Positioning for Success

- What do institutions want?

Candidate Profile

- How do you make the short-list?

Making Your Case

- How do you lay the groundwork for the future?

Managing Your Career
“We look for people who can quickly adapt to changes in the workplace.”
<table>
<thead>
<tr>
<th>CIO Profiles</th>
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<tbody>
<tr>
<td><strong>Optimizer</strong></td>
<td><strong>Transformer</strong></td>
</tr>
<tr>
<td>Delivers continuous improvement to IT</td>
<td>Early adopter of technologies, reforms and refocuses IT</td>
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Communication, Collaboration and Ability to Execute
Evolving Emphasis

Historical
- Improve service
- Contain costs
- Run large technology/process change projects
- Provide technical leadership
- Manage Risk

Recent
- Catalyze digital learning strategies
- Enhance research competitiveness
- Enable analytics
- Optimize technology adoption
- Create capacity to innovate
- Achieve sustainability

next generation
So I looked at your Facebook page... oh man... there's no way you're getting this job!
Presenting Your “Brand”

• If possible, arrange to be recruited.
• Ask for an informational interview first.
• Prepare a concise, tailored resume.
  • Quantify accomplishments
  • Tailor description of experience
• Cover letters aren’t perfunctory.
  • Establish the basis for your interest
  • Highlight significant, relevant accomplishments
  • Proactively address anomalies
Cover Letter Tips

• Customize for each opportunity
• Organize content (beginning, middle, end)
• Focus on specific experiences in your background that align with this role
• Anticipate questions, explain gaps
• Minimize jargon
• Proofread/Read aloud
Resume

Resume Tips

• Customize to each opportunity
• Establish scope and scale of your position
• Include a professional profile
• Highlight significant accomplishments
• Don’t forget the fundamentals
Committees are testing candidates on multiple levels:

- Depth of experience and knowledge
- Ability to communicate clearly and persuasively
- Personality, energy and style
- Leadership presence

The interview is an audition for:

- How you would interact with cabinet or board
- What you are like as a colleague
- How you perform under pressure
Typical Questions

- Why do you want this job?
- How have you failed and what did you learn?
- What resources will you need to be successful?
- How do you develop a culture of service?
- How do you optimize the use of technology?
- How can technology help institutions gain a comparative advantage?
- How do you create and diffuse innovation?

And, be ready to ask your questions.
Managing Your Career

IT STILL NEEDS A LITTLE WORK!

NEED A LITTLE HELP WITH YOUR CAREER PLANNING?
Build the depth of your experience:

• **Plan** – for an institution, organization or service
• **Vision** – get the institution, a department or individuals to stretch
• **Prioritize** – demonstrate how you apply scarce resources to maximize impact
• **Lead** – develop people, build capacity, challenge your team
• **Influence** – create change without authority
• **Deliver** – improve services
If you are a rising CIO

• Build experience working outside your primary portfolio.
• Develop a point of view on broader higher education and IT issues.
• Work with faculty and understand their perspectives.
• Proactively address predictable areas of doubt – leadership, strategy, risk.
• Seek opportunities that align with your deepest area of experience.
If you are an experienced CIO

• Continue to broaden your experience – research, instruction, constituent engagement.
• Deliver results in areas of strategic importance to your institution.
• Become a leader in your professional community.
• Contribute to institutional strategy and decision-making.
• Develop your rising leaders.
• Articulate your key accomplishments.
Thank You

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