

**2009
Higher
Education
Chief
Information
Officer
Roles and Effectiveness**

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Center for Higher Education Chief
Information Officer Studies, Inc.**



2009

STUDY OF THE

HIGHER EDUCATION CHIEF INFORMATION OFFICER

ROLES AND EFFECTIVENESS

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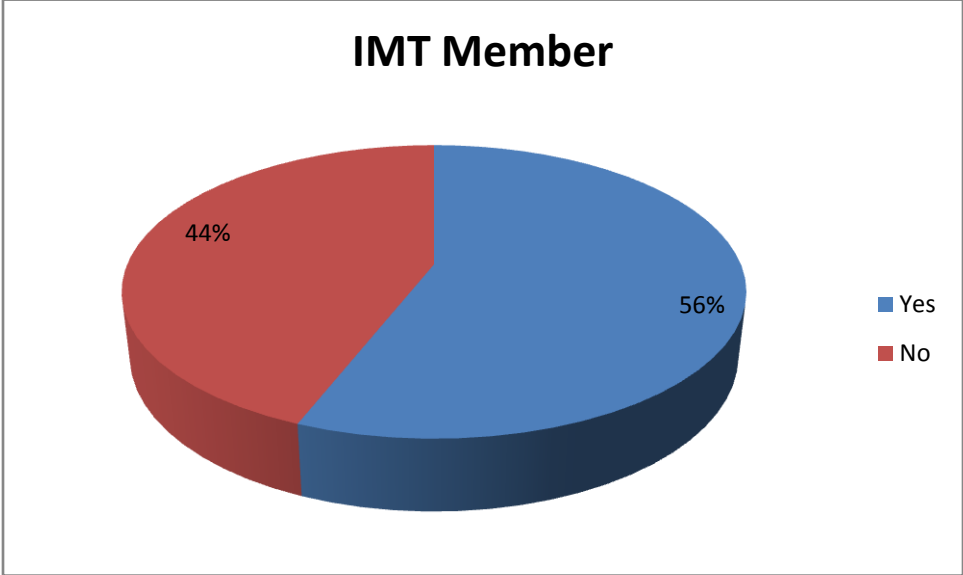
Table of Contents

Foreword.....	6
Executive Summary.....	8
Introduction	9
Who Are The CIOs?	11
Chart 1. CIO Age.....	11
Chart 2. CIO Gender	11
Chart 3. Women as Percentage of Total by Age Group.....	12
Table 1. Previous Position.....	13
Chart 4. CIO Titles	13
Chart 5. CIO Degree	14
Chart 6. CIO Doctorate Degree Holder by Institution Type	15
Chart 7. CIO Master’s Degree Holder by Institution Type	15
Chart 8. CIO Baccalaureate Degree Holder by Institution Type.....	16
Chart 9. CIO Associate’s Holder by Institution Type	16
Chart 10. Research Institution CIOs’ Degree Level	17
Chart 11. Master’s Institution CIOs’ Degree Level.....	17
Chart 12. Baccalaureate Institution CIOs’ Degree Level	18
Chart 13. Associate’s Institution CIOs’ Degree Level	18
Chart 14. Special Focus Institution CIOs’ Degree Level.....	19
Chart 15. CIO Degree Major.....	20
Table 2. CIO Work Experience.....	20
Summary	20
Where Are They?	22
Chart 16. CIOs by Institution Type	22
Chart 17. CIOs by Institution Size.....	23
Table 3. Time in Position for all CIOs	23
Table 4. Comparison for IMT Members and Their CIOs	23
Chart 18. IMT Membership.....	24
Chart 19. Title of the CIO’s Supervisor.....	25

While CIOs are not the “job-hoppers” of legend, there is some turnover in the position. Twenty-one percent of the respondents to the 2009 survey had been in their current job for less than two years. In addition, 5.5 percent of the respondents had been in the CIO profession for less than two years. While this information is interesting, it does not appear to be a trend as the amount of time the CIOs spend in their positions continues to remain high.

Arguably, IMT membership is one of the most widely debated indicators of whether or not a CIO can be effective in his or her role. As important as technology is to most institutions, it is a topic that should be discussed at the IMT level. If the CIO is not on the IMT, who will accurately represent and provide the critical technology expertise needed to make technology decisions? The percentage of CIOs who are IMT members has been consistent throughout all versions of this Study. In 2009, the percentage is down slightly to 56 percent from 58 percent in 2008.

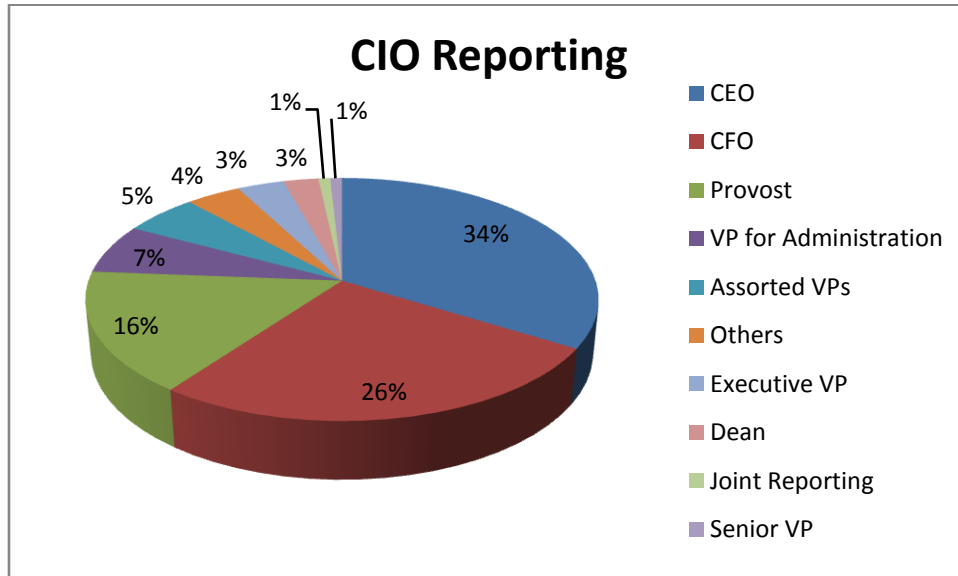
Chart 18. IMT Membership



Another debatable issue is whether or not CIO effectiveness is impacted when the CIO reports to the Chief Executive Officer (CEO). Both the immediate-supervisor question and whether or not the CIO is an IMT member can be seen as a reflection of the importance the institution places on technology and may be viewed as an indicator of whether or not the CIO can be effective in the position. The 2009 Study revealed that the hierarchy structure of CIOs reporting directly to the CEO was down to 34 percent, a low level not reported since 2003-2004. In the 2007 and 2008 study, 39 percent of the CIOs reported to the CEO. Conversely, CIOs reporting to the Chief Financial Officer (CFO) was up by 3 percent from 2008 to 26 percent. One possible explanation for the slight shift in reporting structure may be related to departing CIOs;

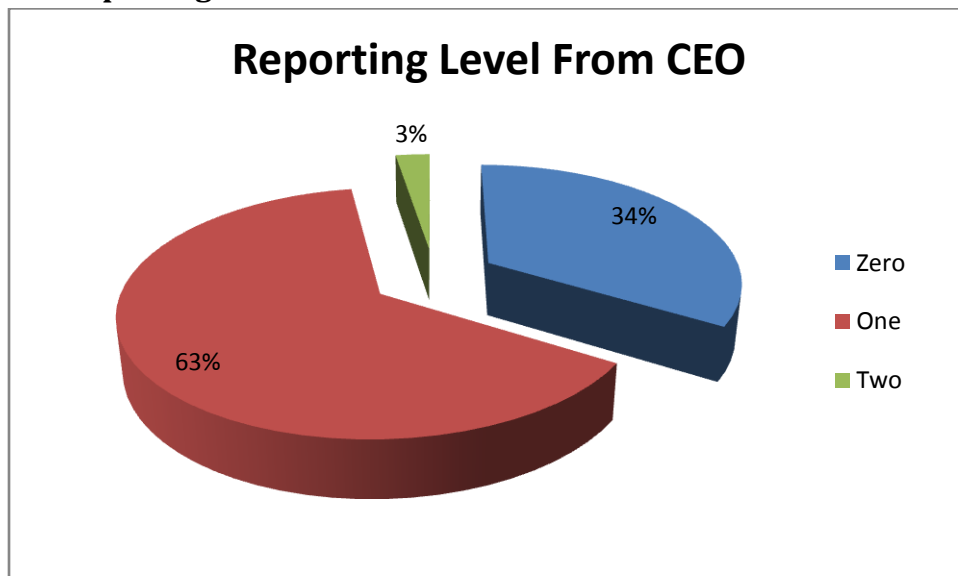
perhaps when they left a position, it was subsequently modified to a lower level in the organization hierarchy. Chart 19 shows the positions to whom the CIO reports.

Chart 19. Title of the CIO's Supervisor



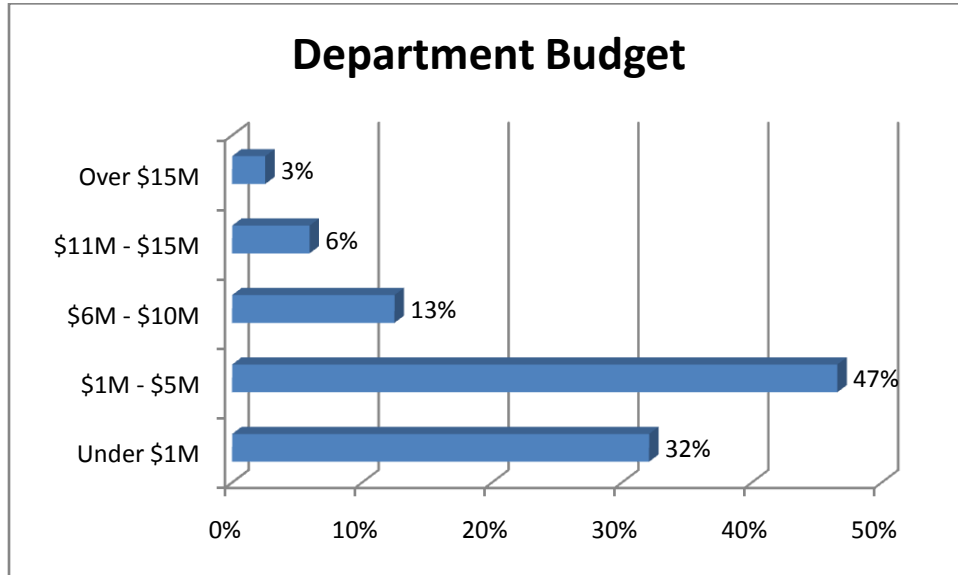
While there have been some changes in the reporting structure, the percentage of CIOs who report within one level of the CEO has remained consistently high. For 2009, 97 percent of the CIOs report within one level of the CEO (see Chart 20), which was unchanged from 2008.

Chart 20. CIO Reporting Level



Technology is critical to the higher-education institution operations and it is also an expensive undertaking, making the responding CIOs responsible for sizeable budgets. Twenty-two percent of respondents managed budgets ranging in size from \$6 million up to more than \$15 million and nearly half – 47 percent – managed budgets from \$1 to \$5 million in size. The question of whether there is any difference in perceived effectiveness based on budget size is examined in the next section of this report.

Chart 21. Department Budget



Like other higher-education leadership members, the technology department has a retirement wave heading its way. During the next 10 years, 45 percent of the CIOs are planning to retire. This percentage is down slightly from the 47 percent in 2008. A precise reason for the 2 percent difference is unknown, but it may be a reflection of a weak economy and retirement-plan funding devaluation, or possibly the other 2 percent has already left the workforce. Considering that 21 percent of the current CIOs have been in their position less than two years and more than 5 percent have less than two years in the professional overall, it would not be a stretch to assume the retirement exodus is accountable for the difference. A breakdown of the CIO retirement plans is presented in Chart 22.