



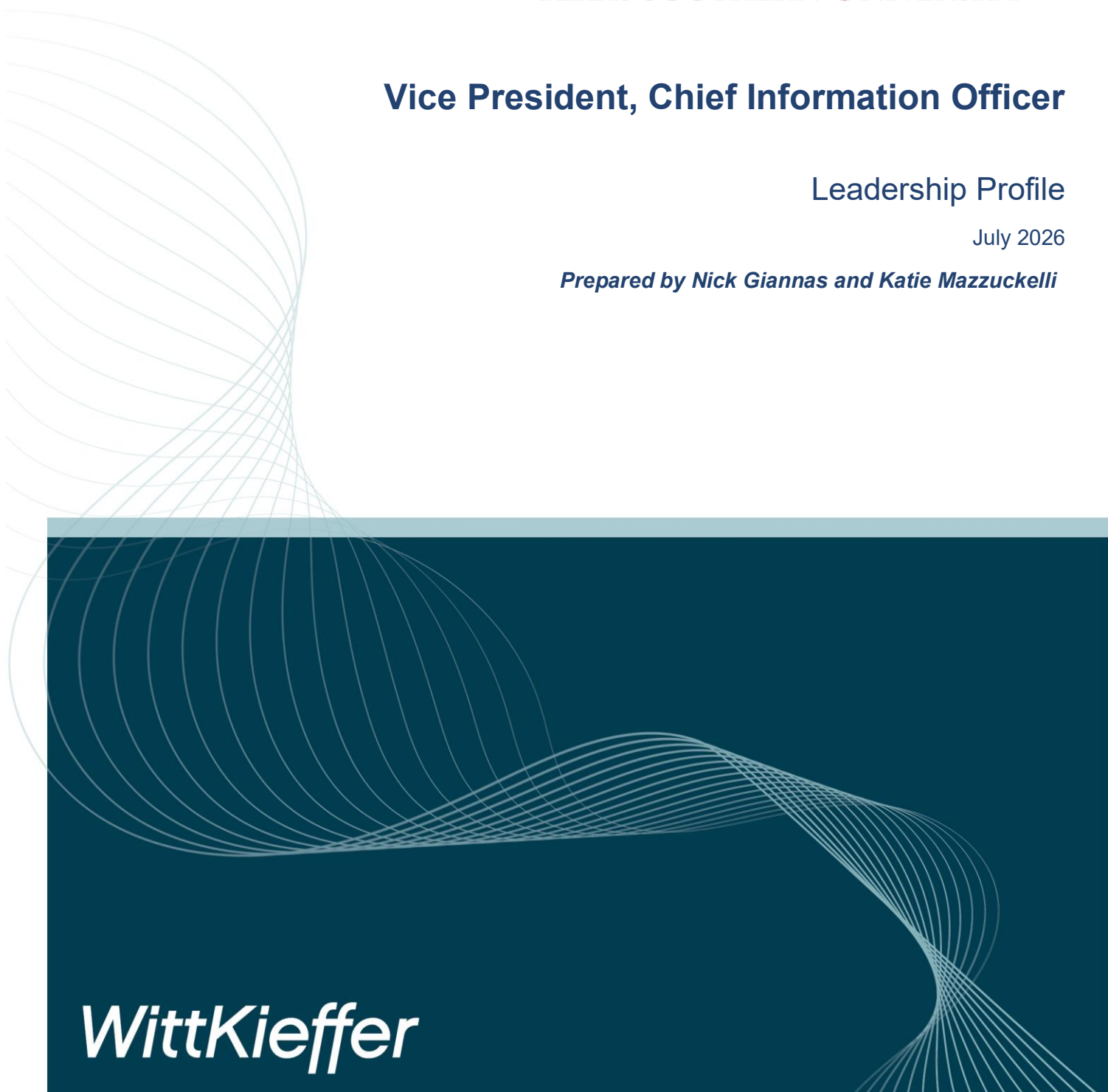
TEXAS SOUTHERN UNIVERSITY

Vice President, Chief Information Officer

Leadership Profile

July 2026

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A decorative graphic consisting of numerous thin, light blue lines that overlap and curve across the page, creating a sense of motion and depth. It starts from the left side and flows towards the right, partially obscuring the dark blue background at the bottom.

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The Opportunity

Texas Southern University (Texas Southern) seeks a dynamic, distinguished executive to serve as its next Vice President, Chief Information Officer (CIO). This is an extraordinary opportunity to transform information technology at a progressive university that has an innovative culture and is experiencing positive momentum and results in areas including academics, research, and student success.

Located in Houston, Texas Southern is a comprehensive doctoral institution offering a broad academic portfolio of more than 100 undergraduate, graduate, and professional programs across ten academic colleges and schools. Founded in 1927, Texas Southern has a long-standing reputation as a leading producer of diverse talent, growing from an initial cohort of 300 students to approximately 9,000 students today. Accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), Texas Southern is designated as a special-purpose institution with a focus on urban programming and research. It is one of only 13 Historically Black Colleges and Universities (HBCUs) to achieve the Carnegie Classification of Doctoral University—High Research Activity (R2), with research momentum evidenced by a 48 percent increase in grant awards over the past two fiscal years. In addition, Texas Southern University has been classified as a 2026 Carnegie Community Engagement Classified campus.

Administratively reporting to the Senior Vice President and Chief Administrative Officer and serving as a contributing member of the President's Cabinet, the CIO will provide the strategic and operational leadership for the IT enterprise. The CIO will develop and execute an IT strategy that is aligned with Texas Southern's strategic plan. Known as [*Ascend 2030*](#), the university's strategic plan includes a major component dedicated to technology and artificial intelligence.

Currently, the CIO role is held by an outsourced, interim leader. The new, permanent CIO will have the opportunity to fully evaluate the existing technology environment and develop the leadership team, structure and processes to effectively meet the mission and priorities of the university. This is an exciting time to join Texas Southern as the CIO to lead key initiatives including the integration of AI and data analytics across the university. In addition, the CIO will oversee the modernization of the infrastructure, implementation of a new ERP, and enhancing academic and research computing to support innovation and excellence.

The ideal candidate will be an energetic and visionary leader with demonstrated experience leading enterprise technology in a higher education institution. The CIO will have the ability to develop strategy and execute. This individual will bring exceptional relationship building skills and promote a collaborative, inclusive culture. The CIO must be a strong communicator, a trusted partner across the institution, and a team builder with the ability to attract, mentor, and retain top IT talent. The CIO will balance competing priorities and resources while driving innovation.

Organization Overview

Since its inception in 1927, Texas Southern has been highly regarded as a premier producer of talent. It has grown from 300 students in its first summer to serving approximately 9,000 students today. Texas Southern's student body represents a wide range of backgrounds and experiences, including family educational history (39 percent are first-generation students), socioeconomic status (72 percent are Pell-eligible students), and nationality (2 percent are international).

Texas Southern is a comprehensive doctoral university offering a broad academic portfolio with over 100 undergraduate, graduate, and professional programs and concentrations organized into ten academic colleges and schools. Accredited by the Southern Association of Colleges and Schools, Texas Southern honors its designation as a special-purpose institution for urban programming and research. Texas Southern is one of 13 Historically Black Colleges and Universities (HBCUs) to hold the Carnegie Classification of Institutions of Higher Education's coveted status as a Doctoral University of High Research Activity (R2). Its research prowess is demonstrated by grant awards increasing 48 percent over the past two fiscal years. The short-term goals are strategically focused on increasing student enrollment as well as strengthening funding that supports the University's endowment and research areas. In addition, Texas Southern University has been classified as a 2026 Carnegie Community Engagement Classified campus.

In 2022, the Board of Regents announced a 10-year vision and TSUPROUD initiative to articulate the university's core values. It is through those core values that the Board of Regents believe Texas Southern can reach both short- and long-term goals. The short-term goals include growth in student enrollment to 10,000, a \$125 million endowment, and \$50 million in research awards by 2027. The long-term goals include a \$250 million endowment, \$100 million in research awards, and three branch campuses by 2032. Texas Southern's 150-acre campus is nestled in the heart of Houston's historic Third Ward, just minutes from downtown. The Texas Southern Tigers have women's and men's teams competing in intercollegiate athletics at the NCAA Division I FCS level. Texas Southern has been a member of the Southwestern Athletic Conference (SWAC) since 1954.

In 2026, Texas Southern's President, J. W. Crawford, III, launched *Ascend 2030*, a comprehensive strategic plan that establishes a clear direction and disciplined approach to driving student outcomes and expanding institutional impact. The plan is focused on four priority areas:

- Student Achievement and Outcomes
- Academic Research and Innovation
- Operational Excellence
- Technology and Artificial Intelligence

For more information about *Ascend 2030*, visit: <https://tsu.edu/about/office-of-the-president/ascend-2030.php>

For more information about Texas Southern, visit: <https://www.tsu.edu/>

Position Summary

The Chief Information Officer (CIO) provides executive leadership for the strategic and operational direction of all information technology functions at Texas Southern University (Texas Southern). The CIO serves as the senior technology officer of the University, with cabinet-level responsibility for ensuring that technology investments, capabilities, and governance align with the Ascend 2030 strategic plan and the institution's broader mission.

The CIO is responsible for the development and execution of the University's information technology strategy, the modernization of core administrative and academic systems, the security and resilience of the technology environment, and the cultivation of a technology workforce capable of supporting both day-to-day operations and long-term institutional transformation. The role requires balancing immediate operational priorities with multi-year modernization commitments, and partnering closely with academic, financial, and administrative leadership to advance institutional outcomes.

The CIO will lead the next phase of enterprise technology at Texas Southern, with the opportunity to advance enterprise IT governance, develop distributed technology capability across functional areas, modernize institutional systems including the ERP platform, and lead the integration of advanced technologies including artificial intelligence as set out in strategic plan.

Reporting Relationships

The Vice President, Chief Information Officer (CIO), will administratively report to the Senior Vice President and Chief Administrative Officer and lead a team of 40 FTEs.

Responsibilities

The successful CIO candidate will:

Strategic Leadership and Institutional Alignment:

- Provide executive leadership for the development and execution of the University's information technology strategy, ensuring alignment with the strategic plan and the four guiding priorities: Student Achievement and Outcomes, Academic Research and Innovation, Operational Excellence, and Technology and Artificial Intelligence.
- Serve as the principal technology advisor to the President, Provost, Chief Administrative Officer, Chief Financial Officer, and the Board of Regents on matters of technology strategy, investment, risk, and capability.
- Lead institutional decision-making on the modernization of financial, human resources, and information technology systems as called for in the strategic plan, including platform direction for the ERP environment, modernization sequencing, and partner ecosystem strategy.
- Develop and maintain a multi-year technology roadmap that balances operational stability, modernization, and strategic transformation, with clear accountability mechanisms and measurable outcomes.
- Represent Texas Southern's interests in external technology and higher education forums, including the Texas higher education technology community, the HBCU technology leadership network, and relevant state and national higher education organizations.

Governance and Institutional Decision-Making:

- Chair a standing enterprise IT governance forum with cross-functional representation from Finance, Registrar, Admissions, Financial Aid, Human Resources, Academic Affairs, and Research, providing the institutional venue for technology investment prioritization, risk assessment, and platform-direction decisions.
- Develop and maintain enterprise IT policies, standards, and procedures consistent with state of Texas requirements, FERPA, GLBA, HIPAA where applicable, and the University's compliance and audit posture.
- Define and execute a technology investment review process that ensures alignment between technology spend, institutional priorities, and measurable outcomes.
- Lead institutional decision processes for major technology directions, including platform migration evaluations, vendor selection, and architecture decisions, working with business-side leadership rather than absorbing decisions into the IT organization.

Enterprise Applications and ERP Modernization:

- Provide executive sponsorship for the modernization of Texas Southern's enterprise applications portfolio, with particular emphasis on the Ellucian Banner environment, the institutional reporting and analytics layer, and the integration architecture connecting Banner to the broader application ecosystem.
- Lead the institutional evaluation of platform direction for the ERP environment, including options across managed cloud, SaaS migration, and hybrid configurations, ensuring that business-side functional leaders are direct participants in evaluation and decision.
- Lead the ongoing stewardship of the Banner application environment, including structured documentation, knowledge transfer practices, and longer-term strategies for configuration alignment with evolving institutional needs and vendor product direction.
- Manage the strategic relationship with Ellucian as the institution's primary ERP vendor, including contract structure, escalation paths, roadmap influence, and the establishment of quarterly strategic dialogue alongside the existing operational cadence.
- Ensure that integration platforms, identity governance, and data services support the institution's reporting, compliance, and student-success goals.

Security, Risk, and Compliance:

- Ensure the security, integrity, availability, and resilience of Texas Southern's information assets, technology systems, and data, including federally regulated student records (FERPA), financial aid data, financial systems data, and research data.
- Maintain a mature information security program covering identity and access management, privileged access controls, vulnerability management, security monitoring and incident response, and security awareness across the institution.
- Lead the institution's approach to disaster recovery and business continuity, ensuring documented and tested recovery procedures for critical systems including Banner and dependent applications.
- Maintain robust institutional visibility into the security posture of hosting, SaaS, and managed-services providers, with contractual structures that support timely security event communication and shared accountability.

- Ensure technology compliance with state of Texas requirements (DIR, TAC 202), federal requirements (FERPA, GLBA, where applicable HIPAA), and applicable accreditation and audit requirements.

Organization, Talent, and Capability:

- Lead, develop, and inspire the Office of Information Technology, providing direction and mentorship to the OIT leadership team and technology professionals across the Enterprise Engagement, Enterprise Solutions, Enterprise Technology, and Enterprise Applications domains.
- Build distributed business-side technology capability by partnering with functional areas (Finance, Registrar, Admissions, Financial Aid, HR, Research) to embed analyst-level expertise within business units rather than concentrating all technology expertise in OIT.
- Develop an internal technology training program that builds institutional capability in the use of Banner and adjacent systems, reducing dependence on external consulting and conference-driven learning.
- Strengthen structured knowledge transfer practices that build durable institutional capability across the technology workforce and partner ecosystem.
- Cultivate an inclusive, mission-aligned technology workforce that reflects the diversity and values of the Texas Southern community.

Advanced Technology and Innovation:

- Lead Texas Southern's institutional approach to the integration of advanced technologies, including artificial intelligence, across academic and operational systems as identified in the strategic plan.
- Develop a responsible AI governance framework appropriate to a public HBCU institution, addressing academic integrity, research ethics, equity considerations, data privacy, and operational use cases.
- Identify, evaluate, and pilot emerging technologies that could materially advance student success outcomes, operational efficiency, research productivity, or institutional resilience.
- Partner with Academic Affairs and faculty leadership to support technology-enabled teaching, learning, and research, ensuring that institutional infrastructure supports the academic mission.

Financial Stewardship and Vendor Management:

- Develop and manage the annual technology budget, identifying opportunities for efficiency, consolidation, and reallocation in support of institutional priorities.
- Establish a strategic approach to vendor portfolio management, including consolidated procurement strategies, total cost of ownership analysis, and vendor performance accountability.
- Lead negotiations and structuring of major technology contracts, including hosting, software licensing, professional services, and strategic partnerships, in coordination with Texas Southern procurement and applicable state procurement frameworks.
- Maintain visibility into the institution's full technology contract portfolio, including renewals, license footprints, escalations, and contractual obligations regarding security, data, and service levels.

Communication and Stakeholder Engagement:

- Communicate technology strategy, priorities, and progress clearly and credibly to a wide range of constituencies including the President's cabinet, Board of Regents, deans, faculty, students, staff, and external stakeholders.

- Translate between technical and non-technical audiences, ensuring that institutional leadership has the information needed to make sound technology investment and direction decisions.
- Build and maintain effective working relationships across the institution, including the President's office, the Provost, the Chief Administrative Officer, the Chief Financial Officer, the Controller, the Registrar, the Director of Financial Aid, deans of the academic schools, and the Board of Regents.



Goals and Objectives

The following goals and objectives have been identified as priorities for this position:

- Develop strong, collaborative, trusting relationships with constituents including students, faculty, staff, administrators, advisory board, campus leaders, and other key stakeholders across the University. Partner with leaders and distributed IT resources on IT initiatives in support of education, research, and administration.
- Conduct a comprehensive assessment of the existing IT environment including a listening tour across the campus to identify needs and opportunities. Develop the enterprise IT strategic plan in alignment with the overall strategic plan and mission of the University.
- Perform an overall evaluation of the IT department including resources, structure, and staff. Identify any necessary changes in the organizational model and provide the leadership to support and grow a skilled and dedicated IT team. Foster a culture that invigorates and empowers staff, providing career growth and development opportunities in support of recruitment and retention.
- Ensure an IT governance structure to effectively prioritize technology investments and resources for mission critical projects and proactively communicate and operationalize this to the University.
- Lead the evaluation and successful implementation of the new ERP.
- Lead the continued optimization of the Canvas Learning Management System, with a particular focus on enhancing interoperability and data integration capabilities, including ensuring the platform will effectively extract, utilize, and report on data from EAB Navigate to support student success initiatives and informed decision-making.
- Develop the roadmap to strengthen Texas Southern's digital capabilities including data analytics and AI. Integrate AI across all facets of university operations, breaking down silos, enhancing process efficiency, and driving organizational excellence. This includes leveraging AI for education, research acceleration, and administrative optimization.
- Provide support for the technology needs of the university's growing research portfolio and future goal of becoming an R1 institution.
- Oversee and support the continued advancement of the information security program to safeguard the institution's information assets, ensuring robust protection against evolving threats and vulnerabilities.

Candidate Qualifications

Education/Certification

- Bachelor's degree, required. Master's degree from an accredited institution in computer science, information systems, business administration, public administration, engineering, or a related field, is highly preferred.

Knowledge and Work Experience

- Ten-plus years of progressively responsible information technology leadership experience, with at least five years at the senior executive level (CIO, Deputy CIO, Vice President of IT, or equivalent).
- Demonstrated experience leading enterprise technology in a higher education institution, including direct accountability for the operation, modernization, or implementation of a higher-education ERP environment (Ellucian Banner, Workday Student, Oracle PeopleSoft Campus Solutions, or equivalent).
- Demonstrated experience in establishing and operating enterprise IT governance, including cross-functional steering committees, technology investment review processes, and institutional decision frameworks.
- Demonstrated experience managing strategic vendor relationships in higher education, including ERP vendors, managed services providers, and SaaS partners, with accountability for contract structure, performance, and roadmap alignment.
- Strong working knowledge of information security frameworks (ISO 27001, NIST CSF, SOC 2) and applicable higher education regulatory frameworks (FERPA, GLBA, HIPAA where applicable).
- Experience leading and developing technology organizations with multiple functional domains, including application services, infrastructure, security, end-user services, and project management.
- Demonstrated success leading institutional change initiatives in a complex, multi-stakeholder environment.
- Experience establishing or participating in higher education AI governance, advanced analytics, or institutional research and reporting transformation, preferred.
- Industry-recognized certifications in IT governance, information security, or technology leadership (e.g., CGEIT, CISM, CISSP, EDUCAUSE Leading Change, ITIL), preferred.
- Active engagement in higher education technology professional communities (EDUCAUSE, HBCU CIO Network, Texas higher education CIO community), preferred.

Leadership Skills and Competencies

Forward-Looking Leadership

- The CIO will lead the next chapter of enterprise technology at Texas Southern, advancing governance, business-side capability, and strategic vendor partnerships. The successful candidate is energized by the opportunity to build durable institutional capabilities and to lead the integration of advanced technologies in service of the University's mission. This is a forward-looking role with significant scope to shape outcomes.

Strategic Patience and Operational Discipline

- The technology decisions ahead of Texas Southern including platform direction, customization remediation, AI integration are multi-year commitments that do not resolve in any single budget cycle. At the same time, day-to-day operations cannot be compromised. The CIO must hold both horizons simultaneously: the discipline to

deliver on near-term commitments and the patience to advance multi-year transformation through institutional decision cycles.

Mission Alignment

- Texas Southern University's mission of educational access, leadership development, and economic mobility for the communities it serves is foundational to every institutional decision. The CIO must understand and be energized by this mission, and able to articulate how technology investments and capabilities advance it.

Cross-Functional Communication and Translation

- Technology at Texas Southern is a cross-functional enterprise. The CIO must communicate effectively with cabinet-level academic and administrative leadership, with deans and department chairs, with functional business leaders in Finance and the Registrar, with faculty and students, with the Board of Regents, and with external state and accreditation bodies. The ability to translate between technical detail and institutional consequence in both directions is essential.

Distributed Leadership Posture

- Strengthening business-side technology capability calls for a CIO who partners with functional leaders in Finance, the Registrar, Admissions, Financial Aid, HR, and Academic Affairs, sharing decision-making authority and developing technology fluency across the institution. This requires confidence, generosity, and a leadership posture comfortable with shared accountability and are qualities that translate the institution's collaborative culture into effective technology outcomes.

Comfort with Open Institutional Questions

- The CIO will lead institutional evaluation of several significant technology directions, including the strategic evolution of the ERP platform, the pace and shape of SaaS adoption, and the approach to integrating artificial intelligence across academic and operational systems. The role calls for the analytical rigor and decision frameworks that enable sound institutional choice, combined with the leadership presence to engage diverse stakeholders constructively.

Vendor Management Sophistication

- Texas Southern operates significant vendor relationships, including with Ellucian as its primary ERP partner. The CIO is expected to operate strategic vendor relationships at multiple levels: operational cadence for incident and change management, periodic strategic dialogue on roadmap and platform direction, contract review for commercial structure, and clear escalation channels for material issues. The role calls for sophistication across the broader vendor portfolio as well.

Personal Resilience and Public Visibility

- Senior technology leadership at a public university is a publicly visible role. The CIO will be accountable for outcomes, present at Board of Regents and cabinet meetings, and visible to faculty, students, and external constituencies. The role requires personal resilience, comfort with public accountability, and the judgment to operate with integrity in a politically and institutionally complex environment.

Commitment to People Development

- Texas Southern's technology workforce includes experienced staff with deep institutional knowledge, talented newer staff with current technical skills, and partnerships with consulting and managed-services firms. The CIO is expected to value, develop, and retain this workforce, with attention to knowledge sharing, structured development paths, and the thoughtful integration of partner capabilities alongside internal capability.

The Community

Houston, Texas

The Greater Houston Area is the fourth most populous metropolitan area in the United States. Houston is home to the country's most diverse community, with no ethnic or racial majority, and the city welcomes people from across the nation and the world. Ranking third in the number of foreign consulates it houses, Houston is truly an international city. More than 90 languages are spoken in the Houston area.



One of only five American cities with resident professional companies in all four major performing arts — [ballet](#), [opera](#), [theater](#), and [symphony](#) — Houston also boasts professional [football](#), [baseball](#), [basketball](#), and [soccer](#) teams. The *New York Times* called Houston possibly the most interesting city in America for young artists. The Houston area contains more than 55,000 acres of parks, public green space, and open water. The Kemah Boardwalk and the city of Galveston on the Gulf Coast offer outdoor and water recreation. Businesses also recognize the allure of Houston's offerings. Twenty-five companies on the *Fortune 500* list call the Energy Capital of the World home. Aeronautic

research is unsurpassed at NASA headquarters, and Texas Medical Center remains the largest in the world with 47 highly lauded research and treatment institutions.

More information on Houston can be found here: <https://www.visithoustontexas.com/about-houston/>

Procedure for Candidacy

Please direct all applications, nominations and inquiries to the WittKieffer consultants assisting Texas Southern University with this recruitment, preferably via email, to Katie Mazzuckelli at kmazzuckelli@wittkieffer.com.

Applications should include, as separate documents, a resume and a cover letter.

All inquiries, applications, and nominations will be held in the highest confidence.

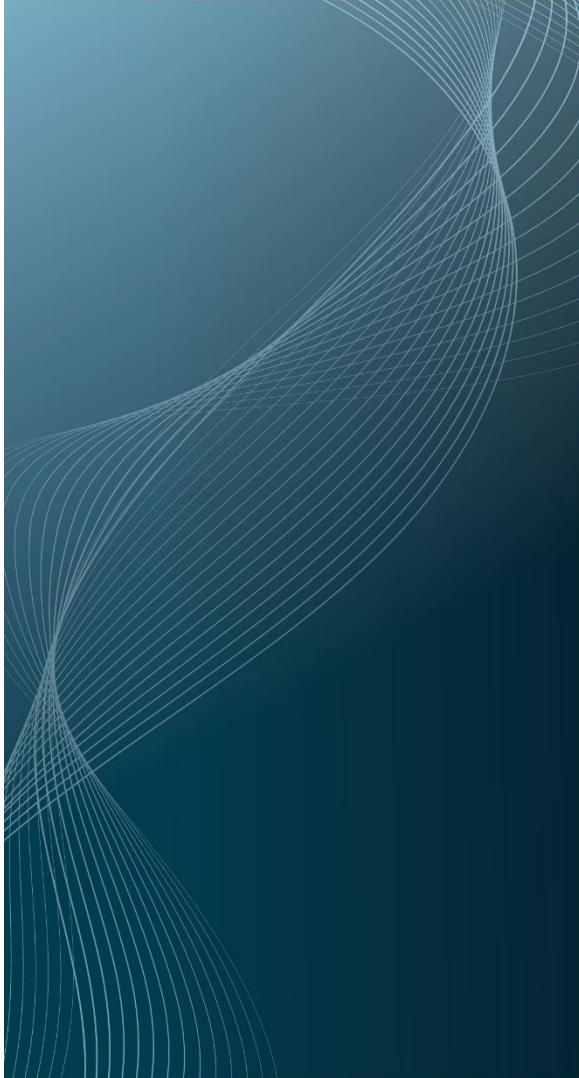
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It is the policy of Texas Southern University to provide a work environment that is free from discrimination for all persons regardless of race, color, religion, sex, age, national origin, individuals with disability, sexual orientation, or protected veteran status in its programs, activities, admissions or employment policies. This policy of equal opportunity is strictly observed in all University employment-related activities such as advertising, recruiting, interviewing, testing, employment training, compensation, promotion, termination, and employment benefits. This policy expressly prohibits harassment and discrimination in employment based on race, color, religion, gender, gender identity, genetic history, national origin, individuals with disability, age, citizenship status, or protected veteran status. This policy shall be adhered to in accordance with the provisions of all applicable federal, state, and local laws, including, but not limited to, Title VII of the Civil Rights Act.

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