



Rhodes College seeks a creative, collaborative, and strategic information technology leader for the position of Chief Information Officer. Working closely with President Marjorie Hass and reporting to the Provost and Vice President for Academic Affairs, the Chief Information Officer (CIO) will partner with faculty, staff, students, and administrators to design and implement a comprehensive and forward-looking vision for leveraging information, data, space, and technology in support of the College's mission. With a broad portfolio that includes information technology, the Barret Library, and institutional research, the CIO plays a critical and highly visible role in advancing the academic and administrative work of the College.

INTRODUCTION

Rhodes College aspires to graduate students with a life-long passion for learning, a compassion for others, and the ability to translate academic study and personal concern into effective leadership and action in their communities and the world. Rhodes has built a unique place for itself among the nation's top liberal arts colleges by combining a powerful commitment to the liberal arts with unusually rich connections to the surrounding City of Memphis, Tennessee. Rhodes has twice been named "The #1 Most Service-Oriented College in the United States" by *Newsweek*, and civic engagement is integrated into the curriculum for all students. Recently, Rhodes was included in the new Princeton Review college guide, *Colleges that Create Futures: 50 Colleges that Launch Careers by Going Beyond the Classroom*.

Recently named by the Princeton Review as America's most beautiful college campus, Rhodes also ranks #44 among the nation's top liberal arts colleges by *U.S. News and World Report*. The college is one of 40 institutions in the quintessential guidebook, *Colleges That Change Lives*, and is included on the Princeton Review's lists of "Colleges that Create Futures" and "Colleges that Pay You Back." Rhodes enrolls 2,055 students and has an endowment of \$340 million. The Rhodes student experience is driven by intellectual engagement, service to others, and honor. The Honor System, one of the oldest student-run systems in the country, is a valued and vibrant tradition at Rhodes and all incoming students sign a pledge affirming their commitment to the three components of the System — the Honor Code, the Social Regulations Code, and the Rhodes Commitment to Diversity.

HISTORY

Rhodes College was founded in 1848 in Clarksville, Tennessee, and, for many years, it was closely affiliated with the Presbyterian Church. In 1925, President Charles Diehl led the move to the present campus in Memphis, Tennessee, where, in 1945, the college became known as Southwestern at Memphis.

Since 1984, when the College adopted the name Rhodes College to honor former College president Peyton Nalle Rhodes, the institution has grown beyond regional recognition to a nationally ranked liberal arts college that attracts students and faculty from far beyond the Mid-South region, with 75% of students from out of state.

CITY OF MEMPHIS

Rhodes sits in the heart of Memphis, a metropolitan area of 1.2 million people, a city with boundless creativity where passion, ideals, cultures, and opportunity converge in authentic ways. The city, on the Mississippi River, is filled with unexpected combinations: global commerce and local start-ups, high culture and outdoor adventure, soul food and haute cuisine, world-class infrastructure and spectacular green- and blue-ways, rich heritage and forward thinking, and, of course, all the many forms of music born and still being recorded here, which create a wholly original Memphis sound. Home to three Fortune 500 companies and a burgeoning film industry, Memphis is a vibrant city with numerous museums chronicling its rich history and a vast park system. With five major expressways, numerous freight railroads, and the world's second- largest cargo operation in Memphis International Airport, the city serves as a major American transportation hub.

The Rhodes community is deeply committed to ensuring continued growth and development in the City of Memphis. Rhodes' unique position as one of few liberal arts colleges in an urban setting provides an array of opportunities for students and alumni to engage with and make meaningful contributions to Memphis.

THE HONOR SYSTEM

The Rhodes Honor System, one of the longest standing honor systems in the country, consists of the Honor Code, the Social Regulations Code, and the Rhodes Commitment to Diversity. The objective of the Honor System is to foster the spiritual growth, moral fortitude, and intellectual development of the individual student. All incoming students sign a pledge at the beginning of each school year affirming their commitment to the three components of the Honor System. Students are personally responsible for their work, their actions, and their word, and all students pledge to uphold the System in their daily lives and to report cases of violation to the appropriate student governing bodies.

The Honor System is a tradition which has been valued by the Rhodes community for more than a century. It allows the fullest possible expression of individual life in harmony with community life, and it is a principle which members of the Rhodes community believe to be fundamental in ethical life during and after college.

LEADERSHIP

[Dr. Marjorie Hass](#) began her tenure as the 20th president of Rhodes College in July 2017. While previously serving as president of Austin College in Sherman, Texas, for eight years, Dr. Hass paired a strong vision for its future that included a culture of academic excellence and a commitment to educational access for talented students regardless of financial background, with a strategic approach to securing the resources needed to achieve that vision. Her accomplishments at Austin College include considerable growth in the size and strength of the college's applicant pool as well

as increased retention; major steps to improve the environmental sustainability of the institution; and a significant improvement in the college's financial position.

Dr. Milton Moreland is Provost and Vice President for Academic Affairs. He previously served at Rhodes as a Professor of Religious Studies, Chair of the Archaeology Program, and Director of the Memphis Center. As the Provost, he leads the faculty in all aspects of the curriculum, and empowers the faculty through governance, committee, and organizational structure to be leaders in shared governance. He oversees Information Services (IT, Library, and Institutional Research), the Registrar's Office, the Title IX Office, and a variety of centers and institutes with curricular and co-curricular portfolios. He represents the goals and aspirations of Rhodes to external constituencies and functions as the Deputy President when the President is away from campus. He is an effective and collegial leader within the President's office, advocating for the academic priorities of the College in all aspects of the College's overall mission.

ACADEMICS

The classroom experience at Rhodes is intimate and rigorous. Rhodes values the engaging dialogue that arises when students and professors work together to investigate questions and problems they care about. In this environment, students are expected to formulate and articulate big ideas and contribute in major ways to the critical discussions and debates that take place in classrooms and laboratories, and the 10:1 student to faculty ratio makes this possible. Rhodes seamlessly integrates high impact experiences such as internships, study abroad, and faculty-mentored student research with a traditional liberal arts education, and the Foundations Curriculum gives students the freedom to pursue their academic interests while developing critical-thinking skills that will serve them throughout their lives.

Through 18 academic departments and 13 interdisciplinary programs, Rhodes offers more than 50 majors, interdisciplinary majors, and minors. The College provides pre-professional advising for students who plan to work in the health professions, law, engineering, ministry, and education, and has a partnership with St. Jude Children's Research Hospital to provide extraordinary research opportunities for qualified students. Rhodes offers two graduate degree programs: the Master of Science in Accounting and the Master of Arts in Urban Education.

More than 70 percent of Rhodes students supplement their study on campus with international study. The Buckman Center for International Education provides study abroad advising and financial aid, and serves as the first point of contact for international students studying at Rhodes.

STUDENTS

Rhodes is home to a diverse group of approximately 2,055 students who represent 46 states (plus D.C.) and 41 countries. Within the current student body, 28% are students of color, and the class of 2020 has a record 35% students of color. More than 75% of Rhodes students live on campus, and the student body has a 40:60 male to female ratio.

Rhodes students are intellectually curious and deeply engaged in academic and extracurricular activities. Students with a personal commitment to service are drawn to Rhodes and to the many opportunities to integrate themselves into the greater Memphis community, and more than 80% of students participate in service activities. Rhodes actively recruits students who are excited to be

part of the city, seeking opportunities to serve Memphis in ways that will benefit all its residents, and the College was ranked #1 on *Newsweek's* list of "Most Service-Oriented" colleges two years in a row.

In addition to the multitude of service opportunities, there are more than 100 student clubs and organizations available on campus, including academic clubs, performing arts groups, cultural and political organizations, fraternities and sororities, student governance groups, religious organizations, publications, and club athletics.

FACULTY

Rhodes faculty members represent the best of the scholar-teacher model that is so essential to a liberal arts education. Virtually all of the faculty hold the highest degrees in their respective fields and contribute regularly to the scholarship of their disciplines. Many have been recognized for their excellence with grants from the NSF, NIH, NEH, and the Mellon Foundation, Fulbright awards, and numerous other honors including a recent faculty invitation to join the prestigious Council on Foreign Relations. Rhodes honors faculty accomplishment through institutional awards for teaching, scholarship, and service and, supports the ongoing development of the faculty through such programs as the Hill Grant for curricular innovation, the Faculty Development Endowment Grants for faculty scholarship, and an extensive mentorship program for incoming faculty. Rhodes is committed to sustaining an environment in which faculty can thrive in their careers and make substantial contributions to the college community and their scholarly communities. In summary, Rhodes faculty exhibit an unusual combination of superior teaching skills and significant involvement and accomplishments in scholarship.

STAFF AND ADMINISTRATION

Rhodes employs just over 300 exceptionally dedicated administrators and staff who join the faculty in serving the educational mission of the college and cultivating the character of its students. Staff members are an integral part of the community. Continuing to value the contributions of staff members at all levels of the College is essential to maintaining the sense of common purpose, civility, and respect within the community. Rhodes is proud to recognize particularly outstanding staff contributions at its annual Service Recognition program which includes recognition for years of service and four awards for outstanding staff.

CAMPUS AND FACILITIES

Rhodes' Collegiate Gothic campus, identified by The Princeton Review as the most beautiful campus in the United States, sits on a 123-acre wooded site in the heart of historic Midtown Memphis. The walkways, quadrangles, residence halls, common areas, and classrooms are all intentionally designed to encourage intimate conversation, the exchange of ideas, and life-changing connections.

With each new expansion on its original 123-acre Memphis campus, Rhodes has maintained its Collegiate Gothic architecture. The Paul Barret Jr. Library, completed in 2005, has been ranked among the country's most beautiful libraries. In 2012, Rhodes opened two new facilities, the expanded and renovated Catherine S. Burrow Refectory and the West Village Residence Hall. In 2014, the College completely renovated the Rhodes Tower science facility and, most recently, in

2017, the College opened Robertson Hall, a \$34 million, 55,000-square-foot science facility that houses state-of-the-art research and features teaching labs and smart classrooms.

The College recently acquired a 10-acre property across the street from the main campus, known as West Campus. With this new space, the College continues its growth trajectory and provides even more opportunities to support the campus and Memphis communities. To date, construction at West Campus has included a bookstore, HR department offices, a Performance Hall that seats 650 people, and renovated classrooms and faculty offices in several buildings that were once part of a church. In future years, West Campus will become home to several departments, as well as provide space for new dorms and other co-curricular initiatives.

FINANCES AND RESOURCES

Effective June 30, 2017, the College completed its 44th consecutive year of balanced budgets. For fiscal year 2018, the total operating budget is \$124 million, which includes a financial aid budget of \$47 million. Rhodes has an endowment of \$342 million and a moderate debt level of \$67 million. Total assets are nearly \$600 million. The College maintains a debt rating of A+ with a stable outlook from Standard and Poor's and a rating of A1 with a stable outlook from Moody's Investors Service. The Campaign for Rhodes, which concluded in 2014, was a highly successful endeavor that aligned around the four imperatives of The Rhodes Vision – Student Access, Student Learning, Student Engagement, and Student Inspiration.

The \$314 million campaign significantly strengthened the College's financial base. Total institutional assets increased by more than \$200 million during the campaign. New initiatives as a result of the Campaign include: the creation or enhancement of 258 student scholarships; funding and endowment for 13 faculty chairs and professorships; 30 new funds established to support faculty teaching and research; and an increase in total interior square footage from 899,439 to 1,283,000. Rhodes alumni actively supported the campaign in a variety of ways, with 136 serving in campaign leadership roles, and a 71.4% participation rate.

ROLE OF THE CHIEF INFORMATION OFFICER

As head of a broad portfolio that includes information technology, Barret Library, and institutional research, the CIO will lead a staff of collegial, committed, and highly customer-focused professionals. The new CIO will be pleased to discover that the library, institutional research, and information technology staff at Rhodes are deeply interconnected and work together seamlessly to maximize the quality and efficiency of their services to the campus community. As an expert in both organizational and technical best practices, the CIO will lead 24 talented, dedicated, and highly motivated staff members within the Information Services (IS) division. The direct reports to the CIO currently include:

- Director of Information Services for Indirect Support
- Director of Information Services for Direct Support
- Director of Information Services for Institutional Effectiveness

Reporting to the Provost and Vice President for Academic Affairs, the CIO will also serve as staff to the Board of Trustees, which meets three times a year. S/he will have a dotted line report to

President Hass and will regularly meet with her and the College's Senior Leadership Team, which includes:

- Vice President of Enrollment & Communications and Dean of Admissions
- Vice President for Development
- Vice President for Finance & Business Affairs
- Vice President of Student Life and Dean of Students
- Executive Director of Communication

In addition, the CIO serves on the Technology and Academic Space Committee (TASC) alongside five faculty members, the Associate Dean of Academic Affairs, and the Director of Physical Plant. Together, TASC represent the needs and priorities of the academic divisions of the College and the committee's charge is to: 1) address immediate concerns and current problems with academic space and technology in classrooms, lecture halls, and performance spaces; 2) facilitate long-term planning of technology needs and services; 3) support faculty technology needs; 4) review policies and practices regarding the use of technology in the classroom; and, 5) liaise with Library Services, Student Affairs, and other offices as needed.

OPPORTUNITIES AND CHALLENGES

The next Chief Information Officer will have the opportunity to address the following priorities:

- **Leading the development and implementation of a strategic plan for Information Services at Rhodes College.** The Chief Information Officer will collaboratively develop a comprehensive strategic plan for Information Services across the College and lead its implementation. In doing so, the CIO will listen carefully to the needs of faculty, staff, students, and administrators in all areas of the College as well as incorporate a keen sense of national best practices in higher education information technology. The strategic plan will articulate both the short and long-term goals of the division, keeping the academic mission of the College as its guiding star. The CIO will work closely with the President's Office and the Senior Leadership Team to ensure that the strategic direction for Information Services complements the College's overarching strategic goals.
- **Facilitating the integration of multiple data sources - from units ranging from enrollment to academic affairs to development - to ensure that the College has an accurate and meaningful basis for strategic decision-making.** President Hass is committed to developing an institutional effectiveness platform that will guide and empower the College's leadership teams and enable sophisticated use of data in complex decision-making. In support of this effort, the CIO will serve as a collaborative leader and technical expert, able to bring together key stakeholders and pave the way for a newly transparent and centralized approach to data management and utilization.
- **Leading, mentoring, and growing a strong and highly respected team of information technology, library, and institutional research professionals.** The CIO will lead a highly intelligent, talented, and dedicated IS staff that is committed to customer service. The CIO will empower the IS staff with the knowledge and authority to provide creative solutions and top-quality customer service. S/he will promote best practices by ensuring continued professional development opportunities. The CIO will also make strategic and

impactful hiring decisions that will make best use of the College's investment in the IS division and continue to build upon the healthy and supportive collaborative culture of the unit.

- **Reviewing information technology and data use throughout the College with the aim of further enhancing the academic mission.** In collaboration with faculty and academic leaders across the College, the CIO will assess current policies and systems to determine whether they meet current and future needs, and to determine how they might be adjusted for optimum impact. The CIO will ensure that academic technology and library resources meet the needs of Rhodes' nationally recognized faculty and reflect best practices in pedagogy and scholarship.
- **Provide creative and innovative solutions for the challenge of integrating multiple administrative systems across the College.** Information Services at Rhodes supports a best-of-breed environment and departments across the College employ a variety of systems to meet their unique information management needs. The CIO will therefore need to listen closely to staff and administrators in the offices of Development, Enrollment, Finance and Business Affairs, Student Life, and elsewhere to assess the performance of current systems, identify gaps and needs, and develop elegant solutions.
- **Crafting governance practices that engage the community in transparent and inclusive processes to determine how information technology resources should be allocated.** The CIO will serve as the public face of Information Services, a division that touches all College departments and stakeholders. Building upon the newly implemented Data Group and the Technology and Academic Space Committee (TASC), the CIO will continue to craft policies and processes to ensure that decision making is inclusive, efficient, and transparent. S/he will listen with an open mind to community members' diverse needs and will ensure that their input is considered as new policies are developed. The CIO will also be responsible for informing and educating faculty, staff, students, and community members once decisions are made and ensuring transitions happen smoothly.
- **Growing and refining the structure of the IS division internally and externally to reflect best practices and support the interdisciplinary and collaborative culture of the unit.** With all staff cross-trained in a variety of areas, the IS division works collaboratively to serve Rhodes' faculty, students, and staff. The CIO will enhance this culture of support by refining the division's structure and work flows to empower the staff to do their best work. S/he will also have the opportunity to strategically grow the unit in alignment with best practices and the College's mission.
- **Ensuring data security and mitigating risk across the College.** The CIO will play a crucial role in mitigating the institution's risk. S/he will safeguard the College's information and ensure that critical data and systems are protected from both internal and external threats. The CIO will ensure that processes and policies are regularly updated to reflect best practices in data security, risk management, disaster recovery, and business continuity.

DESIRED QUALITIES AND CHARACTERISTICS

As an executive leader for the College, the Chief Information Officer will be a highly-knowledgeable and collaborative professional with a track record of successful organizational and technical leadership within information technology. The CIO will be an excellent listener and an effective communicator with a commitment to supporting the mission, values, and strategic goals of Rhodes College. The ideal candidate will hold an advanced degree and bring many of the following complementary skills and experiences to their work:

Strategic Vision:

- Have a sophisticated understanding of the challenges facing residential liberal arts colleges in the 21st century and the ways impactful technology and data can support Rhodes as it further distinguishes itself in the crowded higher education liberal arts landscape;
- The ability to formulate, articulate, and implement an innovative strategic vision for the use of information, data, and technology at Rhodes College that advances the educational and operational aims of the institution;
- An understanding of best practices in and strong technical knowledge of a range of IT areas with particular emphasis on the integration of systems in a higher education environment, including process improvement, enterprise management, information security, institutional research, and coordination of academic and administrative priorities through intelligent information and data management;
- Experience setting and achieving long-term strategic goals as well as the temperamental and intellectual agility to respond effectively to urgent items as they arise;
- The ability to plan, negotiate, and strategize sustainable business practices for a complex information services division with competing stakeholder priorities while keeping the needs of faculty, administrators, staff, and students at the heart of planned outcomes;

Communication:

- Demonstrated communication and listening skills, including an understanding of how and when to solicit input from a wide variety of stakeholders, how to effectively convey both potential solutions and tradeoffs in return, and how to ensure that critical information is relayed broadly, transparently, and proactively across all stakeholder groups;
- The ability to build relationships of trust and shared purpose across a wide range of stakeholders including faculty, students, staff, and administrators;
- The quantitative skills to make data-informed decisions regarding the institution's needs combined with the communication skills to present these findings persuasively to colleagues and stakeholders in a compelling narrative;

Organizational Management:

- A record of success in recruiting, mentoring, empowering, training, and retaining staff and enabling them to perform to the best of their abilities;
- Experience in organizational management, including assessing staffing, structure, policies, processes, and resource allocation to ensure the optimal functioning of the division;
- A commitment to fostering and maintaining a diverse and inclusive culture that values multiple perspectives and experiences; and,
- An understanding of the collaborative leadership structure within higher education, the nature of the academic enterprise, and a commitment to the mission, vision, and institutional priorities of Rhodes College.

CONTACT

For best consideration, please send nominations, applications, and queries in confidence to:

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Rhodes College is an equal opportunity employer committed to diversity in the workforce.