

# Leading the IT Workforce in Higher Education

## Survey Questionnaire 2007

Thank you for taking part in this EDUCAUSE Center for Applied Research (ECAR) survey of IT leaders and other IT professionals currently working in higher education. This survey is a critical part of a new ECAR study that will expand our community's understanding of the issues and concerns of current and aspiring IT leaders and the broader IT workforce.

This survey seeks input from you and therefore should not be delegated or forwarded to others. Responses will be kept confidential, and only aggregate results will be reported. The survey consists of six sections. Our testing suggests that it will require approximately 25 minutes to complete the survey. If you wish to preview the survey before completing it, a PDF version is available from the ECAR survey instruments Web site, <http://www.educause.edu/SurveyInstruments/1004>.

Our survey software allows you to:

> **Print.** To *print a blank copy of the survey* before completing it, click "Printable version of this survey" in the header. Once you have completed the online survey, you can print your responses by clicking the "Review" button at the end of the survey.

> **Save partially completed surveys.** To save and return to a partially completed survey, set a Favorite (Bookmark) for the survey and then click the SAVE button. If cookies are enabled in your browser, when you return to the survey you will be taken to the place you left off.

> **Review, revise, print, and save responses.** You may review your answers before submitting your responses (i.e., before clicking the "Finish" button). Choose the "Review" button to review, print, and save your responses. ***We strongly suggest that you print and save your responses before you submit them.***

Please complete this survey by **Tuesday, October 30, 2007**. As thanks for your time and valuable input, participants will receive a summary of key findings from the study.

If you have any questions or concerns, please e-mail [ecar@educause.edu](mailto:ecar@educause.edu).

Click the Next button to begin the survey. And again, thank you for your time!

## Section 1: About You

**1.1 Are you an IT professional working at an institution of higher education? *Required.***

No. Go to next page, and then to last page.

Yes. Go to 1.2.

This survey is designed for IT leaders and other professionals currently working in IT at an institution of higher education. If you are not an IT leader or professional working in IT or are not presently employed at or by a college or university, the questions in this survey will be difficult for you to answer. There is no need for you to continue the survey. Thank you for your time.

If you are an IT leader or professional working in IT at an institution of higher education, please use the back button at the bottom of the page to return to question 1.1 and select the Yes response choice.

**1.2 Survey ID. Required.** \_\_\_\_\_

**Your survey ID is available in the same EDUCAUSE e-mail invitation that contained the URL for this survey.**

Responses to ECAR surveys are kept confidential, and only aggregate results are reported. The ID number you received is for use by the original recipient only.

**1.3 Which of the following best describes the organization in which you work?**

- The central IT organization
- An IT organization based in a school, college, or other academic unit
- An IT organization based in an administrative unit other than the central IT organization
- Other

**1.4 What is your employment status?**

- Full-time employee
- Part-time employee
- Contractor

**1.5 For how many years have you held your current position?**

- |   |                                   |   |
|---|-----------------------------------|---|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 11 years | <input type="checkbox"/> 22 years           |
| <input type="checkbox"/> 1 year           | <input type="checkbox"/> 12 years | <input type="checkbox"/> 23 years           |
| <input type="checkbox"/> 2 years          | <input type="checkbox"/> 13 years | <input type="checkbox"/> 24 years           |
| <input type="checkbox"/> 3 years          | <input type="checkbox"/> 14 years | <input type="checkbox"/> 25 years           |
| <input type="checkbox"/> 4 years          | <input type="checkbox"/> 15 years | <input type="checkbox"/> 26 years           |
| <input type="checkbox"/> 5 years          | <input type="checkbox"/> 16 years | <input type="checkbox"/> 27 years           |
| <input type="checkbox"/> 6 years          | <input type="checkbox"/> 17 years | <input type="checkbox"/> 28 years           |
| <input type="checkbox"/> 7 years          | <input type="checkbox"/> 18 years | <input type="checkbox"/> 29 years           |
| <input type="checkbox"/> 8 years          | <input type="checkbox"/> 19 years | <input type="checkbox"/> 30 years           |
| <input type="checkbox"/> 9 years          | <input type="checkbox"/> 20 years | <input type="checkbox"/> More than 30 years |
| <input type="checkbox"/> 10 years         | <input type="checkbox"/> 21 years |   |

**1.6 What best describes the area of IT of your position?**

- Executive IT leadership
- IT administration (including human resources, finance and other administrative functions within IT)
- Applications (including but not limited to enterprise applications and Web)
- Infrastructure (including network, telecommunications, and data-center operations)
- User services
- Learning technology
- Operating systems
- Security
- Other

**1.7 How much longer do you plan to remain in your current position?**

- |   |                                   |                                   |
|---|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 7 years  | <input type="checkbox"/> 14 years |
| <input type="checkbox"/> 1 year           | <input type="checkbox"/> 8 years  | <input type="checkbox"/> 15 years |
| <input type="checkbox"/> 2 years          | <input type="checkbox"/> 9 years  | <input type="checkbox"/> 16 years |
| <input type="checkbox"/> 3 years          | <input type="checkbox"/> 10 years | <input type="checkbox"/> 17 years |
| <input type="checkbox"/> 4 years          | <input type="checkbox"/> 11 years | <input type="checkbox"/> 18 years |
| <input type="checkbox"/> 5 years          | <input type="checkbox"/> 12 years | <input type="checkbox"/> 19 years |
| <input type="checkbox"/> 6 years          | <input type="checkbox"/> 13 years | <input type="checkbox"/> 20 years |



- |                                   |                                   |   |
|-----------------------------------|-----------------------------------|---|
| <input type="checkbox"/> 21 years | <input type="checkbox"/> 25 years | <input type="checkbox"/> 29 years           |
| <input type="checkbox"/> 22 years | <input type="checkbox"/> 26 years | <input type="checkbox"/> 30 years           |
| <input type="checkbox"/> 23 years | <input type="checkbox"/> 27 years | <input type="checkbox"/> More than 30 years |
| <input type="checkbox"/> 24 years | <input type="checkbox"/> 28 years |   |

**1.8 In what type of organization/institution was your previous position?**

- No previous position
- My current institution
- Another higher education institution
- Other educational organization (not higher education)
- Military
- Government
- Private industry
- Nonprofit organization
- Consulting
- Other

**1.9 How many years have you worked at your current institution?**

- |   |                                   |   |
|---|-----------------------------------|---|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 11 years | <input type="checkbox"/> 22 years           |
| <input type="checkbox"/> 1 year           | <input type="checkbox"/> 12 years | <input type="checkbox"/> 23 years           |
| <input type="checkbox"/> 2 years          | <input type="checkbox"/> 13 years | <input type="checkbox"/> 24 years           |
| <input type="checkbox"/> 3 years          | <input type="checkbox"/> 14 years | <input type="checkbox"/> 25 years           |
| <input type="checkbox"/> 4 years          | <input type="checkbox"/> 15 years | <input type="checkbox"/> 26 years           |
| <input type="checkbox"/> 5 years          | <input type="checkbox"/> 16 years | <input type="checkbox"/> 27 years           |
| <input type="checkbox"/> 6 years          | <input type="checkbox"/> 17 years | <input type="checkbox"/> 28 years           |
| <input type="checkbox"/> 7 years          | <input type="checkbox"/> 18 years | <input type="checkbox"/> 29 years           |
| <input type="checkbox"/> 8 years          | <input type="checkbox"/> 19 years | <input type="checkbox"/> 30 years           |
| <input type="checkbox"/> 9 years          | <input type="checkbox"/> 20 years | <input type="checkbox"/> More than 30 years |
| <input type="checkbox"/> 10 years         | <input type="checkbox"/> 21 years |   |

**1.10 \_1.19 How important was each of the following factors in your decision to accept employment at your current institution?**

	No importance	Minor importance	Moderate importance	High importance	Very high importance
1.10 Monetary compensation					
1.11 Benefits					
1.12 Geographic location					
1.13 Reputation of the institution for technological excellence					
1.14 Reputation of the institution as a good place to work					
1.15 Opportunity to build my technical skills					
1.16 Opportunity to build my management skills					
1.17 Convenient commute					
1.18 Long-term career path					
1.19 Work hours					

**1.20\_1.29 Please rate how your current institution has met your expectations in each of the following areas.**

	Poor	Fair	Good	Very good	Excellent
1.20 Monetary compensation					
1.21 Benefits					
1.22 Geographic location					
1.23 Reputation of the institution for technological excellence					
1.24 Reputation of the institution as a good place to work					
1.25 Opportunity to build my technical skills					
1.26 Opportunity to build my management skills					
1.27 Convenient commute					
1.28 Long-term career path					
1.29 Work hours					

**1.30 How much longer do you plan to remain at your current institution?**

- |   |                                   |   |
|---|-----------------------------------|---|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 11 years | <input type="checkbox"/> 22 years           |
| <input type="checkbox"/> 1 year           | <input type="checkbox"/> 12 years | <input type="checkbox"/> 23 years           |
| <input type="checkbox"/> 2 years          | <input type="checkbox"/> 13 years | <input type="checkbox"/> 24 years           |
| <input type="checkbox"/> 3 years          | <input type="checkbox"/> 14 years | <input type="checkbox"/> 25 years           |
| <input type="checkbox"/> 4 years          | <input type="checkbox"/> 15 years | <input type="checkbox"/> 26 years           |
| <input type="checkbox"/> 5 years          | <input type="checkbox"/> 16 years | <input type="checkbox"/> 27 years           |
| <input type="checkbox"/> 6 years          | <input type="checkbox"/> 17 years | <input type="checkbox"/> 28 years           |
| <input type="checkbox"/> 7 years          | <input type="checkbox"/> 18 years | <input type="checkbox"/> 29 years           |
| <input type="checkbox"/> 8 years          | <input type="checkbox"/> 19 years | <input type="checkbox"/> 30 years           |
| <input type="checkbox"/> 9 years          | <input type="checkbox"/> 20 years | <input type="checkbox"/> More than 30 years |
| <input type="checkbox"/> 10 years         | <input type="checkbox"/> 21 years |   |

**1.31 How long do you plan to remain in higher education?**

- |   |                                   |   |
|---|-----------------------------------|---|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 11 years | <input type="checkbox"/> 22 years           |
| <input type="checkbox"/> 1 year           | <input type="checkbox"/> 12 years | <input type="checkbox"/> 23 years           |
| <input type="checkbox"/> 2 years          | <input type="checkbox"/> 13 years | <input type="checkbox"/> 24 years           |
| <input type="checkbox"/> 3 years          | <input type="checkbox"/> 14 years | <input type="checkbox"/> 25 years           |
| <input type="checkbox"/> 4 years          | <input type="checkbox"/> 15 years | <input type="checkbox"/> 26 years           |
| <input type="checkbox"/> 5 years          | <input type="checkbox"/> 16 years | <input type="checkbox"/> 27 years           |
| <input type="checkbox"/> 6 years          | <input type="checkbox"/> 17 years | <input type="checkbox"/> 28 years           |
| <input type="checkbox"/> 7 years          | <input type="checkbox"/> 18 years | <input type="checkbox"/> 29 years           |
| <input type="checkbox"/> 8 years          | <input type="checkbox"/> 19 years | <input type="checkbox"/> 30 years           |
| <input type="checkbox"/> 9 years          | <input type="checkbox"/> 20 years | <input type="checkbox"/> More than 30 years |
| <input type="checkbox"/> 10 years         | <input type="checkbox"/> 21 years |   |

**1.32 At what age do you plan to retire?**

- |  |                             |                             |
|--|-----------------------------|-----------------------------|
| <input type="checkbox"/> Don't know        | <input type="checkbox"/> 52 | <input type="checkbox"/> 67 |
| <input type="checkbox"/> Decline to answer | <input type="checkbox"/> 53 | <input type="checkbox"/> 68 |
| <input type="checkbox"/> Under 40          | <input type="checkbox"/> 54 | <input type="checkbox"/> 69 |
| <input type="checkbox"/> 40                | <input type="checkbox"/> 55 | <input type="checkbox"/> 70 |
| <input type="checkbox"/> 41                | <input type="checkbox"/> 56 | <input type="checkbox"/> 71 |
| <input type="checkbox"/> 42                | <input type="checkbox"/> 57 | <input type="checkbox"/> 72 |
| <input type="checkbox"/> 43                | <input type="checkbox"/> 58 | <input type="checkbox"/> 73 |
| <input type="checkbox"/> 44                | <input type="checkbox"/> 59 | <input type="checkbox"/> 74 |
| <input type="checkbox"/> 45                | <input type="checkbox"/> 60 | <input type="checkbox"/> 75 |
| <input type="checkbox"/> 46                | <input type="checkbox"/> 61 | <input type="checkbox"/> 76 |
| <input type="checkbox"/> 47                | <input type="checkbox"/> 62 | <input type="checkbox"/> 77 |
| <input type="checkbox"/> 48                | <input type="checkbox"/> 63 | <input type="checkbox"/> 78 |
| <input type="checkbox"/> 49                | <input type="checkbox"/> 64 | <input type="checkbox"/> 79 |
| <input type="checkbox"/> 50                | <input type="checkbox"/> 65 | <input type="checkbox"/> 80 |
| <input type="checkbox"/> 51                | <input type="checkbox"/> 66 |                             |

**1.33 In the past 10 years, not counting your current position, how many professional IT and non-IT positions have you held?**

- |                               |                            |                                      |
|-------------------------------|----------------------------|--------------------------------------|
| <input type="checkbox"/> None | <input type="checkbox"/> 3 | <input type="checkbox"/> More than 5 |
| <input type="checkbox"/> 1    | <input type="checkbox"/> 4 |                                      |
| <input type="checkbox"/> 2    | <input type="checkbox"/> 5 |                                      |

**1.34\_1.45 Have you held professional IT positions including your current position in higher education in any of the following areas? Check all that apply.**

- 1.34 President's/chancellor's office
- 1.35 Provost's/academic affairs's office
- 1.36 Executive vice chancellor's/president's office
- 1.37 Central IT
- 1.38 Business and financial affairs
- 1.39 Student affairs
- 1.40 Advancement/development
- 1.41 College/division/department
- 1.42 Research administration
- 1.43 Library
- 1.44 Medical center
- 1.45 Other

**1.46\_1.57 Have you held non-IT professional positions in higher education in any of the following areas? Check all that apply.**

- 1.46 President's/chancellor's office
- 1.47 Provost's/academic affairs's office
- 1.48 Executive vice chancellor's/president's office
- 1.49 Central IT
- 1.50 Business and financial affairs
- 1.51 Student affairs
- 1.52 Advancement/development
- 1.53 College/division/department
- 1.54 Research administration
- 1.55 Library
- 1.56 Medical center
- 1.57 Other

**1.58\_1.63 Have you held professional IT positions in the following industries or organizations?**

Check all that apply.

- 1.58 Military
- 1.59 Government
- 1.60 Private industry
- 1.61 Nonprofit organization
- 1.62 Consulting
- 1.63 Other

**1.64 What academic appointments, if any, do you currently hold?**

- No academic appointment
- Tenure-track appointment
- Tenured appointment
- Adjunct appointment
- Other academic appointment

**1.65 What is your highest earned degree?**

- Associate's
- Bachelor's
- Master's
- Other terminal degree (e.g., JD, EdD, MD)
- Doctorate (PhD)
- Other

**1.66 What is your salary level?**

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Decline to answer | <input type="checkbox"/> \$125,000–149,999 | <input type="checkbox"/> \$250,000–274,999   |
| <input type="checkbox"/> Under \$50,000    | <input type="checkbox"/> \$150,000–174,999 | <input type="checkbox"/> \$275,000–299,999   |
| <input type="checkbox"/> \$50,000–74,999   | <input type="checkbox"/> \$175,000–199,999 | <input type="checkbox"/> \$300,000–324,999   |
| <input type="checkbox"/> \$75,000–99,999   | <input type="checkbox"/> \$200,000–224,999 | <input type="checkbox"/> \$325,000–350,000   |
| <input type="checkbox"/> \$100,000–124,999 | <input type="checkbox"/> \$225,000–249,999 | <input type="checkbox"/> More than \$350,000 |

**1.67 How many full time equivalent (FTE) employees (excluding students) do you supervise, including those reporting to your subordinates?**

- |                                |                                  |                                   |
|--------------------------------|----------------------------------|-----------------------------------|
| <input type="checkbox"/> None  | <input type="checkbox"/> 51–75   | <input type="checkbox"/> 401–500  |
| <input type="checkbox"/> 1–4   | <input type="checkbox"/> 76–100  | <input type="checkbox"/> 501–600  |
| <input type="checkbox"/> 5–10  | <input type="checkbox"/> 101–200 | <input type="checkbox"/> 601–700  |
| <input type="checkbox"/> 11–25 | <input type="checkbox"/> 201–300 | <input type="checkbox"/> Over 700 |
| <input type="checkbox"/> 26–50 | <input type="checkbox"/> 301–400 |                                   |

**1.68 What is your age?**

- |  |                                |                                  |
|--|--------------------------------|----------------------------------|
| <input type="checkbox"/> Decline to answer | <input type="checkbox"/> 36–40 | <input type="checkbox"/> 56–60   |
| <input type="checkbox"/> Under 25          | <input type="checkbox"/> 41–45 | <input type="checkbox"/> 61–65   |
| <input type="checkbox"/> 25–30             | <input type="checkbox"/> 46–50 | <input type="checkbox"/> Over 65 |
| <input type="checkbox"/> 31–35             | <input type="checkbox"/> 51–55 |                                  |

**1.69 What is your gender?**

- Male
- Female
- Decline to answer

**1.70 What is your ethnicity?**

- American Indian/Alaska Native
- Asian American/Asian/Pacific Islander
- African American/Black
- Hispanic/Latino
- White/Caucasian
- Other
- Decline to answer

**1.71 Which of the following best describes your academic history at the institution at which you are currently employed?**

- Have never been enrolled in a degree program
- Presently enrolled in a degree program
- Previously enrolled in a degree program but did not complete a degree
- Previously enrolled in a degree program and earned at least one degree

**1.72 My ability to take a position at another organization is limited.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

**1.73\_1.80 Which of the following factors most limit your taking a position at another organization?**

*Select top three.*

- 1.73 Family considerations
- 1.74 Unwillingness to relocate
- 1.75 Financial constraints
- 1.76 Missing critical technical skills
- 1.77 Missing critical management skills
- 1.78 Current enrollment in a degree program
- 1.79 Loyalty to my current institution
- 1.80 Loyalty to my current supervisor

## **Section 2: Institutional Context**

### **2.1 At my institution, IT is:**

- Highly centralized
- Centralized
- Balanced
- Decentralized
- Highly decentralized

### **2.2 Which statement best characterizes the current overall organizational climate at your institution?**

- Stable: change is slow or rare
- Dynamic: change is continuous, orderly, planned, and navigable
- Volatile: change is episodic, discontinuous, and requires care
- Turbulent: change is often driven by events, is unpredictable, and can disrupt ongoing operations

### Section 3: Skills and Professional Activities

**3.1\_3.9 In the past 2 years, I have:** *Check all that apply.*

- 3.1 Attended an academic disciplinary organization's meetings
- 3.2 Attended IT professional meetings/conferences
- 3.3 Served on IT professional organizations' committees
- 3.4 Presented at IT professional meetings/conferences
- 3.5 Led IT seminar(s)
- 3.6 Authored IT professional article(s)
- 3.7 Authored IT book chapter(s)
- 3.8 Authored IT book(s)
- 3.9 Edited or reviewed others' IT professional papers

**3.10 Check the category of organization that is most important to your professional development.**

- IT professional associations, such as EDUCAUSE, ACUTA
- Non-IT professional associations, such as NACUBO, ACE
- Academic disciplinary organization, such as APA, AHA, MLA, ACM
- Technology user or special interest groups
- Vendor conferences or user groups
- Other

**3.11\_3.18 Which of the following contribute most significantly to your professional growth and development?** *Select up to three.*

- 3.11 Attending conferences focused on higher education IT
- 3.12 Attending general IT conferences without a particular focus on higher education
- 3.13 Formal technical training classes
- 3.14 Formal management development programs
- 3.15 Informal peer networking
- 3.16 Independent reading of current IT news/developments
- 3.17 Independent reading of current higher education news/developments
- 3.18 Obtaining advice from a mentor

**3.19 I use a formal professional development plan to help me select development activities.**

- Never  Often
- Seldom  Always
- Sometimes

**3.20\_3.28 Assess the importance of the following skills for success in your current position.**

	Very low	Low	Medium	High	Very high	Don't know
3.20 Ability to communicate effectively						
3.21 Ability to influence (salesmanship)						
3.22 Ability to negotiate						
3.23 Strategic thinking and planning						
3.24 Technical proficiency						
3.25 Ability to manage complex projects						
3.26 Ability to manage relationships within my institution						
3.27 Ability to manage relationships outside my institution						
3.28 Understanding business processes and operations						

**3.29\_3.37 Assess your proficiency in each of the following skills.**

	Very low	Low	Medium	High	Very high	Don't know
3.29 Ability to communicate effectively						
3.30 Ability to influence (salesmanship)						
3.31 Ability to negotiate						
3.32 Strategic thinking and planning						
3.33 Technical proficiency						
3.34 Ability to manage complex projects						
3.35 Ability to manage relationships within my institution						
3.36 Ability to manage relationships outside my institution						
3.37 Understanding business processes and operations						

**3.38\_3.46 Check the three biggest obstacles to your effectiveness in your current position.**

Select up to three.

- 3.38 Gaps in my management skills
- 3.39 Gaps in my technical skills
- 3.40 Gaps in my communication skills
- 3.41 Job responsibilities are too broad
- 3.42 No clear priorities
- 3.43 Insufficient financial resources
- 3.44 Insufficient staff resources
- 3.45 Insufficient authority
- 3.46 Work too many hours

**3.47\_3.53 Please indicate your level of agreement with the following statements. My direct manager/supervisor:**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
3.47 Provides feedback on a regular basis regarding my job performance					
3.48 Deals with conflict when it arises					
3.49 Creates an atmosphere in which I feel free to speak openly					
3.50 Keeps me informed about things that affect my job					
3.51 Provides me with a formal written review on a regular basis					
3.52 Meets with me at least once a year to discuss my compensation					
3.53 Is actively involved in my professional growth and skills development					

**3.54\_3.59 Please indicate your level of agreement with the following statements about your current position.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
3.54 I am compensated fairly.					
3.55 I have sufficient opportunities to expand my skills.					
3.56 My job responsibilities are reasonable.					
3.57 I know what I am accountable for.					
3.58 I have the authority I need to perform my job.					
3.59 I am highly motivated to perform my job.					

**3.60 I have a mentor who advises me on my professional growth.**

- No
- Yes

**3.61 Having a mentor is critical to career development.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

## Section 4: IT at Your Institution

**4.1\_4.4 Please indicate your level of agreement with the following statements about the central IT organization at your institution. If there is more than one central IT organization at your institution, refer to the one that most influences your work experience.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't Know
4.1 The central IT organization is perceived as delivering high-quality services						
4.2 My institution's central IT planning process is broadly inclusive and well understood.						
4.3 Overall, my institution has a reputation for being forward-thinking in the use of IT.						
4.4 The institution's central IT infrastructure easily accommodates new and emerging technologies.						

**4.5\_4.8 Please indicate your level of agreement with the following statements. If there is more than one central IT organization at your institution, refer to the one that most influences your work experience.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
4.5 The central IT organization experiences low levels of voluntary turnover.						
4.6 Staff within the central IT organization work effectively in teams.						
4.7 The central IT organization is able to recruit the professional staff it requires.						
4.8 Staff development is a strength of the central IT organization.						

## Section 5: IT Leadership

**5.1\_5.21 Twenty-one descriptive statements are listed below.\* Judge how frequently each statement fits you. The word “others” may mean your peers, clients, or group members.**

	Not at all	Once in a while	Sometimes	Fairly often	Frequently, if not always
5.1 I make others feel good to be around me.					
5.2 I express with a few simple words what we could and should do.					
5.3 I enable others to think about old problems in new ways.					
5.4 I help others develop themselves.					
5.5 I tell others what to do if they want to be rewarded for their work.					
5.6 I am satisfied when others meet agreed-upon standards.					
5.7 I am content to let others continue working in the same way as always.					
5.8 Others have complete faith in me.					
5.9 I provide appealing images about what we can do.					
5.10 I provide others with new ways of looking at puzzling things.					
5.11 I let others know how I think they are doing.					
5.12 I provide recognition/rewards when others reach their goals.					
5.13 As long as things are working, I do not try to change anything.					
5.14 Whatever others want to do is OK with me.					
5.15 Others are proud to be associated with me.					
5.16 I help others find meaning in their work.					
5.17 I get others to rethink ideas that they had never questioned before.					
5.18 I give personal attention to others who seem rejected.					
5.19 I call attention to what others can get for what they accomplish.					
5.20 I tell others the standards they have to know to carry out their work.					
5.21 I ask no more of others than what is absolutely essential.					

\* Source: Mind Garden ([www.mindgarden.com](http://www.mindgarden.com)). Copyright © 1992 B.M. Bass and B.J. Avolio. All rights reserved.

**5.22 Which of the following best describes your role at your institution? Required.**

- Senior IT leader with institution-wide responsibility for IT. Go to 5.23 through 5.61, skip 5.62 through 5.82, then go to 6.1.
- Manager or director of an IT unit. Go to 5.62.
- IT professional (non-management). Go to 5.62.

**5.23 Are you a member of the president's or chancellor's cabinet?**

- No
- Yes

**5.24 Are you currently in an interim/acting position?**

- No
- Yes

**5.25 In your previous position, did your organization/institution officially designate you as the most senior IT executive?**

- No
- No, but I was officially recognized as the second-in-command or deputy
- Yes

**5.26\_5.29 Please indicate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
5.26 I am held accountable by my supervisor for developing my successor.						
5.27 I have identified one or more individuals within my organization who could succeed me now.						
5.28 I hold my direct reports responsible for developing their own successors.						
5.29 My successor is likely to be recruited from within the institution.						

**5.30 To what extent are the employees in your IT organization covered by collective bargaining agreements?**

- All employees are covered
- Some employees are covered
- No collective bargaining agreements
- Don't know

**5.31\_5.35 Please indicate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5.31 There will be a shortage of skilled IT workers in the next five years.					
5.32 My institution will have difficulty recruiting sufficient numbers of skilled IT workers in the next five years.					
5.33 I anticipate greater rates of turnover among the IT staff in the next five years.					
5.34 Our ability to meet future institutional technology objectives would be significantly threatened by a shortage of skilled workers.					
5.35 We are actively preparing for a future shortage of skilled IT workers.					



**5.36\_5.38 Please indicate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not Applicable
5.36 IT costs would increase significantly if we had to maintain current services without student workers.						
5.37 The central IT organization is able to recruit sufficient numbers of student workers.						
5.38 My institution will have difficulty recruiting sufficient numbers of student workers in the next five years.						

**5.39\_5.49 Which of the following will be most important to the IT organization's ability to maintain an IT workforce adequate to meet institutional needs in the next five years? Select up to three.**

- 5.39 Job sharing
- 5.40 Outsourcing systems
- 5.41 Outsourcing services
- 5.42 Flex time
- 5.43 Telecommuting
- 5.44 Competitive compensation
- 5.45 Expanded professional development opportunities
- 5.46 More varied job assignments
- 5.47 More use of student employees
- 5.48 Contracting with or re-employing retirees
- 5.49 Discontinuing selected services

**5.50\_5.52 Please indicate the frequency with which you participate in the following activities.**

	Almost never	Rarely	Sometimes	Often	Almost always
5.50 I participate in shaping institutional academic directions.					
5.51 I participate in shaping institutional administrative directions.					
5.52 I am engaged in regular executive discussions about the IT implications of institutional decisions.					

**5.53\_5.61 Assess the importance of the following skills to the success of CIOs over the next five years.**

	Very low	Low	Medium	High	Very high	Don't know
5.53 Ability to communicate effectively						
5.54 Ability to influence (salesmanship)						
5.55 Ability to negotiate						
5.56 Strategic thinking and planning						
5.57 Technical proficiency						
5.58 Ability to manage complex projects						
5.59 Ability to manage relationships within the institution						
5.60 Ability to manage relationships outside the institution						
5.61 Understanding business processes and operations						

**5.62 Do you aspire to a CIO position in higher education? Required.**

- ( ) No. Go to 5.69\_5.81, 5.82, then to 6.1
- ( ) Yes. Go to 5.63\_5.67, 5.68, skip 5.69\_5.81 and 5.82, then to 6.1
- ( ) Don't know. Go to 6.1

**5.63\_5.67 Please indicate your level of agreement with the following statements.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5.63 I have sufficient opportunities to develop the skills I will need to become a CIO.					
5.64 I believe there will be a sufficient number of CIO job openings in higher education for me to become a CIO within my desired time frame.					
5.65 My manager/supervisor is helping to groom me as a future CIO.					
5.66 To become a CIO, I will need to leave my current institution.					
5.67 I am now ready to assume the role of a CIO in higher education.					

**5.68 Please elaborate on why you aspire to a CIO position.**\_\_\_\_\_

**5.69\_5.80 Which of the following factors best characterizes your reason for not aspiring to a CIO position in higher education? Select the top reason.**

- [ ] 5.69 Wish to pursue a career outside higher education
- [ ] 5.70 Hours are too long
- [ ] 5.71 Stress is too great
- [ ] 5.72 Political demands are too great
- [ ] 5.73 Don't have technical skills CIOs require
- [ ] 5.74 Don't have management skills CIOs require
- [ ] 5.75 Don't have leadership skills CIOs require
- [ ] 5.76 Lack PhD or other terminal degree
- [ ] 5.77 Prefer to remain in technical position
- [ ] 5.78 Inadequate compensation
- [ ] 5.79 Too few vacancies
- [ ] 5.80 Subsequent career options limited

**5.81 Please elaborate on why you do not aspire to a CIO position.**\_\_\_\_\_



## **Section 6: Conclusion**

**6.1 Your name** \_\_\_\_\_

**6.2 May we contact you to obtain further insights or clarification on your responses?**

No

Yes

**6.3 Do you wish to receive a link to a copy of the key findings from the survey when they are available?**

No

Yes

**6.4 If you have any other comments or insights about IT leadership in higher education, please feel free to share them with us.** \_\_\_\_\_

**Thank you!** You have reached the end of the survey. Please consider *saving and printing* your responses by clicking the “Review” button now. Once you have done so, **click the “Finish” button to submit your survey.**

Full ECAR studies are available either through subscription or purchase at the ECAR Web site, <http://www.educause.edu/ecar/>.

If you have any questions or concerns, please e-mail [ecar@educause.edu](mailto:ecar@educause.edu).

**—END SURVEY—**