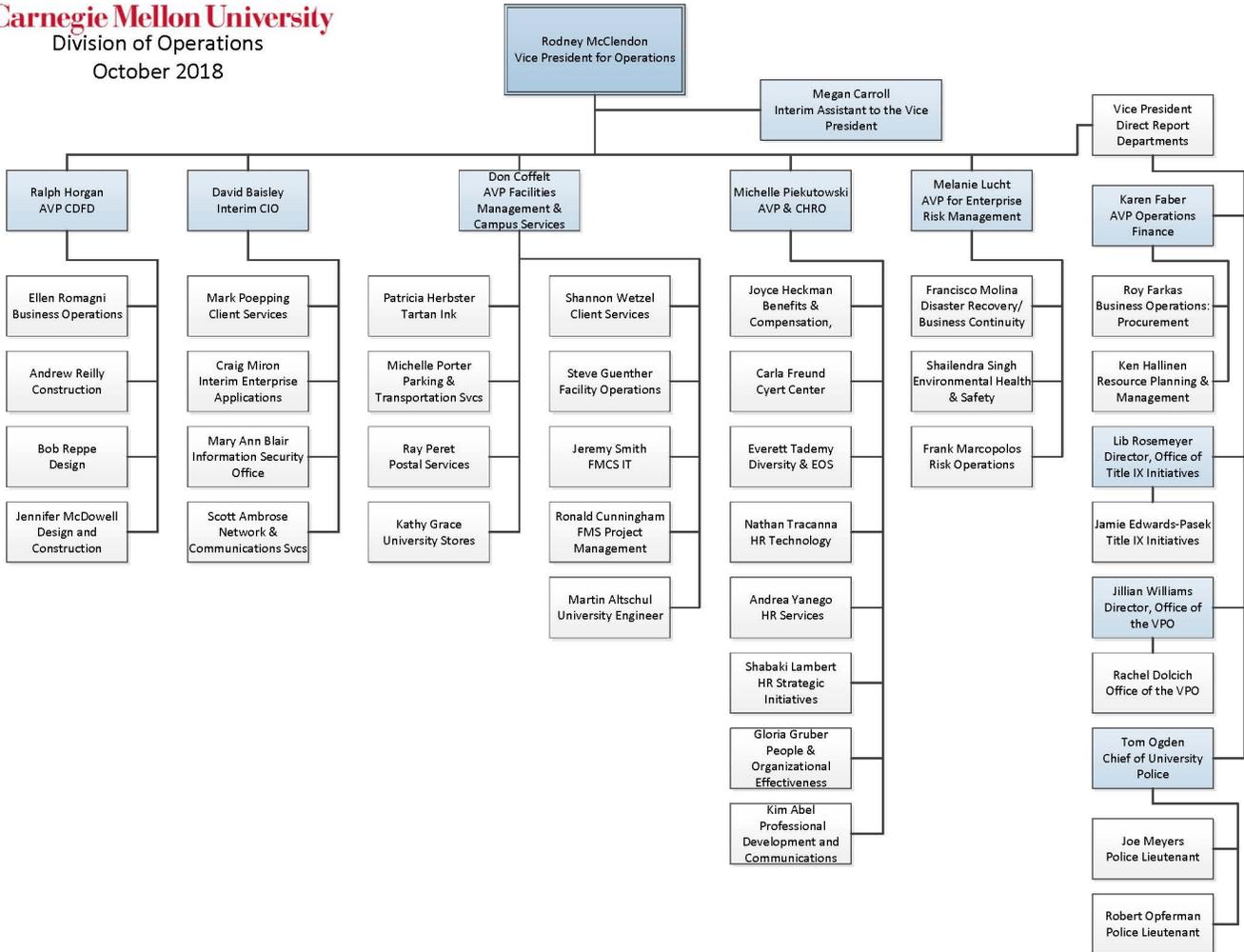
● CENTRAL IT OPERATIONS | ● COST RECOVERY | ● NETWORK BASE + FEE | ● 1-TIME PROJECTS | ● ACADEMIC DEPARTMENTAL



Appendix III

Organization Charts

Carnegie Mellon University  
Division of Operations  
October 2018



# About Odgers Berndtson



Odgers Berndtson Executive Search is a leading global executive search firm, assisting private and public sector organizations find the highest caliber people for senior management appointments across North America and internationally.

Our reputation at the top of the executive search profession is over 50 years old. With offices in over 50 cities worldwide, our experienced executive search specialists operate with absolute discretion, integrity and care, and are expert in finding exceptional individuals for challenging roles.

**WE ARE GLOBAL**

We have the support of an excellent international network of offices on the ground expanding across more than 30 countries globally.

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