



Assistant Vice President and Chief Data Officer

Leadership Profile

April 2024



WittKieffer

Executive Summary

Rutgers, The State University of New Jersey is seeking an innovative and engaged leader to serve as an Assistant Vice President and Chief Data Officer (Assistant VP-CDO). Reporting to the Vice President for Financial Planning and Analytics & Chief Budget Officer within the University Finance and Administration (UFA) division, the Assistant VP-CDO will be a highly collaborative thought leader, partnering with all stakeholders across all campuses within Rutgers University, to understand their data needs and deliver analysis and insights to support data-informed decision making. This is a tremendous opportunity for the Assistant VP-CDO to lead and advance analytics in support of achieving Rutgers' goals by leveraging the institution's data assets and enabling a data-driven division structure in support of the university. With overall responsibility for the Office of Data Analytics (ODA) within UFA, the Assistant VP-CDO will provide the leadership and vision to effectively serve the financial related data and reporting needs of academic, administrative and research units. The Assistant VP-CDO will work in close partnership with the Office of Information Technology as well as across the UFA division and across the four campuses within Rutgers University.

The Assistant VP-CDO will fully evaluate the existing environment and develop the strategy to transform data analytics across the UFA division. This leader will be specifically tasked with the following: creating a structure that allows for better coordination across the highly talented team within ODA and distributed groups across the university; help ensure an effective and transparent governance structure and lead in developing a robust culture of analytics, converting the capabilities and value that data can provide to the UFA division and the university.

The ideal candidate will be a collaborative leader, capable of building strong trusting relationships with experience leading an analytics function in a complex institution. The ability to develop, communicate and execute on a vision along with having a passion for serving the public mission of higher education is essential. The Assistant VP-CDO will provide strong strategic and operational management while developing and empowering the team within ODA. The Assistant VP-CDO will have experience with a host of analytics tools and platforms, including Oracle and several others.

The Assistant VP-CDO will be at the center of a complicated ecosystem, ensuring that the data and analytics structures and capabilities of the UFA division are aligned with the organization's mission, strategy, and objectives. It is an exciting time at Rutgers as the university continues to progress in analytics and enhance their systems across the university. Working within a leading research university in a vibrant college community, the Assistant VP-CDO will have the opportunity to make a significant impact in helping shape Rutgers future success in building a culture that appreciates and utilizes tools and analytics to advance its institutional goals.

Role of the Assistant Vice President and Chief Data Officer

The Assistant Vice President and Chief Data Officer (Assistant VP-CDO) will report directly to the Vice President for Financial Planning and Analytics & Chief Budget Officer within the University Finance and Administration (UFA) division and be an integral and vital part of the UFA division finance leadership team.

In addition, the Assistant Vice President and Chief Data Officer will be expected to:

- Be responsible for developing and governing the collection, management, and storage of data across the division and analyzing and deriving insights from data to inform business strategy and value to drive financial decisions.
- Evaluates the existing environment and develops the strategy to transform financial data analytics across the division and help provide that same guidance across the university. This leader will be specifically tasked with the following: creating a structure that allows for better coordination across the highly talented teams within UFA and distributed groups across the university; help develop, support, and ensure an effective and transparent governance structure and lead in developing a robust culture of analytics, champion the capabilities and value that data can provide to the university as a whole.
- Provides strong strategic, technical, and operational management while developing and empowering the team within ODA. The Assistant VP-CDO will have significant experience with a host of analytics tools and platforms.
- Will be at the center of a complicated ecosystem, helping ensure that the data and analytics structures and capabilities of the division are aligned with the organization's mission, strategy, and objectives.
- Working within a leading research university in a vibrant college community, the Assistant VP-CDO will have the opportunity to make a significant impact in helping drive the division's analytic success.
- UFA is committed to building a culturally diverse community of professionals dedicated to contributing to an inclusive environment. The Assistant VP-CDO will be a key player in establishing and sustaining a data governance infrastructure that fosters a culture of trust and shared responsibility for the ethical use of administrative data for institutional strategic purposes.

Rutgers offers a comprehensive benefit program to eligible employees. For details, please go to <http://uhr.rutgers.edu/benefits/benefits-overview>.

Opportunities and Expectations for Leadership

The following goals and objectives have been identified as priorities for this position in the first 12-18 months:

- Partner with the Vice President for Financial Planning and Analytics & Budget Officer and become fully integrated into the leadership team and serve as the lead individual for integrating data analytics across the division. Be perceived as a solid team player who has credibility and integrity and contributes broadly as a subject-matter leader in support of data analytics.
- Develop strong, trusting relationships with academic and administrative leadership and staff across the university to identify, understand and address their financial data and reporting needs.
- Working with the Vice President for Financial Planning and Analytics & Budget Officer and UFA division leadership, develop the vision and strategic plan for analytics that is fully aligned with Rutgers' mission and strategic priorities including student success, employee recruitment/retention and institutional effectiveness.
- Perform an overall assessment of the plan for the ODA including resources, structure, and staff. Develop and implement best practices to enable stronger coordination across the team and improve service delivery overall. Enable a culture that energizes, empowers and is supportive of staff and offers career growth and development opportunities to aid in recruitment and retention.
- Evaluate the existing environment and help inform the roadmap to modernize the data technology infrastructure and analytics tools across the UFA division in partnership with Office of Information Technology Enterprise Data Management (OITEDM) organization.
- In collaboration with OITEDM and Enterprise Data Strategy Council, help develop, review and ensure the effectiveness of the data governance structure.
- Lead in developing a culture of analytics to help educate and promote data access and utilization as well as communicating the value it can provide to Rutgers. Begin driving the transformation to a "Data as an Asset" for the UFA division and Rutgers.

Professional Qualifications and Personal Qualities

Rutgers the State University of New Jersey seeks in its next Assistant Vice President and Chief Data Officer a leader with a distinguished record of accomplishment and leadership. An earned Bachelor's degree in data science, computer science, statistics, information technology, or related discipline is required. The ideal candidate will have a minimum of eight years of progressively responsible experience in a data-related position, including experience in data management, data analysis, and data strategy. Preferred qualifications include a Master's degree or advanced degree in a related field and General Data Protection Regulation (GDPR) understanding, proficiency and experience.

Required Knowledge, Skills, and Abilities

- Passionate and knowledgeable about data platforms and the evolving landscape.
- Intellectually curious and an out-of-the-box thinker who is passionate about brainstorming innovative ways to use data to solve business problems.
- Experience with extracting and aggregating data from large data sets using SQL or other tools.
- Experience in understanding and analyzing data using statistical software (e.g., Python, SAS, R or related technology).
- Technical background in data with deep understanding of issues in multiple areas such as data management, statistics, data mining, and machine learning is a plus.
- Strong at technical goal setting for a project with actionable success metrics.
- Excellent communication skills, capable of building enthusiastic support for new ideas and converting resistance to endorsement with robust collaboration with various stakeholders, leaders, and team(s) across the university.
- Proven leadership experience in managing data teams and attracting, developing, and mentoring diverse talent.
- Strong interpersonal and communication skills; ability to communicate effectively across the full spectrum of internal stakeholders.
- The ideal candidate will be a collaborative executive, capable of building strong trusting relationships with experience leading an analytics function in a complex institution.
- The ability to develop, communicate and execute on a vision along with having a passion for serving the public mission of higher education is essential.

About Rutgers the State University of New Jersey - Overview

The history of Rutgers University testifies to its institutional ambition and its importance to the state of New Jersey. Chartered in 1766, Rutgers (then Queen's College) was initially a private liberal arts college with ties to the Dutch Reformed Church. In the nineteenth century, it was renamed Rutgers College in honor of trustee and Revolutionary War veteran Henry Rutgers, and after the Morrill Act of 1862, Rutgers became New Jersey's land-grant college. In the 1920s, Rutgers became officially nonsectarian and assumed university status; in 1945 and 1956 state legislative acts designated Rutgers as the State University of New Jersey.



Rutgers is a vibrant institution with a dynamic intellectual environment, featuring more than 22,100 full and part-time faculty and staff members, serving approximately 70,000 undergraduate and graduate students. The University offers more than 150 undergraduate majors and more than 400 graduate programs. In 2021, U.S. News & World Report ranked 42 Rutgers graduate programs across a wide range of disciplines among the top 25 in the nation. The University's FY 2024 budget is approximately \$5.4 billion; research grants and sponsored programs totaled \$929.3 million in FY2023. The University has over 585,000 living alumni.

Rutgers, The State University of New Jersey includes:

- **Rutgers University–Central**, Central is where central services are units are recorded. Central units covers administrative units that support all of the Rutgers campuses. Examples of units within Central include University Finance and Administration, Institutional Planning and Operations, Office of Information Technology, University Human Resources, Office of Research, and the President's Office as examples.
- **Rutgers University–New Brunswick**, located in central New Jersey, the campus is home to more than 43,800 undergraduate, graduate, and professional students.
- **Rutgers University–Newark**, with approximately 11,000 undergraduate, graduate, and professional students.
- **Rutgers University–Camden**, where more than 5,900 students pursue more than 40 undergraduate majors, and approximately 30 graduate and professional programs through six schools.
- **Rutgers Biomedical and Health Sciences (RBHS)**, was formed in 2013 through the integration of biomedical and healthcare academic units from Rutgers University and the former University of Medicine and Dentistry of New Jersey (UMDNJ). RBHS prepares nearly 6,800 students to be physicians, nurses, dentists, pharmacists, and other health professionals.

University Finance and Administration - Leadership

J. Michael Gower is the Executive Vice President - Chief Financial Officer & University Treasurer at Rutgers, The State University of New Jersey, where he leads financial management and planning, procurement, and strategic administrative system initiatives. As part of his role at Rutgers, Gower was responsible for the financial integration of former units of the University of Medicine and Dentistry of New Jersey (UMDNJ) into the university.

Gower also oversees Human Resources, Information Technology, and Ethics and Compliance through their respective Senior Vice Presidents. He is the primary executive liaison with the Finance & Facilities Committee, the Committee on Audit of the Board of Governors, the Joint Committee on Investments of the Board of Governors, and the Board of Trustees.

Prior to Rutgers, Gower was Vice President for Business Affairs and Chief Financial Officer at Yeshiva University, Vice President for Finance and Administration and University Treasurer at the University of Vermont, and a higher education management consultant for PricewaterhouseCoopers. He spent 10 years at Duke University Medical Center, where he held various positions including Assistant VP for Finance, Associate Chief Financial Officer (CFO of the School of Medicine), and Director of Financial Planning and Systems. At Duke, he spearheaded the implementation of the SAP suite of administrative systems across the university and its health system. He held earlier accounting and financial management roles at Cornell University and Duke University.

Gower is Past Chair of the Board of Directors for the Eastern Association of College and University Business Officers (EACUBO). He is the former chair of the Research Universities Council, the constituent group for business leaders at research universities, for the National Association of College and University Business Officers (NACUBO). Gower was also a member of NACUBO's Board of Directors and chaired its Committee on the Effective Use of Analytics.

For more information about the University Finance and Administration division of Rutgers University, please go to: <https://finance.rutgers.edu/>



Procedure for Candidacy

Rutgers, The State University of New Jersey has engaged the firm of WittKieffer to manage the search process. Inquiries, nominations, and applications are invited. To be considered applicants must complete the following two-step process:

1. Submit an employment application via the Rutgers career site:
<https://jobs.rutgers.edu/postings/226418>
2. Provide a curriculum vitae and a letter of application that addresses the responsibilities and requirements in the leadership profile using WittKieffer's Candidate Portal.

Review of applications will commence immediately and continue until the position is filled. For inquiries and additional information please contact the WittKieffer search team, Diane Smith, Ben Haden, and Jess Cummings, at: rutgersSUNJ_chiefdataofficer@wittkieffer.com.

It is university policy to provide equal employment opportunity to all its employees and applicants for employment regardless of their race, creed, color, national origin, age, ancestry, nationality, marital or domestic partnership or civil union status, sex, pregnancy, gender identity or expression, disability status, liability for military service, protected veteran status, affectional or sexual orientation, atypical cellular or blood trait, genetic information (including the refusal to submit to genetic testing), or any other category protected by law. As an institution, we value diversity of background and opinion, and prohibit discrimination or harassment on the basis of any legally protected class in the areas of hiring, recruitment, promotion, transfer, demotion, training, compensation, pay, fringe benefits, layoff, termination or any other terms and conditions of employment. For additional information please see the Non-Discrimination Statement at the following web address: <https://uhr.rutgers.edu/non-discrimination-statement>.

Rutgers University is committed to fostering and maintaining a diverse and welcoming workplace – an environment of excellence in which all individuals can participate to the full level of their capabilities, realize their aspirations, and contribute to the increasingly global society in which we live.