

# Working Together: Multi-Institutional Efforts to Develop and Deliver Technology Services

## Collaborators Questionnaire

November–December 2006

Thank you for participating in the study being conducted by the EDUCAUSE Center for Applied Research (ECAR). This survey is a critical part of a study of multi-institutional IT collaboration. You are receiving this survey because you responded to our screening survey that your institution is engaged in one or more significant IT collaborations. This survey seeks to more deeply understand what drives you to collaborate as well as the extent of your collaborative activity. We ask you to select your most significant collaboration and answer a series of questions that will enable us to analyze what makes collaborations successful. If you feel that in the past 24 months your institution has not engaged in any significant IT collaboration and you wish to complete our non-collaborators' survey, please e-mail Phil Goldstein, principal investigator for this ECAR study, at [philgoldstein@goldsteinassoc.com](mailto:philgoldstein@goldsteinassoc.com).

ECAR gratefully acknowledges the Wilder Research organization for granting permission to use questions from the Wilder Collaboration Factors Inventory. Several of these questions are included in section 4 of the survey.

Our testing suggests the survey will take 30 minutes to complete. If you wish to print a copy of the survey before completing it online, a .pdf version is available at [http://www.educause.edu/ir/library/pdf/ecar\\_so/ers/si/ESI06F.pdf](http://www.educause.edu/ir/library/pdf/ecar_so/ers/si/ESI06F.pdf).

Our survey software now has some features that address requests from our constituency:

**> Printing.** 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, **we strongly suggest that you print your responses by clicking the "Review" button at the end of the survey.**

**> Saving 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, when you return to the survey you will be taken to the place you left off.

**> Reviewing, revising, and saving 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 December 5. As thanks for your time and valuable input, each participant is entitled to receive a summary of key findings from the study. In addition, three survey respondents will be selected at random to receive a complimentary copy of the final report or, for ECAR subscribers, one complimentary admission to an ECAR Research Symposium.

We appreciate your time and participation. 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. Once again, thank you for your input!

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**Section 1: About You and Your Institution**

**1.1 Survey ID** <Required> \_\_\_\_\_

**1.2 Your name** <Required> \_\_\_\_\_

**1.3 Your position** <Required>

- President/chancellor
- Vice president/provost/vice provost or equivalent (non-CIO)
- CIO (or equivalent)
- Director of administrative computing
- Director of academic computing
- Other IT management
- Other administrative management
- Other academic management
- Other

**1.4 Is your institution part of a university system-wide organization?**

- No
- Yes

**1.5 What best characterizes your institution’s approach to adopting new management strategies?**

- Innovator
- Early adopter
- Early majority
- Late majority
- Late adopter

**1.6\_ 1.8 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
1.6 My institution places high value on innovation in its administrative operations.						
1.7 My institution places high value on managers who are entrepreneurial.						
1.8 My institution collaborates frequently with other institutions in areas outside of information technology.						

**1.9 What best describes your institution’s goals for IT?**

- Provide reliable IT infrastructure and services at the lowest possible cost
- Provide appropriate IT infrastructure and services to different users, based on their needs
- Provide IT infrastructure and services that further the institution’s strategic goals
- Provide IT infrastructure and services to create institutional competitive advantage

**1.10 What best characterizes your institution’s approach to adopting new technologies?**

- Innovator
- Early adopter
- Early majority
- Late majority
- Late adopter

**1.11\_1.13 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
1.11 The IT organization regularly looks to peer institutions as sources of innovation.						
1.12 The IT organization regularly looks to aspirant institutions as sources of innovation.						
1.13 The IT organization regularly looks to other industries as sources of innovation.						

**Section 2: Collaborative Activity**

For the following questions, please consider an essential IT resource to mean any service, tool, or application for which reliability and quality are of paramount importance to your institution, a significant number of users or to a critically important group of users (e.g., research faculty).

**2.1 In the past 24 months, has your institution been a major participant (e.g., leader, integral contributor) in a partnership with at least one other institution to PROVIDE an essential IT resource that involved sharing risk, resources (financial or personnel) and/or management control? <Required>**

- ( ) No <Go to 2.2\_2.14; 2.15\_2.17; 2.45>
- ( ) Yes <Go to 2.18\_2.27; 2.28\_2.36; 2.37\_2.44; 2.45>

**2.2\_2.14 What are the primary reasons your institution has not engaged as a major participant in a partnership with another institution to provide an essential IT resource? Select up to three.**

- 2.2 Failed prior attempts
- 2.3 Lack of adequate funding
- 2.4 Insufficient benefits
- 2.5 Too much risk
- 2.6 Technology issues
- 2.7 More confident in own IT capabilities
- 2.8 Lack of institutional leadership's support
- 2.9 Lack of expertise managing collaborations
- 2.10 Lack of alignment with the institutional priorities
- 2.11 Lack of suitable institutions to work with
- 2.12 Difficulty structuring collaborative agreements
- 2.13 Competitive considerations
- 2.14 Other

**2.15\_2.17 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
2.15 In the future, my institution is likely to be a major participant in a partnership to provide an essential IT resource.						
2.16 Multi-institutional partnerships to provide IT resources are essential to managing future IT costs.						
2.17 Multi-institutional partnerships to provide IT resources are essential to meeting future demand for technology capability.						

**2.18\_2.27 In which of the following technology areas has your institution been a major participant in collaboration to provide an essential IT service?**

Area	No	Yes
2.18 Administrative/enterprise information systems (including e-mail, portal, and Web content management)		
2.19 Learning management systems		
2.20 Instructional technology		
2.21 Help desk/user support		
2.22 Enterprise directory/identity management		
2.23 Disaster recovery/business continuity		

2.24 IT security		
2.25 Network infrastructure and services		
2.26 Data center		
2.27 Research computing		

**2.28\_2.36 What have been the predominant reasons your institution has elected to become a major participant in a collaboration to provide an essential IT resource? Select top three.**

- 2.28 Reduce cost/gain efficiencies
- 2.29 Enhance IT services
- 2.30 Gain access to scarce IT skills
- 2.31 Gain access to better technology
- 2.32 Speed the implementation of technology
- 2.33 Complete a one-time project more effectively
- 2.34 Decrease reliance on commercial solution providers
- 2.35 Part of broad institutional commitment to collaborate with others
- 2.36 Comply with mandated collaboration (by policy or legislation)

**2.37\_2.44 What have been the most significant barriers you have had to overcome to become a major participant in collaborations to provide essential IT resources? Select up to three.**

- 2.37 Lack of start-up funding
- 2.38 Lack of institutional support
- 2.39 Uncertain benefits
- 2.40 Legal obstacles
- 2.41 Lack of suitable institutions to collaborate with
- 2.42 Establishing a common vision for the collaboration with other participating institutions
- 2.43 Resistance from institutional leaders
- 2.44 Resistance from within the institution's IT organization

**2.45 In the past 24 months, has your institution been a major participant (e.g., leader, integral contributor) in a partnership with at least one other institution to DEVELOP an essential IT resource (e.g., open source software) that involved sharing risk, resources and/or management control? <Required>**

- No <Go to 2.46\_2.58; 2.59\_2.61; 2.90>
- Yes <Go to 2.62\_2.72; 2.73\_2.81; 2.82\_2.89; 2.90>

**2.46\_2.58 What are the primary reasons your institution has not been a major participant in a partnership with another institution to develop an essential IT resource? Select up to three.**

- 2.46 Failed prior attempts
- 2.47 Lack of adequate funding
- 2.48 Insufficient benefits
- 2.49 Too much risk
- 2.50 Technology issues
- 2.51 More confident in own IT capabilities
- 2.52 Lack of institutional leadership's support
- 2.53 Lack of expertise managing collaborations
- 2.54 Lack of alignment with the institutional priorities
- 2.55 Lack of suitable institutions to work with
- 2.56 Difficulty structuring collaborative agreements
- 2.57 Competitive considerations
- 2.58 Other

**2.59\_2.61 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
2.59 In the future, my institution is likely to be a major participant in a partnership to develop an essential IT resource.						
2.60 Multi-institutional partnerships to develop IT resources are essential to managing future IT costs.						
2.61 Multi-institutional partnerships to develop IT resources are essential to expanding our technology capabilities.						

**2.62\_2.71 In which of the following technology areas are you now, or have you in the past 24 months been, a major participant in a collaboration to develop an essential IT resource (e.g., open source software)?**

Area	No	Yes
2.62 Administrative/enterprise information systems (including e-mail, portal, and Web content management)		
2.63 Learning management systems		
2.64 Instructional technology		
2.65 Help desk/user support		
2.66 Enterprise directory/identity management		
2.67 Disaster recovery/business continuity		
2.68 IT security		
2.69 Network infrastructure and services		
2.70 Data center		
2.71 Research computing		

**2.72\_2.80 What have been the predominant reasons your institution has elected to become a major participant in a collaboration to develop an essential IT resource? Select up to three.**

- 2.72 Reduce cost/gain efficiencies
- 2.73 Enhance IT services
- 2.74 Gain access to scarce IT skills
- 2.75 Gain access to better technology
- 2.76 Speed the implementation of technology
- 2.77 Complete a one-time project more effectively
- 2.78 Decrease reliance on commercial solution providers
- 2.79 Part of broad institutional commitment to collaborate with others
- 2.80 Comply with mandated collaboration (by policy or legislation)

**2.81\_2.88 What have been the most significant barriers you have had to overcome to become a major participant in a collaboration to develop an essential IT resource? Select up to three.**

- 2.81 Lack of start-up funding
- 2.82 Lack of institutional support
- 2.83 Uncertain benefits
- 2.84 Legal obstacles
- 2.85 Lack of suitable institutions to collaborate with
- 2.86 Establishing a common vision for the collaboration with other participating institutions

- 2.87 Resistance from institutional leaders
- 2.88 Resistance from within the institution's IT organization

**2.89 Does your institution receive one or more essential IT resources from an institution (either within your own system or external) or consortium of institutions? <Required>**

- No <Go to 2.90\_2.102; 2.103\_2.105; 2.133>
- Yes <Go to 2.106\_2.115; 2.116\_2.124; 2.125\_2.132; 2.133>

**2.90\_2.102 What are the primary reasons your institution does not receive any essential IT resources from another institution? Select up to three.**

- 2.90 Failed prior attempts
- 2.91 Lack of adequate funding
- 2.92 Insufficient benefits
- 2.93 Too much risk
- 2.94 Technology issues
- 2.95 More confident in own IT capabilities
- 2.96 Lack of institutional leadership's support
- 2.97 Lack of expertise managing collaborations
- 2.98 Lack of alignment with the institutional priorities
- 2.99 Lack of suitable institutions to work with
- 2.100 Difficulty structuring collaborative agreements
- 2.101 Competitive considerations
- 2.102 Other

**2.103\_2.105 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
2.103 In the future, my institution is likely to receive an essential IT resource from another institution.						
2.104 Obtaining essential IT resources from another institution will be important to managing future IT costs.						
2.105 Obtaining essential IT resources from another institution will be important to expanding our technology capabilities.						

**2.106\_2.115 In which of the following technology areas do you receive essential IT resources from another institution?**

Area	No	Yes
2.106 Administrative/enterprise information systems (including e-mail, portal, and Web content management)		
2.107 Learning management systems		
2.108 Instructional technology		
2.109 Help desk/user support		
2.110 Enterprise directory/identity management		
2.111 Disaster recovery/business continuity		
2.112 IT security		
2.113 Network infrastructure and services		
2.114 Data center		
2.115 Research computing		

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**2.116\_2.124 What have been the predominant reasons your institution has elected to receive an essential IT resources from another institution? Select up to three.**

- 2.116 Reduce cost/gain efficiencies
- 2.117 Enhance IT services
- 2.118 Gain access to scarce IT skills
- 2.119 Gain access to better technology
- 2.120 Speed the implementation of technology
- 2.121 Complete a one-time project more effectively
- 2.122 Decrease reliance on commercial solution providers
- 2.123 Part of broad institutional commitment to collaborate with others
- 2.124 Comply with mandated collaboration (by policy or legislation)

**2.125\_2.132 What have been the most significant barriers you have had to overcome to receive an essential IT resource from another institution? Select up to three.**

- 2.125 Lack of start-up funding
- 2.126 Lack of institutional support
- 2.127 Uncertain benefits
- 2.128 Legal obstacles
- 2.129 Lack of suitable institutions to collaborate with
- 2.130 Establishing a common vision for the collaboration with other participating institutions
- 2.131 Resistance from institutional leaders
- 2.132 Resistance from within the institution's IT organization

**2.133 Are you a provider of one or more essential IT resources to at least one other institution (either within your own system or external to it)? <Required>**

- No <Go to 2.134\_2.146; 2.147\_2.149; 2.177\_2.188>
- Yes <Go to 2.150\_2.159; 2.160\_2.168; 2.169\_2.176; 2.177\_2.188>

**2.134\_2.146 What are the primary reasons your institution is not a provider of essential IT resources to another institution? Select up to three.**

- 2.134 Failed prior attempts
- 2.135 Lack of adequate funding
- 2.136 Insufficient benefits
- 2.137 Too much risk
- 2.138 Technology issues
- 2.139 More confident in own IT capabilities
- 2.140 Lack of institutional leadership's support
- 2.141 Lack of expertise managing collaborations
- 2.142 Lack of alignment with the institutional priorities
- 2.143 Lack of suitable institutions to work with
- 2.144 Difficulty structuring collaborative agreements
- 2.145 Competitive considerations
- 2.146 Other

**2.147\_2.149 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
2.147 In the future, my institution is likely to provide essential IT resource to another institution.						
2.148 Providing essential IT resources to another institution will be important to managing future IT costs.						
2.149 Providing essential IT resources to another institution will be important to meeting future demand for technology capability.						

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**2.150\_2.159 In which of the following technology areas do you provide an essential IT resource to another institution?**

Area	No	Yes
2.150 Administrative/enterprise information systems (including e-mail, portal, and Web content management)		
2.151 Learning management systems		
2.152 Instructional technology		
2.153 Help desk/user support		
2.154 Enterprise directory/identity management		
2.155 Disaster recovery/business continuity		
2.156 IT security		
2.157 Network infrastructure and services		
2.158 Data center		
2.159 Research computing		

**2.160\_2.168 What have been the predominant reasons your institution has elected to provide essential IT resources to another institution? Select up to three.**

- 2.160 Reduce cost/gain efficiencies
- 2.161 Enhance IT services
- 2.162 Gain access to scarce IT skills
- 2.163 Gain access to better technology
- 2.164 Speed the implementation of technology
- 2.165 Complete a one-time project more effectively
- 2.166 Decrease reliance on commercial solution providers
- 2.167 Part of broad institutional commitment to collaborate with others
- 2.168 Comply with mandated collaboration (by policy or legislation)

**2.169\_2.176 What have been the most significant barriers you have had to overcome to become a provider of essential IT resources to other institutions? Select up to three.**

- 2.169 Lack of start-up funding
- 2.170 Lack of institutional support
- 2.171 Uncertain benefits
- 2.172 Legal obstacles
- 2.173 Lack of suitable institutions to collaborate with
- 2.174 Establishing a common vision for the collaboration with other participating institutions
- 2.175 Resistance from institutional leaders
- 2.176 Resistance from within the institution's IT organization

**2.177\_2.188 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
2.177 The IT organization uses quantifiable metrics to demonstrate the benefits of participating in collaborative activities with other institutions.						
2.178 The IT organization tracks discretely the total costs of participating in collaborative activities with other institutions.						
2.179 Senior IT leaders regularly assess the risks of our IT collaborations.						
2.180 My IT organization is highly skilled at forming collaborations						

2.181 My IT organization is highly skilled at managing collaborations						
2.182 One individual is accountable for managing my institution's IT collaborations.						
2.183 The leadership of my institution understands the extent of collaborative activity the IT organization is engaged in.						
2.184 The institution's commitment to its IT collaborations could sustain a transition in institutional leadership.						
2.185 The institution's commitment to its IT collaborations could sustain a transition in IT leadership.						
2.186 My institution's senior leadership believes that our IT collaborations have saved money.						
2.187 My institution's senior leadership believes that our IT collaborations have reduced risk.						
2.188 My institution's senior leadership believes that our IT collaborations have enhanced technology capacity.						

### Section 3: Managing Collaborations

**3.1 Which of the following statements best captures your view of the maturity of higher education’s multi-institutional collaborative efforts to deliver or develop essential IT resources?**

- ( ) Experiments that still need to demonstrate results
- ( ) Pilot programs that should be expanded
- ( ) Proven methods for delivering some IT resources
- ( ) Essential strategies for the future that should be widely implemented

**3.2 3.10 What are the most important factors to you in selecting an institution to collaborate with? Select up to three.**

- 3.2 Common institutional missions
- 3.3 Geographic proximity
- 3.4 Collaborator’s technology capability
- 3.5 Collaborator’s IT staff skills
- 3.6 Relationship with IT leaders
- 3.7 Relationship with institutional leaders
- 3.8 Common objectives for the collaboration
- 3.9 Collaborator’s willingness to share risk
- 3.10 Other

**3.11 3.16 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
3.11 My institution is more likely to work with an institution that has a superior technology capability.						
3.12 My institution is most likely to pursue collaborations with leaders at other institutions with whom we have a long-standing professional relationship.						
3.13 My institution formally vets each potential collaboration partner.						
3.14 All of our collaborative activities have well-defined goals.						
3.15 We always measure the benefits of our collaborative activity.						
3.16 Our collaborations always include mechanisms to facilitate continuous improvement.						

**3.17 3.23 Which of the following activities do you perform when considering participating in a collaborative venture?**

	No	Yes	Don't Know
3.17 Estimate one-time costs			
3.18 Estimate recurring costs			
3.19 Quantify potential benefits			
3.20 Evaluate the skills of collaboration partners			
3.21 Evaluate alternative solutions			
3.22 Establish quantifiable objectives for the collaboration			
3.23 Quantify baseline service levels (pre-collaboration)			

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**3.24\_3.33 What are the primary barriers to pursuing collaboration more extensively at your institution? Select up to three.**

- 3.24 Lack of adequate funding
- 3.25 Insufficient benefits
- 3.26 Higher IT priorities
- 3.27 Technology issues
- 3.28 Lack of institutional leadership's support
- 3.29 Lack of IT staff expertise
- 3.30 Lack of alignment with the institutional priorities
- 3.31 Lack of suitable institutions to work with
- 3.32 Difficulty structuring collaborative agreements
- 3.33 Other

**3.34 My institution has participated in an IT collaboration in the past five years that failed to meet its stated objectives. <Required>**

- No <Go to 3.47>
- Yes <Go to 3.35, 3.36, 3.37\_3.46, 3.47>

**3.35 Which of the following best describes the nature of the failed collaboration?**

- Effort to develop a software solution
- Effort to provide shared IT infrastructure
- Effort to provide a shared IT service
- Effort to work jointly to implement a new technology

**3.36 In what way did the collaboration fail?**

- Actual costs exceeded initial estimates.
- Actual benefits were less than expected.
- Collaboration dissolved before a solution could be created.

**3.37\_3.46 What were the primary reasons the collaboration failed? Select top three.**

- 3.37 Different objectives among collaborators
- 3.38 Ineffective governance
- 3.39 Effort to manage too great
- 3.40 Insufficient resources
- 3.41 Technical reasons
- 3.42 Insufficient leadership
- 3.43 Insufficient communications
- 3.44 Inability to make efficient decisions
- 3.45 Unequal investment among collaborators
- 3.46 Unequal contributions among collaborators

**3.47\_3.50 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
3.47 Working collaboratively with other institutions reduces the cost of IT services.						
3.48 Working collaboratively with other institutions increases the quality of IT services.						
3.49 Working collaboratively with other institutions increases the speed of technology adoption.						
3.50 Working collaboratively with other institutions reduces the risk of IT projects.						

## Section 4: Collaboration Case Study

In the following section, we ask detailed questions about the governance, management objectives, communications, and outcomes of one of your collaborative ventures with another institution or institutions. We realize that a single institution may have multiple types of collaborations. Therefore, please answer these questions from the perspective of **the most significant collaboration** that your institution's central IT organization is engaged in. As in the preceding sections, consider an **essential IT resource** to mean any service, tool, or application for which reliability and quality are of paramount importance to a large number of users or to a particularly important group of users.

### 4.1 Which of the following statements best describes the type of collaboration upon which you are basing your responses?

- Major participant in collaboration to provide an essential IT resource
- Major participant in collaboration to develop an essential IT resource (such as open source software)
- Provide IT services to other institutions
- Get IT services from another institution
- Other

### 4.2\_4.10 Why has your institution elected to participate in this collaboration? Select up to three.

- 4.2 Reduce cost/gain efficiencies
- 4.3 Enhance IT services
- 4.4 Gain access to scarce IT skills
- 4.5 Gain access to better technology
- 4.6 Speed the implementation of technology
- 4.7 Complete a one-time project more effectively
- 4.8 Decrease reliance on commercial solution providers
- 4.9 Part of a broad institutional commitment to collaborate with others
- 4.10 Comply with mandated collaboration (by policy or legislation)

### 4.11 What is your institution's primary role in the collaboration?

- Founder
- Leader
- Essential participant
- Participant
- Observer

### 4.12 Which statement best describes the planned duration of the collaboration?

- Continuous—there is no planned end
- Finite—collaboration ends when a set of defined objectives have been met
- Pilot—collaboration is an experiment and may not continue

### 4.13 Which of the following statements best describes the governance of this collaborative activity?

- Each organization retains control of its own decision making.
- An informal mechanism exists to coordinate decision making.
- A formal mechanism exists to coordinate decision making.
- The collaboration is overseen by a separately incorporated organization.
- Other

**4.14\_4.18 Which of the following elements of governance does the collaboration have?**

Element	No	Yes	Don't Know
4.14 Governing board			
4.15 By-laws			
4.16 Written policies			
4.17 Defined roles and responsibilities			
4.18 Full-time executive staff			

**4.19 How formal is the agreement that defines the collaboration?**

- No formal agreement
- Memorandum of understanding signed by both parties
- Service level agreement with specific metrics
- Detailed contract with comprehensive terms and conditions

**4.20\_4.23 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
4.20 The agreement governing this collaboration clearly delineates the risks borne by each institution.						
4.21 The agreement governing this collaboration clearly delineates the financial contributions required of each participant.						
4.22 The agreement governing this collaboration clearly delineates the decision-making authority of each participant.						
4.23 The agreement governing this collaboration clearly delineates intellectual property rights.						

**4.24 How is authority divided among the collaborators?**

- A single institution has predominant authority.
- A group of institutions have predominant authority.
- All participants are equal.

**4.25 How is risk shared among the collaborators?**

- A single institution bears the majority of the risk.
- A group of institutions bears the majority of the risk.
- Risk is shared equally among all participants.

**4.26 How is the collaborative activity financed?**

- A single institution has made the majority of the investment.
- A small number of founding institutions have made the majority of the investment.
- All participants have invested equally.

**4.27 How would you characterize the capabilities of the IT organization(s) with whom you are collaborating?**

- inferior to my institution's
- comparable to my institution's
- superior to my institution's

**4.28\_4.40 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
4.28 People involved in the collaboration communicate frequently.						
4.29 I (or my designee) am informed as often as I should be about what goes on in the collaboration.						
4.30 We regularly measure the benefits of this collaboration.						
4.31 Participants in the collaboration share common objectives.						
4.32 Participants in the collaboration trust one another.						
4.33 Participants in the collaboration are willing to compromise on important aspects of the collaboration.						
4.34 When the collaborative group makes a decision, there is sufficient time for consultation with my institution.						
4.35 Each of the people involved in decisions of the collaboration can speak for the institution they represent.						
4.36 The personal relationship among the individual founders of the collaboration is vital to its success.						
4.37 My institution's participation in this collaboration could sustain a transition in IT leadership.						
4.38 My institution's participation in this collaboration could sustain a transition in institutional leadership.						
4.39 Participation in this collaboration saves my institution money.						
4.40 Participation in this collaboration increases my institution's IT capability.						

**4.41 Which statement best describes the results of this collaboration?**

- significantly exceeds stated objectives
- exceeds stated objectives
- meets stated objectives
- short of stated objectives
- significantly short of stated objectives

**Section 5: The Future**

**5.1\_5.10 To what extent do you agree with the following statements about the next five years?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
5.1 There will be significantly more multi-institutional IT collaborations.						
5.2 More IT collaborations will be mandated.						
5.3 Increasingly constrained funding will cause more institutions to collaborate in technology.						
5.4 Greater competition among institutions will restrict greater IT collaboration.						
5.5 Additional consolidation of corporate providers will cause more institutions to collaborate.						
5.6 More business processes will be outsourced.						
5.7 Multi-institutional collaborations will become a routine part of every institution's strategy for delivering essential IT resources.						
5.8 My institution is likely to participate in additional collaborative activity to develop IT resources.						
5.9 My institution is likely to use additional IT resources provided by another campus.						
5.10 My institution is likely to provide additional IT resources to another institution.						

**5.11\_5.15 To what extent do you agree with the following statements?**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
5.11 My institution's senior leadership is prepared to support increased collaboration with other institutions.						
5.12 My institution's HR practices are prepared to support increased collaboration with other institutions.						
5.13 My institution's legal practices are prepared to support increased collaboration with other institutions.						
5.14 My institution's technology infrastructure is prepared to support increased collaboration with other institutions.						
5.15 My institution's IT management practices are prepared to support increased collaboration with other institutions.						

You have reached the end of the survey. Thank you! Choose the "Review" button to review, revise, and print your answers. Always print a copy of your completed survey and retain it for your records. Once this is done, submit the survey by clicking "Finish." 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 –**