

Transition Newsletter

From: Land, Nancy L
Sent: Thursday, February 05, 2009 10:30 AM
To: KO-STAFF; KO-FACULTY; KO-HOURLY; KO-ADJUNCT
Subject: FW: CFO & CIO positions

Dear Campus Community,

As you know, I put the search for the Vice Chancellor for Administration, Chief Financial Officer and Chief Information Officer on hold some weeks ago. I took this action in order to give myself additional time to sort through the competing perspectives on maintaining both the CFO and CIO functions in one position.

The fusion of the two roles was a happy consequence of having Bill Yost available to assume the CIO position at a time when circumstances required someone with interest, experience, and insight to step up and fill an immediate leadership vacuum in the short term. In this case, the short term arrangement worked so well, the arrangement became permanent. When it became clear that Bill Yost was, in fact, going to retire, the decision was made to keep the two positions together.

To date, we have had three unsuccessful searches for the CFO, CIO position. Over the course of the searches two themes emerged that together suggests our position construct is a problem:

1. Most candidates and all the attractive ones had limited IT background. Typically, any IT background consisted of implementing IT initiatives from the fiscal perspective. Indeed, by the end of the third full search, I heard from many that they believed IT and the campus required separate leadership to be well served.
 2. Most candidates were shocked at the level of daily work they were expected to accomplish and wondered where was the rest of the financial staff? Most typical was the expectation that the campus would have a budget manager, at the very least. While we did not disagree with the candidates (all previous VCAF's have noted the need for a budget manager), we quietly observed that this was the job that had been described in our ad and that our budget was not in position to accommodate additional fiscal staff at this time.
- In sum, when I ask about the linkage of these two positions from the IT perspective, including consulting with other chancellors and UITS personnel, the response I receive is largely that it

can work only if the "right" person is in the role. I submit that we have done three thorough searches and not found the "right" person. Moreover, on the fiscal side, we seem to scare off most candidates, including those we have invited for interviews, owing to the lack of adequate fiscal staff.

In light of the above, and in light of the budget pressures the campus is facing, I also began to look seriously at ways to shore up the campus' budget. That is, I began to look at ways to fill our positions with qualified and experienced people whose cost to the campus would not exacerbate our fiscal challenges.

I spoke to Garland Elmore, IU's Deputy Chief Information Officer and Dean, asking him for his thoughts and got a great deal more. He described the arrangement UITS has for the CIO position at IU North West and urged me to consider the same arrangement for IU Kokomo, including the same person, Elizabeth Van Gordon. At IUNW, Beth is their CIO with a .50 appointment and a line straight to UITs as well. Her primary role is strategic; she does not supplant nor replicate the duties of IT director. What cannot be explained in a job description is the impact of her connection to UITS and the benefits that have accrued to IUNW as a result of her appointment and work there. I have spoken with Chancellor Bergland who is very enthusiastic about the arrangement and urged me to give it serious consideration.

I have met with Beth and reviewed with her the IT initiatives and discussions we have been exploring on our campus and have found her in sympathy with our processes and our initiatives. She has also met with Carl Pennington and Tim Sehr, and we are arranging meetings for her in February with our IT staff, Administrative Council, and Cabinet.

I have listened to the campus and IU voices that have suggested we split the CFO and CIO positions and have been convinced to do so. Beth has met with Carl Pennington and Tim Sehr and given Beth's background, her successes at UITS and IUNW, and given that UITS has graciously offered to cover her salary, fringe benefits, travel, and lodging, I have invited her to assume a .50 position on the Kokomo campus as its CIO. This will be a continuing position subject to positive annual reviews. Effective March 1, 2009, Beth will assume her duties as CIO and as a member of the Chancellor's Cabinet and Administrative Council.

I am confident that you will find Beth to be an excellent colleague. I look forward to working with her and to her leadership, guidance and mentorship of our IT staff. As you know they are a tremendous group of individuals and we are fortunate to have them with us. We are especially blessed to have the very best IT director at IU in Carl Pennington. I expect him and Beth to become a dynamic duo leading our IT team effectively towards a very bright future.

Please see below the announcement of UITS VP Brad Wheeler to his people:

Colleagues:

I am very pleased to announce the appointment of Beth Van Gordon as chief information officer (CIO) for the Indiana University Kokomo (IUK) and Indiana University Northwest (IUN) campuses. This appointment extends and expands Beth's successful appointment in 2008 as CIO of the IUN campus, a role she assumed while also continuing her duties as director of Learning Technology Operations for UITS.

With this new appointment, Beth will provide vision and leadership for the information technologies services of both the IUK and IUN campuses. As CIO, she will serve as an advocate for the development and use of information technologies to assist the university in fulfilling its missions in teaching, research, and service. She will serve on the chancellor's councils for the campuses and will direct IUK and IUN operational IT units and resources. Beth will also provide leadership in the implementation of Empowering People (ITSP2) on the campuses she serves while identifying and facilitating appropriate relationships and activities with UITS resources.

This appointment attests to Beth's excellence as a leader and director of IT services in higher education. Please join with the IUN and IUK Chancellors and me in congratulating Beth on her new leadership roles.

Brad Wheeler

But what of our CFO position you may ask. I have been listening to comments on this position as well and have heard over and over again that Tim Sehr is doing an outstanding job as CFO. Moreover, he doesn't shy away from the endless daily transactions that appear to be beneath the perceived pay grade of so many of our previous CFO/CIO candidates. Clearly he knows what he is in for and based on his experience, job performance, and deep commitment to getting the work done for us all, I have asked the University's Chief Financial Officer, Neil Theobald, if he could support Tim for the permanent position; he enthusiastically indicated that Tim had amply demonstrated he does the job very well indeed and has Neil's endorsement. I have also informed President McRobbie of my intention of offering Tim the CFO position as a continuing appointment effective March 1, 2009.

As you may have suspected in this very budget fixated year, confirming Tim in the permanent position allows us to eliminate his current assistant vice chancellor position, saving his entire

salary plus fringe benefits in the base budget.

I realize that this is a great deal to digest. I hope you will agree that these actions are warranted and that the individuals involved will offer IU Kokomo many years of excellent service.

Best regards,
Stuart M. Green

Interim Chancellor