

Institutional Data Management Survey Questionnaire February 2009

Thank you for participating in this study of institutional data management in higher education, conducted by the EDUCAUSE Center for Applied Research (ECAR). If you wish to print a copy of the survey before completing it online, a PDF version is available from <http://www.educause.edu/SurveyInstruments/1004>

We define *institutional data management* as “the policies and practices by which higher education institutions effectively collect, protect, and use digital information assets to meet academic and business needs.” This survey includes sections on the size and scope of your institution's data infrastructure; data quality and integrity; data stewardship, governance, and security; content and records management; research data management; and data management outcomes.

This survey should be completed by the senior-most IT leader at your institution, or by the senior-most leader of the organization charged with management of the items in each survey section. Responses will be kept confidential; only aggregate results will be reported.

You may find some of the following procedures helpful when filling out our survey:

- > **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 and selecting the “Print” option at the top of the page.
- > **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.
- > **Revise, review, print, and save responses.** You may revise your answers until you click “Save” or “Finish.” To revise a response, use the “Back” button or the page-number dropdown box to navigate through the survey. You may also review your answers before submitting them. When you reach the end of the survey, 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 **March 3, 2009**. Once the study is complete, Key Findings will be available to all respondents from the ECAR website.

We appreciate your time and participation. If you have any questions or concerns, please e-mail ecar@educause.edu

Click the **Next** button to begin the survey. Once again, thank you for your input!

Section 1: Identification

1.1 Survey ID. *Required.* Obtain your survey ID from the e-mail invitation you received for this survey. _____

1.2 Your name. *Required.* _____

Section 2: Data Management Environment

2.1 How has the volume (in bytes) of institutional data of the following types changed at your institution in the past 12 months?

	Greatly decreased	Decreased	Stayed the same	Increased	Greatly increased	Don't know
a. Administrative systems data						
b. Learning management systems data and content						
c. Institutional web (domain.edu) content						
d. E-mail						
e. Research data						
f. Video/audio content available online						
g. Library digital content available online						

2.2 My institution currently has the infrastructure it needs to effectively manage the following kinds of institutional data:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. Administrative systems data						
b. Learning management systems data and content						
c. Institutional web (domain.edu) content						
d. E-mail						
e. Research data						
f. Video/audio content available online						
g. Library digital content available online						

2.3 In three years, my institution will have the infrastructure it needs to effectively manage the following kinds of institutional data:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. Administrative systems data						
b. Learning management systems data and content						
c. Institutional web (domain.edu) content						
d. E-mail						
e. Research data						
f. Video/audio content available online						
g. Library digital content available online						

2.4 What is the total capacity of disk data storage managed by central IT at your institution (not including PC storage)? *Dropdown list: Don't know; zero to 100 Tb in 10 Tb intervals; 101 to 1,000 Tb in 100 Tb intervals; 1,001 to 10,000 Tb in 1,000 Tb intervals; Over 1,000 Tb.*

2.5 How much of this consists of research storage managed by central IT on behalf of institutional researchers? *Dropdown list: Don't know; zero to 100% in 1% intervals.*

2.6 How much do you estimate your total central IT disk storage needs will increase in the next 12 months? *Dropdown list: Don't know; Needs will decrease; zero to 100% in 1% intervals; Over 100% increase.*

2.7 Indicate whether your institution has the following data-related organizations.

	No	Yes
a. Central IT group for data (e.g., data architects)		
b. Institutional data policy office		
c. IT governance committee dedicated to data issues		

2.8 To what extent is your institution considering or implementing an enterprise directory (i.e., an institutional directory service that has the capability to include all persons affiliated with the institution and to be used by multiple applications)?

- Not considering
- Currently evaluating
- Planned, but won't start within the next 12 months
- Plan to start within the next 12 months
- Implementation is in progress
- Partially operational
- Fully operational

2.9 To what extent is your institution considering or implementing automated role- and privilege-based authorization (i.e., giving access to electronic resources using privileges or permissions derived automatically from affiliations and groups).

- Not considering
- Currently evaluating
- Planned, but won't start within the next 12 months
- Plan to start within the next 12 months
- Implementation is in progress
- Partially operational
- Fully operational

2.10 To what extent is your institution considering or implementing a federated identity solution (i.e., automated management of identity information between your campus and other institutions and organizations to facilitate collaborative or business initiatives)?

Required.

- Not considering *Go to 2.12*
- Currently evaluating *Go to 2.12*
- Planned, but won't start within the next 12 months *Go to 2.12*
- Plan to start within the next 12 months *Go to 2.12*
- Implementation is in progress *Go to 2.11*
- Partially operational *Go to 2.11*
- Fully operational *Go to 2.11*

2.11 Which federated identity technologies are you using?

	Not Using	Using
a. Shibboleth		
b. SAML 2.0		
c. Other		

2.12 My institution's identity management capabilities provide sufficiently granular user data access authorization.

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

Definition: *Institutional data management* refers to the policies and practices by which higher education institutions effectively collect, protect, and use digital information assets to meet academic and business needs.

2.13 At my institution...

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. Leadership is demanding improved institutional data management capabilities.						
b. Users are demanding improved institutional data management capabilities.						
c. Improved institutional data management is a strategic priority.						

Section 3: Drivers and Barriers

3.1 What are the primary drivers for investing in data management at your institution?

Select up to three.

- a. Regulatory compliance
- b. Respond to external accountability/performance requirements
- c. Improve data security
- d. Improve business/academic unit operational efficiency
- e. Improve IT operational efficiency
- f. Support new applications/systems
- g. Align with institutional strategic goals
- h. Enhance data-driven decision-making
- i. Improve user access to data
- j. Research support
- k. Teaching/learning support
- l. Other

3.2 What are the primary barriers to investing in data management at your institution?

Select up to three.

- a. Lack of funds
- b. Structure of funding incentives
- c. Lack of staff expertise

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- d. Decentralized/informal institutional culture
- e. Decentralized nature of the data to be managed
- f. Lack of guidance from institutional strategic objectives
- g. Lack of institutional leadership support
- h. Resistance from data owners
- i. Difficulty developing campus policies and procedures
- j. Current data practices are "good enough"
- k. Other

Section 4: Data Integrity and Quality

Definition: By *major data element*, we refer to data items essential to conducting basic business and academic operations, such as student name or address, student transcript information, employee status, pay rate, etc.

4.1 Please state your agreement with the following in regard to major administrative enterprise systems and data stores (e.g., HR, Finance, Student Administration, data warehouse) at your institution.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. Each major data element has a single definition that is recognized across the institution.						
b. A system of record is identified for each major data element.						
c. Each major data element is coded consistently across systems and data stores.						
d. When the value of a major data element changes, the change propagates across all enterprise systems and data stores that use it.						
e. When the value of a major data element changes, the change propagates across all business/academic unit ("shadow") systems and data stores that use it.						
f. Processes are in place to assure data quality at the point of capture/origin (e.g., data entry).						
g. Automated systems are in place to validate data across enterprise systems and data stores.						
h. Processes are in place for documenting and reviewing all identified data quality issues.						

4.2 Which best describes the status of data quality improvement initiatives at your institution? Required.

- At least one initiative completed in past 24 months. *Go to 4.3*
- Initiative under way. *Go to 4.3*
- Initiative is planned. *Go to 4.3*
- No initiative planned, under way, or completed in past 24 months. *Go to 4.6*

4.3 Which of the following have sponsored the initiative or initiatives?

	No	Yes
a. President/chancellor		
b. Administrative executive		
c. Academic executive		
d. CIO (or equivalent)		
e. Director of administrative computing		
f. Director of academic computing		
g. Other IT management		
h. Other administrative management		
i. Other academic management		

4.4 Which of the following were factors in causing your institution to undertake the data quality initiative or initiatives?

	No	Yes
a. Institutional leadership mandate for data quality improvement		
b. Improve reporting/analytics		
c. Improve business processes		
d. Application system implementation/upgrade		
e. Data warehouse or data mart implementation/upgrade		
f. Other		

4.5 My institution's data quality initiatives have resulted in process changes that improve data quality throughout the data life cycle, rather than just fixing bad data.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
- Not applicable

4.6 At my institution...

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. Executive leaders receive training in data quality issues.						
b. Business/academic unit leaders receive training in data quality issues.						
c. Staff receive training in data quality issues.						
d. Executive leaders understand data quality issues.						
e. Business/academic unit leaders understand data quality issues.						
f. Staff understand data quality issues.						
g. Central IT works actively with business/academic units to ensure data quality.						

4.7 In the past 24 months, has your institution been penalized for failure to meet external reporting or regulatory requirements due to faulty data?

- No
- Yes
- Don't know

Section 5: Data Stewardship, Governance, and Security

Definitions: *Data stewardship* is the formal definition and assignment of responsibility for the management of data resources. A *data steward* is an individual who has been assigned such responsibilities.

5.1 Does your institution have a documented institutional policy defining data steward responsibilities? *Required.*

No *Go to 5.6*

Yes *Go to 5.2*

5.2 Which of the following are explicitly assigned data steward responsibilities in this policy?

	Not assigned responsibilities	Assigned responsibilities	Don't know
a. Business/academic unit executives			
b. Business/academic unit managers			
c. Business/academic unit staff			
d. Central IT leadership			
e. Central IT applications staff			
f. Central IT architecture, systems, or security staff			
g. Researchers			
h. Teaching staff			
i. Auditors			
j. Institution counsel			
k. Other			

5.3 What kinds of data are covered in this policy?

	Not covered	Covered	Don't know
a. Administrative systems data			
b. Learning management systems data and/or content			
c. Institutional web (domain.edu) content			
d. E-mail			
e. Research data			
f. Other			

5.4 Does your institution have an institutional data stewards' council? *Required.*

No *Go to 5.6*

Yes *Go to 5.5*

5.5 What is the role of this data stewards' council?

	No	Yes	Don't know
a. Provides advice			
b. Sets policy			
c. Sets priorities			
d. Adjudicates conflicts			
e. Authorizes funding			
f. Other			

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5.6 Who is primarily responsible for the following at your institution?

	Business/academic units	Central IT	Neither/not applicable
a. Regulatory compliance regarding privacy/disclosure of information			
b. Data accuracy			
c. Data timeliness			
d. Data fitness for purpose			
e. Notification of affected parties following data breach			
f. Classification of data for risk/sensitivity			
g. Deciding who has routine access to data			
h. Deciding who has access to data on an as-needed or exception basis			
i. Metadata management			
j. Specifying data formats			

5.7 Does your institution have a formal process for classifying institutional data by risk or sensitivity level? *Required.*

No *Go to 5.9*

Yes *Go to 5.8*

5.8 How much data has been classified at this time?

None

A little

Some

Most

All

Don't know

5.9 Does your institution have a governance structure for setting data access policy?

No

Yes

5.10 My institution has a documented policy for...

	No	Yes	Under development	Don't know
a. Defining individual employee responsibilities for data security practices				
b. Acceptable use of institutional data				
c. Encryption of institutional data on user devices				
d. Notification of affected parties following data breach				
e. Sharing, storing, and transmitting of institutional data (e.g., with or to ISPs, external networks, contractors' systems)				

5.11 In the past 24 months, how many data breach incidents have occurred at your institution that required notification of affected parties? *Dropdown list: zero to 30; Over 30.*

Section 6: Data Analytics

Definition: Reporting, modeling, analysis, and decision support encompass the technologies that provide access to data and the analytical tools that support operational reporting, institutional decision-making, and regulatory compliance.

6.1 Which of the following is part of your institution’s reporting, modeling, analysis, and decision support platform?

	In use at an institution-wide level	In use at a school, college, or department level	Currently implementing	Will implement within 12 months	May implement within 24 months	Not under consideration	Don't know
a. Data warehouse							
b. Data mart							
c. Extract, transform, and load (ETL) tool							
d. Data cleaning tool							
e. Metadata server/data dictionary							
f. Operational data store (for staging to a data warehouse or data mart)							
g. Operational data store (for transactional reporting)							
h. Vendor-supplied reporting solution (as part of another system)							
i. Other							

6.2 What is the primary use of reporting, modeling, analysis, and decision support tools at your institution today?

- Extraction and reporting of transaction-level data
- Analysis and monitoring of operational performance (e.g., dashboard)
- “What if…” decision support (e.g., scenario building)
- Predictive modeling and simulations
- To use information to automatically trigger a business process (e.g., at-risk students are automatically scheduled for an appointment with an advisor)
- We are not active users of reporting, modeling, analysis, and decision support

6.3 Who are the most active users of reporting, modeling, analysis, and decision support tools at your institution? *Select up to three.*

- a. Central admissions/enrollment management staff
- b. Central business/finance/administrative staff
- c. Central human resources staff
- d. Central academic/student services staff (e.g., registrar, financial aid, bursar)
- e. Institutional research
- f. Central fundraising/advancement staff
- g. Central research administration/grants management staff
- h. Deans and dean's staff
- i. Department chairs and chair's staff
- j. School-based admissions staff

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- k. School-based fundraising staff
- l. School-based grants-management staff
- m. Other

6.4 My institution uses its reporting, modeling, analysis, and decision support capability to...

	Almost never	Occasionally	Sometimes	Usually	Almost always
a. Monitor operational performance such as budget to actual data.					
b. Automatically alert appropriate officials when a financial indicator falls outside a desired range.					
c. Automatically alert appropriate officials when an enrollment metric falls outside a desired range.					
d. Identify students who may be at risk academically.					
e. Automatically alert an appropriate official when an academic intervention with a student is warranted.					
f. Model the potential impact of strategic decisions.					

6.5 My institution plans to significantly upgrade its reporting, modeling, analysis, and decision support capability in the next two years.

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

6.6 My institution provides effective training to users of reporting, modeling, analysis, and decision support tools.

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

Section 7: Content and Records Management

7.1 Which best describes your institution's environment for enterprise management of digital content? Required.

- An integrated enterprise content management solution that manages the widest possible range of content *Go to 7.2*
- Best-of-breed enterprise solutions for most or all major content types *Go to 7.2*
- A mix of best-of-breed enterprise and local/departamental solutions varying by content type *Go to 7.2*
- No enterprise solutions, only local/departamental solutions for particular content types *Go to 7.3*
- Digital content management is generally ad hoc *Go to 7.3*
- Other *Go to 7.3*

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7.2 What is the status of enterprise solutions (whether best-of-breed or part of an integrated suite) at your institution for...

	Not planning to do	Planned, implementation not started	Implementation in progress	Implemented	Don't know
a. Web content management					
b. Document management (i.e., imaging, search, and other document management focused on operational needs)					
c. Records management (i.e., managing/archiving official records for regulatory, financial, or historical needs)					

7.3 Which best describes your institution's anticipated environment for enterprise management of digital content three years from now?

- An integrated enterprise content management solution that manages the widest possible range of content
- Best-of-breed enterprise solutions for most or all major content types
- A mix of best-of-breed enterprise and local/departmental solutions varying by content type
- No enterprise solutions, only local/departmental solutions for particular content types
- Digital content management will be generally ad hoc
- Other
- Don't know

7.4 Which of the following has primary responsibility for determining the look and feel of your institution's primary website (domain.edu homepage and subordinate pages)? *Required.*

- A web policy/planning committee *Go to 7.5*
- Office of the president/chancellor *Go to 7.6*
- Office of the provost/chief academic officer *Go to 7.6*
- Central IT *Go to 7.6*
- Public relations *Go to 7.6*
- Marketing *Go to 7.6*
- Other *Go to 7.6*

7.5 Which of the following are currently represented on this web policy/planning committee?

	Not represented on committee	Represented on committee
a. Office of the president/chancellor		
b. Office of the provost/chief academic officer		
c. Central IT		
d. Public relations		
e. Marketing		
f. Admissions		
g. Registrar		
h. Student affairs		
i. Faculty representative(s)		
j. Student representative(s)		
k. Institution counsel		
l. Other		

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7.6 At my institution...

	In no cases	In a few cases	In some cases	In most cases	In all cases	Don't know
a. The web environment is database-driven (i.e., content is stored separately from templates).						
b. Website owners can perform routine site maintenance without IT intervention.						
c. Adequate workflows are in place for the editing and approval of website content.						
d. Web pages have a consistent look and feel.						
e. We have granular control over user access to website content (e.g., create, edit, publish, read access).						

7.7 In the next three years, which of the following will be most important to add or enhance within your institutional web environment in order to meet constituent expectations?

Select up to three.

- a. Blogs
- b. Wikis
- c. Video streaming/download
- d. Audio streaming/download
- e. Videoconferencing
- f. Ratings tools (e.g., Epinions-like rating systems)
- g. Social tagging (i.e., folksonomies, tag clouds)
- h. Web content formatted for handheld devices
- i. Virtual reality tools
- j. Survey/polling tools

7.8 The primary institutional website at my institution routinely exceeds the expectations of...

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. Faculty						
b. Staff						
c. Students						
d. Public users						

7.9 Which of the following does your institution use to manage digital learning content that is delivered via institutional learning management systems?

	Do not use	Use	Don't know
a. Learning management system database(s)			
b. Dedicated learning content management system			
c. Other content management systems			

7.10 Does your institution have an enterprise portal? Required.

- No *Go to 7.12*
- Yes *Go to 7.11*

7.11 Does this enterprise portal have a dedicated portal content management system?

- No
- Yes
- Don't know

7.12 How often do the following use extra-institutional web-delivered (cloud) services in preference to institutionally delivered equivalents?

	Never	Seldom	Sometimes	Often	Always or almost always	Don't know
a. Faculty						
b. Staff						
c. Students						

7.13 In three years, how often do you expect the following groups will use extra-institutional web-delivered (cloud) services in preference to institutionally-delivered equivalents?

	Never	Seldom	Sometimes	Often	Always or almost always	Don't know
a. Faculty						
b. Staff						
c. Students						

7.14 My institution has a documented policy regarding...

	No	Yes	Under Development	Don't know
a. Use of extra-institutional web-delivered (cloud) services to do institutional business				
b. Storage of institutional data on extra-institutional web-delivered (cloud) systems				

7.15 Does your institution have a group responsible for overseeing electronic records management?

- No
- Yes

7.16 Does your institution have a designated archivist or records officer? *Required.*

- No *Go to 7.18*
- Yes *Go to 7.17*
- Don't know *Go to 7.18*

7.17 Is this officer responsible for electronic records?

- No
- Yes

7.18 My institution has documented electronic records retention schedules for...

	Yes	No	Don't know
a. Student records			
b. Course-related and learning management system records			
c. Human resource records			
d. Financial records			
e. Research grants records			
f. Staff e-mail			
g. Faculty e-mail			

7.19 Rate your institution's ability to comply with records retention and disposition requirements throughout the institution.

- Poor
- Fair
- Good
- Very good
- Excellent

Section 8: Research Data Management

8.1 Which statement best describes your institution?

- Research and teaching are the primary missions, but research is what really drives faculty and institutional success.
- Research and teaching are both primary missions, and they are equally important for faculty and institutional success.
- Teaching is the primary mission, but faculty research is rewarded.
- Teaching is the primary mission, and faculty research does not factor heavily in faculty and institutional success.

8.2 In the past three years, how have the following activities at your institution changed?

	Greatly decreased	Decreased	Stayed the same	Increased	Greatly increased	Don't know
a. Use of high-performance computing						
b. Use of high-performance networking						
c. Amount of research data storage						

8.3 In the next three years, how are the following activities at your institution expected to change?

	Greatly decrease	Decrease	Stay the same	Increase	Greatly increase	Don't know
a. Use of high-performance computing						
b. Use of high-performance networking						
c. Amount of research data storage						

Definition: In the following questions, *research data* refers to data resulting from research conducted by institutional investigators.

8.4 At your institution, to what extent do the following provide research data storage?

	Not at all	A very small extent	A small extent	A moderate extent	A large extent	A very large extent	Don't know
a. Central IT							
b. School, center, or department IT							
c. Individual investigators, labs, or teams							
d. Library							
e. Other							

8.5 At your institution, to what extent do the following provide research data backup and recovery?

	Not at all	A very small extent	A small extent	A moderate extent	A large extent	A very large extent	Don't know
a. Central IT							
b. School, center, or department IT							
c. Individual investigators, labs, or teams							
d. Library							
e. Other							

8.6 At your institution, to what extent do the following assist investigators with creating or fulfilling research data management plans?

	Not at all	A very small extent	A small extent	A moderate extent	A large extent	A very large extent	Don't know
a. Central IT							
b. School, center, or department IT							
c. Individual investigators, labs, or teams							
d. Library							
e. Other							

8.7 At your institution, to what extent do the following support metadata creation for research data?

	Not at all	A very small extent	A small extent	A moderate extent	A large extent	A very large extent	Don't know
a. Central IT							
b. School, center, or department IT							
c. Individual investigators, labs, or teams							
d. Library							
e. Other							

8.8 At your institution, to what extent do the following support investigators in the selection and use of research tools (e.g., visualization, data mining, statistical analysis, etc.)?

	Not at all	A very small extent	A small extent	A moderate extent	A large extent	A very large extent	Don't know
a. Central IT							
b. School, center, or department IT							
c. Individual investigators, labs, or teams							
d. Library							
e. Other							

8.9 Does your institution have a documented policy defining ownership of research data?

Required.

No *Go to 8.12*

Yes *Go to 8.10*

Policy is under development *Go to 8.10*

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8.10 This policy asserts that the institution owns research data:

- In no cases
- In a few cases
- In some cases
- In most cases
- In all cases
- Don't know

8.11 Does this policy permit a third party to own research data that results from contract research?

- No
- Yes
- Don't know

8.12 Do investigators at your institution conduct contract research for third parties, e.g., commercial entities?

- No
- Yes
- Don't know

8.13 My institution has documented policies regarding...

	No	Yes	Don't know
a. Investigator responsibility for compliance with privacy/confidentiality regulations relating to research data			
b. Investigator responsibility for sharing research data with other researchers			
c. Research data security			
d. Retention of research data			

8.14 Does your institution assume responsibility for archiving research data after investigator projects are concluded? *Required.*

- In no cases *Go to 8.16*
- In a few cases *Go to 8.15*
- In some cases *Go to 8.15*
- In most cases *Go to 8.15*
- In all cases *Go to 8.15*
- Don't know *Go to 8.16*

8.15 Do the following take part in this process?

	No	Yes
a. Office of the provost/chief academic officer		
b. Research administration		
c. Academic deans		
d. Central IT		
e. School, center, or department IT		
f. Faculty		
g. Library		

8.16 Does your institution have a formal process for determining investigator compliance with research data management regulations or plans as set by granting agencies?

- No
- Yes
- Don't know

8.17 Does your institution have a permanent, institution-wide repository for institutionally produced digital research data? Required.

- No *Go to 8.19*
- Yes *Go to 8.18*
- Repository is under development *Go to 8.18*

8.18 Does this repository support standards-based metadata harvesting (e.g., via the Open Archival Information System [OAIS] model)?

- No
- Yes
- Don't know

8.19 Does your institution have one or more school, center, or department repositories for institutionally produced digital research data? Required.

- No *Go to 8.21*
- Yes *Go to 8.20*
- Don't know *Go to 8.21*

8.20 Which of the following disciplines are represented in the research data contained in these school, center, or department repositories?

	Not represented in a repository	Represented in a repository
a. Physical sciences/math		
b. Engineering/computer science		
c. Life sciences		
d. Health sciences		
e. Social sciences		
f. Business		
g. Humanities		
h. Arts		
i. Other		

8.21 To support the long-term preservation of research data, my institution has the necessary...

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. Infrastructure						
b. Expertise						
c. Funding mechanisms						
d. Policies and procedures						
e. Institutional commitment						

Section 9: Data Management Performance and Outcomes

9.1 At my institution...

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. We get maximum business value from institutional data.						
b. We get maximum academic value from institutional data.						
c. We can confidently make strategic decisions on the basis of institutional data.						
d. Restricted/sensitive data is identified and appropriately classified.						
e. Restricted/sensitive data is secure from unauthorized access.						
f. All institutional data has a designated steward.						
g. Employees understand their responsibilities in the use of data.						
h. We effectively manage all the varieties of data and digital content that the institution needs.						
i. We can support anticipated growth in the volume of data over the next three years.						
j. We meet the data-related needs of institutional researchers.						

Section 10: About You and Your Institution

10.1 Your position. *Required.*

- President/chancellor
- Vice president/provost/vice provost or equivalent (non-CIO)
- Senior-most IT leader (e.g., CIO or equivalent)
- Director of administrative computing
- Director of academic computing
- Other IT management
- Other administrative management
- Other academic management
- Other

10.2 Is the senior-most IT leader (e.g., CIO) at your institution a member of the president/chancellor's cabinet?

- No
- Yes

10.3 Do the following report to the senior-most IT leader at your institution?

	No	Yes
a. Library		
b. Institutional research		

10.4 I am personally very involved in data management policy and planning at my institution.

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

10.5 What best characterizes your institution in terms of adopting new technologies?

- Early adopter
- Mainstream adopter
- Late adopter

10.6 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)

10.7 Managerial control at my institution can best be described as...

- Highly decentralized
- Somewhat decentralized
- Balanced
- Centralized
- Highly centralized

10.8 My institution's leadership is committed to evidence-based decision-making.

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

10.9 My institution is committed to making management information widely available.

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

10.10 Does your institution have an IT strategic plan (either standalone or integrated into an institutional strategic plan)? *Required.*

- No *Go to 11.1*
- Yes *Go to 10.11*
- An IT strategic plan is under development. *Go to 10.11*

10.11 Does your IT strategic plan explicitly address data management issues?

- No
- Yes
- Don't know

Section 11: Conclusion

11.1 May we contact you to obtain further insights or clarifications on your responses?

Required.

No *Go to 11.3*

Yes *Go to 11.2*

11.2 What is your e-mail address? _____

11.3 If you have any other comments or insights about data management at your institution, please share them with us. _____

11.4 We are committed to continually improving our surveys. All comments are welcome and will be considered. _____

Thank you. Just one more step!

Click "Finish" to submit your survey.

Once you click "Finish," you will see confirmation that your survey has been submitted.

If you wish to review, save, or print your responses before submitting them, click "Review" to see your responses, and then click "Finish." We strongly suggest that you save and print your responses. You must click "Finish" to submit your survey.

If you have any questions or concerns, please e-mail ecar@educause.edu

– END SURVEY –