

# Essential Top-Level Alliances

## for CIOs in Higher Education

### Relationships to Prioritize

### Why It Matters

#### Provost or Chief Academic Officer

Collaboration with academic leaders is vital to align technology initiatives with educational goals, to understand how change initiatives will impact students' learning experience, and to get buy-in from faculty.

-  **Value Added:**
- Vision for innovative pedagogy
  - Understanding of educational technology trends

#### Chief Financial Officer (CFO)

A strong partnership with the CFO is critical to understand and plan for the financial resources required for implementing technology solutions. CFOs can assist with financial request approvals by providing relevant supporting data.

-  **Value Added:**
- Fiscal responsibility
  - Understanding of ROI in technology investments and institutional resources

#### Chief Human Resources Officer (CHRO)

Building a skilled workforce and addressing HR-related technology issues can support change management activities for all stakeholders. A strong alliance with the CHRO is essential to understand and plan for the human resources necessary to reach the project or larger institutional goals.

-  **Value Added:**
- Talent development expertise
  - Understanding of technology workforce dynamics and how to address skill gaps

#### Vice President/Vice Chancellor of Enrollment Management

Enhancing the student experience through technology requires collaboration with those overseeing student services for prospective and current students. This role provides insights into how change initiatives will impact the student experience.

-  **Value Added:**
- Student-centric mindset
  - Awareness of evolving student needs


#### Vice President of Marketing and Communications

Effective communication is essential for successful technology adoption. Aligning with communications leadership ensures cohesive and consistent messaging is delivered, establishing transparency and trust among stakeholders.

-  **Value Added:**
- Strong communication skills
  - Understanding of branding and messaging


#### Vice President of Facilities Management

Oversight of critical campus infrastructure, including buildings, utilities, and maintenance, ensures a safe, well-maintained, and functional environment for students, faculty, staff—and the institution—to thrive.

-  **Value Added:**
- Essential guidance when navigating physical assets (e.g., classroom space)

#### Vice President of Advancement

Advancement efforts provide financial streams to reach specific goals, so this alliance is key in planning future initiatives and how donor funds can be utilized. This role also provides insights into how change initiatives will impact donors' experience and expectations.

-  **Value Added:**
- Donor-centric mindset
  - Fiscal responsibility
  - Understanding of ROI in investments

#### College Deans

Enhancing the student learning experience through technology requires collaboration with those directly leading learning initiatives and efforts. College deans provide insights into how change initiatives will impact the student learning experience and faculty, whose buy-in and support are crucial to the success of the institution.

-  **Value Added:**
- Student-centric mindset
  - Awareness of evolving student needs
  - Vision for innovative pedagogy
  - Understanding of educational technology trends