

# IT Leadership in Higher Education Survey Questionnaire

Thank you for your participation in the EDUCAUSE Center for Applied Research (ECAR) study on IT leadership in higher education. This survey is a critical component of the study and seeks to understand the perspectives of current IT leaders and professionals.

This survey seeks input from you, and therefore should not be delegated or forwarded to others. The survey consists of five sections. Our testing suggests that it will require approximately 35 minutes to complete. If you wish to preview the survey questions online, visit <[http://survey.educause.edu/survey/it-leadership\\_preview.html](http://survey.educause.edu/survey/it-leadership_preview.html)>.

If you wish to print a copy of the survey, a .pdf version is available at <<http://survey.educause.edu/survey/it-leadership.pdf>>.

Please complete the survey by July 3, 2003. We appreciate your time and candor. If you have any questions or concerns, please e-mail <[ecar@educause.edu](mailto:ecar@educause.edu)>.

As thanks for your time and valuable input, every participant will receive a summary of key findings. In addition, three survey respondents will be selected at random to receive a complimentary copy of the final report or, for ECAR subscribers, one additional complimentary admission to the second annual ECAR Research Symposium, November 19-21, 2003, at San Diego's landmark Hotel Del Coronado.

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

## IT Leadership Survey - Section 1. WHO ARE YOU?

The ID number you received by electronic mail is for use by the original recipient only. If someone forwarded the message to you, and you do not know your EDUCAUSE ID number, you can locate it using the ID Lookup Web page.

The survey does not need to be completed at a single sitting. You can save your responses and return to it at times that are convenient for you. If at any point you wish to exit before submitting your final answers, click the Save button and follow the directions. To return to the survey, use the bookmark or favorite you saved when you exited the survey. You can move forward or backward in the survey by clicking the Next or Back buttons. Your survey will be available to you to complete or revise until you click on the Submit Survey button.

1.1 Survey ID:

1.2 Please select the statement that most closely matches your institution.  
(All respondents – single selection)

- There is one senior IT position with overall responsibility for IT
- There is one senior IT position with overall responsibility for IT but it is vacant
- There are a few senior positions that share overall responsibility for IT

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EDUCAUSE CENTER FOR APPLIED RESEARCH

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1.3 Which of the following best describes your role at your institution?  
(All respondents – single selection)

- I occupy the senior IT position with overall responsibility for IT
- I am one of the top few IT officials that share overall responsibility for IT
- I report to another IT official
- I am an IT professional but do not work in a central campus unit
- Other

Branching:

If “I occupy the senior IT position with overall responsibility for IT”, or “I am one of the top few IT officials that share overall responsibility for IT” then branch to Group A questions.

If “I report to another IT official”, “I am an IT professional but do not work in a central campus unit” or “Other” then branch to Group B questions.

What is your official title? Check all that apply.  
(All respondents)

- 1.4 president/chancellor
- 1.5 provost/academic vice president/chancellor
- 1.6 executive vice president/chancellor
- 1.7 vice president/chancellor
- 1.8 vice provost
- 1.9 associate/assistant vice president/chancellor
- 1.10 associate/assistant vice provost
- 1.11 chief information officer (CIO)
- 1.12 chief operating officer (COO)
- 1.13 chief financial officer (CFO)
- 1.14 chief technology officer (CTO)
- 1.15 chief security officer (CSO)
- 1.16 dean
- 1.17 director
- 1.18 manager/supervisor
- 1.19 college/university librarian (or equivalent)
- 1.20 professor
- 1.21 lecturer
- 1.22 other

1.23 Are you in an interim/acting position?  
(All respondents - drop down single selection)

- yes
- no

1.24 How many years have you worked at your current institution?  
(All respondents - drop down single selection)

- less than 1 year

1 year  
2 years  
(continue one year per line 3-30 years)  
more than 30 years

- 1.25 How many years have you held your current position?  
(All respondents - drop down single selection)

less than 1 year  
1 year  
2 years  
(continue one year per line 3-30 years)  
more than 30 years

- 1.26 How long do you plan to remain in your current position?  
(All respondents - drop down single selection)

less than 1 year  
1 year  
2 years  
(continue one year per line 3-20 years)  
more than 20 years

- 1.27 How long do you plan to remain in higher education?  
(All respondents - drop down single selection)

less than 1 year  
1 year  
2 years  
(continue one year per line 3-20 years)  
more than 20 years

- 1.28 How many years did you hold your previous position?  
(All respondents - drop down single selection)

no previous position  
less than 1 year  
1 year  
2 years  
(continue one year per line 3-20 years)  
more than 20 years

If “no previous position”, then 1.47; all other responses 1.29-1.46, then 1.47

What was your official title in your previous position? Check all that apply. (All respondents)

- 1.29 vice president/chancellor  
1.30 vice provost  
1.31 associate/assistant vice president/chancellor  
1.32 associate/assistant vice provost  
1.33 chief information officer (CIO)  
1.34 chief operating officer (COO)  
1.35 chief financial officer (CFO)

- 1.36 chief technology officer (CTO)
- 1.37 chief security officer (CSO)
- 1.38 dean
- 1.39 director
- 1.40 manager/supervisor
- 1.41 college/university librarian (or equivalent)
- 1.42 professor
- 1.43 lecturer
- 1.44 other

- 1.45 In what type of organization/institution was your previous position?  
(All respondents - drop down single selection)

my current institution  
another higher education institution  
other educational organization  
military  
government  
private industry  
not-for-profit organization  
consulting  
other

- 1.46 In your previous position, did your institution officially designate you as the most senior IT executive? (All respondents - drop down single selection)

yes  
no, but I was officially recognized as the second-in-command or deputy  
no

- 1.47 In the last 10 years, how many different positions have you had?  
(All respondents - drop down single selection)

none  
1  
2  
3  
4  
5  
more than 5

In what types of educational organizations have you held IT positions, and for how many years?  
(All respondents)

	never held	1-3 years	4-6 years	7-10 years	more than 10 years
1.48					
1.49					
1.50					
1.51					
1.52					

- 1.53 other higher education
- 1.54 k-12
- 1.55 other non-higher education

Have you held IT positions in higher education in any of the following areas, and for how many years?  
(All respondents)

	never held	1-3 years	4-6 years	7-10 years	more than 10 years
1.56					
1.57					
1.58					
1.59					
1.60					
1.61					
1.62					
1.63					
1.64					
1.65					
1.66					
1.67					

Have you held non-IT positions in higher education in any of the following areas, and for how many years? (All respondents)

	never held	1-3 years	4-6 years	7-10 years	more than 10 years
1.68					
1.69					
1.70					
1.71					
1.72					
1.73					
1.74					
1.75					
1.76					
1.77					
1.78					
1.79					

Have you held IT positions in the following industries or organizations, and for how many years?  
(All respondents)

	never held	1-3 years	4-6 years	7-10 years	more than 10 years
1.80					
1.81					
1.82					
1.83					
1.84					
1.85					

1.86 What academic appointments, if any, do you hold?

(All respondents - drop down single selection)

no academic appointment  
full professor – with tenure  
full professor – without tenure  
associate professor - with tenure  
associate professor - without tenure  
assistant professor - tenure track  
assistant professor – non-tenure track  
adjunct professor  
other - non-tenure track

1.87 What is your highest earned degree?  
(All respondents - drop down single selection)

doctorate (PhD)  
other terminal degree (e.g., JD, EdD, MD)  
masters  
baccalaureate  
associate  
other

1.88 What is your salary level?  
(All respondents - drop down single selection)

decline to answer  
under \$50,000  
\$50,000-74,999  
\$75,000-99,999  
\$100,000-124,999  
\$125,000-149,999  
\$150,000-174,999  
\$175,000-199,999  
\$200,000-224,999  
\$225,000-249,999  
\$250,000-274,999  
\$275,000-299,999  
\$300,000-324,999  
\$325,000-349,999  
more than \$350,000

1.89 What is your age?  
(All respondents - drop down single selection)

decline to answer  
under 30  
31 – 35  
36 - 40  
41 – 45  
46 – 50  
51- 56  
56 - 60

over 60

- 1.90 What is your gender?  
(All respondents - drop down single selection)

decline to answer  
male  
female

- 1.91 What is your ethnicity?  
(All respondents - drop down single selection)

decline to answer  
american indian  
asian/pacific islander  
black  
hispanic  
white  
other

- 1.92 What do you plan for the next step in your career?  
(All respondents - drop down single selection)

no plan  
current position  
lateral position at this college or university  
lateral position at another college or university  
lateral position not in higher education  
a higher level IT position at this college or university  
a higher level IT position at another college or university  
a higher level IT position not in higher education  
a non-IT position in higher education  
a non-IT position not in higher education  
a faculty position  
other

- 1.93 What is your ultimate career goal?  
(All respondents - drop down single selection)

no ultimate career goal  
current position  
lateral position at this college or university  
lateral position at another college or university  
lateral position not in higher education  
a higher level IT position at this college or university  
a higher level IT position at another college or university  
a higher level IT position not in higher education  
a non-IT position in higher education  
a non-IT position not in higher education  
a faculty position  
other

- 1.94 Does your spouse/partner currently have a faculty appointment?

(All respondents – drop down single selection)

yes  
no

- 1.95 Does your spouse/partner currently have an academic (other than faculty) or administrative staff appointment in higher education?  
(All respondents – drop down single selection)

yes  
no

- 1.96 My spouse/partner's career limits my own career mobility.  
(All respondents – drop down single selection)

strongly disagree  
disagree  
neutral  
agree  
strongly agree  
not applicable

If Group B, then 2.1

If Group A, then 1.97-1.99

- 1.97 Have you identified an individual in your organization that could succeed you now?  
(Group A - drop down single selection)

yes  
no  
no, but I am considering an individual

- 1.98 My successor is likely to be recruited from within this institution.  
(Group A)

strongly disagree  
disagree  
neutral  
agree  
strongly agree  
not applicable

- 1.99 Does your institution have an official chief technology officer (CTO) position?  
(Group A) (drop down – single selection)

yes, and the CTO reports to me  
yes, and the CTO does not report to me  
no

If Group A, then 2.1



## IT Leadership Survey - Section 2. INSTITUTIONAL CONTEXT

You have completed approximately 25% of the survey.

To what organizational area(s) do you directly report? Check all that apply.  
(All respondents)

- 2.1 president/chancellor's office
- 2.2 provost/academic affairs
- 2.3 executive vice chancellor/president's office
- 2.4 central IT
- 2.5 business and financial affairs
- 2.6 student affairs
- 2.7 advancement/development
- 2.8 college/division/department
- 2.9 research administration
- 2.10 library
- 2.11 medical center
- 2.12 other

To what position(s) do you directly report? Check all that apply.  
(All respondents)

- 2.13 president/chancellor
- 2.14 provost/academic vice president/chancellor
- 2.15 executive vice president/chancellor
- 2.16 vice president/chancellor
- 2.17 vice provost
- 2.18 associate/assistant vice president/chancellor
- 2.19 associate/assistant vice provost
- 2.20 chief information officer (CIO)
- 2.21 chief operating officer (COO)
- 2.22 chief financial officer (CFO)
- 2.23 chief technology officer (CTO)
- 2.24 chief security officer (CSO)
- 2.25 dean
- 2.26 director
- 2.27 manager/supervisor
- 2.28 college/university librarian (or equivalent)
- 2.29 professor
- 2.30 lecturer
- 2.31 other

For which of the following do you have responsibility? Check all that apply.  
(All respondents)

- 2.32 academic computing/instructional technology
- 2.33 administrative systems
- 2.34 computer store
- 2.35 copying/reprographic services
- 2.36 data communications
- 2.37 distance education
- 2.38 high performance research computing & networking

- 2.39 instructional development
- 2.40 institutional research
- 2.41 institution-wide IT policy
- 2.42 institution-wide IT security
- 2.43 institution-wide IT planning
- 2.44 library
- 2.45 mail services
- 2.46 media services
- 2.47 printing
- 2.48 records management
- 2.49 software licensing
- 2.50 television services
- 2.51 user support & training
- 2.52 voice communications
- 2.53 web support services
- 2.54 other

2.55 How many full time equivalent (FTE) employees work in the IT unit(s) for which you are responsible? Include student employees.  
(All respondents - drop down single selection)

- not responsible for a unit
- less than 5
- 5-10
- 11-25
- 26-50
- 51-75
- 76-100
- 101-150
- 151-200
- 201-250
- 251-300
- 301-350
- over 350

2.56 What is the total budget for the IT unit(s) for which you are responsible?  
(All respondents - drop down single selection)

- I am not responsible for a unit budget
- less than \$250,000
- \$250,001 – \$500,000
- \$500,001 – \$1,000,000
- \$1,000,001 – \$5,000,000
- \$5,000,001 – \$10,000,000
- \$10,000,001 – \$20,000,000
- \$20,000,001 – \$30,000,000
- \$30,000,001 – \$40,000,000
- over \$40,000,000

2.57 On how many IT policy or advisory committees do you serve at your institution?  
(All respondents - drop down single selection)



none  
1  
2-3  
more than 3

2.58 How many IT policy or advisory committees do you chair at your institution?  
(All respondents - drop down single selection)

none  
1  
2-3  
more than 3

If Group B, then 3.1

If Group A, then 2.59 – 2.100

2.59 How many full time equivalent (FTE) employees work in the central IT organization(s) at your institution? Include student employees.  
(Group A - drop down single selection)

less than 5  
5-10  
11-25  
26-50  
51-75  
76-100  
101-150  
151-200  
201-250  
251-300  
301-350  
over 350

2.60 What is the total budget for the central IT organization(s) at your institution?  
(Group A - drop down single selection)

less than \$250,000  
\$250,001 – \$500,000  
\$500,001 – \$1,000,000  
\$1,000,001 – \$5,000,000  
\$5,000,001 – \$10,000,000  
\$10,000,001 – \$20,000,000  
\$20,000,001 – \$30,000,000  
\$30,000,001 – \$40,000,000  
over \$40,000,000

2.61 What percent of the central IT budget do you now spend on staff training?  
(Group A - drop down single selection)

less than 1%  
1%  
2-10% (each percent on a separate line)

more than 10%

2.62 What percent of the central IT budget do you think should ideally be spent on staff training?  
(Group A - drop down single selection)

less than 1%

1

2-10%(each percent on a separate line)

more than 10%

2.63 Is there a single top level policy or advisory committee for IT at your institution?  
(Group A – single selection)

yes (and it reports to me)

yes (and it reports to someone else)

no

If yes, what kind of authority does that committee have?  
(Group A)

2.64 budgetary                      yes      no

2.65 advisory                        yes      no

2.66 governance                    yes      no

2.67 fee setting                      yes      no

2.68 IT policy                        yes      no

2.69 IT operations                  yes      no

2.70 other                            yes      no

2.71 Are you now a member of the president/chancellor's cabinet? (Group A)

yes      no

2.72 Do you attend board or regent meetings regularly? (Group A)

yes      no

2.73 Do you have a formal/published institution-wide strategic plan? (Group A)

yes      no

2.74 Do you have a formal institution-wide IT strategic planning process? (Group A)

yes      no

2.75 Do you have use a formal institution-wide IT strategic planning model? (Group A)

yes      no

2.76 Do you have a formal/published institution-wide IT strategic plan? (Group A)

yes      no

Please indicate your response to the following statements. (Group A)

almost never   rarely   sometimes   often   almost always   don't know

- 2.77     The IT organization is able to retain unexpended funds at the end of the year, and can redefine the use of the funds.
- 2.78     The IT organization is able to retain unexpended funds at the end of the year, and cannot redefine the use of the funds.
- 2.79     When a position is vacated, the position/resources remain within the IT organization to be redefined.
- 2.80     The employees in the IT organization are covered by collective bargaining agreements
- 2.81     The central IT organization is responsible for establishing institutional technical standards for the purchase of IT hardware and software.
- 2.82     The IT organization negotiates licenses and contracts for the purchase of hardware and software at my institution.
- 2.83     Departments at this institution purchase their hardware and software through these negotiated licenses and contracts.

Please rate the following statements. (Group A)

almost always   sometimes   rarely   almost never

- 2.84     I can sustain a conversation with my president/chancellor about the financial issues and pressures facing our institution.
- 2.85     I know what keeps my president/chancellor and executives awake at night and how IT could help.
- 2.86     I participate in shaping institutional academic directions.
- 2.87     I participate in shaping institutional business directions.
- 2.88     I can quickly assess the ability of IT to deliver on a new offering or service.
- 2.89     I am engaged in regular executive discussions about the IT implications of institutional decisions.
- 2.90     I spend time working with executives to set expectations and delivery commitments based on what is possible.
- 2.91     My negotiations strengthen rather than weaken relationships between IT and the rest of the institution.
- 2.92     I use IT architectural considerations to focus the design and delivery efforts.

- 2.93 My major campus stakeholders understand and support the need to adopt IT standards for key IT infrastructure and IT enabled services.
- 2.94 My institution understands the importance of maintaining an up-to-date IT infrastructure.
- 2.95 My executive colleagues accept appropriate responsibility for business programs and projects that have a large IT component.
- 2.96 My executive colleagues think of me as an effective partner.
- 2.97 My executive colleagues know my vision for IT and can articulate it if asked.
- 2.98 My executive colleagues view my participation in their projects as essential to their success.
- 2.99 My executive colleagues respect my knowledge of IT.
- 2.100 I participate in institutional decisions that are not IT oriented.

If Group A, then 3.1

### IT Leadership Survey - Section 3. PROFESSIONAL ACTIVITIES

Two sections down. Thanks for your answers so far!

In the last 2 years, I have: (Check all that apply.)  
(All respondents)

- 3.1 attended my academic disciplinary organization's meetings
  - 3.2 attended IT professional meetings/conferences
  - 3.3 served on IT professional organizations' committees
  - 3.4 presented at IT professional meetings/conferences
  - 3.5 led IT seminar(s)
  - 3.6 authored IT professional article(s)
  - 3.7 authored IT book chapter(s)
  - 3.8 authored IT book(s)
  - 3.9 edited or reviewed others' IT professional papers
- 3.10 Check the category of professional organization that is most important to you.  
(All respondents) (check boxes – limit to single selection)
- professional associations (e.g., EDUCAUSE, ACUTA, ACM, League for Innovation)
  - academic disciplinary organization (e.g., APA, AHA, MLA)
  - technology user or special interest groups
  - vendor conferences or user groups
  - other
- 3.11 How many days of paid consulting did you perform during the past 12 months?  
(All respondents - drop down single selection)
- do not consult regularly
  - 1-5 days

- 6-10 days
- 11-20 days
- more than 20 days

What percent of your time is spent on the following activities?  
(All respondents)

0-4% 5-10% 11-20% 21-30% 31-40% 41-50% more than 50%

- 3.12 interacting with campus departments and other users/communicating with executives and faculty governance
- 3.13 managing IT staff, including hiring
- 3.14 developing leadership within your IT unit(s)
- 3.15 interacting with outside business partners/suppliers (not IT vendors)
- 3.16 negotiating/meeting with IT vendors
- 3.17 learning/understanding technologies

Which skills are most pivotal for success in your current position? Check the top 3 skills.  
(All respondents) (Check box format limited to 3 selections)

- 3.18 ability to communicate effectively
- 3.19 ability to influence/salesmanship
- 3.20 negotiation skills
- 3.21 strategic thinking and planning
- 3.22 technical proficiency
- 3.23 thorough knowledge of technology options
- 3.24 understanding business processes and operations
- 3.25 other

Check the 3 biggest hurdles or barriers to your effectiveness in your role right now.  
(All respondents) (Check box format limited to 3 selections)

- 3.26 aligning IT efforts with institutional goals
- 3.27 difficulty assessing and proving the value of IT
- 3.28 conflicts with peers
- 3.29 lack of adequate financial resources
- 3.30 ineffective communication with users/unrealistic user expectations
- 3.31 lack of key staff/skill sets
- 3.32 conflicting priorities among organizational units
- 3.33 managing and building staff
- 3.34 leadership/institution knowledge within IT department
- 3.35 overwhelming pace of technology change
- 3.36 poor vendor support and service levels
- 3.37 shortage of time for strategic thinking and planning
- 3.38 risk and uncertainty due to volatile economic and environmental conditions
- 3.39 weak institutional financial performance
- 3.40 inability to effectively influence technology vendors
- 3.41 other

3.42 Do you have, or have you had a mentor? (All respondents)

- yes
- no

3.43 How many hours do you normally work per week in your current position?  
(All respondents - drop down single selection)

- 1-20 hours
- 21-30 hours
- 31-40 hours
- 41-50 hours
- 51-60 hours
- more than 60 hours

Please rate the following statements. My direct manager:  
(All respondents)

strongly disagree   disagree   neutral   agree   strongly agree

- 3.44 provides feedback on a regular basis regarding my job performance
- 3.45 deals with conflict when it arises
- 3.46 creates an atmosphere in which I feel free to speak openly
- 3.47 keeps me informed about things that affect my job
- 3.48 provides me with a formal written review on a regular basis
- 3.49 meets with me at least once a year to discuss my compensation
- 3.50 is actively involved in my growth and development skills

We would like your opinion about these statements.  
(All respondents)

strongly disagree   disagree   neutral   agree   strongly agree

- 3.51 I receive frequent requests from peers for information, ideas and opinions about IT related topics.
- 3.52 I am frequently solicited to participate in resolving issues that are highly sensitive.
- 3.53 My interactions with executives and managers frequently result in ideas about how to use IT in new and creative ways.
- 3.54 I maintain a broad based understanding of higher education trends and issues.
- 3.55 I consider it my responsibility to foster change at my institution.
- 3.56 I am knowledgeable about current and emerging technologies.
- 3.57 I am frequently invited to speak or be a panel member at national conferences on technology issues.
- 3.58 I am frequently invited to speak or be a panel member at national conferences on higher education issues in general.

In the conduct of my job, I meet with:  
(All respondents)

never   rarely   sometimes   often   frequently

- 3.59 trustees/regents/governing board
- 3.60 president/chancellor
- 3.61 provost/academic vice president
- 3.62 deans
- 3.63 faculty
- 3.64 students (non-employees)

- 3.65 department/unit heads
- 3.66 administrative executives
- 3.67 other managers/supervisors
- 3.68 technical peers in other campus organizations/departments
- 3.69 functional peers in other campus organizations/departments
- 3.70 others in my own organization
- 3.71 my immediate management
- 3.72 IT vendors

How often do senior managers from affected departments participate in the following stages of IT initiatives?

(All respondents)

never seldom occasionally often always no opinion

- 3.73 initiation/authorization
- 3.74 planning
- 3.75 implementing
- 3.76 controlling/monitoring/measuring progress
- 3.77 post-implementation review/assessment

How often do user representatives from affected departments participate in the following stages of IT initiatives?

(All respondents)

never seldom occasionally often always no opinion

- 3.78 initiation/authorization
- 3.79 planning
- 3.80 implementing
- 3.81 controlling/monitoring/measuring progress
- 3.82 post-implementation review/assessment

3.83 Does central IT formally assign a specific person as IT liaison to each major unit or function?  
(All respondents – single selection)

- yes
- no
- don't know

If Group A, then 4.1

If Group B, then 3.84 – 3.94

In your opinion, which skills are most pivotal for the success of the top IT leader of your institution? Check the top 3 skills.

(Group B - check boxes limited to three selections)

- 3.84 ability to communicate effectively
- 3.85 ability to influence/salesmanship
- 3.86 negotiation skills
- 3.87 strategic thinking and planning

- 3.88 technical proficiency
  - 3.89 thorough knowledge of technology options
  - 3.90 understanding business processes and operations
  - 3.91 other
- 3.92 Do you aspire to a CIO position in higher education?  
(Group B – single selection)
- yes
  - no
  - don't know
- 3.93 If yes, how long do you think it will take you to achieve this goal?  
(Group B – single selection)
- less than 1 year
  - 1 year
  - 2 years
  - (continue one year per line 3-20 years)
  - more than 20 years
- 3.94 Please tell us briefly why or why not in the text box below:  
(Group B) (text box)
- If Group B, then 4.1

#### IT Leadership Survey - Section 4. IT AT YOUR INSTITUTION

You are more than 60% done! Please hang in there.

We would like your opinion on these statements about IT at your institution. (All respondents) If there is more than one central IT organization on your campus, refer to the one that most influences your work experience

strongly disagree   disagree   neutral   agree   strongly agree   don't know

The IT organization:

- 4.1. fosters responsible experimentation and innovation
- 4.2. is increasingly influential
- 4.3. actively communicates the IT architecture to the campus
- 4.4. is the final authority on campus-wide IT infrastructure decisions
- 4.5. sets the IT architecture and standards that guide the independent IT decisions of divisions and departments
- 4.6. has strong project management and process management skills

- 4.7. makes organizational and personnel changes to accommodate the deployment of new technologies
- 4.8. has staff members who are well trained in the technologies required to do their jobs
- 4.9. maintains excellent relationships with other units across campus
- 4.10. works with the major users to establish measurable service level agreements
- 4.11. regularly uses metrics to evaluate the performance of IT activities
- 4.12. regularly measures customer satisfaction with IT services
- 4.13. is proactive in developing vendor partnerships and negotiating contracts that significantly benefit the campus community
- 4.14. quickly and effectively resolves problems that arise during campus IT project implementations
- 4.15. resolves IT vendor software problems and conflicts fairly and promptly
- 4.16. is perceived as delivering high quality services

We would like your opinion on the following statements:  
(All respondents)

strongly disagree   disagree   neutral   agree   strongly agree   don't know

- 4.17. The IT governance process is well understood at our institution.
- 4.18. The IT governance process is effective at our institution.
- 4.19. The top IT leader is perceived as responsible for the institution's IT governance structure.
- 4.20. The deans are actively involved in our IT governance process.
- 4.21. Faculty members are actively involved in our IT governance process.
- 4.22. The administration is actively involved in our IT governance process.

We would like your opinion on the following statements about your institution:  
(All respondents)

strongly disagree   disagree   neutral   agree   strongly agree   don't know

- 4.23. My institution has a clearly articulated vision, mission and strategy.
- 4.24. IT is a prominent element in the institution-wide strategic plans.
- 4.25. My institution has an effective process for setting IT priorities.
- 4.26. The central IT organization priorities are derived from clearly articulated institutional priorities.
- 4.27. Deans and department heads look to the institutional IT strategic plan when making their own IT investment decisions.

- 4.28. Departmental IT plans are aligned with the institutional IT plans.
- 4.29. My institution's IT planning process is broadly inclusive and well understood.
- 4.30. The IT goals and objectives are clearly documented when projects are approved.
- 4.31. There is an effective management structure for overseeing IT activities.
- 4.32. My institution reports regularly and formally on IT performance and activities.
- 4.33. The leadership at my institution understands the value of IT.
- 4.34. My institution has a reputation for being forward thinking in the use of IT.
- 4.35. IT initiatives result in highly innovative changes in the administrative offices.
- 4.36. IT initiatives often result in sustainable and positive cultural change.
- 4.37. IT initiatives challenge long standing procedures and processes.
- 4.38. People at my institution have a clear understanding of how IT projects relate to institutional strategy and goals.
- 4.39. The institution's IT infrastructure easily accommodates new and emerging technologies.
- 4.40. The institution's IT infrastructure is sufficiently flexible to accommodate IT in departmental units in a cost effective manner.
- 4.41. The institution's IT infrastructure is recognized as an important institution-wide asset.

Check your top 3 responses to the following statement. The IT strategic plan at my institution is best at:

(All respondents) (check box format – limited to 3 selections)

- 4.42. directing the efficient use of existing resources
- 4.43. inspiring creative thinking about the role and use of IT
- 4.44. communicating IT strategies, priorities and initiatives to the institution
- 4.45. establishing objectives and measures for IT initiatives
- 4.46. aligning IT investments with the institution's strategic priorities
- 4.47. influencing the adoption of new technologies
- 4.48. resolving conflicts about allocation of IT resources
- 4.49. other
- 4.50. no IT strategic plan

Both Group A and Group B go to 5.1

### **IT Leadership Survey - Section 5. IT Leadership**

Just one more section to go. You are almost finished!

Twenty-one descriptive statements are listed below. Judge how frequently each statement fits you. The word “others” may mean your peers, clients, or group members. (All respondents)

not at all    once in a while    sometimes    fairly often    frequently if not always

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

Source: Mind Garden ([info@mindgarden.com](mailto:info@mindgarden.com)) Copyright © 1992 B.M. Bass and B.J. Avolio.

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Please respond to the following 25 statements as you feel they apply to the central IT organization (All respondents) If there is more than one central IT organization at your campus, refer to the one that most influences your work experience.

not at all    once in a while    sometimes    fairly often    frequently if not always

- 5.22. IT staff members are rewarded when they challenge standard operating procedures.
- 5.23. The IT organization prepares its staff to meet the challenges of rapid change in their work.
- 5.24. IT managers make decisions based largely on an understanding of the needs of its clients/customers.
- 5.25. IT staff members may use discretion in deciding how they will carry out novel situations.
- 5.26. There is not much duplication in the work the IT organization does.
- 5.27. IT staff members visit other institutions, or organizations to identify possible practices to adapt.
- 5.28. The IT organization has measurable work standards for professional work.
- 5.29. The IT organization gathers information from its clients/customers and uses it to change how things are done.
- 5.30. IT staff members have opportunities to develop new skills on the job.
- 5.31. The IT organization gives adequate financial rewards for work improvement ideas.
- 5.32. IT managers help IT staff members try out new ideas.

- 5.33. IT managers resolve “turf wars” between departments through negotiation.
- 5.34. Most IT staff members have daily contact with key constituents.
- 5.35. IT staff attend training sessions to learn new skills.
- 5.36. IT staff use professional judgment in deciding ethical matters in their work.
- 5.37. The IT organization adapts to rapid change among the clients/customers it serves.
- 5.38. IT managers use different approaches to motivate staff members.
- 5.39. IT staff members are encouraged to learn from failure.
- 5.40. Most IT groups work together in accomplishing the major work of the IT organization.
- 5.41. It is easy to discuss ideas with IT managers here.
- 5.42. IT staff use agreed-on standards of quality in performing their work.
- 5.43. The IT organization has a vibrant staff recognition program.
- 5.44. The IT organization uses teams to develop new approaches to solving problems.
- 5.45. The IT organization has a high percentage of professionals who came from other institutions or the private sector.
- 5.46. Team leadership roles rotate among IT staff members.

Source: A.C. Rusaw 2001

Both Group A and Group B go to 6.1 (Conclusion)

**IT Leadership Survey - CONCLUSION** (All respondents)

- 6.1 Your name:
- 6.2 May we contact you to obtain further insights or clarification on your responses?  
yes  
no
- 6.3 Do you wish to receive a copy of the key findings from the survey?  
yes  
no
- 6.4 If you have any other comments or insights about IT leadership in higher education, please feel free to share them with us below. (text box)

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END SURVEY