

Chief Information Officers: Effective or Not?

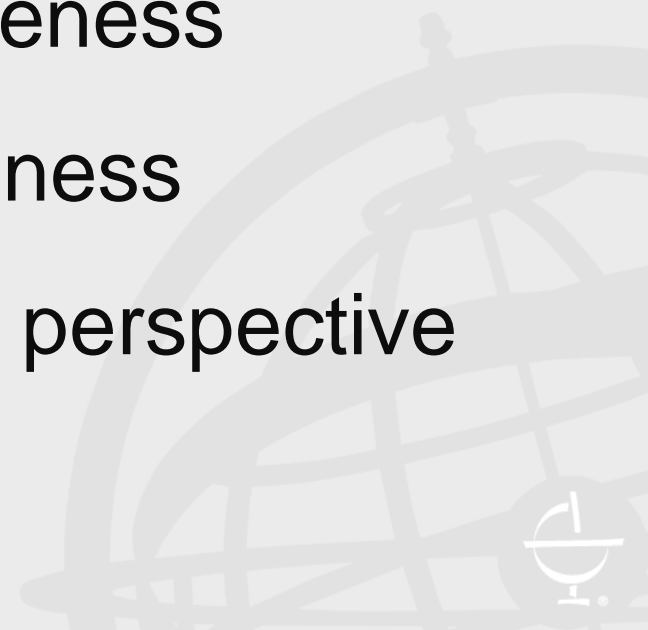
Results of the 2008 Higher Education CIO Study

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Premise

- Importance of technology to institution
- Understanding of CIO who leads technology for institution
- Role importance and effectiveness
- Variables impacting effectiveness
- CIO *and* Management Team perspective



Background

- Original study 2003-2004
- Two-year college study 2005-2006
- Partnered with Gartner in 2007
- Repeated the study in 2008



CIO Roles

- Business Partner
- Classic IT Support Provider
- Contract Oversight
- Integrator
- Informaticist/IT Strategist
- IT Educator



Survey

- Two-Step Survey
 - CIOs surveyed
 - Institution Management Team (IMT) members also surveyed
- CIO roles



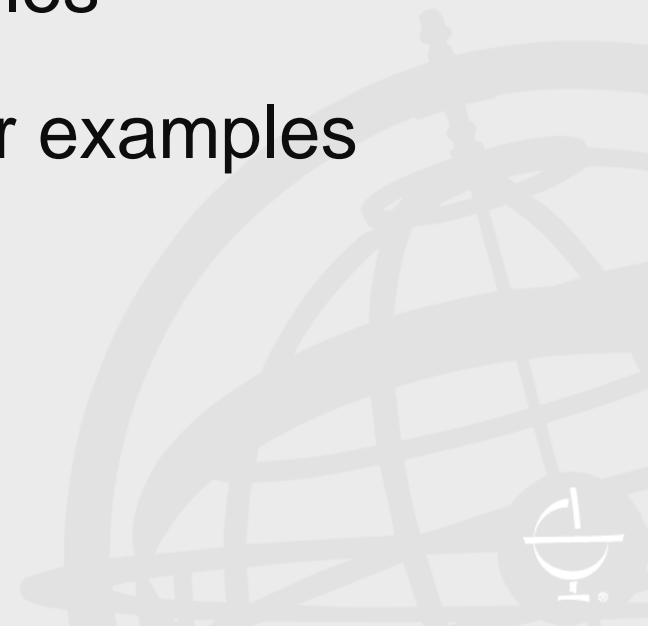
CIO Attributes

- Communication Skills
- Politically Savvy
- IT Knowledge
- Strategic Business Knowledge



CIO Attribute Example

- The ability to use:
 - non-technical terms
 - business terms and/or examples
 - higher education terms and/or examples



Survey



Findings

- Role effectiveness and importance ratings
- IMT and CIOs ratings
- CIO attributes correlation
- IMT interaction
- IT centralization
- Reporting



CIO Role Importance

Role	CIO	IMT
Classic IT	4.00	4.43 (1 st)
Informaticist	3.85	4.33 (2 nd)
Integrator	3.76	4.20 (3 rd)
Contract Oversight	3.76	4.17 (4 th)
Business Partner	3.53	3.86 (5 th)
IT Educator	3.18	3.65(6 th)

CIO Role Effectiveness

Role	CIO	IMT
Contract oversight	3.75	3.97 (3 rd)
Classic IT support provider	3.71	3.99 (2 nd)
Integrator	3.56	3.75 (4 th)
Informaticist	3.36	4.01 (1 st)
Business Partner	3.28	3.65 (5 th)
IT Educator	3.10	3.52 (6 th)

CIO Reporting

Levels from President	Percentage
One	58
Zero	39
Two or more	3



CIO Reporting

Title	Percentage
President	39
Chief Financial Officer	23
Chief Academic Officer	16
Administrative VP	7
Executive VP	4
Other	11

Other Findings

- Tenure
- Degree Major
- Gender
- Age



CIO Education

Degree	Percentage
Master's	60
Bachelor's	21
Doctorate	16
Associate's	3
High school	1

Top Five CIO Titles

Title	Percentage
CIO	38
Director	31
Vice President	14
Associate/Assistant Vice President	5
Chief Technology Officer	4

CIO Retirement Plans

Years	Percentage
1-5	21
6-10	26
11-15	22
16-20	17
21 or more	14

Conclusions

- Attributes
- Effectiveness and importance
- Reporting and IMT Interaction
- Demographics
- Age and retirement plans



Comparison

Result	2003-2004	2005-2006	2007	2008
Attributes have an impact on effectiveness?	Yes	Yes	Yes	Yes
CEO reporting has an impact on effectiveness?	No	No	No	No
Percentage reporting to CEO	34%	41%	39%	39%
IMT Interaction/membership has an impact on effectiveness?	No	Yes	Yes	No
Percentage who were members of the IMT	59%	66%	53%	58%
Time in position	5 years 3 months	6 years 5 months	7 years 5 months	6 years 7 months
Average time in higher education IT	Not measured	Not measured	15.70 years	13.45 years
Advanced degree	82%	68%	75%	76%
Gender	Not measured	Not measured	Not measured	26% female 74% male

Questions?

