

CIO Performance Assessment Instrument

This appendix is the operational scoring instrument for the CIO Performance Assessment developed in Chapter 12. Where that chapter sets out the framework—the sixteen competencies, the four levels, and the assessment matrix—this instrument is the form an evaluator actually completes: for every competency at every level, it provides three empirical, observable assessment statements, a qualitative discussion question, the derailment signal to watch for, and the indicators and evidence that substantiate performance. It is organized identically to the framework, by the five families and the sixteen competencies, and its numbering matches [Exhibit 7](#) and [Exhibit 16](#).

How the scores connect to the matrix. Each statement is rated 1–5 on the scale below, and the three items at a level are averaged into a composite. A competency’s 0–4 placement on the matrix is then simply the highest level whose composite reaches “Meets Expectations” (3.0 or above). The granular 1–5 ratings are the evidence; the 0–4 placement is the summary that the matrix displays.

The Rating Scale

Rate every statement on observed evidence—documents, behaviors, and outcomes—not the CIO’s self-assessment.

Score	Rating	Behavioral Anchor
1	Does Not Meet	No evidence of this behavior or outcome at this level. Significant development is needed.
2	Partially Meets	Emerging evidence: inconsistent or incomplete demonstration of expected behaviors.
3	Meets Expectations	Consistently demonstrates the behaviors expected at this level.
4	Exceeds Expectations	Demonstrates behaviors beyond what is expected; beginning to operate at the next level.
5	Distinguished	Exemplary; recognized by peers and institution as a model of excellence at this level.

Using the Instrument

Step 1 — Set the target.

With the president or board, define the level the institution requires in each competency, using the environmental readiness assessment and the institution's strategy to calibrate expectations.

Step 2 — Rate on evidence.

Score each of the three empirical statements 1–5 against documented evidence.

Step 3 — Request evidence in advance.

Each competency lists the artifacts to request; ask the CIO to bring them (strategic plans, board presentations, analytics reports, audit results), and treat an answer given in abstractions (“I always try to...”) rather than specific incidents as diagnostic in itself.

Step 4 — Complete the scorecard.

Transfer composites to the summary scorecard, derive each competency's 0–4 placement, and read the profile vertically and horizontally.

Recording, Reporting, and Discussion

Interpretive note.

These levels describe what appropriate performance looks like at that stage—not what a perfect CIO looks like universally. The levels are cumulative: a CIO assessed at a higher level remains accountable for the obligations of the lower levels. Holding a Level 1 CIO to Level 3 standards, or failing to hold a Level 4 CIO to Level 4 standards, undermines the instrument's validity.

From derail to remediation.

Each derailment signal corresponds by name to a failure mode in Chapter 13 and to a developmental action in the Competency Development Reference. When a derail is flagged, route directly to that matching antidote and Knowledge/Skills/Aptitudes grid to build the development plan. The information gleaned from the instrument can be transferred to a report outline.

Plotting the Assessment

[Appendix H](#): The CIO Competency Wheel provides a graph template that can be copied and used to reflect competencies by family. This approach provides a visual representation of the CIO's assessment and is a good tool for discussing areas and plans for needed growth.

The Instrument

Each competency is scored across all four levels below, with three statements per level for consistent, comparable composites. Significant variation across levels within a single competency—for instance, a strong

Level 3 composite relative to a weak Level 1—signals an unresolved foundational gap that should be addressed before pursuing higher-level ambitions.

Family I — Business & Value

I. Strategic Business Acumen

Level 1 — Informaticist (Operational Excellence · Operational grounding)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO keeps core systems reliably running with disciplined OpEx/CapEx budget control.		
The CIO maintains clear operational boundaries and prevents unauthorized changes from disrupting service.		
The CIO is the steady point of contact during incidents, communicating status without amplifying the alarm.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a time you held service stable under pressure to chase something new. How did you manage the competing demands?”

■ **Derailer signal:** Technical retreat — reverts to hands-on configuration work when institutional pressure rises, vacating the strategic seat.

Indicators & evidence: Budget variance % | SLA adherence % | Unplanned-change rate

Level 2 — Strategist (Strategic Alignment · Alignment)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO aligns IT goals explicitly with enrollment, research, and finance priorities.		
The CIO translates technical value into institutional ROI for Cabinet-level audiences.		
The CIO uses gap analysis to surface misalignment between IT capability and institutional priorities.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Give an example of persuading a skeptical dean or VP to invest in an IT initiative. How did you measure success?”

Derailer signal: Order-taker mentality — says yes to every request without interrogating strategic fit, thereby commoditizing the IT function.

Indicators & evidence: Share of IT initiatives mapped to an institutional KPI | Cross-unit sponsorships secured | Documented ROI on delivered initiatives

Level 3 — Transformationalist (Innovation & Culture · Co-shaping)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO sits on the President’s Cabinet and demonstrably shapes institutional strategy, not only IT strategy.		
The CIO uses narrative leadership to frame technology in terms of institutional mission.		
The CIO brings looming threats and opportunities to leadership before being asked.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about a time you changed an institutional decision—not just an IT decision. What was the resistance and the outcome?”

Derailer signal: Strategic lag — waits for the strategic plan, then builds a roadmap to match; follower, not co-creator.

Indicators & evidence: % of strategic-plan objectives with embedded IT | Cabinet agenda items led by the CIO | Cross-division initiatives sponsored

Level 4 — Integrative Architect (Antifragility · Strategy-as-architecture)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO co-authors the institutional strategic plan, with technology embedded as strategy rather than appended.		
The CIO contributes fluently across pedagogy, business, finance, ethics, and policy in executive forums.		
The CIO frames decisions on a multi-decade horizon, not a single fiscal year.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you wove technology into the institution’s core strategy so the two became inseparable.”

Derailer signal: Competency trap — retreats to technical mastery when existential leadership is what is needed.

Indicators & evidence: Strategic-plan sections co-authored by the CIO | Multi-year scenario plans maintained | Institutional resilience/continuity measures

Evidence to request: the strategic plan and cabinet agendas/minutes, the IT-to-institutional-KPI map, and the IT budget.

2. Financial Stewardship & Value Realization

Level 1 — Informaticist (Operational Excellence · Transactional)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO procures competitive quotes and manages renewals to prevent budget overruns.		
The CIO maintains OpEx/CapEx discipline and zero-variance fiscal control.		
The CIO documents the asset lifecycle and avoids surprise replacement costs.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Walk me through how you keep technology spending predictable across a fiscal year.”

Derailer signal: Reactive procurement — buys whatever is requested without evaluating the total cost of ownership.

Indicators & evidence: Budget variance % | On-time renewal rate | Asset-lifecycle coverage %

Level 2 — Strategist (Strategic Alignment · Negotiator)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO consolidates contracts and manages vendor performance against the total cost of ownership.		
The CIO produces multi-year forecasts and delivers no-surprises reporting to the CFO.		
The CIO challenges vendor terms to protect institutional interests.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a vendor negotiation where you materially improved value or terms for the institution.”

Derailer signal: Penny-wise, pound-foolish — chases small savings while missing the shift from CapEx to variable cost.

Indicators & evidence: Total-cost-of-ownership savings | Forecast accuracy (variance to actuals) | Vendor-performance scores

Level 3 — Transformationalist (Innovation & Culture · Value driver)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO presents IT as a value driver, reporting return on mission rather than cost alone.		
The CIO builds strategic vendor partnerships beyond transactional buying.		
The CIO ties technology investments to documented institutional value.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Give an example of an investment you justified by the value it returned to the institution.”

Derailer signal: Revenue theater — announces monetization initiatives without the governance and privacy to sustain them.

Indicators & evidence: Documented value/ROI realized | Strategic-partnership count | Cost-to-value ratio trend

Level 4 — Integrative Architect (Antifragility · FinOps & shared risk)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO manages variable cloud and AI costs with FinOps discipline.		
The CIO orchestrates purchasing coalitions and shared-risk partnerships.		
The CIO forecasts and controls consumption-based costs rather than meeting surprise overruns.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you brought consumption-based cloud or AI costs under control, or pooled cost and risk with partners.”

Derailer signal: CapEx mindset in a variable world — manages cloud and AI like fixed assets; meets surprise overruns.

Indicators & evidence: Cloud/AI cost-per-unit trend | Shared-service/consortium agreements signed | Variable-cost forecast accuracy

Evidence to request: TCO models, vendor contracts, and quarterly business review records, multi-year forecasts versus actuals, and FinOps reports.

3. Product Management Mindset

Level 1 — Informaticist (Operational Excellence · Reliable, accessible services)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO delivers responsive, usable core services that meet ADA/Section 508 obligations.		
The CIO treats accessibility as a design requirement checked before launch, not a late add-on.		
The CIO measures and acts on baseline user satisfaction with core services.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about a service you made genuinely usable for everyone, including users with disabilities.”

Derailer signal: Accessibility as an afterthought — ships services not usable by everyone; ADA/508 as a late checkbox.

Indicators & evidence: Accessibility-conformance rate (WCAG/508) | Core-service availability % | Baseline user-satisfaction score

Level 2 — Strategist (Strategic Alignment · Service & value metrics)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO provides responsive support and functional self-service portals.		
The CIO reports IT is contributing in terms of users and value.		
The CIO treats Shadow IT as a demand signal to be understood, not only suppressed.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you know whether a service is actually serving its users well? What do you measure?”

Derailer signal: Ticket-resolution focus — optimizes closure rates rather than reducing the problems users hit.

Indicators & evidence: CSAT/NPS | Self-service portal adoption % | First-contact resolution rate

Level 3 — Transformationalist (Innovation & Culture · Continuous experience)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO personalizes services and builds mobile-first, self-service experiences.		
The CIO iterates on services based on user feedback rather than shipping once.		
The CIO manages services as ongoing products with owners and roadmaps, rather than as completed projects.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a service you continuously improved based on evidence of user experience.”

Derailer signal: Feature theater — adds features without evidence that they improve the experience.

Indicators & evidence: Experience-metric trend | Self-service completion rate | Release/iteration cadence.

Level 4 — Integrative Architect (Antifragility · Total Experience)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO orchestrates a seamless, personalized journey across student, faculty, and staff lifecycles.		
The CIO removes friction across the full digital experience, not just one audience.		
The CIO preserves human touchpoints where connection matters, while automating routine ones.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you delivered a seamless experience that spanned students, faculty, and staff.”

Derailer signal: Efficiency over humanity — automates the experience until the institution feels faceless.

Indicators & evidence: Cross-audience experience score | Friction points removed | Journey-completion rates

Evidence to request: the accessibility audit, journey maps, CSAT/NPS dashboards, and release/iteration logs.

4. Innovation & Visionary Thinking

Level 1 — Informaticist (Operational Excellence · Lifecycle renewal)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO plans hardware and software lifecycles to keep the foundation current.		
The CIO anticipates refresh needs to avoid emergency spending.		
The CIO tracks and reports technical debt so renewal is planned, not forced.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you keep the technology foundation from aging into a crisis?”

Derailer signal: Lifecycle neglect — lets the foundation age until modernization becomes a forced, expensive crisis.

Indicators & evidence: Lifecycle-currency % | Emergency-replacement incidents | Technical-debt trend

Level 2 — Strategist (Strategic Alignment · Opportunity spotting)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO identifies where emerging technology can advance specific institutional goals.		
The CIO connects new technology to real goals rather than novelty.		
The CIO separates genuine signal from market hype.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about an emerging technology you evaluated. How did you decide whether it mattered for us?”

Derailer signal: Shiny-object chasing — pursues trends with no line back to an institutional goal.

Indicators & evidence: Evaluated-tech pipeline | Goal-linked pilots | Hype-avoidance track record

Level 3 — Transformationalist (Innovation & Culture · Pilot to scale)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO runs safe-to-fail pilots and scales the ones that work.		
The CIO gives leadership a hype-free read on emerging technology.		
The CIO ends pilots on explicit criteria and captures the learning rather than letting them linger.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a pilot you scaled—and one you deliberately stopped. How did you decide?”

Derailer signal: FOMO-driven solutionism — deploys technology for innovation theater without cultural readiness.

Indicators & evidence: Pilot-to-scale conversion | Time-to-scale | Learning captured from stopped pilots

Level 4 — Integrative Architect (Antifragility · Future-back)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO envisions the institution in 2030 and works backward to build adaptive capacity.		
The CIO invests in capacity for futures that cannot yet be fully specified.		
The CIO pairs long-horizon vision with disciplined near-term delivery.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you built adaptive capacity today for a future you could not fully predict?”

Derailer signal: Futurism without delivery — paints visions of 2030 while today’s commitments slip.

Indicators & evidence: Scenario-plan currency | Adaptive-capacity investments | Foresight-to-action conversion

Evidence to request: the lifecycle/refresh plan, the technical-debt register, the pilot portfolio, and scenario plans.

Family II — Technology & Risk

5. Cybersecurity & Risk Governance

Level 1 — Informaticist (Operational Excellence · Perimeter defense)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO maintains perimeter defenses and patching discipline and meets FERPA/HIPAA obligations.		
The CIO executes incident-response playbooks and communicates clearly during outages.		
The CIO maintains tested backups and disaster-recovery protocols.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Walk me through a security incident you managed. How did you respond and communicate?”

Derailer signal: Compliance illusion — equates checkbox compliance with security; a Maginot Line that attackers walk around.

Indicators & evidence: Patch-compliance % | Mean time to respond | Restore-test cadence

Level 2 — Strategist (Strategic Alignment · Risk management)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO aligns security policy with institutional business needs and manages compliance and continuity.		
The CIO introduces risk-appetite language and frames cyber risk in financial terms.		
The CIO conducts vendor risk assessments and integrates security into procurement.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you set the institution’s risk appetite for a contested cloud or data decision.”

Derailer signal: Security as IT is a problem — fails to distribute accountability; security stays a siloed function.

Indicators & evidence: Risk-register coverage | Vendor-risk assessments completed | Audit findings closed

Level 3 — Transformationalist (Innovation & Culture · Culture of security)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO implements zero-trust architecture with identity-based continuous verification.		
The CIO builds an institution-wide security culture through training and behavioral design.		
The CIO distributes security accountability beyond IT to the business units.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How did you move security from an IT function to an institution-wide culture?”

Derailer signal: Compliance drift — implements zero trust technically but ignores the human dimension; staff is the largest attack surface.

Indicators & evidence: Zero-trust coverage | Phishing-failure rate | Security-training completion

Level 4 — Integrative Architect (Antifragility · Sovereignty & enterprise risk)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO governs AI and data sovereignty and audits algorithms for bias and integrity.		
The CIO runs human-risk programs that treat burnout as a security exposure.		
The CIO folds IT risk into the institution’s master risk register and runs pre-mortems.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you governed AI/data sovereignty, or integrated technology risk into enterprise risk.”

Derailer signal: Sovereignty blind spot — treats data governance as compliance rather than strategy; gives away intellectual capital.

Indicators & evidence: Algorithmic-audit coverage | IT risk represented in master register | Pre-mortems conducted

Evidence to request: the risk register, penetration test, and audit results, incident-response records, pre-mortem documentation, and algorithmic audit logs.

6. AI & Data Strategy Operationalization

Level 1 — Informaticist (Operational Excellence · Reporting & access)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO produces accurate historical reports and reliable, governed data access.		
The CIO maintains data quality and stewardship discipline.		
The CIO documents data definitions and lineage so figures are trusted institution-wide.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you ensure decision-makers can trust and reach the data they need?”

Derailer signal: Data gatekeeper — controls access so tightly that decision-makers cannot get timely answers.

Indicators & evidence: Data-quality score | Report-accuracy rate | Access-request turnaround

Level 2 — Strategist (Strategic Alignment · Integration & dashboards)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO integrates disparate sources and builds executive decision dashboards.		
The CIO acts as a data broker across admissions, finance, and student affairs.		
The CIO distinguishes strategic metrics from operational vanity metrics.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a dashboard or integration that changed how leadership made a decision.”

Derailer signal: Dashboard deluge — floods leadership with operational vanity metrics until executives tune out.

Indicators & evidence: Integrated-source count | Dashboard adoption | Decision-cycle time

Level 3 — Transformationalist (Innovation & Culture · Predictive & applied AI)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO deploys predictive and automation tools with responsible-AI safeguards.		
The CIO audits models for demographic bias before and after deployment.		
The CIO maintains human oversight of algorithmic decisions.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a predictive or AI initiative you led. How did you guard against bias and protect privacy?”

Derailer signal: Predictive theater — deploys student-success models without bias auditing; perpetuates historical inequity.

Indicators & evidence: Model-bias audits | Prediction accuracy | Human-in-the-loop coverage

Level 4 — Integrative Architect (Antifragility · AI ecosystem governance)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO maintains a single source of truth and algorithmic assurance across the institution.		
The CIO stands up and chairs an AI ethics function.		
The CIO elevates AI governance to a primary strategic pillar at the cabinet level.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you governed AI across the institution as a strategic, ethical capability?”

Derailer signal: Algorithmic blind spot — deploys AI decisions without ongoing bias auditing or human oversight.

Indicators & evidence: Single-source-of-truth coverage | AI-governance maturity | Assurance audits

Evidence to request: the data-governance charter, data-quality metrics, executive dashboards, model-bias audit reports, and the AI-ethics charter.

7. Infrastructure, OT & Modernization

Level 1 — Informaticist (Operational Excellence · Connectivity)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO delivers dependable connectivity and physical security.		
The CIO manages deferred maintenance to protect reliability.		
The CIO measures network performance by real-world density and experience, not signal strength alone.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you keep the physical and network foundation dependable under real-world load?”

Derailer signal: Coverage-only mindset — measures Wi-Fi by signal strength rather than density and experience.

Indicators & evidence: Network uptime % | Coverage/density satisfaction | Deferred-maintenance backlog

Level 2 — Strategist (Strategic Alignment · Modern platforms)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO sets AV and classroom standards and migrates legacy systems toward cloud-native platforms.		
The CIO applies a pedagogical equity lens to classroom technology.		
The CIO retires legacy systems on a documented modernization roadmap.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a modernization you led from legacy toward modern platforms. What did it unlock?”

Derailer signal: AV-only thinking — treats classroom tech as equipment rather than a pedagogical equity problem.

Indicators & evidence: Legacy-retirement rate | Cloud-migration % complete | Classroom-standard coverage

Level 3 — Transformationalist (Innovation & Culture · Smart buildings)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO integrates IoT for energy and access and aligns physical space with digital learning.		
The CIO secures operational technology against network exposure.		
The CIO segments operational technology from the core network to contain risk.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a smart-building or OT initiative and how you secured it.”

Derailer signal: Unsecured OT sprawl — connects building systems without segmentation; a massive, unpatchable attack surface.

Indicators & evidence: OT-segmentation coverage % | Energy/space savings | IoT-related incident rate

Level 4 — Integrative Architect (Antifragility · IT/OT convergence)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO builds digital twins and optimizes energy, space, and safety via real-time sensor data.		
The CIO operationalizes convergence rather than demonstrating it.		
The CIO ties IT/OT investments to measured savings or risk reduction.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you converged IT and OT to produce measurable institutional value?”

Derailer signal: Digital-twin novelty — builds a demo without operationalizing it; the savings stay theoretical.

Indicators & evidence: Digital-twin coverage | Sensor-driven savings (\$) | Convergence-project ROI

Evidence to request: network performance reports, the modernization roadmap, the OT inventory and segmentation map, and digital twin/energy dashboards.

Family III — Leadership & People

8. Change Leadership

Level 1 — Informaticist (Operational Excellence · Disciplined execution)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO delivers projects on scope, schedule, and budget with clear how-to documentation.		
The CIO sustains a high Say/Do ratio, building trust through follow-through.		
The CIO ships adoption-ready enablement materials with every change.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a project you delivered that rebuilt the campus’s trust in IT.”

Derailer signal: Training-equals-adoption fallacy — equates scheduling training with behavioral change, resulting in software becoming shelfware.

Indicators & evidence: On-time/on-budget delivery | Say/Do ratio | Documentation coverage.

Level 2 — Strategist (Strategic Alignment · Managing resistance)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO explains the “why” and builds consensus with those who do not report to IT.		
The CIO applies change-management frameworks to manage resistance.		
The CIO diagnoses resistance as a gap in ability or in desire and responds accordingly.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about resistance you overcame to land a change among people you did not manage.”

Derailer signal: Communication as broadcast — sends polished announcements and measures open rates; never engages.

Indicators & evidence: Adoption rate | Stakeholder buy-in measures | Change-readiness scores

Level 3 — Transformationalist (Innovation & Culture · Transformation)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO leads campus-wide culture change and measures workforce digital dexterity.		
The CIO drives genuine adoption rather than mere deployment.		
The CIO tracks sustained use months after go-live, not just launch.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about a culture you changed, not just a system you installed.”

Derailer signal: Transformation impatience — pushes change faster than the institution can absorb; provokes backlash.

Indicators & evidence: Digital-dexterity index | Culture-assessment scores | Sustained-adoption rate.

Level 4 — Integrative Architect (Antifragility · Integrative change)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO moves the institution from alignment to integration.		
The CIO enables safe distributed innovation and citizen developers within guardrails.		
The CIO establishes the governance that lets non-IT units build safely.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you enabled the wider institution to innovate safely rather than centralizing it in IT?”

Derailer signal: Guardrail theater — announces a citizen-developer program without the governance to make it safe.

Indicators & evidence: Citizen-developer governance | Integrated-platform adoption | Distributed-innovation outcomes

Evidence to request: project post-implementation reviews, adoption dashboards, change-readiness assessments, and citizen-developer governance documents.

9. Talent Development & Succession Planning

Level 1 — Informaticist (Operational Excellence · Staffing)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO recruits and equips technical staff and manages workforce coverage.		
The CIO brings a service mindset to building the team.		
The CIO fills critical roles within the target time-to-fill without coverage gaps.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you ensure the team has the right people in the right roles?”

Derailer signal: Headcount management — treats talent as a capacity problem, not a capability and culture problem.

Indicators & evidence: Time-to-fill | Coverage adequacy | Onboarding effectiveness.

Level 2 — Strategist (Strategic Alignment · Development)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO funds training and builds clear career ladders.		
The CIO retains key staff through development and growth.		
The CIO holds documented development conversations and acts on them.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you developed and retained a key contributor.”

Derailer signal: Development performance — announces ladders and training without funding or time to use them.

Indicators & evidence: Voluntary-retention rate | Training investment per FTE | Internal-promotion rate

Level 3 — Transformationalist (Innovation & Culture · Modern workforce)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO sources talent broadly and manages outcomes rather than presence.		
The CIO funds upskilling for an evolving technology landscape.		
The CIO maintains a current skills coverage map aligned with the roadmap.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you modernized how the team sources talent and measures performance?”

Derailer signal: Culture theater — launches culture programs as a signal without structural change in hiring and advancement.

Indicators & evidence: Skills-coverage map | Outcome-based reviews | Upskilling completion.

Level 4 — Integrative Architect (Antifragility · Succession & redesign)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO plans succession and develops a leadership bench.		
The CIO redesigns roles for an AI-augmented workforce and practices reverse mentoring.		
The CIO names and develops successors for every critical role.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you developed a successor and redesigned roles for the future of work.”

Derailer signal: Hero-culture dependency — resilience rests on a few people working unsustainable hours.

Indicators & evidence: Bench-strength ratio | Succession-plan coverage | Role-redesign progress

Evidence to request: the organization chart and coverage map, retention/turnover data, development and succession plans, and training spend per FTE.

10. Emotional Intelligence (EQ) & Empathy

Level 1 — Informaticist (Operational Excellence · Non-anxious presence)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO remains the steady point of contact during a crisis, communicating without amplifying alarm.		
The CIO solicits and acts on feedback about their own impact under pressure.		
The CIO names and manages their own reactions rather than transmitting them to the team.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a crisis where you were the steady center for your team.”

Derailer signal: Anxiety transmission — passes stress down to the team in a crisis instead of absorbing it.

Indicators & evidence: Team stability/turnover under stress | Self-vs-other gap on 360 | After-action calm/clarity ratings.

Level 2 — Strategist (Strategic Alignment · Relational empathy)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO adapts communication to the audience and reads others’ emotional states.		
The CIO listens to understand before proposing a fix.		
The CIO follows up on personal commitments to colleagues, sustaining relationships over time.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Give an example of adapting your approach to what a person or team actually needed.”

Derailer signal: Transactional relating — builds relationships only when something is needed, then lets them lapse.

Indicators & evidence: Direct-report engagement scores | 360 empathy/communication ratings | Retained working relationships.

Level 3 — Transformationalist (Innovation & Culture · Psychological safety)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO surfaces unspoken tensions and invites dissent in meetings.		
The CIO models psychological safety by openly owning their own mistakes.		
The CIO tracks team climate and acts on what engagement data reveals.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you create conditions where people raise hard truths before they become conflicts?”

Derailer signal: Climate blindness — misreads or ignores the institution’s emotional temperature until morale cracks.

Indicators & evidence: Psychological-safety survey score | Frequency of dissent surfaced | Team-climate trend.

Level 4 — Integrative Architect (Antifragility · Human sustainability)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO holds institutional emotional weight during prolonged stress without passing it down.		
The CIO treats burnout as a managed enterprise risk with concrete interventions.		
The CIO builds EQ into hiring, development, and team practice as an organizational capability.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you made human sustainability a managed institutional priority?”

Derailer signal: Burnout denial — treats human sustainability as a soft concern rather than an enterprise risk.

Indicators & evidence: Burnout/wellbeing index | Voluntary retention under sustained load | EQ-capability investments

Evidence to request: 360-degree feedback results, engagement and climate surveys, incident after-action reviews, and wellbeing/burnout metrics.

II. Agility & Adaptability

Level 1 — Informaticist (Operational Excellence · Repeatable service)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO documents and standardizes services so they are repeatable rather than heroic.		
The CIO eliminates single points of failure in critical services.		
The CIO manages change control to keep the change failure rate low.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you made service dependable without relying on a few heroes?”

Derailer signal: Hero-culture reliance — service is undocumented and unrepeatable; it breaks when a key person leaves.

Indicators & evidence: Process-documentation coverage | Change-failure rate | Single-point-of-failure count.

Level 2 — Strategist (Strategic Alignment · Responsive governance)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO builds transparent intake and governance processes that can be reprioritized as needs shift.		
The CIO keeps the portfolio responsive to changing institutional conditions.		
The CIO re-sequences the roadmap on a defined cadence as priorities shift.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a time your governance let the institution re-prioritize quickly and transparently.”

Derailer signal: Governance rigidity — governance cannot re-prioritize when conditions shift; the roadmap ossifies.

Indicators & evidence: Re-prioritization cycle time | Governance transparency | Backlog responsiveness

Level 3 — Transformationalist (Innovation & Culture · Scaled agility)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO scales agile methods and runs pilots that progress to scale.		
The CIO fails smart and learns quickly from experiments.		
The CIO kills or scales pilots on explicit criteria rather than letting them linger.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you scaled agile delivery while keeping experimentation disciplined?”

Derailer signal: Pilot graveyard — runs endless pilots that never scale; experimentation becomes an end in itself.

Indicators & evidence: Cycle-time trend | Pilot-to-scale rate | Learning-velocity indicators.

Level 4 — Integrative Architect (Antifragility · Antifragility)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO designs strategic redundancy and self-healing into critical systems.		
The CIO builds systems that gain strength from stressors rather than merely surviving them.		
The CIO validates resilience through regular stress tests and game days.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a system you designed to come through disruption stronger, not just intact.”

Derailer signal: Efficiency fetishism — optimizes for efficiency until the institution is brittle; redundancy is cut as waste.

Indicators & evidence: Recovery/self-healing metrics | Redundancy coverage | Stress-test outcomes.

Evidence to request: process documentation, change-failure metrics, intake/governance records, pilot decision logs, and stress-test/game-day results.

Family IV — Influence & Politics

12. Executive Communication & Storytelling

Level 1 — Informaticist (Operational Excellence · Clear status communication)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO communicates incidents and status clearly to non-technical audiences.		
The CIO avoids jargon and keeps communication actionable.		
The CIO issues timely, plain-language updates during outages.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you communicated a major outage to non-technical stakeholders.”

Derailer signal: Jargon default — communicates in technical terms that non-technical leaders cannot act on.

Indicators & evidence: Stakeholder-clarity survey | Incident-comms timeliness | Plain-language rating.

Level 2 — Strategist (Strategic Alignment · Value in business terms)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO reports value in institutional language—retention, cost avoidance, risk exposure.		
The CIO delivers credible annual updates to the board.		
The CIO frames major requests in terms of mission, risk, or cost rather than technology.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you make IT’s value legible to a CFO or board?”

Derailer signal: Technical fluency as identity — presents accurately but signals “this is complicated,” trustees disengage.

Indicators & evidence: Board-comprehension feedback | Adoption of value-framing in reporting | On-cadence board updates.

Level 3 — Transformationalist (Innovation & Culture · Vision narrative)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO translates technical value into institutional ROI and tells a compelling story of change.		
The CIO frames complexity simply enough to make decisions.		
The CIO uses narrative to win support for a contested initiative.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about a story or narrative you used to make a major decision.”

Derailer signal: Vision without translation — tells an inspiring story that executives cannot connect to money or risk.

Indicators & evidence: Decisions moved by CIO narrative | Initiative buy-in measures | Stakeholder-alignment scores.

Level 4 — Integrative Architect (Antifragility · Educator-in-Chief)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO proactively educates the board on AI and disruption.		
The CIO represents the institution credibly in legislative testimony and the media.		
The CIO shapes the institution’s external technology narrative rather than ceding it.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a time you educated trustees or the public on a complex technology issue.”

Derailer signal: Invisibility by design — avoids exposure; cedes the narrative to vendors and politicians, then is scapegoated.

Indicators & evidence: Board-education sessions delivered | External engagements (testimony/media) | Reputation/sentiment indicators.

Evidence to request: board decks and minutes, sample incident communications, value-framed reports, and media/testimony records.

13. Stakeholder Management & Negotiation

Level 1 — Informaticist (Operational Excellence · Internal & vendor relations)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO coordinates effectively within IT and manages vendor relationships.		
The CIO builds the reliability that earns cross-campus trust.		
The CIO maps stakeholders and maintains regular, proactive contact.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you build the trust that lets IT work effectively with the rest of the institution?”

Derailer signal: Internal insularity — IT is well coordinated internally but invisible to the rest of the institution.

Indicators & evidence: Stakeholder-map currency | Vendor-relationship health / QBR cadence | Cross-campus trust survey.

Level 2 — Strategist (Strategic Alignment · Networker)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO builds cross-campus consensus and engages peer networks such as EDUCAUSE.		
The CIO negotiates vendor terms to institutional advantage.		
The CIO brings back and applies actionable intelligence from peer networks.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a cross-campus consensus you built among people who did not report to you.”

Derailer signal: Conference circuit without substance — networks widely but returns without actionable intelligence.

Indicators & evidence: Consensus decisions landed | Peer-network engagements applied | Negotiated savings/terms.

Level 3 — Transformationalist (Innovation & Culture · Strategic partnerships)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO turns vendors into accountable allies and supports research partnerships.		
The CIO builds purchasing consortia and strategic alliances.		
The CIO holds partners to outcome-based agreements.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about a partnership you turned from transactional into strategic.”

Derailer signal: Vendor capture—treating vendors as friends rather than holding them accountable to results.

Indicators & evidence: Active strategic partnerships | Outcome-based contracts in place | Research-supported satisfaction.

Level 4 — Integrative Architect (Antifragility · Ecosystem orchestration)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO orchestrates shared-service models and shared-risk coalitions.		
The CIO drives radical interoperability across institutional boundaries.		
The CIO sustains coalitions through shifts in partner priorities.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a shared-service or interoperability coalition you orchestrated.”

Derailer signal: Coalition fragility — builds shared-service deals that collapse when one partner’s priorities shift.

Indicators & evidence: Shared-service agreements | Interoperability coverage | Coalition durability (years sustained)

Evidence to request: the stakeholder map, vendor QBR records, partnership and consortium agreements, and negotiation outcomes.

14. Political Acumen

Level 1 — Informaticist (Operational Excellence · Earned credibility)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO builds credibility through reliable delivery and serves effectively on operations committees.		
The CIO delivers on visible commitments to accumulate political capital.		
The CIO is sought out for input beyond strictly IT matters.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How did you earn the credibility that lets you influence beyond your formal authority?”

Derailer signal: Credibility deficit — has not yet earned the reliability that later political capital depends on.

Indicators & evidence: Commitments delivered on record | Committee contributions | Frequency sought for non-IT input.

Level 2 — Strategist (Strategic Alignment · Governance navigation)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO runs IT steering committees and transparently prioritizes intake.		
The CIO makes decisions that are shared and accountable across stakeholders.		
The CIO publishes prioritization criteria so decisions are seen as fair.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you used governance to make a contested prioritization decision stick.”

Derailer signal: Governance theater — creates policy documents and committee minutes but lacks enforcement.

Indicators & evidence: Governance participation & cadence | Intake-transparency (published criteria) | Decision-acceptance rate.

Level 3 — Transformationalist (Innovation & Culture · Coalition leadership)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO navigates shared governance and leads innovation councils.		
The CIO converts skeptics into collaborators.		
The CIO builds coalitions that carry contested decisions through the governance process.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about converting a determined skeptic into a collaborator.”

Derailer signal: Analysis paralysis — lets governance be weaponized to delay, or tokenizes faculty and student voice.

Indicators & evidence: Skeptics moved to support (named) | Councils led | Contested decisions carried.

Level 4 — Integrative Architect (Antifragility · Securing air cover)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO navigates dual reporting and secures executive sponsorship for ecosystem-spanning moves.		
The CIO helps shape the institution’s risk appetite at the highest level.		
The CIO protects necessary-but-unpopular initiatives through to completion.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you secured ‘air cover’ for a necessary but unpopular decision.”

Derailer signal: Institutional capture — so aligned with administration that an independent perspective is lost; a spokesperson, not an advisor.

Indicators & evidence: Contested initiatives sustained with documented sponsorship | Influence on risk-appetite decisions | Initiatives protected to completion.

Evidence to request: committee charters and minutes, published prioritization criteria, governance decision records, and sponsorship documentation.

Family V — Mission & Community

15. Student Success & Academic Mission

Level 1 — Informaticist (Operational Excellence · Reliable mission services)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO keeps the web, CRM, LMS, and core student systems available.		
The CIO prioritizes mission reliability.		
The CIO minimizes student-facing downtime during critical periods such as registration and finals.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you ensure the systems students depend on are dependable?”

Derailer signal: Equity blindness — provides tools without examining whether they serve all students equally.

Indicators & evidence: Student-system availability % | Student-impacting incidents in critical windows | Service reliability.

Level 2 — Strategist (Strategic Alignment · Enabling tools)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO implements responsive student-facing tools and integrates admissions and CRM systems.		
The CIO attends to equity in access to those tools.		
The CIO measures and closes access gaps across student populations.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a student-facing tool you delivered and how it served students equitably.”

Derailer signal: Service-desk ceiling — measures success by tickets closed rather than student outcomes.

Indicators & evidence: Tool adoption | Integration coverage | Access-equity gap measures.

Level 3 — Transformationalist (Innovation & Culture · Student lifecycle)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO designs the digital student lifecycle and deploys engagement and “nudge” technology responsibly.		
The CIO keeps the human behind the data in view.		
The CIO deploys behavioral monitoring only with consent frameworks and advisor training in place.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you used technology to move a student-success metric such as retention.”

Derailer signal: Surveillance creep — deploys behavioral monitoring without consent frameworks or advisor training.

Indicators & evidence: Retention/completion movement | Engagement-tech outcomes | Advisor adoption & training.

Level 4 — Integrative Architect (Antifragility · Mission outcomes)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO orchestrates an AI-enabled prospect-to-alumnus journey that advances retention and success.		
The CIO guards against surveillance and mission drift.		
The CIO ties technology investments to measured mission outcomes.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How have you aligned the full digital lifecycle to the institution’s mission outcomes?”

Derailer signal: Mission drift — optimizes the enrollment funnel while losing sight of learning and student success.

Indicators & evidence: Mission-metric outcomes (retention, completion) | Lifecycle coverage | Consent/ethics safeguards in place.

Evidence to request: student-system availability reports, adoption and access-equity data, retention/completion dashboards, and consent/ethics documentation.

16. Ecosystem, Vendor & Community Orchestration

Level 1 — Informaticist (Operational Excellence · Vendor management)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO manages transactional supplier relationships dependably.		
The CIO holds vendors to SLAs and contract terms.		
The CIO maintains clean contract and renewal hygiene.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “How do you keep core supplier relationships dependable and well managed?”

Derailer signal: Transactional-only — manages suppliers competently but builds no community or peer relationships.

Indicators & evidence: Vendor-SLA adherence | Supplier-performance scores | Contract/renewal hygiene.

Level 2 — Strategist (Strategic Alignment · Peer & community networking)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO networks with peer CIO communities and begins community partnerships.		
The CIO brings outward curiosity to the regional landscape.		
The CIO converts peer relationships into shared learning or resources.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe a peer or community relationship you built and what it returned.”

Derailer signal: Networking without return — collects contacts without converting them into partnerships.

Indicators & evidence: Peer-network engagement | Community partnerships initiated | Shared learning/resources gained.

Level 3 — Transformationalist (Innovation & Culture · Regional partnerships)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO builds partnerships with industry, government, and peers for grants and student pipelines.		
The CIO converts contacts into partnerships that benefit the institution.		
The CIO sources grants or student pipelines through partnerships.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Tell me about a regional or industry partnership you built and its institutional value.”

Derailer signal: Research as afterthought—treating HPC and research computing as edge cases, losing faculty and grants.

Indicators & evidence: Partnership-sourced grants/pipelines | Active industry/government partnerships | Partnership ROI.

Level 4 — Integrative Architect (Antifragility · Civic anchor)

Empirical Assessment Statement	Score (1–5)	Evaluator Notes
The CIO shares data with smart-city and regional partners and pools resources, such as a shared CISO.		
The CIO provides civic and legislative leadership on behalf of the institution.		
The CIO positions the institution as an indispensable regional anchor.		
COMPOSITE SCORE FOR THIS LEVEL (average of items)		

Discussion: “Describe how you positioned the institution as a connected civic and regional anchor.”

Derailer signal: Ecosystem isolation — keeps the institution self-contained while neighbors collaborate and pool resources.

Indicators & evidence: Shared-service arrangements | Civic/legislative roles | Regional-impact measures

Evidence to request: vendor scorecards, partnership agreements, grant/pipeline records, and shared-service/civic-engagement documentation.

Assessment Summary Scorecard

Record each level's composite, then derive the 0–4 placement (the highest level reaching 3.0). Scores below 3.0 on a needed competency indicate a development priority.

Competency	L1	L2	L3	L4	0–4 Placement
Family I — Business & Value					
1. Strategic Business Acumen	—	—	—	—	—
2. Financial Stewardship & Value Realization	—	—	—	—	—
3. Product Management Mindset	—	—	—	—	—
4. Innovation & Visionary Thinking	—	—	—	—	—
Family II — Technology & Risk					
5. Cybersecurity & Risk Governance	—	—	—	—	—
6. AI & Data Strategy Operationalization	—	—	—	—	—
7. Infrastructure, OT & Modernization	—	—	—	—	—
Family III — Leadership & People					
8. Change Leadership	—	—	—	—	—
9. Talent Development & Succession Planning	—	—	—	—	—
10. Emotional Intelligence (EQ) & Empathy	—	—	—	—	—
11. Agility & Adaptability	—	—	—	—	—
Family IV — Influence & Politics					
12. Executive Communication & Storytelling	—	—	—	—	—
13. Stakeholder Management & Negotiation	—	—	—	—	—
14. Political Acumen	—	—	—	—	—

Competency	L1	L2	L3	L4	0-4 Placement
Family V — Mission & Community					
15. Student Success & Academic Mission	___	___	___	___	___
16. Ecosystem, Vendor & Community Orchestration	___	___	___	___	___
OVERALL Total	___	___	___	___	___
OVERALL Average	___	___	___	___	___ / 64

Development bands: 3.0–5.0 meets or exceeds the level; 2.0–2.9 developing—build a structured plan with milestones; 1.0–1.9 a significant gap requiring immediate intervention or external coaching.

Notes:

Evaluator signature: _____

Date: _____

CIO signature (acknowledges receipt): _____

Date: _____

Reading the Results

The scorecard supports two readings. The vertical reading—the pattern of placements across all sixteen competencies—reveals the CIO’s center of gravity, the level at which they most consistently operate. The horizontal reading compares each competency’s placement against the level the institution requires for that competency, turning the assessment into a development plan. Chapter 12 works both readings in full, including the “Operational Rock” and “Visionary without Foundation” profiles; this instrument supplies the evidence behind them.