



Oregon State University
Information and
Technology

CHIEF DATA OFFICER

Opportunity and Challenge Profile // Corvallis, Oregon

Oregon State University (OSU), an internationally recognized, innovative, and mission-driven land-grant university, seeks a collaborative, inspiring, and entrepreneurial leader to serve as our next Chief Data Officer (CDO).

The CDO will provide strategic leadership and oversight of the university's data and analytics functions and of the data ecosystem that will drive the university's enterprise architecture and IT environment. The CDO will build on the current foundation and lead adoption of new and innovative approaches to data analysis, data architecture and data management at a complex and diverse public R1 higher education institution. The CDO will reflect the university's commitment to inclusive excellence, employee success, and equity in employment, teaching, research, and community.

All university operations are increasingly dependent on the effective use of data to drive efficiency and inform high-quality decision-making. OSU needs a data leader who can engage with senior leaders across the institution and adopt data systems and technology that will drive all aspects of university operations and contribute directly to the university's overall success. The successful candidate for the CDO position will be an experienced, collaborative, and innovative data and analytics practitioner and leader who can help the university deliver a world-class data ecosystem that drives business agility and innovation in teaching and learning, research, and extension.

The CDO reports to the Vice Provost for University Information and Technology (VPUIT) and CIO. University Information and Technology (UIT) provides university wide technology and data services. The CDO will be responsible for leading, implementing, and managing a comprehensive data and analytics program in support of the OSU IT Strategic Plan and as a member of the UIT Executive team. The CDO leads Institutional Research (IR) and Decision Support Services (DSS), collectively the Office of Institutional Analytics and Reporting (IAR), within UIT.

Working collaboratively with leaders across the university, the CDO will:

- Develop and lead implementation of an innovative and progressive strategic vision for data at OSU that will enable the integration of data sources and improve access to data to drive the mission of the university
- Serve as a trusted and strategic thought partner for leaders across the university
- Provide inspirational leadership to a team of data and analytics professionals committed to excellence and customer service
- Recruit, develop, and retain an engaged and diverse workforce and help ensure an inclusive and welcoming community
- Cultivate an aligned and effective UIT data and analytics team

Oregon State University is guided by its [2019-23 Strategic Plan 4.0: Transformation, Excellence and Impact](#), the fourth five-year strategic plan developed by OSU, which articulates the university's distinctive focus on academic excellence in all aspects of learning, discovery and engagement. SP4.0 is intended to realize [Vision 2030](#) of Oregon State's promise, focus, and distinction among premier research institutions as of the year 2030. Work to develop SP5.0 is expected to begin in spring 2022. The CDO will be an active participant.

A list of the desired qualifications and characteristics of the Chief Data Officer can be found at the conclusion of this document. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT OREGON STATE UNIVERSITY

Founded in 1868, and one of only three land, sea, space and sun grant universities in the U.S., OSU is Oregon’s statewide university, with a [main campus in Corvallis](#), [OSU-Cascades in Bend](#), the [Hatfield Marine Science Center in Newport](#), the [OSU Portland Center](#) and online degree programs via [Ecampus](#). OSU has a presence in all 36 Oregon counties, including agricultural research and [Extension centers](#), and research forests. Oregon State is an internationally recognized, public comprehensive and research-intensive university, holding both the Carnegie Classification for Very High Research Activity and the prestigious Community Engagement Classification.

INSTRUCTION

OSU draws students from all 50 states and more than 100 countries. Oregon State gives undergraduate, graduate, and professional students extraordinary opportunities to pursue their passions and find their purpose. More than 200 undergraduate and more than 100 graduate programs are offered through 11 colleges, the Honors College, and the Graduate School. OSU’s enrollment continues to grow with an enrollment of more than 34,000 students. OSU’s online campus, Ecampus, has been ranked among the top ten online programs in the nation for each of the last five years.

Over the past two decades, the university has continued to adapt, grow, and has increased its momentum to better fulfill its mission. Since 2000:



Undergraduate enrollment has grown from 13,772 to 28,281



Graduate enrollment has grown from 3,016 to 5,827



Degrees awarded annually have grown from 3,393 to 7,867



Students of color have increased from 2,262 to 9,569 and in fall 2021 represented 28.1% of the university’s overall enrollment



International student enrollment has increased from 1,166 to 2,544



Ph.D. degrees awarded annually have grown from 160 to 250

In 2016 the Undergraduate Student Success Initiative set goals to raise OSU’s first-year retention rates from 83.8% to 90% and six-year graduation rates from 63.1% to 70% by 2020. According to recent data, the first-year retention rate for the fall 2020 cohort was 86.8%, and the six-year graduation rate for the fall 2015 cohort was 68.2%. Work continues in five areas: curricular excellence, experiential and research-based learning, faculty-student interactions, financial aid and scholarships, and the transition experience.

As a member of the Pac-12 Conference, OSU offers seven men’s and 10 women’s NCAA Division I sports and engages more than 500 student-athletes in excellence in the classroom, playing fields and community.

RESEARCH

OSU's research enterprise is distinguished by excellence across the sciences, engineering, social sciences, and the arts and humanities. Oregon State's highly ranked programs include a diversity of disciplines: forestry, oceanography, agricultural sciences, marine biology, environmental science, human development and family sciences, psychology, public policy, creative writing, and robotics. In recent years, the university has attracted more than \$400M in annual external research funding. \$246.4 million in federal funding accounts for 64% of OSU's fiscal year 2021 research grants and contracts. Land grant formula funding provided \$79 million; nonprofit organizations, including foundations, \$13.5 million; state and local governments, \$9.7 million; and foreign governments, \$458,922. OSU's engagement with business and industry provided \$34.7 million from sources that include technology licensing, contracts for testing, as well as support through the Agricultural Research Foundation and research gifts through the OSU Foundation.

DIVERSITY, EQUITY AND INCLUSION

Oregon State University's commitment to advancing diversity, equity and inclusion is underscored by the creation of the Office of Institutional Diversity in 2016 after student calls for action to advance social justice at OSU. In 2018, OSU developed its first comprehensive diversity strategic plan — Innovate and Integrate: Plan for Inclusive Excellence — through extensive engagement with students, faculty and staff who contributed their expertise and experience. The success of this work involves all Oregon State community members, units and programs across all university enterprises. Two committees are charged with coordination and implementation of initiatives advancing inclusive excellence across Oregon State University: the President's and Provost's Leadership Council on Diversity, Equity and Inclusion; and the Equity Leaders Consortium.

STAFF AND FACULTY

Oregon State University has approximately 12,287 faculty, staff and student employees: 4,897 are academic, research and professional faculty; 1,372 are classified and temporary staff; 1,796 are graduate assistants; and 4,155 are student employees. Diversity has grown among university faculty and staff. US minorities represent 20% of tenured/tenure track faculty and 11.8% of classified staff/professional faculty/research faculty. International numbers for the respective groups are 2.6% of tenured/tenure track faculty and 1.2% of classified staff/professional faculty/research faculty.

Four unions represent employees on campus: Service Employees International Union (SEIU) represents classified employees; the OSU Coalition of Graduate Employees representing Graduate Teaching Assistants and Graduate Research Assistants; the United Academics of Oregon State University represents academic faculty, post-doctoral scholars, and post-doctoral fellows; and, the Oregon State University Public Safety Association (OSUPSA) representing sworn police officers employed by Oregon State University.

ECONOMIC IMPACT

Oregon State University's worldwide impact has grown significantly over the past decade. OSU's teaching, research, outreach, and engagement activities, along with university operations, are a major contribution to the Oregon economy. In 2017, this contribution was measured at \$2.34 billion and was responsible for supporting up to 30,452 jobs. Spending on payroll, goods and services, and capital construction by the university, along with student and visitor spending, contributed \$1.459 billion to the Oregon economy as of 2017.

ABOUT INFORMATION AND TECHNOLOGY

The mission of Oregon State University's technology enterprise, including central and distributed IT programs, is to provide university community members with the ability to select, design, and manage their own personal digital paths to success, by (a) designing and implementing a fully architected and connected catalog of the right data, services, solutions, tools and devices, (b) protecting the university's digital assets while maintaining an agile IT ecosystem, (c) leading with adaptive and responsive IT policies, (d) managing resources efficiently to maximize our impact, and (e) continuously innovating and serving as a trusted consultant or partner with up-to-date professional IT expertise.

The university's IT Strategic Plan in support of the university's Strategic Plan 4.0, with a multi-year roadmap to address 10 key strategies. In support of these strategies, OSU is beginning an enterprise-wide Administrative Modernization Project that will re-imagine and redesign OSU's entire administrative technology core to provide a fully integrated, modern system that delivers on the strategies and goals of the IT Strategic Plan. The core outcome of that project will be to simplify IT, free the data, and create business agility. This investment represents a commitment by the university to streamline business processes and engage students and faculty through a new personalized digital experience.

Led by OSU's Vice Provost for Information and Technology and Chief Information Officer (CIO), the Division of University Information and Technology (UIT) is organized around enterprise architecture domains representing Technology and Services Architecture, Business Architecture, Security Architecture, Innovation Architecture, and Data Architecture.

OSU IT includes more than 500 IT professionals. The CIO is OSU's designated IT official. Distributed IT staff and leaders report to their units, but are responsible to the CIO and for realization of the IT Strategic Plan.

To learn more about the University Information and Technology, see <https://uit.oregonstate.edu>

ROLE OF THE CHIEF DATA OFFICER

The Chief Data Officer (CDO) is the senior executive who bears responsibility on behalf of the CIO to foster value creation by means of the organization's data assets and external data ecosystem. The CDO is the most senior executive with responsibility for aligning data policy and administration with relevant regulatory, legal, and ethical mandates. The CDO provides vision, leadership and planning to assure that data and analytics services are effectively and appropriately delivered to meet the diverse and dynamic needs of Oregon State University. The CDO serves on the UIT Executive Team and shares responsibility for the overall delivery of IT capabilities, services, and value to Oregon State University. The CDO will have the opportunity to make a significant impact in driving OSU's future success.

The core responsibility of the CDO is to build on the current foundation and to develop and implement the next generation strategy and roadmap to ensure that data and analytics structures and capabilities are aligned with, and enable, the university's mission, strategies, and objectives.

As a member of the UIT community, the CDO is expected to operate under the following commitments:

- UIT commits to deliver data as a strategic institutional asset and to enable data-informed decision-making across OSU. UIT managers and staff lead by example and use data to make informed decisions at all levels in the organization. Persons in technology roles are also expected to design systems with data portability in mind and work within enterprise architecture and privacy guidelines.
- UIT deeply and intentionally commits to and believes in the strength and value of diversity, equity, inclusion, and access (DEIA), throughout our team and as an intentional and active practice to advance the vision, mission, and strategic efforts of the entire university. As a member of the UIT community, the CDO is expected to foster and promote DEIA values and demonstrate a commitment to inclusive excellence in their work.
- Proactively securing and protecting OSU's digital assets and information systems is crucial to our missions of teaching and learning, research, and extension and engagement. All OSU IT professionals are directly responsible for providing high-quality and secure IT systems and services. Persons in technology roles are expected to be responsive to security-related actions and requirements, and to collaboratively find secure ways to support the OSU community.

KEY CHALLENGES AND OPPORTUNITIES FOR THE CHIEF DATA OFFICER

Actionable and accessible data is key to the continued success of Oregon State University. The university's strong growth has put OSU in a very good position to transition to a post-pandemic set of expectations for higher education. However, increased competition and demand for flexibility from students and faculty alike, will mean that OSU will need to be able to quickly make high quality decisions about programs, delivery modalities, financial management, student success initiatives, and many other critical business issues based on real time and accurate data. By creating a robust and unified data ecosystem that delivers data as a strategic asset, OSU will empower leaders to make the right decisions to continue our overall success and ensure that our students graduate in a timely manner equipped with the knowledge and skills needed to create significant economic and social impact across Oregon and beyond.

To achieve this, the CDO will:

- Ensure timely execution of the CIO's vision and the strategic projects identified in the University IT strategic plan
- Create value through data curation, exploitation, and dissemination
- Envision data-enabled strategies
- Enable all forms of university outcomes through analytics
- Establish effective governance of data and analytics
- Specify enterprise information policy

QUALIFICATIONS AND CHARACTERISTICS

The CDO must be a strategic and operational leader who will partner with others to advance the mission of the university as a public land grant university. The CDO must understand the role and importance of the public university in society and should be committed to seeking ways to enable the university to serve society better. The CDO should be an experienced data and analytics practitioner that connects business needs to data and analytic solutions in support of OSU's missions with the following qualifications:

EDUCATION

A bachelor's or master's degree in business administration, computer science, data science, information science or related field, or equivalent work experience. Academic qualification or professional training and experience in legal and regulatory areas affecting data are also desirable.

EXPERIENCE AND SKILLS REQUIRED

- Broad academic and business experience within higher education making data a strategic university asset and enabling data-informed decisions in a decision-support, institutional reporting, business management, legal, financial or IT management role.
- Five or more years of progressive experience effectively managing cross-functional teams and enterprise-wide programs, operating and influencing outcomes across an organization and within complex contexts.
- Experience designing strategic metrics and scorecards, and integrating complex, cross-unit processes and information strategies.
- Demonstrated experience promoting diversity, equity, inclusivity, and accessibility through the design and development of data products
- Excellent business acumen and interpersonal skills; ability to work across academic, research, extension and administration business lines at a senior level to influence and effect change to achieve common goals.
- Proven data literacy — The ability to describe business use cases/outcomes, data sources and management concepts, and analytical approaches/options.
- The ability to plan and execute technology and information strategies and to develop and maintain data policies

EXPERIENCE AND SKILLS PREFERRED

- Ten or more years' experience making data a strategic asset in an administrative role in higher education.
- Strategy and management consulting experience desirable.
- Strong understanding of project management practices.
- Knowledge and experience of the Data Administration Management Association's (DAMA) Data Administration Book of Knowledge (DMBOK) and different disciplines of Data Management.
- Understanding of business information generation and analysis methods.
- An appreciation for trends in data and analytics technologies and methodologies and their potential impacts on data and analytics services, including on diversity, equity, inclusivity, and accessibility.
- Excellent communication skills, including the ability to explain digital concepts and technologies to business leaders, and business concepts to technologists. The candidate should be able to promote ideas and processes internally at all levels, including university leadership and stakeholders.



LOCATION

This position will be located at Oregon State University's Corvallis campus with flexibility for a combination of remote work and on-premises work in Corvallis.

Corvallis is consistently ranked among the nation's most livable cities, as well as one of the smartest, most innovative, and most environmentally responsible. With a population of nearly 60,000, Corvallis features a lively downtown located along the Willamette River, abundant parks, and appealing neighborhoods. Corvallis is ideally situated for exploring Oregon. The Oregon Coast and the mountains of the Cascades are each an hour away by car. Portland, Oregon's largest metro area, is just 90 minutes away.

The Corvallis campus is home to more than 23,000 students, 11 colleges, the Honors College, the Graduate School, four ROTC programs and multiple research centers and institutes. It features stately historic buildings, state-of-the-art facilities, expansive open spaces, and gardens across 520 acres.

APPLICATIONS, INQUIRIES AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent to Suzanne.Lucke@oregonstate.edu submission of materials is strongly encouraged.

OSU commits to inclusive excellence by advancing equity and diversity in all that we do. We are an Affirmative Action/ Equal Opportunity employer, and particularly encourage applications from members of historically underrepresented racial/ethnic groups, women, individuals with disabilities, veterans, LGBTQ community members, and demonstrate the ability to help us achieve our vision of a diverse and inclusive community.