



JOHNS HOPKINS
UNIVERSITY & MEDICINE

An Invitation to Apply for the Position of

**Vice President and Chief Information Officer
Johns Hopkins University and Johns Hopkins Medicine
Baltimore, Maryland**

The Search

Johns Hopkins University and Johns Hopkins Medicine seeks an exceptional individual to serve as its next Vice President and Chief Information Officer (CIO). This is an outstanding and rare opportunity for a highly experienced and accomplished IT professional to lead the IT organization of one of the world's most respected universities and health systems.

The Vice President and Chief Information Officer is an executive leadership position responsible for enterprise-wide strategic and operational oversight of Information Technology (IT) systems and infrastructure across both Johns Hopkins University (JHU) and Johns Hopkins Medicine (JHM).

The enterprise has approximately 1,200 IT staff, roughly 67 percent in the health system and 33 percent in the university, that the IT leadership team directs and supports in all aspects of clinical and academic systems management, including: hardware, applications and technology management, cybersecurity, systems engineering, clinical records management, patient access and billing, research data management, enrollment systems, networking, telecommunications, business solutions, email, mobile device management, and web services for 57,000 employees, 24,000 students, and over 94,000 annual inpatient and 2.4 million outpatient encounters.

The central IT operating budget is roughly \$300M which is funded approximately 2/3 by the health system and 1/3 by the university. In addition, the routine capital budget can range from \$20-30M per year. IT supports five hospitals in MD, DC and one in St. Petersburg, FL, two data centers (one in MD and a disaster recovery (DR) site in VA), a vast metro fiber network that interconnects all of JHU's strategic campuses, a dedicated high-speed research network and three on-premises core business systems, SAP, Epic, and a student information system. JHU peers with two major cloud vendors, Azure and AWS, and approximately 30 percent of their compute is cloud based today. They also manage over 3,000 servers (Windows, Linux, Unix, etc.), 30+ petabytes of Tier 1 storage, and have approximately 145,000 entities in their enterprise user directory.

Through collaboration with senior JHU and JHM colleagues, as well as external partners and leaders across the IT function, this position is responsible for leading and advancing enterprise-wide IT strategies, policies, practices and standards in support of the university, JHM, and the enterprise as a whole, while also supporting the missions of the individual divisions and entities. This position is charged with establishing and maintaining governance processes to ensure the alignment of IT priorities with JHU and JHM goals. The CIO will collaborate with executive management across the enterprise to identify, recommend, develop, implement, and support cost-effective technology solutions for all aspects of the organization, while bringing a current knowledge and future vision of technology and systems to sustain Johns Hopkins' competitive position in education, research, discovery, innovation, and clinical practice.

The CIO will assess long-term organization-wide information needs and develop an overall strategy for information needs, systems development, system security, and hardware acquisition. The role acts to ensure integrity of organization-wide data, proprietary information, and related intellectual property through information security and access management. The position also has strategic oversight responsibilities for the JHM Technology Innovation Center (TIC), with a focus on promoting continued technology enhancement across the enterprise.

As an enterprise-wide executive leadership role that functions across two highly matrixed organizations, this position will have reporting alignment and functional accountability to the Senior Vice President for Finance and Administration of JHU, the university's Provost, and the Dean and CEO of JHM. The CIO will also serve as a university leader on the university President's Cabinet.

Isaacson, Miller, a national executive search firm, is assisting with this search. Inquiries, nominations, and applications should be directed to the firm as indicated at the end of this document. All such outreach will be treated confidentially.

Johns Hopkins University

Johns Hopkins University was incorporated in 1867 under the terms of a \$7 million bequest from Johns Hopkins, a Quaker merchant of Baltimore, who directed that the funds be used for the establishment of a university and a hospital. Johns Hopkins University was America's first research university, founded for the express purpose of expanding knowledge and putting that knowledge to work for the good of humanity. Today, Johns Hopkins is world renowned for undergraduate and graduate study, research, professional practice, and patient care. It attracts the finest undergraduate, graduate, and professional students and more federal research funding than any other university in the United States.

Johns Hopkins opened its doors in 1876 under the leadership of its visionary first president, Daniel Coit Gilman. President Gilman and his first board of trustees conceived of and brought together for the first time in history the key elements of the American research university: a creative faculty given the freedom and support to pursue research; fellowships to attract the brightest students; education emphasizing

original work in laboratory and seminar; and scholarly publication. The creation of this model and its later replication at other schools led to the American research university system as it exists today.

Today, JHU enrolls more than 24,000 full-time and part-time students in nine academic divisions on four campuses in Baltimore, one in Washington, D.C., one in Montgomery County, Maryland, and facilities throughout the Baltimore-Washington region as well as in China and Italy. The divisions of the university are the Zanvyl Krieger School of Arts and Sciences, the Whiting School of Engineering, the Carey Business School, the Schools of Education, Medicine, and Nursing, the Bloomberg School of Public Health, the Peabody Institute, and the Paul H. Nitze School of Advanced International Studies, as well as multiple centers, institutes, and affiliates. Three of these divisions have undergraduate students and all nine have graduate students. The university's annual budget is nearly \$7 billion, \$4 billion of which is extramural research funding. The university's endowment is approximately \$8.3 billion.

The Homewood campus, site of the schools of Arts and Sciences, Education, and Engineering, is located in North Baltimore. The East Baltimore campus is home of the schools of Medicine, Nursing and Public Health, as well as Johns Hopkins Hospital.

For more information on Johns Hopkins University, the divisions, faculty and academic programs, please visit: <https://www.jhu.edu/assets/uploads/2016/01/johnshopkinsfactbook.pdf>

Johns Hopkins Medicine

What today is Johns Hopkins Medicine (JHM), began with the opening of Johns Hopkins Hospital in 1899 and the medical school in 1893. Its mission was to create new models and standards for medical education and health care. From the beginning, Hopkins set standards which other medical schools have followed. It was the first medical school in the United States to make the college degree a requirement of admission. Curriculum advances included extensive intern and residency training and the creation of full-time clinical departments. Students at Hopkins became an integral part of the staff of the Johns Hopkins Hospital, learning largely by actual participation in patient care rather than by attendance at lectures.

In 1986, the hospital trustees created The Johns Hopkins Health System Corporation to serve as the parent of the hospital and future subsidiary entities. In 1996, the health system and the school of medicine joined together to become Johns Hopkins Medicine. Its mission is to improve the health of the community and the world by setting the standard of excellence in medical education, research and clinical care. Diverse and inclusive, Johns Hopkins Medicine educates medical students, scientists, health care professionals and the public; conducts biomedical research; and provides patient-centered medicine to prevent, diagnose and treat human illness.

Headquartered in Baltimore, Maryland JHM unites physicians and scientists of the JHU School of Medicine with the organizations, health professionals and facilities of the Johns Hopkins Hospital and Health system. It has six academic and community hospitals four suburban health care and surgery centers; over 40 Johns

Hopkins Community Physicians locations serving over 903,000 patients annually; Johns Hopkin Home Care which treats nearly 148,000 adults and children in central Maryland annually; and an international division. JHM receives \$300-350 million annually in philanthropy from 45,000+ donors. These support the JHM tripartite mission: medical education, research and clinical care.

For more information on Johns Hopkins Medicine, please visit:

<https://www.hopkinsmedicine.org/som/about-us/index.html>

IT@JH

The mission of IT@JH is to support and enhance research, teaching and patient care for the Johns Hopkins enterprise through the effective use of excellent information technology resources, products, and services to enable their customers to focus on serving students, patients and the community and save time and money for the enterprise. Its guiding principles are safety, security, science, service excellence, staff development and stakeholder satisfaction, simplification, sustainability and savings. The CIO is supported by a team of four vice presidents who oversee finance and administrative systems, infrastructure, health IT and information security.

The cybersecurity team addresses current and emerging threats in data theft, ransomware, and application attacks. Our network is relatively open, we have a large attack surface, and we employ defense-in-depth. Emerging ransomware attacks can spread organization-wide by establishing a beachhead through phishing or web compromise, and then scanning the network to replicate on multiple machines. These attacks may be institution-wide or just focus on a single department or laboratory. Our IT groups are now logging network, endpoint, user, and application logs in monitoring tools. We regularly perform web vulnerability scans, application risk assessments, and have implemented several guidelines for client and server admi

Enterprise Business Solutions group (EBS) EBS manages applications, software and solutions to serve the enterprise across many administrative functions including Human Resources and Payroll, Supply Chain, Finance, Grants Management, Real Estate, and Public Safety. SAP is the enterprise solution for many of these key business functions and the SAP landscape continues to grow with SAP SuccessFactors for Recruiting, Performance & Goals, SAP Ariba for Purchasing catalogs, and Concur for Travel and Expense reimbursement, along with new enabling technologies for integration and analytics. The Group's current strategic focus is the development of a multi-year roadmap for the replacement and expansion of our current SAP technology suite.

Chesapeake Digital Health Exchange (CDHX) Chesapeake DHX (CDHX) is a regional economic development effort co-organized by the Technology Innovation Center and Johns Hopkins Technology Ventures. In 2020, CDHX hosted a series of virtual Digital Health Huddles featuring local start-up leaders, a pitch event, and virtual trivia game. CDHX co-hosted the MAVRIC conference, featuring emerging augmented and virtual reality technologies with a focus on healthcare, and continued providing mentoring and technical

guidance to regional digital health start-ups.

The Tech Hub supports the technology needs of Johns Hopkins affiliates on the medical campus. As many employees transitioned to remote work due to the COVID-19 pandemic, the Tech Hub drastically increased the supply of webcams and iPads, then secured and deployed hundreds of each across the institution. Work-from-home product bundles for simplified ordering are available, along with same-day shipping and contact-free delivery. For virtual education, the Tech Hub provided 75 Apple AirPods to professors and 100 tablets to employees with children in Baltimore City Schools. The Tech Hub also continued supporting essential workers on campus through hardware and equipment repairs.

For more information, please go to <https://it.johnshopkins.edu/about-itjh/>

Leadership

Ronald Daniels, President, JHU

Since taking office in March 2009, Ronald J. Daniels, Johns Hopkins University's 14th president, has focused his leadership on strengthening and expanding Johns Hopkins' community engagement in Baltimore and beyond; championing individual excellence and access in higher education; nurturing collaboration that spans disciplines and reflects the diversity of ideas, experiences and thought that fuel innovation; and arguing for the indispensable role that universities like ours can and must play in fostering democratic societies. These overarching themes created the backbone of the *Ten by Twenty*, the university's first comprehensive strategic planning document, and the \$6 billion Rising to the Challenge campaign and continue to shape the direction of Johns Hopkins as it approaches its 150th anniversary. Before coming to JHU, Daniels was provost and professor of law at the University of Pennsylvania and dean and James M. Tory Professor of Law at the University of Toronto. He earned an LLM from Yale University and a JD from the University of Toronto.

Sunil Kumar, Provost and Senior Vice President for Academic Affairs, JHU

Sunil Kumar took office as the 15th provost of Johns Hopkins University in 2016. In this role, Dr. Kumar is the chief academic officer and second-ranking member of the senior administration, responsible for promoting and coordinating the university's teaching and research mission. He oversees the university's nine schools as well as several interdisciplinary programs and academic centers. As Provost, Dr. Kumar has focused on increasing inter-divisional research and education collaborations across the university; recruiting exceptional faculty to Johns Hopkins through the Bloomberg Distinguished Professorship program and the Faculty Diversity Initiative; enhancing the student experience by leading the Student Services Excellence Initiative, strengthening the career services function at the university for undergraduate and graduate students; and advancing diversity, equity, and inclusion initiatives across the divisions. Kumar also chairs the university's inaugural Tenure Advisory Committee (TAC).

Dr. Kumar received a ME degree from the Indian Institute of Science in Bangalore and a BE degree from Mangalore University in Surathkal. He earned a PhD from the University of Illinois at Urbana-Champaign.

Laurent Heller, Senior Vice President for Finance and Administration, JHU

Laurent Heller was appointed as senior vice president for finance and administration at Johns Hopkins University in June 2021. In this role, Mr. Heller leads all financial and administrative affairs for the university and oversees the financial offices of the controller, investment management, planning and budget, and treasury, as well as the administrative areas of human resources, public safety, facilities and real estate, information technology, purchasing, risk management and internal audit. Serving as the chief business and finance officer of the university, the senior vice president for finance and administration is accountable to the university's Board of Trustees to ensure the overall fiscal and administrative health of the institution and is accountable to the following committees of the Board of Trustees: Audits and Institutional Risk Management; Committee on Finance; Committee on Intermediate Sanctions; and Committee on Investments, as well as related subcommittees. Mr. Heller holds a BA from the University of California, Berkeley.

Theodore DeWeese, Interim Dean of the medical faculty and CEO, JHM

Dr. DeWeese, Interim Dean and CEO, JHM, is also the Sidney Kimmel Professor of Radiation Oncology and Molecular Radiation Sciences and is professor of oncology and urology at the Johns Hopkins University School of Medicine. His areas of clinical expertise include prostate cancer, radiation oncology and urological oncology. Dr. DeWeese has served on numerous committees and boards including as President and Chair of the Board for the American Society for Radiation Oncology. He also serves on committees for the American Association for Cancer Research and was appointed by the National Academy of Sciences as a scientific counselor for the Radiation Effects Research Foundation in Hiroshima, Japan. Dr. DeWeese earned his M.D. from the University of Colorado Health Sciences Center. He completed his residency at The Johns Hopkins Hospital, serving as chief resident, and performed a laboratory research fellowship at the Johns Hopkins Oncology Center and the James Buchanan Brady Urological Institute.

Role of the Vice President and Chief Information Officer

Reporting to the Senior Vice President for Finance and Administration of JHU, the university's Provost, and the Dean and CEO of JHM, the CIO is responsible for information technology strategy, policies, and services that support the missions of Johns Hopkins University and Johns Hopkins Medicine. The CIO is the primary thought leader on all IT-related matters at Johns Hopkins, and the leader of the organizational and financial elements of its academic, administrative, and infrastructure technology resources.

Through collaboration with senior colleagues at JHU and JHM, external partners, and in leading IT@JH, the CIO envisions, establishes, and advances university-wide IT strategies, policies, and standards.

Navigating the complexity of Johns Hopkins University and Johns Hopkins Medicine with a commitment to advancing Johns Hopkins education, research, clinical services missions and ensuring that Hopkins is at the bleeding edge of technology innovation, is the central charge of the CIO. This includes advancing institution-wide solutions to ensure robust security and effective user experiences while focusing specialization where it matters most. As a result, the CIO must be an effective and compelling communicator within IT@JH and across the broader Hopkins community; in clarifying the strategic vision, opportunities, choices, and costs to senior administration and in sharing the institution's capabilities, recommendations, policies, and decisions within the Hopkins community.

As the leader of IT@JH, the CIO has seven direct reports: Vice President, Infrastructure; Vice President, Finance and Administrative Systems; Vice President, Health IT; Vice President and Chief Information Security Officer; Chief Systems Architect; Senior Director, Clinical Research IT; and Managing Director, University Information Systems.

The CIO is the head administrator for IT@JH and will thoughtfully manage and deploy departmental operating and capital budgets by using central budget guidelines, by assessing and communicating risk associated with IT investments and by directing business case justifications and cost/benefit analyses for IT spending and initiatives to meet the financial requirements of the organization.

Key Opportunities

Specific opportunities for the new Vice President and Chief Information Officer include the following:

Develop a vision and strategic priorities for the role of technology across the enterprise

As the architect of IT across JHU and JHM, the CIO is responsible for developing a vision for the role of technology across the enterprise and establishing the strategic initiatives to realize the vision. Working in consultation with senior leadership, faculty, staff, clinicians, and the broader Johns Hopkins community, the CIO will build a sophisticated strategic plan for IT that is responsive to the needs of the university and Johns Hopkins Medicine. The CIO will design a roadmap that works towards business goals which manage and align business processes, software/hardware, vendor applications, local/wide area networks, people, operations and projects with the organizations' overall strategy. This will require an understanding of how IT intersects with each unit and their individual IT-related challenges and aspirations, as well as a nuanced understanding of the changing landscape and pressures for research intensive universities and health systems, and the needs of a variety of constituents.

While technology is both vital to success and enabling in endeavors, it is critical that the CIO understand relevant best practices, balanced with the appetite for change within Johns Hopkins. The CIO will have the ability to navigate change and create realistic goals and plans that are achievable and successful. They will ensure that technology is used optimally and appropriately, prioritizing operating and resource efficiency.

Nurture relationships across the enterprise

The CIO will join a dedicated senior leadership team in both the university and the health system. Collegiality and a commitment to the highest standards of workplace culture help define relationships among the leadership. The CIO will nurture those relationships by fostering communication, creative problem solving, a commitment to serving the Johns Hopkins community, and respect for the expertise and dedicated professionalism in the university and health system.

Being an adept communicator will be key to success for the CIO. At the university, the CIO will work with faculty across all disciplines, coordinate with staff in a variety of roles, and foster a satisfaction with students; in the health system, the CIO will partner with clinicians and researchers, support healthcare staff, and provide infrastructure to ensure patient trust.

Further advance security

Johns Hopkins is keenly focused on maintaining a robust, effective information security program. With the threat landscape evolving and expanding every day, the next CIO will bring a proven track record of managing organizations to high security standards. Additionally, the CIO must understand the principles of privacy and rights to access. The CIO will work closely with the Chief Information Security Officer to ensure that data and resources are secure, and that the JHU/JHM communities are aware of potential threats and their role in mitigating them.

Johns Hopkins partners with a variety of state agencies and regulatory bodies. The CIO will ensure that all Johns Hopkins IT functions are in compliance with the various regulations established in those relationships.

Lead, inspire, and support the IT@JH staff

The CIO is the advocate for information technology across Johns Hopkins and the leader of the 1200+ staff at IT@JH. The next CIO will inherit a high-performing and talented team of IT professionals with a wide range of responsibilities, knowledge, and experience. The CIO will build on existing frameworks and community efforts to foster a greater sense of shared purpose and provide vision for a cohesive organization that is innovative, responsive, flexible, drives performance, and committed to excellent customer service.

The CIO will continue to build a culture of innovation and collaboration within IT@JH to enhance its culture as a unified and integrated division across JHU and JHM, and thereby enable the division to steward institutional growth and operational improvement on both sides of the enterprise.

Johns Hopkins is deeply committed to maintaining and enhancing its culture of equity, diversity, and inclusion; to further advancing these core values; and to continuing to attract, develop, and promote top

IT talent from diverse backgrounds. The CIO is the primary guardian of this inclusive working environment within IT@JH and nurtures these values within the team and across the enterprise. Creating a greater sense of shared purpose, connectedness, and cohesion among the IT@JH staff; bringing energy and inspiration to their professional development; and building a culture that attracts and retains the best technical talent is central to the CIO's charge. Also central is the imperative of inclusive design to ensure that technology and digital content is accessible for everyone. The CIO will work to guarantee that technology is not a privilege, but a right of access to the entirety of the Hopkins community.

Collaborate with senior leadership across the university and the health system

It is no question that the structure of the combined, central IT of JHU and JHM is a profound asset and, also, deeply complex. The CIO will leverage the strength of the combined organization to ideate technology as mission critical to the Johns Hopkins organization. The CIO will advocate for the role of technology in all manners of teaching, research, service, and clinical work. They will collaborate closely with the senior leadership to both offer service and act as a thought partner for the various functions of the enterprise. They will identify, evaluate, and select new emerging technologies that can be assimilated across JHU and JHM to significantly improve customer service, enhance processes, support innovation, realize economies of scale, and further the missions of the enterprise.

The Successful Candidate

This position requires a leader with broad technology knowledge. The CIO will be a keen collaborator who can deftly organize and prioritize between and across multiple high functioning units. A service-oriented leader and listener, the CIO will have a record of building and leading high-performing teams, establishing and sustaining productive working relationships with a range of constituencies, and achieving results through collaboration and influence. The successful candidate will understand the importance of recruiting, developing, and leading a diverse and vibrant workforce.

The successful candidate will bring many of the following professional qualifications, skills, experience, and personal qualities:

- Senior leadership experience across a large, complex organization with multiple layers of stakeholders, encompassing strategic planning, project planning, visioning, and process transformation.
- A track record of outstanding management that demonstrates financial acumen, organizational sophistication, superb listening skills, and high emotional intelligence.
- Demonstrated inclination and strength in communication; the ability to simplify and build unity around complex issues.
- Thought leadership for the university and health system in advanced technological trends such as cloud, data & analytics, and cyber security. The ability to anticipate future opportunities and provide a holistic approach to integrating technology advancements into strategies and actions.

- Liveliness and range in intellect; ability to engage substantively with faculty and staff and respond effectively to their needs and concerns.
- A demonstrated track record of advancing diversity and a deep understanding of the educational value of a diverse and inclusive community.
- Devotion to the highest ethical standards; personal and professional integrity above reproach.
- Experience within higher education, academic medical centers and/or other relevant organizations undergoing industry transformation; a business orientation and perspective.
- While prior higher education and health systems experience is not required for this position, the ideal candidate must possess an understanding of and appreciation for the complexities of a university academic and health system environment; the roles and relationships of faculty, staff, clinicians and students; and the diverse needs for technical support in a comprehensive university and health system ecosystem at scale.
- Ten years of increasing and broad-based responsibility in IT or a related field.
- An advanced degree is preferred.

TO APPLY

Inquiries, nominations, and applications should be sent in strict confidence to:

Dan Rodas, Partner
Joanna Cook, Managing Associate
Gail Gregory, Managing Associate
Isaacson, Miller
Boston, MA

<http://www.imsearch.com/8842>