

CBO Perspectives on IT and Business Continuity Survey Questionnaire

September-October 2006

Thank you for taking part in this project, conducted jointly by the EDUCAUSE Center for Applied Research (ECAR) and NACUBO. In conjunction with a lengthier ECAR survey of higher education IT administrators, this survey examines business officer views on aspects of business continuity planning and IT support for it. If you wish to print a copy of the survey before completing it online, a .pdf version is available from the header on each survey page and at <http://www.educause.edu/LibraryDetailPage/666?ID=ESI06E>

By “business continuity” we mean the institution’s ability to maintain or restore its business and academic services when some circumstance threatens or disrupts normal operations. As used in this survey, business continuity encompasses disaster recovery—the activities that restore the institution to an acceptable condition after suffering a disaster—and also includes activities such as risk and impact assessment, prioritization of business processes, and restoring operations to a “new normal” after an event.

Note that our survey asks about business continuity activities at two levels:

- *institutional business continuity*, referring comprehensively to activities relating to overall business continuity across the whole institution; and
- *central IT support for business continuity*, referring to the activities specific to central IT’s contributions to institutional business continuity, such as providing IT expertise to institutional business continuity planning activities.

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.** The survey need not be completed at a single sitting. To save and return to a partially completed survey, set a Favorite or Bookmark for the survey and then click the SAVE button at the bottom of the screen. If cookies are enabled, when you return to the survey you will be taken to the place you left off.

> **Review, revise, print, and save your responses.** You may review and revise your answers before clicking the “Finish” button to submit your response. On the last screen of the survey, select the “Review” button to review, revise, print, and save your responses. *Always print a copy of your completed survey and retain it for your records.*

Please complete this survey by October 19, 2006. As thanks for your time and valuable input, each participant is entitled to receive a summary of key findings from the study.

We appreciate your time and participation. If you have any questions or concerns, please e-mail jessica.shedd@nacubo.org.

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

Section 1: About You and Your Institution

1.1 Name of your institution <Required> _____

1.2 Your name <Required> _____

1.3 Your email address <Required> _____

1.4 Are you the CBO/CFO of your institution? <Required>

No <Go to 1.5>

Yes

1.5 Your title. _____

1.6 I am personally very involved in business continuity planning at my institution.

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

Section 2: Institutional Perspectives on Business Continuity Planning

2.1_2.3 At my institution:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | Don't know |
|--|-------------------|----------|---------|-------|----------------|------------|
| 2.1 Awareness of the need for business continuity planning is high. | | | | | | |
| 2.2 Awareness of the need for business continuity planning is higher today than two years ago. | | | | | | |
| 2.3 Senior management places high priority on business continuity planning. | | | | | | |

2.4 Has your institution designated at least one senior executive who is responsible for institutional business continuity planning activities?

No

Yes

Don't know

2.5_2.15 What are the primary drivers for business continuity planning at your institution?

Select up to three.

2.5 Threats specific to our geographic location

2.6 Hazards arising from our institution's operations (e.g., nuclear reactor, virus lab)

2.7 Institutional leadership mandate

2.8 Demand from constituents (e.g., faculty, students, etc.)

2.9 Audit requirements

2.10 Regulatory compliance

2.11 Keeping current with generally accepted business directions/best practices

2.12 Awareness of recent global natural disasters (e.g., hurricanes, tsunami)

2.13 Terrorism/homeland-security concerns

2.14 A recent incident at our institution causing or threatening disruption to operations

2.15 Other

2.16_2.23 What are the primary barriers to business continuity planning at your institution? Select up to three.

- 2.16 Lack of adequate funding
- 2.17 Lack of acceptable ROI
- 2.18 Technology issues
- 2.19 Lack of institutional leadership's support
- 2.20 Business/academic units have not defined business continuity needs
- 2.21 Lack of staff expertise
- 2.22 Difficulty developing campus policies and procedures
- 2.23 Other

2.24 Does your institution have a formal, documented plan for overall institutional business continuity?

- No plan anticipated
- Planned for the future
- Work is in progress
- Work is completed

2.25 If central IT systems and services were not operational at my institution, business units could carry out essential operations.

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

2.26_2.27 At my institution, central IT is actively involved in business continuity planning conducted by:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | Don't know | Not applicable |
|---|-------------------|----------|---------|-------|----------------|------------|----------------|
| 2.26 Overall institutional business continuity planners | | | | | | | |
| 2.27 Business units | | | | | | | |

Section 3: Awareness and Training

3.1_3.2 Please give us your opinion about the following statements:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | Don't know |
|---|-------------------|----------|---------|-------|----------------|------------|
| 3.1 Business continuity practices are woven into the fabric of my institution's business operations. | | | | | | |
| 3.2 My institution communicates business continuity awareness issues to its faculty, students, and staff regularly. | | | | | | |

3.3_3.5 Does your institution conduct formal business continuity awareness programs for constituents?

| | Mandatory | Voluntary | No awareness program |
|------------------|-----------|-----------|----------------------|
| 3.3 For students | | | |
| 3.4 For faculty | | | |
| 3.5 For staff | | | |

3.6_3.8 If you have such programs, give us your opinion about whether they have been effective for:

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | Don't know | Not applicable |
|--------------|-------------------|----------|---------|-------|----------------|------------|----------------|
| 3.6 Students | | | | | | | |
| 3.7 Faculty | | | | | | | |
| 3.8 Staff | | | | | | | |

3.9 How often does the business office make a report to senior management about business continuity readiness?

- Never
- Seldom
- Occasionally
- Often
- Very often
- Don't know

Section 4: Incident Experience and Effects

4.1 Has your institution experienced any disruptions to normal business and academic operations in the past five years that caused central IT to implement formal or ad hoc emergency response procedures? <Required>

- No <Go to 5.1>
- Yes
- Don't know <Go to 5.1>

4.2 Briefly describe the disruption that had the most serious impact, and your response to it. _____

4.3 Rate the impact of this specific disruption:

- Impact on a few facilities/business processes
- Impact on many facilities/business processes
- Campus-wide impact
- Campus- and region-wide impact

4.4_4.10 Rate the performance of the following during this specific disruption.

| | Poor | Fair | Average | Good | Excellent | Don't know | Not applicable |
|--|------|------|---------|------|-----------|------------|----------------|
| 4.4 Communications infrastructure | | | | | | | |
| 4.5 Communications process | | | | | | | |
| 4.6 Business continuity plans and procedures | | | | | | | |
| 4.7 Senior leadership | | | | | | | |
| 4.8 IT leadership | | | | | | | |
| 4.9 Public affairs/media relations | | | | | | | |
| 4.10 Technology availability | | | | | | | |

4.11 The central IT response to this specific disruption met institutional business continuity objectives.

- No
- Yes
- Don't know

Section 5: Funding

5.1 We have the necessary funding to deliver IT support for business continuity.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree
- Don't know

5.2 Approximately what percentage of the institutional budget is currently dedicated to supporting business continuity, including staff costs and goods and services?

- | | | | |
|-----------------------------|-----------------------------|------------------------------|--|
| <input type="checkbox"/> 0% | <input type="checkbox"/> 5% | <input type="checkbox"/> 10% | <input type="checkbox"/> 15% |
| <input type="checkbox"/> 1% | <input type="checkbox"/> 6% | <input type="checkbox"/> 11% | <input type="checkbox"/> More than 15% |
| <input type="checkbox"/> 2% | <input type="checkbox"/> 7% | <input type="checkbox"/> 12% | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> 3% | <input type="checkbox"/> 8% | <input type="checkbox"/> 13% | |
| <input type="checkbox"/> 4% | <input type="checkbox"/> 9% | <input type="checkbox"/> 14% | |

5.3_5.6 How do you anticipate the following categories of institutional spending on business continuity will change over the next 12 months?

| | Decrease more than 15% | -15% | -10% | -5% | 0% | +5% | +10% | +15% | Increase more than 15% |
|------------------------|------------------------|------|------|-----|----|-----|------|------|------------------------|
| 5.3 Staffing | | | | | | | | | |
| 5.4 Products | | | | | | | | | |
| 5.5 Services | | | | | | | | | |
| 5.6 Education/training | | | | | | | | | |

Section 6: Outcomes

6.1_6.3 Please give us your opinion on the following statements. Note: “Systems” in questions 6.2 and 6.3 refer specifically to information technology systems, not business processes generally.

| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | Don't know |
|---|-------------------|----------|---------|-------|----------------|------------|
| 6.1 IT capacity to support business continuity at my institution is aligned with senior management expectations. | | | | | | |
| 6.2 My institution is prepared to restore centrally controlled systems in the event of a disruption. | | | | | | |
| 6.3 My institution is better prepared to restore centrally controlled systems in the event of a disruption than it was two years ago. | | | | | | |

6.4 What level of performance has your institution achieved in its IT readiness to support business continuity?

- We are at risk.
- We are adequate.
- We are leaders.
- We are exemplars.
- Don't know.

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

You have reached the end of the survey. Thank you! Choose the “Review” button to review, revise, and print your answers. We strongly suggest that you 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 to all bona fide students, faculty, and staff of subscribing institutions. To see if your institution is an ECAR subscriber, visit <http://www.educause.edu/ECARSubscribingOrganizations/957> .

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

– END SURVEY –