

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

Non-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 has not engaged in a major IT collaboration within the past 24 months. This survey seeks to understand the reasons you have not engaged in IT collaborations and your plans for future collaborations. If you feel that you are currently engaged in significant IT collaboration and wish to complete our collaborators survey, please e-mail Phil Goldstein, principal investigator for this ECAR study, at philgoldstein@goldsteinassoc.com.

Our testing suggests that it will require 15 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/ESI06G.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, saving, and printing responses.** You may review your answers before submitting your responses (i.e., before clicking the “Finish” button). Choose the “Review” button to review, revise, save, and print your responses. We strongly suggest that you print and save your responses before you submit them.

Please complete this survey by **Tuesday, December 5, 2006**. 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

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

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 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 on non-technology initiatives.						

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 approach to adopting new technologies?

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

1.11_1.16 To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
1.11 The central IT staff has all the skills it requires to meet its objectives.						
1.12 The central IT organization has the numbers of staff it requires to meet its objectives.						
1.13 The central IT organization is adequately funded.						
1.14 The IT organization regularly looks to peer institutions as sources of innovation.						
1.15 The IT organization regularly looks to aspirant institutions as sources of innovation.						
1.16 The IT organization regularly looks to other industries as sources of innovation.						

Section 2: General View of Collaboration

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 (such as research faculty).

2.1_2.13 What are the primary reasons your institution is not a major participant in a partnership with another institution to provide an essential IT resource? Select up to three.

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

2.14_2.26 What are the primary reasons your institution is not a major participant in a partnership with another institution to develop an essential IT resource (e.g., open source software)? Select up to three.

- 2.14 Failed prior attempts
- 2.15 Lack of adequate funding
- 2.16 Insufficient benefits
- 2.17 Too much risk
- 2.18 Technology issues
- 2.19 More confident in own IT capabilities
- 2.20 Lack of institutional leadership's support
- 2.21 Lack of expertise managing collaborations
- 2.22 Lack of alignment with the institutional priorities
- 2.23 Lack of suitable institutions to work with
- 2.24 Difficulty structuring collaborative agreements
- 2.25 Competitive considerations
- 2.26 Other

2.27_2.39 What are the primary reasons that your institution has elected not to receive any essential IT services from another institution? Select up to three.

- 2.27 Failed prior attempts
- 2.28 Lack of adequate funding
- 2.29 Insufficient benefits
- 2.30 Too much risk
- 2.31 Technology issues
- 2.32 More confident in own IT capabilities
- 2.33 Lack of institutional leadership's support
- 2.34 Lack of expertise managing collaborations
- 2.35 Lack of alignment with the institutional priorities
- 2.36 Lack of suitable institutions to work with
- 2.37 Difficulty structuring collaborative agreements
- 2.38 Competitive considerations
- 2.39 Other

©2006 EDUCAUSE. Reproduction by permission only.

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

- No <Go to 2.54_2.61>
- Yes <Go to 2.41, 2.42_2.44, 2.45_2.53, 2.54_2.61>

2.41 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

2.42_2.44 In what way did the collaboration fail?

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

2.45_2.53 What were the primary reasons the collaboration failed? Select top three.

- 2.45 Different objectives among collaborators
- 2.46 Ineffective governance
- 2.47 Effort to manage too great
- 2.48 Insufficient resources
- 2.49 Technical reasons
- 2.49 Insufficient leadership
- 2.50 Insufficient communications
- 2.51 Inability to make efficient decisions
- 2.52 Unequal investment among collaborators
- 2.53 Unequal contributions among collaborators

2.54_2.61 To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
2.54 Working collaboratively with other institutions reduces the cost of providing essential IT resources.						
2.55 Working collaboratively with other institutions increases the quality of essential IT resources.						
2.56 Working collaboratively with other institutions increases the speed of technology adoption.						
2.57 Working collaboratively with other institutions reduces the risk of IT projects.						
2.58 Institutions should always independently operate an essential IT resource.						
2.59 My institution would be more likely to agree to receive an essential IT resource from a corporation than another institution.						
2.60 My institution would only use software solutions developed by a commercial provider.						
2.61 My institution lacks sufficient technical skills to contribute to a partnership with another institution to develop an essential IT resource.						

Section 3: The Future

3.1_3.4 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
3.1 Multi-institutional collaborations to develop essential IT resources will become more prevalent.						
3.2 Multi-institutional collaborations to provide essential IT resources will become more prevalent.						
3.3 More institutions will be receiving IT resources from another institution.						
3.4 More institutions will be receiving IT resources from corporations.						

3.5_3.14 What are your plans for providing the following essential IT resources in the next five years?

	Currently implementing a collaborative solution	Assessing the feasibility of collaboration	Candidate for future collaboration	Candidate for outsourcing	Will always self-operate
3.5 Administrative/enterprise information systems (including e-mail, portal, and Web content management)					
3.6 Learning management systems					
3.7 Instructional technology					
3.8 Help desk/user support					
3.9 Enterprise directory/identity management					
3.10 Disaster recovery/business continuity					
3.11 IT security					
3.12 Network infrastructure and services					
3.13 Data center					
3.14 Research computing					

3.15_3.18 To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
3.15 My institution would be more likely to be a major participant in an IT collaboration to develop an IT resource if the leaders of the collaboration had institutional missions similar to our own.						
3.16 My institution would be more likely to use an essential IT resource provided by another institution if that institution's mission were similar to our own.						

3.17 My institution would be more likely to participate in a collaboration to receive an essential IT resource if there were documented evidence of the benefits.						
3.18 My institution is open to receiving an essential IT resource from another institution, but no providers have approached us.						

3.19_3.23 To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
3.19 My institution's senior leadership is prepared to support increased collaboration with other institutions.						
3.20 My institution's HR practices are prepared to support increased collaboration with other institutions.						
3.21 My institution's legal practices are prepared to support increased collaboration with other institutions.						
3.22 My institution's technology infrastructure is prepared to support increased collaboration with other institutions.						
3.23 My institution's IT management practices are prepared to support increased collaboration with other institutions.						

3.24_3.31 Which of the following factors would make your institution more likely to become a major participant in a collaboration to develop an essential IT resource? Select up to three.

- 3.24 Objective data that prove it is less costly
- 3.25 Objective data that prove it is of higher quality
- 3.26 More influence over the governance of the collaboration
- 3.27 Stronger legal agreements among collaborators
- 3.28 Successful experiences by peer institutions
- 3.29 Collaborative partners with greater technology capabilities
- 3.30 Collaborative partners with missions similar to my institution's
- 3.31 Change in my institution's leadership attitudes towards collaboration

3.31_3.38 Which of the following factors would make your institution more likely to become a major participant in a collaboration to provide an essential IT resource? Select up to three.

- 3.31 Objective data that prove it is less costly
- 3.32 Objective data that prove it is of higher quality
- 3.33 More influence over the governance of the collaboration
- 3.34 Stronger legal agreements among collaborators
- 3.35 Successful experiences by peer institutions
- 3.36 Collaborative partners with greater technology capabilities
- 3.37 Collaborative partners with missions similar to my institution's
- 3.38 Change in my institution's leadership attitudes towards collaboration

3.39_3.46 Which of the following factors would make your institution more likely to use an essential IT resource provided by another institution? Select up to three.

- 3.39 Objective data that prove it is less costly
- 3.40 Objective data that prove it is of higher quality
- 3.41 More influence over the governance of the collaboration
- 3.42 Stronger legal agreements among collaborators
- 3.43 Successful experiences by peer institutions
- 3.44 Collaborative partners with greater technology capabilities
- 3.45 Collaborative partners with missions similar to my institution's
- 3.46 Change in my institution's leadership attitudes towards collaboration

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.

– END SURVEY –