Hiring and Retention

The biggest obstacles to effectiveness in higher ed IT are insufficient IT staff and insufficient financial resources. However, few CIOs reported they can create needed positions. Quality of life and work environment are the most important factors in keeping employees at an institution. Other important factors include benefits and occupational stability. All of these factors were rated significantly higher than monetary compensation across organizational levels (staff, managers, and CIOs).

In higher ed IT, top obstacles to effectiveness in hiring and retention are:

1. Insufficient IT staff resources
2. Insufficient financial resources
3. Too many priorities and goals

CIOs most often come from executive leadership, while managers come from diverse employment backgrounds. One in five had a previous position outside higher ed.

The career paths managers and CIOs have available to them are shaped, in part, by their education levels, and male. CIOs most often come from executive leadership, while managers come from diverse employment backgrounds. One in five had a previous position outside higher ed.

The paths to management and CIO positions

The career paths managers and CIOs have available to them are shaped, in part, by their previous roles, experience in higher education, and education levels. CIOs most often come from executive leadership, while managers come from diverse employment backgrounds. One in five had a previous position outside higher ed.

Skills most important for success

Business skills
- Ability to communicate effectively
- Ability to manage other relationships
- Ability to comfortably communicate

Technical skills
- Ability to engage in design thinking
- Ability to manage processes
- Ability to manage my staff

Management skills
- Ability to manage my boss
- Ability to negotiate
- Ability to manage my staff

Demographics and Diversity

The higher ed IT workforce appears to be getting older, remains predominantly white, and continues to be more male than the general population. Respondents were twice as likely, however, to identify themselves as LGBQ. While women have made gains as managers and staff, the percentage of female CIOs has declined. Considerable work remains in order for women to achieve parity in titled executive leadership positions in higher education IT.

Gender diversity

The recruitment and retention of Millennials to the higher education IT workforce has not been suspended. The increasing importance of counter-licensing Baby Boomer retirements.