What You Need to Know about Today’s IT Workforce
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John Milnes, Director, Organizational Effectiveness and Strategic Initiatives, Princeton University
Warren J. Wilson, CIO, Black Hills State University
The Survey

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

N = 2,293

Percent Breakdown of Respondents

- CIOs (n = 368)
- Managers (n = 1,119)
- Nonmanagers (n = 806)
The Respondents

- Good representation of:
  - Gender
  - Age
  - Ethnicity
  - Institution Type
  - Institution Size
  - Geographic Region
Factors that Contribute to Salary Differences

BASE
SALARY 28K

+ $600 for every year of your life

+ $400 for every year at your institution

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

- Leadership job? +19K
- Database/support? -12K
- Inst. design/media? -16K
- Direct reports? +9K
- Female? -6K
- Private doctoral inst.? +26K
- Public doctoral inst.? +11K
- PhD? +14K
- Master's degree? +7K
- Bachelor's degree? +3K
- Male? +5K
- Female? +13K
- Private doctoral inst.? +60K
- Public doctoral inst.? +45K
- PhD? +64K
- Master's degree? +44K
- Bachelor's degree? +43K
Importance of Working in HE

Percent Who Agree that Working in HE Is Important

- CIOs
- Managers
- Nonmanagers

2010

2013
Because of the current economic climate, the likelihood of pursuing opportunities outside my inst. has:
Likelihood of leaving has increased

- CIOs
- Managers
- Nonmanagers

Percent Saying Their Likelihood of Leaving Has Increased

- 2010
- 2013
Risk of 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 of Leaving

- CIos: 0%
- Managers: 20%
- Nonmanagers: 25%
Factors that Relate to Risk of Leaving

- Age
- Perception of economic situation at institution
- Attendance at HE IT conferences
- Insufficient support from HR
- Morale
Factors that Relate to Risk of Leaving

- Management, Management, Management
  - Providing feedback
  - Dealing with conflict
  - Creating a collegial atmosphere
  - Encouraging professional development
  - Eliminating obstacles to success
  - Ensuring reasonable workload
  - Providing recognition and validation
# Top Factors Keeping IT Professionals at Their Current Institution

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Managers</th>
<th>Nonmanagers</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>Nonmanagers</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>Attending conferences focused on higher ed IT</td>
</tr>
<tr>
<td>2</td>
<td>Reading about current higher ed news</td>
<td>Reading about current IT news</td>
<td>Reading about current IT news</td>
</tr>
<tr>
<td>3</td>
<td>Reading about current IT news</td>
<td>Engaging in informal peer networking</td>
<td>Taking formal technical training classes</td>
</tr>
<tr>
<td>4</td>
<td>Engaging in informal peer networking</td>
<td>Meeting my annual performance goals</td>
<td>Engaging in informal peer networking</td>
</tr>
<tr>
<td>5</td>
<td>Meeting my annual performance goals</td>
<td>Reading about current higher ed news</td>
<td>Meeting my annual performance goals</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>Nonmanagers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attending conferences focused on higher ed IT (92%)</td>
<td>Attending conferences focused on higher ed IT (78%)</td>
<td>Attending conferences focused on higher ed IT (57%)</td>
</tr>
<tr>
<td>2</td>
<td>Reading about current higher ed news (94%)</td>
<td>Reading about current IT news (95%)</td>
<td>Reading about current IT news (90%)</td>
</tr>
<tr>
<td>3</td>
<td>Reading about current IT news (98%)</td>
<td>Engaging in informal peer networking (75%)</td>
<td>Taking formal technical training classes (43%)</td>
</tr>
<tr>
<td>4</td>
<td>Engaging in informal peer networking (85%)</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Engaging in informal peer networking (66%)</td>
</tr>
<tr>
<td>5</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Reading about current higher ed news (88%)</td>
<td>Meeting my annual performance goals (N/A)</td>
</tr>
</tbody>
</table>
Are supervisors encouraging important PD activities?

<table>
<thead>
<tr>
<th>Rank</th>
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<th>Nonmanagers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Attending conferences focused on higher ed IT (64%)</td>
<td>Attending conferences focused on higher ed IT (67%)</td>
<td>Attending conferences focused on higher ed IT (50%)</td>
</tr>
<tr>
<td>2</td>
<td>Reading about current higher ed news (47%)</td>
<td>Reading about current IT news (51%)</td>
<td>Reading about current IT news (44%)</td>
</tr>
<tr>
<td>3</td>
<td>Reading about current IT news (46%)</td>
<td>Engaging in informal peer networking (50%)</td>
<td>Taking formal technical training classes (41%)</td>
</tr>
<tr>
<td>4</td>
<td>Engaging in informal peer networking (51%)</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Engaging in informal peer networking (42%)</td>
</tr>
<tr>
<td>5</td>
<td>Meeting my annual performance goals (N/A)</td>
<td>Reading about current higher ed news (46%)</td>
<td>Meeting my annual performance goals (N/A)</td>
</tr>
</tbody>
</table>
New Hires Are Not Mere Replacements

- Nonmanagers:
  - Hired into a newly created role: 30%
  - Position created to provide additional capacity: 20%
  - Replaced someone: 50%

- Managers:
  - Hired into a newly created role: 30%
  - Position created to provide additional capacity: 20%
  - Replaced someone: 50%

- CIOs:
  - Hired into a newly created role: 30%
  - Position created to provide additional capacity: 20%
  - Replaced someone: 50%
# Top Skills for Success Are Soft Skills

<table>
<thead>
<tr>
<th>Rank</th>
<th>CIOs</th>
<th>Non-CIO managers</th>
<th>Non-managers</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 my staff</td>
<td>Ability to manage my staff</td>
<td>Ability to manage other relationships in my inst</td>
</tr>
<tr>
<td>5</td>
<td>Ability to manage other relationships in my inst</td>
<td>Ability to manage complex projects</td>
<td>Ability to influence others</td>
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</tbody>
</table>
Top Obstacles to Success

1. Insufficient IT staff resources in general
2. Insufficient staff resources in my specific function
3. Insufficient financial resources
4. Institutional leadership’s lack of interest in IT
5. Insufficient staff resources in business units I support