**CIO SEARCHES – WHAT CIO SEARCH COMMITTEES NEED TO KNOW**

**Culture/Personality/Fit/Relationships**

* Cultural fit w/ IT/community/org/academic
* Charisma – how they relate to community members
* Team builder approaches – culture shaping?
* Get the committee to articulate:
  + Define the climate/need eg cleanup/fix foundation builder
  + Define the culture
* Where are we at on the maturity curve as an institution
* Define the cultural fit you’re looking for
* Relationship building
* Leadership style

**Situation Management**

* How candidates deal w/discord
* Examples of crisis management
* Can candidate meet unique challenges of organization?

Suggest problem to candidate in advance to allow candidate to propose solutions

**Leadership /Strategy**

* Change agent or status quo?
* Match in approach/view
* Roadmap match of position/needs and experience
* Getting an Edge: People skills, tech, business acumen
* Vision and strategy
* Where do you intend to go?
* Examples of success from previous jobs
  + 🡪 Cut costs, bring faculty, staff and students together
* Examples of leadership
* Balance: When is technology appropriate?

**CIO SEARCHES – WHAT TIPS DO YOU HAVE FOR THOSE INTERVIEWING FOR CIO JOBS?**

* Image online and in person charisma initial relationship building
* Know the institution people and challenges how to bring values and shape leadership
* Vision shaping and vision casting tell your story hear their story and see if a good match both ways
* Confidence/presence
* Practice interview questions
* Do homework on school you’re interviewing for – strategic plans
* Listen to and interpret the questions. Why are they asking?
* Understand leadership
* Look for a good fit. Interview both ways.
* Balance vision for institution vs listening/being open
* Three descriptors for institution culture. How are decisions made?
* Use EDUCAUSE core data – know institutional data
* Find out who is on the committee/know backgrounds
* Master your story – elevator pitch – 2 minutes
* Form your questions based on research of institutions and people
* Briefing binder – know bios of committee
* Mission/vision plan based on school’s mission
* Be prepared to tell executives why you should be hired.
* 2 interview types – committee and executive
* Appearance: Look like CIO – Wear school colors. Don’t slouch. Focus on person. High energy. Language to calm situation. Confidence “we can take care of that.”
* Cleanup online/web presence (Early)
  + Personal brand consistent
  + Make narrative match
  + The web/online view, e.g. reputation.com, etc
* Understand campus interview schedule
  + Presentation? (make it great)
  + They want to know you in advance based on online options/search
  + Brand management – shapes a vision
  + Address any concerns/issues up front

**THE FIRST YEAR AS A CIO: HOW TO MAKE IT PART OF THE INSTITUTIONAL AGENDA AND THE INSTITUTIONAL AGENDA PART OF IT**

* Map projects to university strategic plan
* Build relationships and needs
* Have a seat at the table – voice at the table most key
* Baseline survey to impact where to focus energy and resources
* Marketing plan – help shape the perception in your community
* Show the Value
* Go and Listen – talk to Exec level and staff levels
* Feel out stakeholders and politics. Low-risk initial negotiations
* Market IT. Quick wins
* Show ways that IT can meet goals
* “No IT projects - only business projects”
* Partner with groups to write grants
* Don’t ignore processes that are working
* Find fast wins
* Sell to get buy-in
* Disruptive change – get done in 90 days
  + Personnel/changes
  + Policies/procedures
* Build and maintain trust at all costs
* Develop a reputation for being very good at active listening
* Show how it can meet goals
* Only business projects no it projects for good of all
* Disruptive change – get things done; make an impact

**THE FIRST YEAR AS A CIO – WHAT ARE THE MOST IMPORTANT AREAS TO FOCUS ON IN YEAR ONE OF A CIO JOB**

* **Follow the money – know budget, resources**
* **Get to know your staff**
* **Drive fear out of the workplace**
* **Understand personnel changes**
* **Know budget structure**
* **Be healthy**
* **Focus on governance – understand governance**
* **Wins – spanning departments**
* **Quick wins are low hanging fruit**
* **Define “zones of control” – who owns what within IT**
* **Perception of IT?**
* **Focus on organizational value, e.g. retention rate**
* **Avoid quagmires. Avoid out of reach fruit.**
* **Focus on relationships – don’t do it to them; do it with them**
* **Understand culture and climate of campus**
* **Bring new and innovative ideas for outreach**
  + **Lunch and learn**
  + **Training sessions**
* **3 year strategic plan**
  + **Community driven**
  + **Faculty, staff, students**
* **Ask customers what they are trying to solve**
  + **Model classrooms**
  + **Ask questions**
* **Pick the low hanging fruit to gain credibility but need to understand the long term needs**
* **Get to know the shape of your IT team**
* **Take time to know your team – trust building**
* **Focus/rebrand identity of the IT team**
* **Understand history – IT, previous CIO, etc**
* **Understand/define/know service portfolio – as it shapes action of the institution**
* **Boundaries – depend on org chart and centralized or decentralized**
* **Value**
* **Identify squeaky wheels and nay-sayers**
* **Hired for strategy – fired for operations – train must run on time**