

A photograph of a sunlit forest with tall trees and a path leading into the distance. The sun is low in the sky, creating a warm, golden glow and long shadows on the forest floor.

2009

**Higher Education
Technology Leadership Study:
The Chief Information Officers
Of the Future**

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



2009 Higher Education Technology Leadership Study: The Chief Information Officers of the Future

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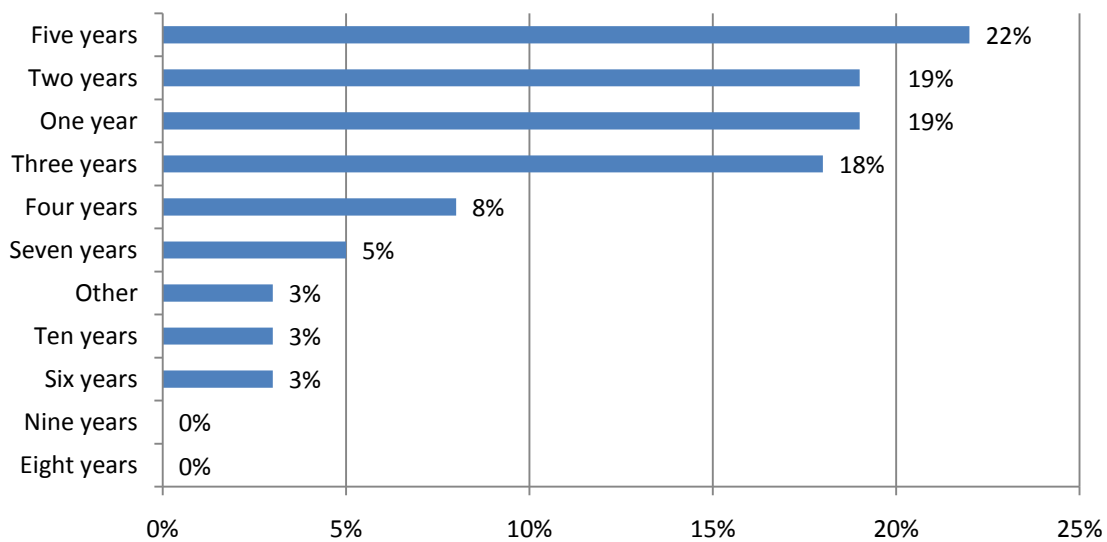
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Timing of CIO Pursuit Effort

Those who were interested in becoming a CIO had very different timelines for a concerted effort toward their goals. The number one answer when asked when they would begin working toward the senior IT position career goal was five years. This answer was followed very closely by one, two, and three years. These four answers combined comprised 78 percent of the responses. The remaining answers comprised 22 percent of the responses. The results are depicted in Chart 21.

Chart 21. Number of Years Until Concerted Effort to Become a CIO



Planning for Succession

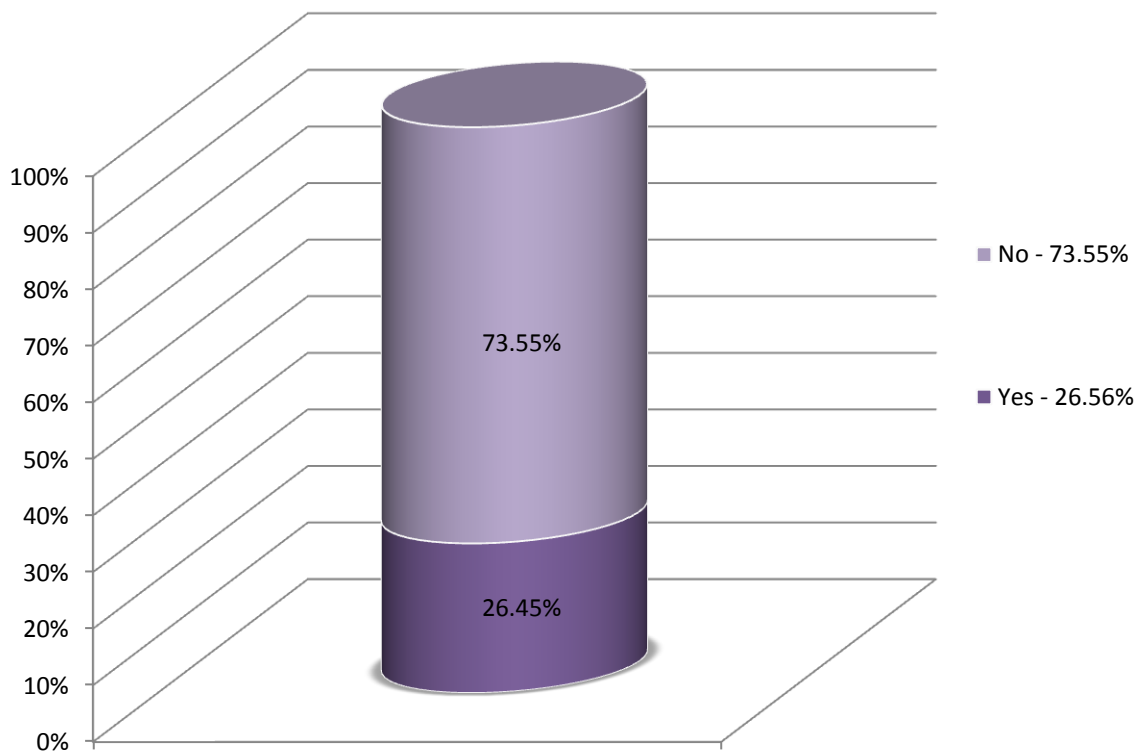
Some CIOs were planning for their eventual departure from the career field or their current positions. This planning involved active mentoring for the technology leaders in their department and/or the creation of a formal role which was designated as the position which assumed department leadership in the CIO's absence.

The respondents in this survey indicated, in 26.45 percent of the cases, that they held a position that was specifically created to take charge when the CIO was unavailable. In all cases, the person filling this position also expressed an interest in becoming a CIO (Chart 22).

Working in a position such as this may be one of the best approaches to prepare the TLs for the CIO role (Handfield-Jones, 2001). Unfortunately, 73.55 percent of TLs were not in such a role.

In preparing the next CIO generation, it would seem to make sense to place TLs into these kinds of roles and provide the mentorship and training that would produce leaders who are ready for the next step in their careers.

Chart 22. In a Position Created to Fill in for the CIO

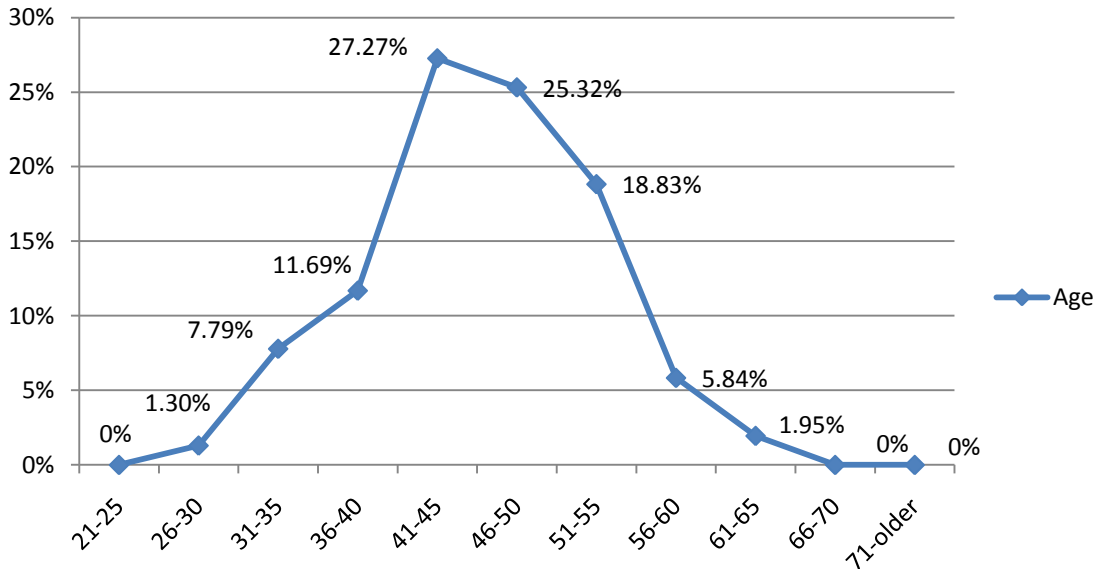


Age

As depicted in Chart 23, those who wanted to become a CIO were younger than the entire group of TLs. Those who wanted to become a CIO and who were older than 51 years accounted for 26.62 percent of the respondents compared to 32 percent for all of the TL respondents in the

same age range. Overall, those who seek to become a CIO were younger and will have more time to prepare for and move into that role.

Chart 23. Age of Those Who Want to be a CIO



Gender

While the percentage of women respondents to this survey, 32.88, was higher than any of the previous CHECS CIO Studies, the percentage of those women who wanted to become a CIO dropped by 5 percent to 27.92 percent (Chart 24).

There may be a variety of reasons for this decline. One possible rationale may be found in some of the female respondents' reasons for not wanting to be a CIO. A multitude of reasons were given for not wanting to pursue the CIO position, ranging from the CIO position being too political to not seeing the reward in the position. The reasons the respondents in general did not want to pursue the CIO path are explored later in the report.

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