

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Workforce and Organizational Effectiveness Committee

Date: June 30, 2021

Title: Appointment of Vice Chancellor for Information Technology

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

It is anticipated that Chancellor Malhotra will recommend the appointment of Dr. Jacquelyn Malcolm as Vice Chancellor for Information Technology.

Scheduled Presenter(s):

Devinder Malhotra, Chancellor



**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION
Appointment Of Vice Chancellor For Information Technology

BACKGROUND

Following the resignation of Vice Chancellor for Information Technology Ramon Padilla in October 2020, Chancellor Malhotra initiated a national search for the next Vice Chancellor for Information Technology. The executive search firm Next Generation was retained to assist with the recruitment of this position.

A search advisory committee was appointed. The members are:

- Rachel Krueger, General Maintenance Worker (AFSCME)
- Patrick Paulson, Professor, Business Administration Management (IFO)
- Barb Gosch, Change/Release Management Specialist (MAPE)
- Chris Welle, Director of Applications and Infrastructure (MMA)
- Andrew Aspaas, Faculty, Chemistry (MSCF)
- Paul Stern, Associate Director Warrior HUB (MSUAASF)
- Angelia Millender, President of Century College
- Daniel Heckaman, Chief Information Officer (CIO)
- Tiffni Deeb, Vice President of Information Technology Services (CIO)
- Bill Maki, Vice Chancellor for Finance and Facilities (System Office Administrator)
- Jamie Nordstrom, System Director, Technology & Budget (System Office Administrator)
- Kim Lynch, Sr. System Director of Educational Innovations (System Office Administrator)
- Andriel Dees, Interim System Diversity Officer (System Office Administrator)
- David Mesta, LeadMN Treasurer (Student)
- Emma Zellmer, Students United Vice Chair (Student)

The following individuals provided support to the committee:

- Scott Olson, Search Chair, President of Winona State University
- Deb Gehrke, Executive Search Manager, HR Director for the System Office

The position was advertised nationally in a variety of higher education and diversity publications. At the same time, the search consultants initiated an aggressive recruitment campaign. There were a total of 60 (sixty) applicants. From this pool, the search advisory committee selected 9 (nine) individuals for initial interviews and forwarded its assessment of the candidates to the chancellor. On the committee's

recommendation, Chancellor Malhotra selected 3 (three) finalists to participate in the system office virtual interviews. The virtual interviews were conducted by Chancellor Malhotra, members of the chancellor's cabinet, and Trustees Cowles, Cirillo, Nishimura, and Soule.

Reference and background checks were conducted.

After careful consideration and review, the chancellor selected one candidate to recommend to the Board of Trustees for approval.

At this time, Chancellor Malhotra recommends Dr. Jacquelyn Malcolm to be the Vice Chancellor for Information Technology for Minnesota State.

RECOMMENDED COMMITTEE MOTION

The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion.

RECOMMENDED BOARD MOTION

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Jacquelyn Malcolm as Vice Chancellor for Information Technology, effective August 2, 2021, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Workforce and Organizational Effectiveness Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

Date Presented to the Board of Trustees: 06/30/21

Date of Implementation: 08/02/21

JACQUELYN MALCOLM

Professional Summary

Innovative, transformational, and visionary technology leader, who is committed to overseeing, managing and delivering complex information systems that preserve, advance and sustain an institution's mission, supports strategic use of information technology, and improves operational effectiveness, with a strong focus on applying technology to further student success.

Selected Career Accomplishments

- Increased Open House student attendance by 29% from previous year (largest in institution's history).
- Brought in 1 639 first-time freshman students during the COVID-19 pandemic (target was 1 650).
- Integrated the use of behavioral marketing campaigns where the yield rate for incoming freshmen was 18.2% (admits who deposited). With just one campaign, there was a 21x ROI with the onboarding of this solution based on the investment made.
- Established new emergency scholarships to assist with student persistence to graduation.
- Established, with Finance and Management leadership, a campus enrollment resource and planning taskforce to assist in the build out of an strategic resource planning budget model.
- Combined disparate College Relations, Photography, Videography, and Creative Services Offices into one Marketing and Communications Office to create a more coordinated effort to support the College's brand.
- Successfully implemented large scale ERP systems such as Banner 9, SLATE CRM, 25 Live, and Campus Mobile Application, utilizing resources from a newly revamped IT project management office.
- Implemented an institution's first-ever Data Warehouse using Blackboard A4L.
- Rolled out College's first-ever mobile (car) billboard advertising strategy, which was the first to occur in Western New York for a higher education institution.
- Successfully rebranded two major universities to include one with a corresponding community college.
- Built an institution's intranet portal system (Luminis), which was its first.

Skills

- Shared Governance
- Retention
- Brand Management
- Enrollment Planning
- Marketing and Communications
- IT Enterprise Resource Planning
- Project Management
- Data and Analytics
- Data Informed Decision Making
- Budget Management
- Fundraising
- Storytelling
- Assessment
- Strategic Planning

Professional Experience

Chief Information Officer & Vice President of Enrollment, Marketing, and Communications

Buffalo State College a State University of New York (SUNY) Institution
Buffalo, NY 7/18 - Present

- Provide proactive leadership of information technology which includes, enterprise data and analytics, institutional research, Information security and compliance, Instructional design and training, network/telecommunications infrastructure, operations management, systems administration, technology planning and outreach (project management), and technology support services. Manage a budget of approximately \$17 million dollars and a staff totaling 225.
- Ensure the security, integrity, and widespread availability of a robust information, communications, and networking infrastructure.
- Responsible for implementing Information technology service management that exceeds internal and external customer expectations.
- Direct and coordinate IT strategic planning activities to ensure they align with the College's strategic planning goals.
- Utilize data to build a culture of evidence-based decision making, creative complex-problem solving, and high-functioning-team building.
- As Vice President, develop and implement a realistic and robust enrollment strategy which supports and advances the vision and goals of the College including the execution of an annual and multi-year comprehensive enrollment plan with defined goals and strategies to recruit, enroll and retain undergraduate, transfer, and international, undergraduate students.
- Responsible for the collaboration between enrollment management and the Marketing and Communications department to ensure development and implementation of an innovative marketing and communications strategy to attract and cultivate prospects, inquiries, applicants, and admitted students.

- Oversee the organization and delivery of integrated student services including financial aid, admissions and enrollment, in collaboration with the Registrar to provide efficient and effective service to students from prospects to alumni.
- Also, as Vice President, provide key strategic direction for the institution's marketing, advertising, communications/public relations, creative services/publications, web services, video, photography, digital communications and social media to coordinate strategic initiatives and activities that enhance the reputation and brand awareness of Buffalo State, keeping it relevant, consistent, and visible via numerous internal and external communication channels.
- Responsible for building, shaping, protecting, and promoting the institutional brand and ensuring protection from reputational risk.
- Provide administrative oversight for the State University of New York's Information Technology Exchange Center (ITEC), a SUNY-wide service unit physically located at Buffalo State College.
- Work alongside the office of the Provost on Middle States accreditation and institutional effectiveness activities.
- Collaborate campus-wide on the coordination of retention efforts to include peer mentoring, academic and professional advising, and completion coaches.
- Work within a public, unionized higher education institution.

Associate Vice President and Chief Marketing Officer

The Catholic University of America

Washington, DC 3/16 – 6/18

- Served as the University's chief marketing officer responsible for providing the strategic direction of the University's internal and external marketing and communications. Managed a budget of \$2.27 million dollars and a staff of 18.
- Directed communications and publications professionals, within the Division of Enrollment Management and Marketing, with responsibility for the University's internal and external communications, media relations, digital communications, advertising, marketing collateral and web content.
- Responsible for managing the University's first-ever strategic advertising campaign supporting local, regional, and national exposure via, print, digital media (paid, earned, and owned), outdoor, sports, and radio.
- Provided direction in planning the integration, coordination, and management of the University marketing strategy across multiple communication and advertising platforms for all University audiences while maintaining and adhering to the overall University brand.
- Lead an 18-person marketing team in the creation of research-based integrated marketing campaigns in print, electronic, multimedia, online

and social media environments to effectively reach the University's target audiences.

- Conducted market analyses to gain a greater understanding of the University's market position and inform decisions to launch and/or invest in programs and geographic locations that effectively support student recruitment and relevant higher education trends.
- Partnered specifically with undergraduate, graduate, online, and adult and continuing education departments in the development of strategy, marketing materials, and communications plans to support student recruitment.
- Served as a member of the University's Middle State's steering committee.

Executive Director of Marketing and Communications

Delaware State University

Dover, DE 3/15-3/16

- Moved the hearts and minds of external audiences around ideas and/or knowledge through creative and compelling, data riven marketing using print, online, social media, media relations, and content marketing strategies.
- Directed the overall management of a coordinated strategy and approach to marketing and brand management.
- Increased the visibility of the University by externally marketing the many accomplishments and advances of knowledge achieved by members of the University community.
- Worked with the University's senior leadership team to ensure that proactive and aligned marketing strategies are in place and executed efficiently to generate national and global attention to the University's achievements and future goals.
- Developed appropriate outreach plans for listening to the voices of influencers, including corporate leaders, alumni, and academia, for sharing the University's accomplishments and strategies, and for thinking about how to communicate the University's impact.
- Provided leadership and direction for a professional staff consisting of an Associate Director of Integrated Marketing, Director of Web Services, Graphic Designer, Communications Manager, and Director of News Services.
- Served as the primary spokesperson for the University.
- Arranged contracts for, and supervised activities of, additional professional level support for specific projects (i.e. designers, writers, editors).

Executive Director, Interactive Media and Portal Administrator (myUDC)

University of the District of Columbia

Washington, DC 12/10 – 3/15

- Oversee Web Services team, which includes managing the main University and Community College websites.
- Responsible for the formation of the University's mobile strategy.
- Member of the website redesign project team responsible for writing the scope of work, vendor management, procurement, project management, and implementation and utilization of the Drupal content management system.
- Manage the development and implementation of online advertising campaigns that meet brand awareness, traffic generation, ROI, and conversion objectives.
- Optimize campaign and program performance through continuous testing and monitoring.
- Monitor campaign results to ensure programs are executed according to plan and that targets are met with the utilization of Google Analytics.
- Responsible for daily dissemination of news and announcements through email, social media, and postings within the portal.
- Serve as a member of the University's emergency response team.
- Maintain and enhance the University's Luminis portal, which includes content and user administration, creating and updating interfaces to other systems (Banner, Active Directory, Blackboard, etc.) and monitoring the overall function of the system.
- Serve as the marketing and communications lead on the project team for the Luminis portal implementation and rollout for faculty, staff, and students.
- Responsible for marketing new portal functionality offered to end users.
- Work with end users and help desk staff as a second- and third-level technical support resource to identify and resolve Luminis system issues users may encounter.
- Collaborate with University departments to assist with administering Luminis portal content for users and groups.
- Perform user records maintenance using Luminis product interfaces and LDAP including developing and maintaining the data feeds in to Luminis.
- Create and monitor system reports and statistics to track usage, errors and failures and other logging as needed.

Executive Director of Alumni Relations

University of the District of Columbia

Washington, DC 12/09 – 12/10

- Responsible for the revamping and project management of the University's biannual alumni magazine, *The Flame Magazine*, mailed to over 15,000 alumni.
- Created the electronic publication, the *Flame on the Fly*, to provide monthly updates on University, news and announcements to alumni.

- Established the creation of a web-based alumni community that provided real time updates, photo uploading, chatting, user information updates, etc.
- Implemented the University's first alumni insurance program, whereby royalties were used to fund alumni programs.
- Established and marketed the official UDC alumni Facebook page.
- Planned alumni reunion and homecoming events.

Assistant Vice President for Marketing, Communications, and Alumni Relations
University of the District of Columbia

Washington, DC 12/08 – 12/09

- Responsible for the rebranding process for the entire University to include a new logo, change in official University colors, establishment of branding guidelines for print and web (Drupal), and co-branding standards.
- Responsible for the creation and branding of the University's community college website.
- Revamped the look, feel, and structure of the University's main www.udc.edu website.
- Created and managed all of the University's social networks and established the University's official social networking guidelines.
- Created a biweekly, electronic newsletter for the University's internal community for the dissemination of news, announcements, and other relevant information.
- Established the use of QR code technology on recruitment materials.
- Develop marketing messages and partner with internal web designers and producers to prepare creative.
- Responsible for developing the marketing strategic plan, creative plans, programs and strategies to grow the exposure of the University of the District of Columbia.
- Partner with staff from student affairs, admissions, marketing, research, and web team members to achieve strategic alignment in support of institutional needs and strategic enrollment goals.
- Design leading-edge marketing strategies that build knowledge, preference and utilization of the University by enhancing brand identity, cultivating student and patron prospects, and working collaboratively with staff across units.
- In addition to providing leadership for efforts to attract all categories of college students (credit, non-credit) at the flagship university, assist with plans for developing audiences at other college facilities/sites.
- Provide a marketing perspective to institutional efforts designed to strengthen student services and relationships, from the point of application to becoming a member of the University's alumni ranks.

- Provide collaborative marketing support for plans intended to build relationships with all other college constituencies (donors, sponsors, opinion leaders, etc.).
- Design and implement marketing strategies, based on institutional goals, market characteristics and budgeted resources, which reinforce the University as a market leader in the region for post-secondary and training opportunities as well as cultural and enrichment experiences.
- Employ a range of cost-effective, targeted, measurable and appropriately integrated marketing tools to achieve institutional goals. These include, but are not limited to, web and digital media, direct mail, SEO, SEM, Google Analytics, advertising, database management, recruitment visits and events, displays, brochures, flyers, email blasts, and other relevant vehicles.
- Oversaw 12 direct reports, which included Web Services, UDC-TV, Marketing, Communications, and Alumni Relations.
- Managed a \$2.1 million budget.
- Served as a member of the University's senior administration.
- University's spokesperson for all public relations needs, including crisis communication.

Executive Director of Integrated Marketing

Delaware State University

Dover, DE 10/05-12/08

- Served as a key member on the University's Enrollment Management team.
- Utilized advanced marketing techniques in the development of effective marketing strategies and materials to attract a high quality, diverse student body.
- Served as a key member on the University's Enrollment Management team.
- Worked with enrollment management consultants in successfully accomplishing admissions goals.
- Utilized advanced marketing techniques in the development of effective marketing strategies and materials to attract a high quality, diverse student body.
- Revamped the look, feel, and structure of the University's main www.desu.edu website.
- Implemented the use of the Drupal content management system.
- Responsible for refining the University's logo and established appropriate branding and co-branding standards.
- Crafted and executed an aggressive and bold visibility profile, administering all protocols both internally and externally including electronic and print publications.

- Responsible for managing the visual image and branding of the University, including its signage, banners and other visual elements that enhance the visibility of the University.
- Responsible for the University's communications at an internal, local, regional, national and international level, building vital relationships while exploring and exploiting opportunities to enhance the delivery of the University's vision and mission.
- Worked closely with outside advertising and marketing agencies working under contract with the University.
- Responsible for content development and production of University print and electronic publications and University website.
- Acted as editorial advisor for the alumni magazine, *The Echo*.
- Maintained and developed the database for press and promotional mailings, and the gathering and filing of press clippings and related archival information.

Other Relevant Experience

09/04-09/05

Reproductive Associates of Delaware – Newark, DE
Marketing/Community Relations Director

04/04 – 09/04

The University of Delaware – Newark, DE
Assistant Director, Alumni Relations

11/99-12/03

The George Washington University – Washington, DC
Associate Director, Law School Alumni Relations

02/99-10/99

RMT, INC., Environmental Engineering – Madison, WI
Midwest Region Marketing Coordinator

09/97-12/98

The George Washington University – Washington, DC
Assistant to the Director, Law School Alumni Relations

04/95-09/95

SmithKlein Beecham Pharmaceuticals – Philadelphia, PA
Assistant Convention Planner
(Cooperative Education Experience with Drexel University)

Education

Delaware State University – Dover, DE

Doctorate of Education in Educational Leadership:

The George Washington University – Washington, DC

Master of Science in Project Management:

Drexel University – Philadelphia, PA

Bachelor of Science in Business Administration:

Concentration: Marketing

Micro-credentials/Badges

EDUCAUSE

Proposal reviewer – 2020

Individuals who earned this badge have reviewed and rated a minimum of ten session proposals for 2020 EDUCAUSE programs to help support high quality professional learning in the higher education community.

Review Author – 2020

Authors contributed their thought leadership and authored an article or blog post for EDUCAUSE Review, the EDUCAUSE open-access digital and quarterly print flagship publication for the higher education information technology community.

SUNY SAIL CIO Leadership Academy Graduate – 2020

Graduates of the CIO Leadership Academy understand their personal leadership style and its impact on others, can effectively use communication and relationship-building skills, lead and develop teams within complex organizations, identify new and future challenges confronting CIOs and develop proactive action plans, and create a unifying vision for their organizations and learn strategies to collaborate across organizational silos.

Coursera Certificate in New Learning: Principles and Patterns of Pedagogy – 2020

This course explores three pedagogical paradigms: “didactic,” “authentic,” and “transformative” learning. It takes an historical perspective in order to define the contemporary dimensions of what we term “new learning”. It prepares participants to make purposeful choices and link particular theories/instructional approaches to individual and group learning goals.

Coursera Certificate in Fundraising and Development Foundations – 2020

This course offers an introduction to the basic terminology and concepts in the field, along with an overview of the development cycle from identification and cultivation through stewardship and recognition. Participants learn how to

develop a case for support, identify and assess prospective donors, match a donor's interests and needs with an organization's mission and goals, recognize planned giving benefits to donors, structure a successful solicitation, and respond to ethical dilemmas.

Coursera Certificate in Leading for Equity, Diversity and Inclusion in Higher Education – 2020

This course assists the participants in understanding the historical narrative of institutions as well as institutional structures that have created instances of inclusion and exclusion in colleges and universities. The course describes how transformational leadership is enacted for diversity, equity, and inclusion in a complex and contested environment. The content compares legislative, governance, and public accountability and expectations in relation to contemporary issues in higher education. Participants analyze the strategic diversity planning process and documents of a selected institution.

Professional Leadership Development

- ACE Women in Leadership

Professional Memberships

- Zeta Phi Beta Sorority
- American Marketing Association
- Council for Advancement and Support of Education (CASE)
- EDUCAUSE

Committee Memberships

- EDUCAUSE CIO Program Advisory Committee, 2021
- Buffalo CIO/CTO Roundtable Committee, 2019 – Present
- SUNY Buffalo State College Title III Retention Grant Steering Committee, 2018 – Present
- SUNY Buffalo State College President's Campus Committee on Marketing and Communications, 2018 – Present
- SUNY Buffalo State College President's Advisory Committee on Undergraduate Retention, 2018 – Present
- SUNY Council of Chief Information Officers, 2018 - Present
- Policy Committee, The Catholic University of America, 2017 – 18
- Executive Committee of the Administrative Council, The Catholic University of America, 2017 – 2018
- Pricing and Positioning Committee, The Catholic University of America, 2017 – 2018
- Admission Search Planning Committee, The Catholic University of America, 2017 – 2018

- Graduate Marketing Committee, The Catholic University of America, 2017 – 2018
- Commencement Committee, The Catholic University of America, 2016
- President's Scholarship Ball Planning Committee, Delaware State University, 2015
- Commencement Planning Committee, Delaware State University, 2015
- Enrollment Management Committee, Delaware State University, 2005 – 2008

Board Experience

- Professional Science Masters Industry Advisory Board, 2020 – Present
- SUNY Buffalo State College Public and Nonprofit Management Division Advisory Board, 2019 – Present
- Infotech of Western NY Board, 2019 – Present
- Western NY Tech Consortium, 2018 – Present
- Ellucian Educational Services Customer Advisory Board, Luminis Product, 2013 – 2015

Volunteer Experience

- Women in Technology Leadership Forum Panelist 2019 (sponsored by BCBS of Western NY)
- SUNY Technical Conference 2019 Panelist – The Integrated CIO
- Panelist: Data Analytics Across Disciplines: Local CIO panel discussion – Buffalo March 2019
- 2019 Buffalo Civic Innovation Jam with Mayor of Buffalo (Judge)
- Schwartz Center for the Arts Revitalization Committee, Marketing and Communications Group Facilitator, 2017

Presentations/Publications

- Malcolm, J. L., (2019, February 13). Intentional Risk + Innovation = New Roles in Higher Education. *The Professional Development Commons* <https://er.educause.edu/blogs/2020/2/intentional-risk-innovation-new-roles-in-higher-education>
- Malcolm, J. L., Seidel, D., & Woo, M. (2020, October 27-29). *Evil plotting for good -- Guiding careers and providing opportunities* [Conference Presentation]. 2020 EDUCAUSE Annual Conference Online. <https://events.educause.edu/annual-conference>
- Harris, D. P., Leon, O., Malcolm, J. L. (2020, October 27-29). *How CIOs can accelerate innovation through diversity* [Conference Presentation]. 2020 EDUCAUSE Annual Conference Online. <https://events.educause.edu/annual-conference>

- Malcolm, J. L. (2017). *The Effect of Catholic Identity on College Student Perception of Mission* (Publication No. 10642674) [Doctoral dissertation, Delaware State University]. ProQuest Dissertations Publishing.
<https://www.proquest.com/docview/1984981486/E5CD0D1327084937PQ/1?accountid=7259>
- Gallagher, N. and Malcolm, J. L. (2015). *Social Media Best Practices: More than Posting Financial Aid Deadlines and FAFSA Help Tips* [Conference Presentation]. 2015 Association of Student Financial Aid Administrators DE-DC-MD Conference, Dover, DE, United States.