EDUCAUSE Live!
What You Need to Know About Today’s Higher Education IT Workforce

Dr. Jacqueline Bichsel
Senior Research Analyst, ECAR
The Survey

- 33 questions
- 6 additional questions for managers only
- 9 additional questions for CIOs only
The Respondents

Staff (n = 806) 35%
CIOs (n = 319) 14%
Managers (n = 1,162) 51%

N = 2,293
The Respondents

- Good representation of:
  - Gender
  - Age
  - Ethnicity
  - Institution Type
  - Institution Size
  - Geographic Region
Poll Question

- What do you think is the largest factor contributing to salary differences among IT professionals in general?
  a. Age
  b. Gender
  c. Type of institution (Carnegie Class)
  d. Highest degree obtained
Factors that Contribute to Salary Differences

Initial salary: $28K

+ $400 for every year at your institution

+ $600 for every year of your life

+ $900 for every additional year in HE
Factors that Contribute to Salary Differences (cont.)

- Leadership job? +19K
- Database/support? −12K
- Instructional design/media? −16K
- Not a CIO?
  - Direct reports? +9K
  - Female? −6K
  - Private doctoral inst.? +26K
  - Public doctoral inst.? +11K
- CIO?
  - Male? +5K
  - Female? +13K
  - Private doctoral inst.? +60K
  - Public doctoral inst.? +45K
Factors that Contribute to Salary Differences (cont.)
Poll Question

- In the past 3 years, has your institution’s economic climate:
  - a. Improved
  - b. Worsened
  - c. Stayed about the same
Perceptions of Economic Climate

- Improved past three years (2010)
- Improved past three years (2013)
- Will improve next three years (2013)
Likelihood of Leaving Has Increased

- Percentage saying their likelihood of leaving has increased:
  - CIOs: 15% in 2010, 20% in 2013
  - Managers: 25% in 2010, 35% in 2013
  - Staff: 25% in 2010, 30% in 2013
The State of Hiring in IT

We are unable to create needed IT positions.

Hiring for open, needed IT positions has been suspended.

I anticipate that in the next three years outsourcing will reduce the number of IT positions.

I anticipate that in the next three years cloud resources will reduce the number of IT positions.
Positions in Short Supply
Net Positions Lost and Gained, as a Percentage of Total Central IT Staff
New Hires Are Not Mere Replacements

- Hired into a newly created role
- Position created to provide additional capacity
- Replaced someone
- Other

Percentage of Respondents
Top Skills for Success Are Soft Skills

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Managers</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ability to communicate effectively</td>
<td>Ability to communicate effectively</td>
<td>Ability to communicate effectively</td>
</tr>
<tr>
<td>2</td>
<td>Strategic thinking and planning</td>
<td>Strategic thinking and planning</td>
<td>Strategic thinking and planning</td>
</tr>
<tr>
<td>3</td>
<td>Ability to influence others</td>
<td>Ability to influence others</td>
<td>Ability to manage complex projects</td>
</tr>
<tr>
<td>4</td>
<td>Ability to manage other relationships</td>
<td>Ability to manage my staff</td>
<td>Ability to manage other relationships</td>
</tr>
<tr>
<td>5</td>
<td>Ability to manage my staff</td>
<td>Ability to manage complex projects</td>
<td>Ability to influence others</td>
</tr>
</tbody>
</table>
Important Factors in Maintaining an IT Workforce

- Competitive compensation
- Expanded professional development...
- Additional budgetary resources
- Additional staff positions
- Adequate staff backups
- Flex time
- Telecommuting
- Discontinuing selected services
- More use of student employees
- Outsourcing systems/applications
- Outsourcing services/functions
- Job sharing
- More use of contract employees
- Contracting with or re-employing retirees

Not at all important in maintaining workforce

Very important in maintaining workforce
### Top Factors Keeping IT Professionals at Their Current Institution

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Managers</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My staff</td>
<td>Benefits</td>
<td>Benefits</td>
</tr>
<tr>
<td>2</td>
<td>Quality of life</td>
<td>Quality of life</td>
<td>Quality of life</td>
</tr>
<tr>
<td>3</td>
<td>Opportunity to build my leadership skills</td>
<td>Opportunity to build my leadership skills</td>
<td>Work hours</td>
</tr>
<tr>
<td>4</td>
<td>My colleagues</td>
<td>My staff</td>
<td>My colleagues</td>
</tr>
<tr>
<td>5</td>
<td>My boss/leadership</td>
<td>My colleagues</td>
<td>Geographic location</td>
</tr>
</tbody>
</table>
## Top Activities Contributing to Professional Development

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Managers</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attending conferences focused on higher ed IT</td>
<td>Attending conferences focused on higher ed IT</td>
<td>Taking formal technical training classes</td>
</tr>
<tr>
<td>2</td>
<td>Reading about current higher ed news</td>
<td>Reading about current IT news</td>
<td>Attending conferences focused on higher ed IT</td>
</tr>
<tr>
<td>3</td>
<td>Engaging in informal peer networking</td>
<td>Engaging in informal peer networking</td>
<td>Reading about current IT news</td>
</tr>
<tr>
<td>4</td>
<td>Meeting my annual performance goals</td>
<td>Meeting my annual performance goals</td>
<td>Meeting my annual performance goals</td>
</tr>
<tr>
<td>5</td>
<td>Reading about current IT news</td>
<td>Reading about current higher ed news</td>
<td>Engaging in informal peer networking</td>
</tr>
</tbody>
</table>
## Engagement in Activities Deemed Most Important for Professional Development

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Managers</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attending conferences focused on higher ed IT (93%)</td>
<td>Attending conferences focused on higher ed IT (78%)</td>
<td>Taking formal technical training classes (43%)</td>
</tr>
<tr>
<td>2</td>
<td>Reading about current higher ed news (95%)</td>
<td>Reading about current IT news (95%)</td>
<td>Attending conferences focused on higher ed IT (57%)</td>
</tr>
<tr>
<td>3</td>
<td>Engaging in informal peer networking (85%)</td>
<td>Engaging in informal peer networking (75%)</td>
<td>Reading about current IT news (90%)</td>
</tr>
<tr>
<td>4</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Meeting my annual performance goals (N/A)</td>
</tr>
<tr>
<td>5</td>
<td>Reading about current IT news (98%)</td>
<td>Reading about current higher ed news (88%)</td>
<td>Engaging in informal peer networking (66%)</td>
</tr>
</tbody>
</table>
Are supervisors encouraging important PD activities?

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Managers</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attending conferences focused on higher ed IT (65%)</td>
<td>Attending conferences focused on higher ed IT (67%)</td>
<td>Taking formal technical training classes (41%)</td>
</tr>
<tr>
<td>2</td>
<td>Reading about current higher ed news (47%)</td>
<td>Reading about current IT news (50%)</td>
<td>Attending conferences focused on higher ed IT (50%)</td>
</tr>
<tr>
<td>3</td>
<td>Engaging in informal peer networking (51%)</td>
<td>Engaging in informal peer networking (50%)</td>
<td>Reading about current IT news (44%)</td>
</tr>
<tr>
<td>4</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Meeting my annual performance goals (N/A)</td>
</tr>
<tr>
<td>5</td>
<td>Reading about current IT news (48%)</td>
<td>Reading about current higher ed news (45%)</td>
<td>Engaging in informal peer networking (42%)</td>
</tr>
</tbody>
</table>
Importance of Working in HE

Agreement That Working in Higher Education Is Important

2010

2013
Risk for Leaving

- Created a variable that was a combination of the importance of working in higher ed and the likelihood of pursuing opportunities outside the institution.
- Those with low ties to higher ed and likely to pursue other opportunities were deemed at high risk for leaving.
Those at High Risk for Leaving

- CIOs
- Managers
- Staff
Factors Related to Risk for Leaving

- Unfair compensation
- Lack of attainable career goals
- Institutional mission does not make job seem important
- Not recognized for value outside of compensation
- Lack of opportunities to learn and grow in past year
Managers’ and CIOs’ Perceptions of HR Support

- HR is supportive of IT in its hiring efforts.
- HR is supportive of IT in its retention efforts.
- HR is a resource for creating staffing strategies.
- HR is a resource for finding new IT talent.
- HR is a resource for change management in IT.
- HR is a resource for repurposing or retraining IT staff.

Percentage Agreement
Workforce Study Hub

[educause.edu/workforce](educause.edu/workforce)

- Survey instrument (publicly accessible)
- Slide presentation (publicly accessible)
- Data tables
- Report (to be published January, 2014)
- Infographic (to be published January, 2014)