

## LMIS Meeting Minutes

November 10, 2015

Attendees: James Bernhard (Chair), Jane Carlin, Zaixin Hong (note-taker), Martin Jackson, Patrick O'Neil, Cindy Riche, Melanie Schaffer, Benjamin Tromly

Guests: Michelle Bonoan, Alex Corvin, consultants from Koya Leadership Partners

1. Bernhard called the meeting to order at 3:33 pm.
2. Discussion with Koya Leadership Partners for hiring a new Chief Information Officer (CIO)

Prior to the meeting, Bernhard forwarded the committee an excerpt from the email that Sherry Mondou, vice president for finance and administration, sent to the campus community in which some questions are provided in discussion with Koya Leadership Partners (See Appendix).

Bernhard introduced to the consultants the LMIS committee, in which the outgoing CIO William Morse usually sits, as a liaison between faculty and campus community.

Michelle Bonoan briefed her nearly two decades of experience working at Koya Leadership Partners, a national executive search firm that works exclusively with nonprofit and education sectors. This is the third time that her firm has participated in the CIO search at the University of Puget Sound. Alex Corvin briefed their meeting with Sherry Mondou and various groups here of the day and sought for input from the LMIS members in discussion on all issues related, such as the opportunities and challenges for the new CIO, the priorities for the next CIO to address in the first year in the role, personal characteristics the next CIO should possess in order to work effectively at Puget Sound.

In regard to the key strategic opportunities and challenges, Hong asked about the compatible work relationship between the new CIO and Puget Sound's next President, for the two searches are taking place side by side. Bonoan said that as a cabinet member the CIO is working together with the new President, for technology is going to be part of a new strategic plan and be part of the ongoing process. Sherry Mondou has formed a search advisory group by which the best-fit candidates will get information on the extant cabinet members. Tromly questioned if a new CIO can redo things. Bonoan explained why building on something and just building are two types of things. This time, the new CIO will not come to deal with a mess, but to continue to be an effective communicator and budget manager in the next level.

A member of the last CIO search team, O'Neil saw how the same position is different this time. Last time the job description was very open with significant challenges, which required an accomplished seating CIO to do Enterprise Resource Planning (ERP) implementation, to change management, and to put the new items in process. This time that skill set and experience are open to a kind of person who can fit in, who can hear from the campus community, and who can show how to be an effective communicator to the constituencies. Re-describing the CIO position will help hire the best-fit people.

Met with the consultants in the earlier meeting of the day, Bernhard reiterated that someone with particular skill in PeopleSoft will be important because he saw many problems of PeopleSoft and heard specific complaints from faculty and students. Schaffer reported that

students complain a lot about PeopleSoft and no one seems to feel comfortable with it. Bonoan noted that the new CIO might not necessarily be a PeopleSoft expert, though with some expertise to deal with it will be a plus.

Both Carlin and Riche, who were also in the earlier meetings with the consultants, stressed the importance of big picture thinking. Carlin stressed the importance to move beyond PeopleSoft. For example, ERP is not fully implemented in the library. More trainings about a digital environment will be needed, various competing elements such as space arrangement will be prioritized, and other technology concerns shall be brought to the table. Riche mentioned issues such as digital humanity ten years from now, which is serving our student for the future as part of the University's strategic plan.

In replying to a query about the general practice of a term for a CIO in the business, Bonoan said the new norm is about three to seven years a term. For a while this position was taken by a faculty member from the Department of Mathematics and Computer Sciences, but it is no longer the case in the last ten years. Bernhard also observed the rapid change in the business outside the education arena because the CIO has become very specialized. His main concern is the priority of the new CIO for the next three to seven years.

Compared to the last search, O'Neil saw a stark juxtaposition of reality and vision. The vision is morphing from technology to strategy on information and education, and the new CIO will be able to articulate it in our community. On the other hand, PeopleSoft becomes the most immediate priority and right problem for that person to deal with. Considering the path for the new CIO to be at once a hands-on expert and visionary, Riche argued that the CIO has nothing to do with PeopleSoft, for the position requires something more than that. As Director of Client Support & Educational Technology Services, she explained that Technology Services has great technicians doing constant tending to the problems of PeopleSoft. Bernhard wanted to know the priorities beyond PeopleSoft by asking whether PeopleSoft will be in the cloud five years from now, and whether the University is ready for the change. He insisted that on the ground we have a lot of problems and looked for the trade-off to benefit both sides. Riche explained that in a positive spiral moving to the next level, we can only do so much within certain period as part of a developmental process.

O'Neil was interested to hear from the consultants, upon their conversations with various interested groups in the campus, whether in both historical and comparative sense Puget Sound is ready for the newly defined position in comparison to the similar colleges. Bernhard repeated that since Riche and her team have spent a lot of time on PeopleSoft, so as have the faculty and students, things are not broken, as all of us would like to see, for he did not see it as a small issue that will disappear immediately.

Bonoan agreed that these two types of peoples are very different and the PeopleSoft issue is complex and time-consuming. From what they heard of the day, maintaining the extant system will still be the part of leadership from the technology side.

O'Neil hoped the new CIO to be proactive, reaching out different departments, keeping us in the loop with information from the leadership side. Bernhard seconded that the person shall be a good communicator.

Bonoan concluded that the new CIO can promote a PR campaign that will be his or her first ninety days across the campus, letting people get excited about technology, looking beyond PeopleSoft, and having a more meaningful conversation with the campus community. She asked whether the LMIS members would like the Koya to contact as prospective candidates and/or

referral sources. She could be reached at [tdelano@koyapartners.com](mailto:tdelano@koyapartners.com) by end of day on Thursday, November 12.

On behalf of the LMIS committee Bernhard thanked representatives of Koya Leadership Partners for their hard work. Bonoan and Corvin left at 4:10 pm.

3. Approval of minutes from the prior meeting.

Minutes were approved.

4. Adjournment

The meeting was adjourned at 4:18 pm.

**Appendix:**

From Sherry Mondou:

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The search group will be supported by Koya Leadership Partners, a national executive search firm that works exclusively with nonprofit and education sectors. Michelle Bonoan and Alex Corvin of Koya will be on campus on Tuesday, November 10, to meet with me and various groups throughout the day ... Koya seeks your input on several key questions:

- . What do you see as the key strategic opportunities and challenges for the next Chief Information Officer in the coming several years?
- . What do you believe are the most immediate priorities for the next Chief Information Officer to address in the first year in the role?
- . What top three "must-have" qualifications and prior accomplishments would you want in the next Chief Information Officer?
- . What personal characteristics and attributes should the next Chief Information Officer possess in order to work effectively at Puget Sound?
- . Is there anything else that we should know to conduct this search effectively?
- . Are there people in the field whom you would like us to contact as prospective candidates and/or referral sources?