

Information Technology Strategic Management in Higher Education: Survey Questionnaire

Thank you for participating in the study being conducted by the EDUCAUSE Center for Applied Research (ECAR). This survey is a critical component of the study and seeks to understand how IT priorities are established, communicated, implemented, and evaluated in higher education, as well as the processes, methodologies, and structures for those activities.

This survey should be completed by the individual at your institution with primary responsibility for setting and implementing institutional IT priorities. Tests indicate that the survey can be completed in approximately 25 minutes. If you wish to print a copy of the survey before completing it online, a .pdf version is available at http://survey.educause.edu/survey/itsm_survey.pdf.

Please complete this survey by Monday, October 27, 2003. 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 additional complimentary admission to an annual ECAR Research Symposium at San Diego's landmark Hotel Del Coronado.

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!

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EDUCAUSE CENTER FOR APPLIED RESEARCH

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Section 1: About You

Please enter the survey ID number that you received by electronic mail to begin this survey. If you do not have this ID number, you may find it using the EDUCAUSE institution ID lookup Web page.

This survey need not be completed at a single sitting. You may save your responses and return to the survey at a convenient time. If you wish to exit before submitting your final answers, 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. You may complete or revise your answers until you click the FINISH button. Please submit your survey before the Monday, October 27, 2003, expiration date.

1.1 Survey ID [Required]

1.2 Your name.

1.3_1.4 Which title most closely resembles yours?

- VP/VC of IT
- AVP/AVC of IT
- Executive Director of IT
- Director of IT
- Director of IT Planning
- other
- 1.4 describe "other" (optional)

1.5 Are you officially designated as the top IT leader (CIO) of your institution? [Required] <If no, go to 1.16.If yes, go to 1.6>

- no
- yes

1.6_1.15 To which position(s) do you report? Check all that apply. [1.5 "Yes" respondents; multiple responses]

- 1.6 president/chancellor
- 1.7 provost/academic VP
- 1.8 chief administrative officer
- 1.9 chief financial officer (CFO)
- 1.10 executive VP/COO
- 1.11 vice provost
- 1.12 dean
- 1.13 director
- 1.14 other
- 1.15 describe "other" (optional)

1.16_1.25 To which position(s) does the top IT leader in your institution report? Check all that apply. [1.5 "No" respondents; multiple responses]

- 1.16 president/chancellor
- 1.17 provost/academic VP
- 1.18 chief administrative officer
- 1.19 chief financial officer (CFO)
- 1.20 executive VP/COO
- 1.21 vice provost
- 1.22 dean

- 1.23 director
- 1.24 other
- 1.25 describe “other” (optional)

1.26_1.36 Which areas report to the central IT organization? Check all that apply. [Multiple responses]

- 1.26 academic computing
- 1.27 instructional technology
- 1.28 teaching and learning center
- 1.29 administrative information systems
- 1.30 data communications
- 1.31 distance education
- 1.32 high performance research computing
- 1.33 library
- 1.34 voice communications
- 1.35 other
- 1.36 describe “other” (optional)

Section 2: About Your Institution as a Whole

2.1 Is the senior IT leader of your institution a member of the president's/chancellor's cabinet?

- no
- yes

2.2 Does your institution have a formal, institutional plan that outlines strategic priorities for the institution as a whole?

- no
- yes
- an institutional strategic plan is under development.

2.3 What role does your president/chancellor play in institutional planning efforts?

- sponsor
- participant
- cheerleader/champion
- approver
- no role
- don't know

2.4 When did your institution complete its most recent institutional planning effort?

- 2003
- 2002
- 2001
- [one year per line through 1990]
- prior to 1990
- not applicable
- don't know

2.5_2.6 How often does your institution engage in institutional planning activities?

- continuing process
- annually
- every other year
- every three years
- no planned schedule
- never
- don't know
- other
- 2.6 describe "other" (optional)

2.7 Does the senior IT leader in your institution participate in institutional planning, including non-IT planning?

- no
- yes

2.8 Does your institution's Board of Trustees/Regents/Governors have a technology subcommittee?

- no
- yes
- don't know



2.9_2.10 How would you characterize your president/chancellor with respect to IT?

- champion
- strong supporter
- willing enabler
- delegator
- skeptic
- obstacle
- other
- 2.10 describe "other" (optional)

2.11_2.16 We would like your opinion on the following statements. (1=very strongly disagree, 2=strongly disagree, 3=disagree, 4=neutral, 5=agree, 6=strongly agree, 7=very strongly agree)

- 2.11 My institution has a clearly articulated vision.
- 2.12 My institution has clearly articulated priorities.
- 2.13 The institution's IT infrastructure is recognized as an important institutional asset.
- 2.14 The leadership at my institution understands the value of IT.
- 2.15 Key decision makers at my institution have a clear understanding of how IT projects relate to institutional strategy and goals.
- 2.16 My institution has a reputation for being forward-thinking in the use of IT.
Help: Vision as defined here is a statement of what an organization holds as its essence or its reason for existence.

2.17 Which statement best characterizes your institution's current attitude toward planning?

- Planning is an important activity that is closely linked to the budget allocation process.
- Planning is an important activity but it is not closely linked to the budget allocation process.
- My institution does not place much emphasis on planning.

2.18 Which statement best characterizes your institution's attitude toward reporting the performance of priority initiatives?

- Reporting performance is an important activity that is closely linked to the budget allocation process.
- Reporting performance is an important activity but it is not closely linked to the budget allocation process.
- My institution does not place much emphasis on reporting performance.

2.19 How long has your institution's top administrator (i.e., president, chancellor) been in his/her current role?

- less than one year
- one to three years
- three to five years
- five to seven years
- seven to 10 years
- 10 to 20 years
- more than 20 years
- position is vacant

2.20 Which statement best characterizes the organizational climate of your institution?

- stable
- dynamic
- volatile
- turbulent

2.21 Does your institution's mission statement acknowledge information technology as a cornerstone of success?

- no
- yes

2.22 Does your institution have an established office for planning?

- no
- yes



Section 3: About Information Technology (IT) in Your Institution

3.1 Which number most closely matches the annual operating budget of the central IT organization? [dropdown menu in million dollar increments from <1 million to >\$30 million]

Central IT annual operating budget _____.

3.2 How long has the top IT leader at your institution reported to his or her current boss? [All respondents; single selection]

- less than one year
- one to three years
- three to five years
- more than 5 years

3.3 Does your central IT organization have a formal, institutional information technology strategic plan? [Required] <If no, go to 3.14. If yes or “under development,” go to 3.4>

- no
- yes
- an IT strategic plan is under development

3.4 When did your institution complete its most recent IT strategic planning effort? [3.3 “yes” and “under development” respondents]

- 2003
- 2002
- 2001
- [continue one year per line through 1990]
- Prior to 1990

3.5 How frequently is the institutional IT strategic plan updated? [3.3 “yes” and “under development” respondents]

- continuously (2 years or less)
- frequently (2-3 years)
- occasionally (more than 3 years)
- never

3.6 Please respond to the following statements. (1=very strongly disagree, 2= strongly disagree, 3=disagree, 4=neutral, 5=agree, 6=strongly agree, 7=very strongly agree) [3.3 “yes” and “under development” respondents]

3.7 The IT strategic plan greatly influences the day-to-day operations of the central IT organization.

3.8 At my institution we have been able to document significant achievements based on the implementation of our IT strategic plan.

3.9 The IT strategic planning process at our institution is effective.

3.10 The IT strategic plan is aligned with institutional priorities.

3.11 The IT strategic plan influences decisions of academic units.

3.12 The IT strategic plan influences decisions of administrative units.

3.13 Is your IT strategic plan published on the Web? [3.3 “yes” and “under development” respondents]

- no
- yes
- on Intranet only (limited access)

3.14 Does your IT organization publish a vision statement? (required) [Required] <If no, go to 3.16. If yes, go to 3.15.>

- no
- yes

Help: vision as defined here is a statement of what an organization holds as its essence or its reason for existence.

3.15 Does your IT organization vision statement explicitly link to an institution vision? [3.14 “yes” respondents; single selection]

- no
- yes

Help: vision as defined here is a statement of what an organization holds as its essence or its reason for existence.

3.16 Does your IT department have an IT planner, other than the most senior IT leader? (required) [Required] <If no, go to 3.19 and 3.24. If yes, go to 3.17.>

- no
- yes

3.17_3.18 To whom does the IT planner report? [3.16 “yes” respondents, single selection]

- to the Chief Information Officer or most senior IT leader
- to someone else who reports to the CIO
- other
- 3.18 describe “other” (optional)

3.19_3.23 Please rate the following statements. (1=very strongly disagree, 2= strongly disagree, 3=disagree, 4=neutral, 5=agree, 6=strongly agree, 7=very strongly agree)

3.19 The IT organization participates in shaping institutional academic priorities.

3.20 The IT organization participates in shaping institutional business priorities.

3.21 Campus information technology stakeholders view the central IT organization as indispensable to their success.

3.22 Campus information technology stakeholders understand the IT vision.

3.23 Senior leaders at my institution regularly consider the IT implications of institutional decisions.

3.24 Is the IT planner a full-time appointment? [3.16 “yes” respondents, single selection]

- no
- yes

Section 4: Establishing IT Priorities

4.1_4.9 Please share your opinion about the following statements. (1=very strongly disagree, 2=strongly disagree, 3=disagree, 4=neutral, 5=agree, 6=strongly agree, 7=very strongly agree)

- 4.1 The central IT organization priorities are derived from institutional priorities.
- 4.2 Department IT priorities are aligned with the institutional IT priorities.
- 4.3 My institution's IT priority-setting process is broadly inclusive.
- 4.4 The IT governance process is well understood at my institution.
- 4.5 The IT governance process is effective at our institution.
- 4.6 The institution's top IT leader is perceived as responsible for the institution's IT governance structure.
- 4.7 The deans are actively involved in our IT governance process.
- 4.8 Faculty members are actively involved in our IT governance process.
- 4.9 Key administrators are actively involved in our IT governance process.

4.10_4.16 How often does your IT organization use the following approaches to keep in touch with the emerging needs of IT customers? (1=never, 2=almost never, 3=seldom, 4=sometimes, 5=usually, 6=almost always, 7=always).

- 4.10 customer satisfaction surveys
- 4.11 formal meetings
- 4.12 organized focus groups
- 4.13 informal visits or lunch sessions
- 4.14 discussions with sophisticated users
- 4.15 in-service training sessions
- 4.16 suggestion boxes for feedback from users

4.17_4.26 Please tell us how often your IT organization seeks input from the following constituencies (1=never, 2=almost never, 3=seldom, 4=sometimes, 5=usually, 6=almost always, 7=always).

- 4.17 trustees/regents/governing board
- 4.18 president/chancellor
- 4.19 provost/academic vice president
- 4.20 chief administrative officer
- 4.21 chief financial officer
- 4.22 deans
- 4.23 faculty members
- 4.24 students (non-employees)
- 4.25 department or unit heads
- 4.26 IT vendors

4.27_4.39 Why does IT plan? Please check the top three reasons. [3 responses]

- 4.27 to align technology with other institutional priorities
- 4.28 to build alliances with key decision-makers
- 4.29 to identify opportunities to differentiate our institution competitively
- 4.30 to orient a new leader to the state of IT at the institution
- 4.31 to secure financial and other resources
- 4.32 to enhance IT service levels
- 4.33 to document institutional IT priorities
- 4.34 to keep an eye on the leading edge

- 4.35 to identify new service requirements
- 4.36 to improve communications with users
- 4.37 to identify internal improvement opportunities
- 4.38 to increase top management support
- 4.39 to fulfill an administrative mandate for planning

4.40_4.47 Who typically facilitates IT priority setting activities at your institution? Select all that apply. [Multiple responses.]

- 4.40 the most senior IT official in the institution
- 4.41 an IT planner
- 4.42 a non-IT administrator of the institution
- 4.43 an institutional planner who does not report to IT
- 4.44 a dean
- 4.45 a faculty member
- 4.46 a librarian
- 4.47 an outside consultant

4.48_4.57 Which institutional stakeholders most strongly influence IT priorities? Choose the three with the greatest influence. [3 responses]

- 4.48 senior administrators (president/chancellor, vice presidents, cabinet-level officers)
- 4.49 deans
- 4.50 faculty
- 4.51 students
- 4.52 department heads (non-IT)
- 4.53 chief information officer(s)
- 4.54 chief technology officer(s)
- 4.55 college/university librarians (non-IT)
- 4.56 central IT management
- 4.57 department IT management

4.58_4.65 How is IT governance structured at your institution? Check all that apply. [Multiple responses]

- 4.58 A standing academic committee advises on IT policy and programs.
- 4.59 A standing administrative committee advises on IT policy and programs.
- 4.60 Students participate in IT advisory committees.
- 4.61 Advice on IT policy and programs comes primarily from board members.
- 4.62 Advice on IT policy and programs comes from a cohort of central and distributed IT leaders.
- 4.63 Advice on IT policy and programs comes primarily from senior administrators.
- 4.64 The senior IT leader(s) determine IT policy and programs after informal discussions with others.
- 4.65 The senior IT leader(s) make independent decisions about IT policy and programs.

Section 5: Communicating IT Priorities and Performance

5.1_5.6 **Please give your opinion on the following statements. (1=very strongly disagree, 2=strongly disagree, 3=disagree, 4=neutral, 5=agree, 6=strongly agree, 7=very strongly agree)**

- 5.1 My institution's IT priorities are well understood.
- 5.2 Members of my institution understand the degree to which IT achieves, or fails to achieve, its priorities.
- 5.3 The results of IT initiatives are regularly communicated to key stakeholders.
- 5.4 Within the past three years, the institutional development office has been asked to raise funds for major IT investments.
- 5.5 Members of the central IT staff are able to accurately articulate the institutional IT vision.
- 5.6 Members of the central IT staff are able to accurately articulate institutional IT priorities.
Help: vision as defined here is a statement of what an organization holds as its essence or its reason for existence.

5.7_5.16 **Please indicate your opinion about the following statement. (1=very strongly disagree, 2=strongly disagree, 3=disagree, 4=neutral, 5=agree, 6=strongly agree, 7=very strongly agree)**

The central IT organization communicates with the following constituencies as often as needed to keep people well-informed.

- 5.7 trustees/regents/governing board
- 5.8 president/chancellor
- 5.9 provost/academic vice president
- 5.10 chief administrative officer
- 5.11 chief financial officer
- 5.12 deans
- 5.13 faculty members
- 5.14 students (non-employees)
- 5.15 department or unit heads
- 5.16 IT vendors

5.17_5.30 **How does your IT organization communicate its PRIORITIES? Check the top three approaches. [3 responses]**

- 5.17 focus groups
- 5.18 regularly scheduled meetings (cabinet, council, senate, etc.)
- 5.19 performance dashboards
- 5.20 new faculty/student/staff orientations
- 5.21 videos
- 5.22 annual reports
- 5.23 a balanced scorecard
- 5.24 newsletters
- 5.25 student newspaper articles
- 5.26 student newspaper ads
- 5.27 broadcast e-mail
- 5.28 press releases
- 5.29 other
- 5.30 describe "other" (optional)

5.31_5.44 **How does your IT organization communicate its PERFORMANCE? Check the top three approaches. [3 responses]**

- 5.31 focus groups

- 5.32 regularly scheduled meetings (cabinet, council, senate, etc.)
- 5.33 performance dashboards
- 5.34 new faculty/student/staff orientations
- 5.35 videos
- 5.36 annual reports
- 5.37 a balanced scorecard
- 5.38 newsletters
- 5.39 student newspaper articles
- 5.40 student newspaper ads
- 5.41 broadcast e-mail
- 5.42 press releases
- 5.43 other
- 5.44 describe "other" (optional)

Section 6: Implementing IT Priorities

6.1 Are institutional IT priorities tied to institutional budgetary procedures?

- no
- yes

6.2_6.8 Please identify the top three triggers for changes to IT priorities in your institution. [3 responses]

- 6.2 changes in the external environment (economy, marketplace)
- 6.3 changes in institutional funding for IT
- 6.4 legislative regulations
- 6.5 new institutional leadership
- 6.6 new IT leadership
- 6.7 new directives from the board of directors/regents/governors
- 6.8 new demands for IT services

6.9_6.16 Please respond to the following statements. (1=very strongly disagree, 2= strongly disagree, 3=disagree, 4=neutral, 5=agree, 6=strongly agree, 7=very strongly agree)

- 6.9 implementation of IT initiatives is guided by a formal, institutional priority-setting process
- 6.10 objectives are clearly documented when IT initiatives are approved
- 6.11 measures (metrics) for assessing how well IT initiatives are achieved are included with nearly every IT initiative
- 6.12 funding for IT initiatives is allocated when initiatives are approved
- 6.13 IT implementation plans include project schedules
- 6.14 IT implementation plans include resource requirements
- 6.15 IT implementation plans include intended outcomes
- 6.16 IT implementation plans specify metrics (measures) for evaluating outcomes

Section 7: Evaluating Achievement of IT Priorities and Using Measurements to Inform IT Priority-Setting

7.1_7.11 Please state your opinions on the following statements. (1=very strongly disagree, 2=strongly disagree, 3=disagree, 4=neutral, 5=agree, 6=strongly agree, 7=very strongly agree)

- 7.1 At my institution, IT initiatives often result in sustainable and positive cultural change.
- 7.2 At my institution, IT initiatives challenge long-standing procedures and processes.
- 7.3 At my institution, the results of past IT initiatives are considered when setting new institutional IT priorities.
- 7.4 At my institution, the functional area sponsors of institutional IT initiatives are evaluated on the outcomes of these initiatives.
- 7.5 My institution publishes performance expectations for network reliability.
- 7.6 My institution publishes performance expectations for Help Desk response.
- 7.7 My institution publishes performance expectations for institution-wide (enterprise) systems performance.
- 7.8 My institution publishes performance expectations for academic technologies support.
- 7.9 My institution publishes performance expectations for application development schedules/deadlines.
- 7.10 My institution publishes performance expectations for telephony services.
- 7.11 My institution publishes performance expectations for other IT services.

7.12 How frequently does your IT organization report on the progress of goals that are stated in IT plans?

- monthly
- every two months
- quarterly
- semi-annually
- annually
- ad hoc
- never
- other

7.13_7.24 Does your central IT organization regularly analyze its performance using the following methodologies? (1=never, 2=almost never, 3=seldom, 4=sometimes, 5=usually, 6=almost always, 7=always)

- 7.13 benchmarking
- 7.14 performance metrics
- 7.15 customer satisfaction analysis (surveys, etc.)
- 7.16 focus groups
- 7.17 self-assessment
- 7.18 outside assessment
- 7.19 audit
- 7.20 Malcolm Baldrige Award process and criteria
- 7.21 balanced scorecard
- 7.22 performance dashboards
- 7.23 other
- 7.24 describe "other" (optional)

7.25_7.36 Please state your opinion about the impact that IT planning has had on the following. (1=none, 2= almost none, 3=a little, 4=some, 5=considerable, 6=quite a lot, 7=a very great deal)

- 7.25 aligning technology with other institutional priorities
- 7.26 building alliances with key decision-makers
- 7.27 identifying opportunities to differentiate our institution competitively
- 7.28 orienting a new leader to the state of IT at the institution
- 7.29 securing financial and other resources
- 7.30 enhancing IT service levels
- 7.31 documenting institutional IT priorities
- 7.32 keeping an eye on the leading edge
- 7.33 identifying new service requirements
- 7.34 improving communications with users
- 7.35 identifying internal improvement opportunities
- 7.36 increasing top management support

7.37_7.49 Why does IT measure? Please check the top three reasons. [3 responses]

- 7.37 to compare our performance with past years' performance
- 7.38 to counteract anecdotes about our organization's services and performance
- 7.39 to compare our performance with that of other institutions
- 7.40 to educate IT staff about service level responsibilities
- 7.41 to secure financial and other resources
- 7.42 to document institutional IT achievements
- 7.43 to compare attributes of our IT services to leading edge performers (best practices benchmarking)
- 7.44 to inform decisions about new services
- 7.45 to improve communications with users
- 7.46 to identify internal improvement opportunities
- 7.47 to increase top management support
- 7.48 to fulfill an administrative mandate for measuring
- 7.49 to establish the progress towards achieving our goals

Section 8: CONCLUSION (All respondents)

8.1 May we contact you to obtain further insights or clarification on your responses?

- no
- yes

8.2 Do you wish to receive a copy of the key findings from this study?

- no
- yes

8.3 If you have any other comments or insights about IT strategy in higher education, please feel free to share them with us below. [paragraph memo field]

Please complete this survey by clicking the “Finish” button now. Full ECAR studies are available either through subscription or purchase at <<http://www.educause.edu/ecar/>>. If you have any questions or concerns, please e-mail <ecar@educause.edu>.

– END SURVEY –