

IT Investment and Business Process Performance: 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 primarily seeks to understand the state of administrative process performance in higher education organizations. It also begins to evaluate other factors that may affect the development of high performing processes, such as technology, leadership, and organizational culture.

Our analysis focuses on the financial, research administration, human resources, and student services processes of an institution, and the survey encompasses some of the major sub-processes in each area. Definitions have been provided for each sub-process to assist you in preparing your answer. As you will see, our focus is on processes that cross organizational boundaries.

Please note: our interest is in your evaluation of processes and not individual organizational units within your institution.

We understand that many of the questions posed by this survey relate to areas outside the purview of the IT organization. Please provide us with your best assessment of those areas, based on your knowledge. The results of this survey will be used to generate a 'roadmap' of where high performing processes seem to be most prevalent, and further research will then be conducted to gather greater detail. We have provided a scale that will enable you to differentiate those processes on your campus that do not meet, just meet, or exceed expectations in terms of their quality, service, and effectiveness. It will also ask you to identify those processes that your institution believes are exemplars of outstanding processes that are often copied by others.

Tests indicate that the survey can be completed in approximately 30 minutes. If you wish to print a copy of the survey before completing it online, a .pdf version is available from the link in the header. Once you complete and submit the survey by clicking the "Finish" button, a summary of your responses will be displayed and you will have the opportunity to print and/or save them. We strongly suggest that you save your responses.

If you are answering the survey on behalf of a system office, please respond only for those services contained within the system office. For example, if your system office performs finance processes for all of the campuses, as well as the system office, then tailor your answers appropriately. However, if the campuses perform these processes themselves, please limit your answers to the finance processes performed in the system office.

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EDUCAUSE CENTER FOR APPLIED RESEARCH

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Please complete this survey by Friday, October 22, 2004. 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.

We appreciate your time and participation. If you have 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]

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 Survey ID Lookup link.

1.2 Your name [Required]

1.3 Your title [Required]

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

1.4 How many years have you worked at your current institution?

Pull down 0-25 (discreet years) and over 25 years

1.5 I am personally very involved in improving business process performance at my institution.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

Section 2. Process Evaluation: Financial Management

The questions in this section refer to the institution's individual financial processes. Please rank your institution's level of performance in each of the following finance processes. For high-performing processes, an additional question will be asked.

2.1 What level of performance has your institution achieved in its *Develop Budgets* process? [Required]

Develop Budgets: The annual process to create, analyze and approve departmental, college and institutional budgets.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.1a. Otherwise go to 2.2.

2.1a_2.1k Which technologies enable your institution's high performing "*Develop Budgets*" process? (Select all that apply.)

- 2.1a A mostly unmodified commercial ERP system
- 2.1b A heavily customized commercial ERP system
- 2.1c A home-grown ERP system
- 2.1d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.1e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.1f Web-based self-service capabilities
- 2.1g Workflow capabilities
- 2.1h Document imaging / document management / content management
- 2.1i Portal
- 2.1j Other
- 2.1k Describe "Other" (optional)

2.2 What level of performance has your institution achieved in its "*Create Accounts*" process? [Required]

Create Accounts: The regular process to request, approve, and create a new account and account budget (including restricted accounts).

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.



- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.2a. Otherwise go to 2.3.

2.2a_2.2k Which technologies enable your institution's high performing "Create Accounts" process? (Select all that apply.)

- 2.2a A mostly unmodified commercial ERP system
- 2.2b A heavily customized commercial ERP system
- 2.2c A home-grown ERP system
- 2.2d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.2e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.2f Web-based self-service capabilities
- 2.2g Workflow capabilities
- 2.2h Document imaging / document management / content management
- 2.2i Portal
- 2.2j Other
- 2.2k Describe "Other" (optional)

2.3 What level of performance has your institution achieved in its "Track Budgets" & Expenditures process? [Required]

"Track Budgets & Expenditures" refers to the on-going management by the account owner of budget to actual performance, and the accuracy of charges.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.3a. Otherwise go to 2.4.

2.3a_2.3k Which technologies enable your institution's high performing "Track Budgets & Expenditures" process? (Select all that apply.)

- 2.3a A mostly unmodified commercial ERP system
- 2.3b A heavily customized commercial ERP system
- 2.3c A home-grown ERP system
- 2.3d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.3e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.3f Web-based self-service capabilities
- 2.3g Workflow capabilities
- 2.3h Document imaging / document management / content management
- 2.3i Portal
- 2.3j Other
- 2.3k Describe "Other" (optional)

2.4 What level of performance has your institution achieved in its “Prepare External Financial Statements and Reports” process? [Required]

Prepare External Financial Statements and Reports: Process to prepare all external financial reports to state agencies, lenders, and the public, including audited financial statements.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.4a. Otherwise go to 2.5.

2.4a_2.4k Which technologies enable your institution's high performing “Prepare External Financial Statements and Reports” process? (Select all that apply.)

- 2.4a A mostly unmodified commercial ERP system
- 2.4b A heavily customized commercial ERP system
- 2.4c A home-grown ERP system
- 2.4d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.4e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.4f Web-based self-service capabilities
- 2.4g Workflow capabilities
- 2.4h Document imaging / document management / content management
- 2.4i Portal
- 2.4j Other
- 2.4k Describe “Other” (optional)

2.5 What level of performance has your institution achieved in its “Purchase Small Dollar Items” process? [Required]

Purchase Small Dollar Items: Process to request, approve, and purchase routine goods and services.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.5a. Otherwise go to 2.6.



2.5a_2.5k Which technologies enable your institution’s high performing “Purchase Small Dollar Items” process? (Select all that apply.)

- 2.5a A mostly unmodified commercial ERP system
- 2.5b A heavily customized commercial ERP system
- 2.5c A home-grown ERP system
- 2.5d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.5e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.5f Web-based self-service capabilities
- 2.5g Workflow capabilities
- 2.5h Document imaging / document management / content management
- 2.5i Portal
- 2.5j Other
- 2.5k Describe “Other” (optional)

2.6 What level of performance has your institution achieved in its “Purchase Large Dollar Items” process? [Required]

Purchase Large Dollar Items: Process to request, approve, and purchase specialized or high dollar value goods and services.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.6a. Otherwise go to 2.7.

2.6a_2.6k Which technologies enable your institution’s high performing “Purchase Large Dollar Items” process? (Select all that apply.)

- 2.6a A mostly unmodified commercial ERP system
- 2.6b A heavily customized commercial ERP system
- 2.6c A home-grown ERP system
- 2.6d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.6e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.6f Web-based self-service capabilities
- 2.6g Workflow capabilities
- 2.6h Document imaging / document management / content management
- 2.6i Portal
- 2.6j Other
- 2.6k Describe “Other” (optional)

2.7 What level of performance has your institution achieved in its “Pay Invoices” process? [Required]

Pay Invoices: Process to record, verify, and pay invoices from all external vendors.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.7a. Otherwise go to 2.8.

2.7a_2.7k Which technologies enable your institution's high performing “Pay Invoices” process? (Select all that apply.)

- 2.7a A mostly unmodified commercial ERP system
- 2.7b A heavily customized commercial ERP system
- 2.7c A home-grown ERP system
- 2.7d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.7e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.7f Web-based self-service capabilities
- 2.7g Workflow capabilities
- 2.7h Document imaging / document management / content management
- 2.7i Portal
- 2.7j Other
- 2.7k Describe “Other” (optional)

2.8 What level of performance has your institution achieved in its “Fulfill Check Requests” process? [Required]

Fulfill Check Requests: Process to request, approve and produce a check for payments not involving invoices (e.g., honoraria).

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.8a. Otherwise go to 2.9.

2.8a_2.8k Which technologies enable your institution’s high performing “Fulfill Check Requests” process? (Select all that apply.)

- 2.8a A mostly unmodified commercial ERP system
- 2.8b A heavily customized commercial ERP system
- 2.8c A home-grown ERP system
- 2.8d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.8e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.8f Web-based self-service capabilities
- 2.8g Workflow capabilities
- 2.8h Document imaging / document management / content management
- 2.8i Portal
- 2.8j Other
- 2.8k Describe “Other” (optional)

2.9 What level of performance has your institution achieved in its Cash Receipts process? [Required]

Cash Receipts: Process to accept and record payments for items such as gifts, auxiliary enterprises, and third-party billings – excludes student accounts receivables.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 2.9a. Otherwise go to 3.1.

2.9a_2.9k Which technologies enable your institution’s high performing Cash Receipts process? (Select all that apply.)

- 2.9a A mostly unmodified commercial ERP system
- 2.9b A heavily customized commercial ERP system
- 2.9c A home-grown ERP system
- 2.9d Process-specific solutions (e.g. budgeting package, student portfolio)
- 2.9e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 2.9f Web-based self-service capabilities
- 2.9g Workflow capabilities
- 2.9h Document imaging / document management / content management
- 2.9i Portal
- 2.9j Other
- 2.9k Describe “Other” (optional)

Section 3. Process Evaluation: Research Administration

3.1 What level of performance has your institution achieved in its *Prepare Grant Proposals* process? [Required]

Prepare Grant Proposals: Process to develop all of the non-science aspects of a grant proposal including the proposal budget.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 3.1a. Otherwise go to 3.2.

3.1a_3.1k Which technologies enable your institution's high performing *Prepare Grant Proposals* process? (Select all that apply.)

- 3.1a A mostly unmodified commercial ERP system
- 3.1b A heavily customized commercial ERP system
- 3.1c A home-grown ERP system
- 3.1d Process-specific solutions (e.g. budgeting package, student portfolio)
- 3.1e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 3.1f Web-based self-service capabilities
- 3.1g Workflow capabilities
- 3.1h Document imaging / document management / content management
- 3.1i Portal
- 3.1j Other
- 3.1k Describe "Other" (optional)

3.2 What level of performance has your institution achieved in its *Obtain and Track Proposal Approvals* process? [Required]

Obtain and Track Proposal Approvals: Process to perform all necessary internal reviews of proposal, provide authorized approvals and ready the proposal for submission.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.



If you answered Level 4 or 5, go to 3.2a. Otherwise go to 3.3.

3.2a_3.2k Which technologies enable your institution's high performing *Obtain and Track Proposal Approvals* process? (Select all that apply.)

- 3.2a A mostly unmodified commercial ERP system
- 3.2b A heavily customized commercial ERP system
- 3.2c A home-grown ERP system
- 3.2d Process-specific solutions (e.g. budgeting package, student portfolio)
- 3.2e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 3.2f Web-based self-service capabilities
- 3.2g Workflow capabilities
- 3.2h Document imaging / document management / content management
- 3.2i Portal
- 3.2j Other
- 3.2k Describe "Other" (optional)

3.3 What level of performance has your institution achieved in its *Track Grant Budgets* process? [Required]

Track Grant Budgets: On-going process to approve grant expenditures and monitor the budget to actual performance.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 3.3a. Otherwise go to 3.4.

3.3a_3.3k Which technologies enable your institution's high performing *Track Grant Budget* process? (Select all that apply.)

- 3.3a A mostly unmodified commercial ERP system
- 3.3b A heavily customized commercial ERP system
- 3.3c A home-grown ERP system
- 3.3d Process-specific solutions (e.g. budgeting package, student portfolio)
- 3.3e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 3.3f Web-based self-service capabilities
- 3.3g Workflow capabilities
- 3.3h Document imaging / document management / content management
- 3.3i Portal
- 3.3j Other
- 3.3k Describe "Other" (optional)

3.4 What level of performance has your institution achieved in its *Report Time and Effort* process? [Required]

Report Time and Effort: Process to record, approve, and report the time charged by faculty and staff to a grant budget.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 3.4a. Otherwise go to 3.5.

3.4a_3.4k Which technologies enable your institution's high performing *Report Time & Effort* process? (Select all that apply.)

- 3.4a A mostly unmodified commercial ERP system
- 3.4b A heavily customized commercial ERP system
- 3.4c A home-grown ERP system
- 3.4d Process-specific solutions (e.g. budgeting package, student portfolio)
- 3.4e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 3.4f Web-based self-service capabilities
- 3.4g Workflow capabilities
- 3.4h Document imaging / document management / content management
- 3.4i Portal
- 3.4j Other
- 3.4k Describe "Other" (optional)

3.5 What level of performance has your institution achieved in its *Provide Grant Reports* process? [Required]

Provide Grant Reports: Prepare, approve, and submit all required progress and final reports to granting agencies regarding the use of grant funds.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 3.5a. Otherwise go to 4.1.



3.5a_3.5k Which technologies enable your institution's high performing *Provide Grant Reports* process? (Select all that apply.)

- 3.5a A mostly unmodified commercial ERP system
- 3.5b A heavily customized commercial ERP system
- 3.5c A home-grown ERP system
- 3.5d Process-specific solutions (e.g. budgeting package, student portfolio)
- 3.5e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 3.5f Web-based self-service capabilities
- 3.5g Workflow capabilities
- 3.5h Document imaging / document management / content management
- 3.5i Portal
- 3.5j Other
- 3.5k Describe "Other" (optional)

Section 4. Process Evaluation: Human Resources

4.1 What level of performance has your institution achieved in its *Recruit Employees* process? [Required]

Recruit Employees: Process to post or advertise a job, solicit applications, and identify a qualified applicant pool.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.1a. Otherwise go to 4.2.

4.1a_4.1k Which technologies enable your institution's high performing *Recruit Employees* process? (Select all that apply.)

- 4.1a A mostly unmodified commercial ERP system
- 4.1b A heavily customized commercial ERP system
- 4.1c A home-grown ERP system
- 4.1d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.1e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.1f Web-based self-service capabilities
- 4.1g Workflow capabilities
- 4.1h Document imaging / document management / content management
- 4.1i Portal
- 4.1j Other
- 4.1k Describe "Other" (optional)

4.2 What level of performance has your institution achieved in its *Hire Faculty* process? [Required]

Hire Faculty: Process to prepare and approve faculty contracts for full-time and adjunct faculty.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.2a. Otherwise go to 4.3.

4.2a_4.2k Which technologies enable your institution's high performing Hire Faculty process? (Select all that apply.)

- 4.2a A mostly unmodified commercial ERP system
- 4.2b A heavily customized commercial ERP system
- 4.2c A home-grown ERP system
- 4.2d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.2e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.2f Web-based self-service capabilities
- 4.2g Workflow capabilities
- 4.2h Document imaging / document management / content management
- 4.2i Portal
- 4.2j Other
- 4.2k Describe "Other" (optional)

4.3 What level of performance has your institution achieved in its Hire Staff process? [Required]

Hire Staff: Process to prepare, approve, and extend an offer of employment to a full- or part-time staff member including the position salary, title, and reporting relationship.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.3a. Otherwise go to 4.4.

4.3a_4.3k Which technologies enable your institution's high performing Hire Staff process? (Select all that apply.)

- 4.3a A mostly unmodified commercial ERP system
- 4.3b A heavily customized commercial ERP system
- 4.3c A home-grown ERP system
- 4.3d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.3e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.3f Web-based self-service capabilities
- 4.3g Workflow capabilities
- 4.3h Document imaging / document management / content management
- 4.3i Portal
- 4.3j Other
- 4.3k Describe "Other" (optional)

4.4 What level of performance has your institution achieved in its *Manage Compensation* process? [Required]

Manage Compensation: Annual process to propose, analyze, and implement compensation levels for different job classifications.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.4a. Otherwise go to 4.5.

4.4a_4.4k Which technologies enable your institution's high performing *Manage Compensation* process? (Select all that apply.)

- 4.4a A mostly unmodified commercial ERP system
- 4.4b A heavily customized commercial ERP system
- 4.4c A home-grown ERP system
- 4.4d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.4e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.4f Web-based self-service capabilities
- 4.4g Workflow capabilities
- 4.4h Document imaging / document management / content management
- 4.4i Portal
- 4.4j Other
- 4.4k Describe "Other" (optional)

4.5 What level of performance has your institution achieved in its *Manage Positions* process? [Required]

Manage Positions: Process to request a new position or a modification to an existing position including compensation, title, job duties, and skill requirements.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.5a. Otherwise go to 4.6.



4.5a_4.5k Which technologies enable your institution's high performing *Manage Positions* process? (Select all that apply.)

- 4.5a A mostly unmodified commercial ERP system
- 4.5b A heavily customized commercial ERP system
- 4.5c A home-grown ERP system
- 4.5d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.5e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.5f Web-based self-service capabilities
- 4.5g Workflow capabilities
- 4.5h Document imaging / document management / content management
- 4.5i Portal
- 4.5j Other
- 4.5k Describe "Other" (optional)

4.6 What level of performance has your institution achieved in its *Administer Benefits* process? [Required]

Administer Benefits: Process for employees to enroll in benefits programs, monitor their selections, and report changes as a result of life events.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.6a. Otherwise go to 4.7.

4.6a_4.6k Which technologies enable your institution's high performing *Administer Benefits* process? (Select all that apply.)

- 4.6a A mostly unmodified commercial ERP system
- 4.6b A heavily customized commercial ERP system
- 4.6c A home-grown ERP system
- 4.6d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.6e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.6f Web-based self-service capabilities
- 4.6g Workflow capabilities
- 4.6h Document imaging / document management / content management
- 4.6i Portal
- 4.6j Other
- 4.6k Describe "Other" (optional)

4.7 What level of performance has your institution achieved in its *Manage Labor Distribution* process? [Required]

Manage Labor Distribution: Process to designate and maintain which budget account(s) will fund a faculty or staff member's compensation costs.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.7a. Otherwise go to 4.8.

4.7a_4.7k Which technologies enable your institution's high performing *Manage Labor Distribution* process? (Select all that apply.)

- 4.7a A mostly unmodified commercial ERP system
- 4.7b A heavily customized commercial ERP system
- 4.7c A home-grown ERP system
- 4.7d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.7e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.7f Web-based self-service capabilities
- 4.7g Workflow capabilities
- 4.7h Document imaging / document management / content management
- 4.7i Portal
- 4.7j Other
- 4.7k Describe "Other" (optional)

4.8 What level of performance has your institution achieved in its *Record Time and Attendance* process? [Required]

Record Time and Attendance: Process to track, approve, and input daily hours worked for non-exempt staff.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.8a. Otherwise go to 4.9.



4.8a_4.8k Which technologies enable your institution's high performing Record Time and Attendance process? (Select all that apply.)

- 4.8a A mostly unmodified commercial ERP system
- 4.8b A heavily customized commercial ERP system
- 4.8c A home-grown ERP system
- 4.8d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.8e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.8f Web-based self-service capabilities
- 4.8g Workflow capabilities
- 4.8h Document imaging / document management / content management
- 4.8i Portal
- 4.8j Other
- 4.8k Describe "Other" (optional)

4.9 What level of performance has your institution achieved in its Payroll Disbursement process? [Required]

Payroll Disbursement: Process to calculate withholdings and net pay and to disburse regular payroll via checks, direct deposit, or other means.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.9a. Otherwise go to 4.10.

4.9a_4.9k Which technologies enable your institution's high performing Payroll Disbursement process? (Select all that apply.)

- 4.9a A mostly unmodified commercial ERP system
- 4.9b A heavily customized commercial ERP system
- 4.9c A home-grown ERP system
- 4.9d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.9e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.9f Web-based self-service capabilities
- 4.9g Workflow capabilities
- 4.9h Document imaging / document management / content management
- 4.9i Portal
- 4.9j Other
- 4.9k Describe "Other" (optional)

4.10 What level of performance has your institution achieved in its *Produce Payroll Reports* process? [Required]

Produce Payroll Reports: Process to produce all year-end reports to employees and the federal government, including tax reports.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 4.10a. Otherwise go to 5.1.

4.10a_4.10k Which technologies enable your institution's high performing *Produce Payroll Reports* process? (Select all that apply.)

- 4.10a A mostly unmodified commercial ERP system
- 4.10b A heavily customized commercial ERP system
- 4.10c A home-grown ERP system
- 4.10d Process-specific solutions (e.g. budgeting package, student portfolio)
- 4.10e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 4.10f Web-based self-service capabilities
- 4.10g Workflow capabilities
- 4.10h Document imaging / document management / content management
- 4.10i Portal
- 4.10j Other
- 4.10k Describe "Other" (optional)

Section 5. Process Evaluation: Student Services

Admissions

5.1 What level of performance has your institution achieved in its *Recruit Students* process? [Required]

Recruit Students: Process to identify prospective students, maintain communications with them and to encourage their application to the institution.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.1a. Otherwise go to 5.2.

5.1a_5.1k Which technologies enable your institution's high performing *Recruit Students* process? (Select all that apply.)

- 5.1a A mostly unmodified commercial ERP system
- 5.1b A heavily customized commercial ERP system
- 5.1c A home-grown ERP system
- 5.1d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.1e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.1f Web-based self-service capabilities
- 5.1g Workflow capabilities
- 5.1h Document imaging / document management / content management
- 5.1i Portal
- 5.1j Other
- 5.1k Describe "Other" (optional)

5.2 What level of performance has your institution achieved in its *Manage Events* process? [Required]

Manage Events: Process to develop invitations, track attendance, and evaluate the effectiveness of admissions events.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.

Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.2a. Otherwise go to 5.3.

5.2a_5.2k Which technologies enable your institution's high performing *Manage Events* process? (Select all that apply.)

- 5.2a A mostly unmodified commercial ERP system
- 5.2b A heavily customized commercial ERP system
- 5.2c A home-grown ERP system
- 5.2d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.2e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.2f Web-based self-service capabilities
- 5.2g Workflow capabilities
- 5.2h Document imaging / document management / content management
- 5.2i Portal
- 5.2j Other
- 5.2k Describe "Other" (optional)

5.3 What level of performance has your institution achieved in its *Evaluate Applications* process? [Required]

Evaluate Applications: Process to acknowledge receipt of the application (all or parts), convey status to the applicant, and perform all necessary evaluations of the applicant's credentials.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.3a. Otherwise go to 5.4.

5.3a_5.3k Which technologies enable your institution's high performing *Evaluate Applications* process? (Select all that apply.)

- 5.3a A mostly unmodified commercial ERP system
- 5.3b A heavily customized commercial ERP system
- 5.3c A home-grown ERP system
- 5.3d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.3e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.3f Web-based self-service capabilities
- 5.3g Workflow capabilities
- 5.3h Document imaging / document management / content management
- 5.3i Portal
- 5.3j Other
- 5.3k Describe "Other" (optional)

5.4 What level of performance has your institution achieved in its *Admit Students* process? [Required]

Admit Students: Process to make and communicate the acceptance/rejection decision.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.4a. Otherwise go to 5.5.

5.4a_5.4k Which technologies enable your institution's high performing *Admit Students* process? (Select all that apply.)

- 5.4a A mostly unmodified commercial ERP system
- 5.4b A heavily customized commercial ERP system
- 5.4c A home-grown ERP system
- 5.4d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.4e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.4f Web-based self-service capabilities
- 5.4g Workflow capabilities
- 5.4h Document imaging / document management / content management
- 5.4i Portal
- 5.4j Other
- 5.4k Describe "Other" (optional)

Student Accounts

5.5 What level of performance has your institution achieved in its *Administer Tuition and Fees* process? [Required]

Administer Tuition and Fees: Process to propose, establish, and implement the tuition and fee structure for courses that will be used to generate the student bill.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.5a. Otherwise go to 5.6.

5.5a_5.5k Which technologies enable your institution's high performing Administer Tuition and Fees process? (Select all that apply.)

- 5.5a A mostly unmodified commercial ERP system
- 5.5b A heavily customized commercial ERP system
- 5.5c A home-grown ERP system
- 5.5d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.5e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.5f Web-based self-service capabilities
- 5.5g Workflow capabilities
- 5.5h Document imaging / document management / content management
- 5.5i Portal
- 5.5j Other
- 5.5k Describe "Other" (optional)

5.6 What level of performance has your institution achieved in its Produce Student Bills process? [Required]

Produce Student Bills: Process to calculate all student charges – tuition and fees – and create and communicate an invoice to the student.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.6a. Otherwise go to 5.7.

5.6a_5.6k Which technologies enable your institution's high performing Produce Student Bills process? (Select all that apply.)

- 5.6a A mostly unmodified commercial ERP system
- 5.6b A heavily customized commercial ERP system
- 5.6c A home-grown ERP system
- 5.6d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.6e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.6f Web-based self-service capabilities
- 5.6g Workflow capabilities
- 5.6h Document imaging / document management / content management
- 5.6i Portal
- 5.6j Other
- 5.6k Describe "Other" (optional)

5.7 What level of performance has your institution achieved in its *Process Student Payments* process? [Required]

Process Student Payments: Regular process to receive and post a payment to the student account. Includes the administration of payment plans.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.7a. Otherwise go to 5.8.

5.7a_5.7k Which technologies enable your institution's high performing *Process Student Payments* process? (Select all that apply.)

- 5.7a A mostly unmodified commercial ERP system
- 5.7b A heavily customized commercial ERP system
- 5.7c A home-grown ERP system
- 5.7d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.7e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.7f Web-based self-service capabilities
- 5.7g Workflow capabilities
- 5.7h Document imaging / document management / content management
- 5.7i Portal
- 5.7j Other
- 5.7k Describe "Other" (optional)

5.8 What level of performance has your institution achieved in its *Manage Receivables* process? [Required]

Manage Receivables: Ongoing process to monitor outstanding receivables and to take successive measures to collect past due balances.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.8a. Otherwise go to 5.9.

5.8a_5.8k Which technologies enable your institution's high performing *Manage Receivables* process? (Select all that apply.)

- 5.8a A mostly unmodified commercial ERP system
- 5.8b A heavily customized commercial ERP system
- 5.8c A home-grown ERP system
- 5.8d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.8e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.8f Web-based self-service capabilities
- 5.8g Workflow capabilities
- 5.8h Document imaging / document management / content management
- 5.8i Portal
- 5.8j Other
- 5.8k Describe "Other" (optional)

Financial Aid

5.9 What level of performance has your institution achieved in its *Process Aid Applications* process? [Required]

Process Aid Applications: Process to obtain from students all institutional and federal applications for aid including required supporting documents.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.9a. Otherwise go to 5.10.

5.9a_5.9k Which technologies enable your institution's high performing *Process Aid Applications* process? (Select all that apply.)

- 5.9a A mostly unmodified commercial ERP system
- 5.9b A heavily customized commercial ERP system
- 5.9c A home-grown ERP system
- 5.9d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.9e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.9f Web-based self-service capabilities
- 5.9g Workflow capabilities
- 5.9h Document imaging / document management / content management
- 5.9i Portal
- 5.9j Other
- 5.9k Describe "Other" (optional)

5.10 What level of performance has your institution achieved in its *Determine Financial Need* process? [Required]

Determine Financial Need: Process to review family financial status and eligibility for scholarships, grants, and loans.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.10a. Otherwise go to 5.11.

5.10a_5.10k Which technologies enable your institution's high performing *Determine Financial Need* process? (Select all that apply.)

- 5.10a A mostly unmodified commercial ERP system
- 5.10b A heavily customized commercial ERP system
- 5.10c A home-grown ERP system
- 5.10d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.10e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.10f Web-based self-service capabilities
- 5.10g Workflow capabilities
- 5.10h Document imaging / document management / content management
- 5.10i Portal
- 5.10j Other
- 5.10k Describe "Other" (optional)

5.11 What level of performance has your institution achieved in its *Verify Aid Application* process? [Required]

Verify Aid Application: Process to verify student/family financial data.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.11a. Otherwise go to 5.12.

5.11a_5.11k Which technologies enable your institution's high performing *Verify Aid Application* process? (Select all that apply.)

- 5.11a A mostly unmodified commercial ERP system
- 5.11b A heavily customized commercial ERP system
- 5.11c A home-grown ERP system
- 5.11d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.11e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.11f Web-based self-service capabilities
- 5.11g Workflow capabilities
- 5.11h Document imaging / document management / content management
- 5.11i Portal
- 5.11j Other
- 5.11k Describe "Other" (optional)

5.12 What level of performance has your institution achieved in its *Package Loans* process? [Required]

Package Loans: Process to prepare and disburse federal and institutional loans and obtain required signatures on promissory notes and other loan documents.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.12a. Otherwise go to 5.13.

5.12a_5.12k Which technologies enable your institution's high performing *Package Loans* process? (Select all that apply.)

- 5.12a A mostly unmodified commercial ERP system
- 5.12b A heavily customized commercial ERP system
- 5.12c A home-grown ERP system
- 5.12d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.12e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.12f Web-based self-service capabilities
- 5.12g Workflow capabilities
- 5.12h Document imaging / document management / content management
- 5.12i Portal
- 5.12j Other
- 5.12k Describe "Other" (optional)

5.13 What level of performance has your institution achieved in its *Provide Aid Reports to Lenders and Agencies* process? [Required]

Provide Aid Reports to Lenders and Agencies: Process to prepare and produce all required status reports to external entities including lenders, federal agencies, and auditors.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.13a. Otherwise go to 5.14.

5.13a_5.13k Which technologies enable your institution's high performing *Provide Aid Reports to Lenders and Agencies* process? (Select all that apply.)

- 5.13a A mostly unmodified commercial ERP system
- 5.13b A heavily customized commercial ERP system
- 5.13c A home-grown ERP system
- 5.13d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.13e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.13f Web-based self-service capabilities
- 5.13g Workflow capabilities
- 5.13h Document imaging / document management / content management
- 5.13i Portal
- 5.13j Other
- 5.13k Describe "Other" (optional)

Records and Registration

5.14 What level of performance has your institution achieved in its *Maintain Course Catalog and Schedule* process? [Required]

Maintain Course Catalog and Schedule: Determine which courses and sections will be offered and assign instructors, meeting times, and rooms.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.14a. Otherwise go to 5.15.

5.14a_5.14k Which technologies enable your institution's high performing *Maintain Course Catalog and Schedule* process? (Select all that apply.)

- 5.14a A mostly unmodified commercial ERP system
- 5.14b A heavily customized commercial ERP system
- 5.14c A home-grown ERP system
- 5.14d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.14e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.14f Web-based self-service capabilities
- 5.14g Workflow capabilities
- 5.14h Document imaging / document management / content management
- 5.14i Portal
- 5.14j Other
- 5.14k Describe "Other" (optional)

5.15 What level of performance has your institution achieved in its *Advise Students* process? [Required]

Advise Students: Process to advise students or provide them with tools to plan their own academic careers including selecting majors, determining course requirements, and analyzing the impact on aid eligibility and time to graduation.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.15a. Otherwise go to 5.16.

5.15a_5.15k Which technologies enable your institution's high performing *Advise Students* process? (Select all that apply.)

- 5.15a A mostly unmodified commercial ERP system
- 5.15b A heavily customized commercial ERP system
- 5.15c A home-grown ERP system
- 5.15d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.15e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.15f Web-based self-service capabilities
- 5.15g Workflow capabilities
- 5.15h Document imaging / document management / content management
- 5.15i Portal
- 5.15j Other
- 5.15k Describe "Other" (optional)

5.16 What level of performance has your institution achieved in its Course Enrollment process? [Required]

Course Enrollment: Process for students to select courses, obtain necessary approvals, verify pre-requisites, and enroll in courses (include add/drop process).

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.16a. Otherwise go to 5.17.

5.16a_5.16k Which technologies enable your institution's high performing Course Enrollment process? (Select all that apply.)

- 5.16a A mostly unmodified commercial ERP system
- 5.16b A heavily customized commercial ERP system
- 5.16c A home-grown ERP system
- 5.16d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.16e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.16f Web-based self-service capabilities
- 5.16g Workflow capabilities
- 5.16h Document imaging / document management / content management
- 5.16i Portal
- 5.16j Other
- 5.16k Describe "Other" (optional)

5.17 What level of performance has your institution achieved in its Audit Degree Completion process? [Required]

Audit Degree Completion: Analyze student progress toward degree, determine eligibility for graduation, and identify students with unsatisfactory progress.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.17a. Otherwise go to 5.18.

5.17a_5.17k Which technologies enable your institution's high performing *Audit Degree Completion* process? (Select all that apply.)

- 5.17a A mostly unmodified commercial ERP system
- 5.17b A heavily customized commercial ERP system
- 5.17c A home-grown ERP system
- 5.17d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.17e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.17f Web-based self-service capabilities
- 5.17g Workflow capabilities
- 5.17h Document imaging / document management / content management
- 5.17i Portal
- 5.17j Other
- 5.17k Describe "Other" (optional)

5.18 What level of performance has your institution achieved in its *Maintain Grades* process? [Required]

Maintain grades: Process to collect, verify, and post grades from instructors to the student transcript.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.18a. Otherwise go to 5.19.

5.18a_5.18k Which technologies enable your institution's high performing *Maintain Grades* process? (Select all that apply.)

- 5.18a A mostly unmodified commercial ERP system
- 5.18b A heavily customized commercial ERP system
- 5.18c A home-grown ERP system
- 5.18d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.18e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.18f Web-based self-service capabilities
- 5.18g Workflow capabilities
- 5.18h Document imaging / document management / content management
- 5.18i Portal
- 5.18j Other
- 5.18k Describe "Other" (optional)

5.19 What level of performance has your institution achieved in its *Verify Enrollment Status* process? [Required]

Verify Enrollment Status: Process to verify and report a student's enrollment status and academic progress.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.19a. Otherwise go to 5.20.

5.19a_5.19k Which technologies enable your institution's high performing *Verify Enrollment Status* process? (Select all that apply.)

- 5.19a A mostly unmodified commercial ERP system
- 5.19b A heavily customized commercial ERP system
- 5.19c A home-grown ERP system
- 5.19d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.19e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.19f Web-based self-service capabilities
- 5.19g Workflow capabilities
- 5.19h Document imaging / document management / content management
- 5.19i Portal
- 5.19j Other
- 5.19k Describe "Other" (optional)

5.20 What level of performance has your institution achieved in its *Issue Transcripts* process? [Required]

Issue transcripts: Process to request, produce, and issue official transcripts.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 5.20a. Otherwise go to 6.1.

5.20a_5.20k Which technologies enable your institution's high performing *Issue Transcripts* process? (Select all that apply.)

- 5.20a A mostly unmodified commercial ERP system
- 5.20b A heavily customized commercial ERP system
- 5.20c A home-grown ERP system
- 5.20d Process-specific solutions (e.g. budgeting package, student portfolio)
- 5.20e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 5.20f Web-based self-service capabilities
- 5.20g Workflow capabilities
- 5.20h Document imaging / document management / content management
- 5.20i Portal
- 5.20j Other
- 5.20k Describe "Other" (optional)

Section 6. Process Evaluation: Management Reporting

6.1 What level of performance has your institution achieved in its ability to *Report on and Analyze Sources and Uses of Funds*? [Required]

Analyze Sources and Uses of Funds: Process by which end users can understand the sources and uses of their funds. Includes the ability to report on activity costs, financial contribution of individual programs, etc.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 6.1a. Otherwise go to 6.2.

6.1a_6.1k Which technologies enable your institution to *Report and Analyze Sources and Uses of Funds* in a high performance fashion? (Select all that apply.)

- 6.1a A mostly unmodified commercial ERP system
- 6.1b A heavily customized commercial ERP system
- 6.1c A home-grown ERP system
- 6.1d Process-specific solutions (e.g. budgeting package, student portfolio)
- 6.1e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 6.1f Web-based self-service capabilities
- 6.1g Workflow capabilities
- 6.1h Document imaging / document management / content management
- 6.1i Portal
- 6.1j Other
- 6.1k Describe "Other" (optional)

6.2 What level of performance has your institution achieved in its ability to *Report on and Analyze the Workforce*? [Required]

Analyze Workforce: Process to provide information to decision makers to analyze the composition of the workforce (faculty and staff) including staff skills, time to retirement, diversity, etc. Among other things it allows decision-makers to spot growing gaps in skill sets, analyze the impact of pending retirements, and review trends in hiring and retention.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.

- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 6.2a. Otherwise go to 6.3.

6.2a_6.2k Which technologies enable your institution's *Reporting and Analysis of the Workforce* in a high performance fashion? (Select all that apply.)

- 6.2a A mostly unmodified commercial ERP system
- 6.2b A heavily customized commercial ERP system
- 6.2c A home-grown ERP system
- 6.2d Process-specific solutions (e.g. budgeting package, student portfolio)
- 6.2e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 6.2f Web-based self-service capabilities
- 6.2g Workflow capabilities
- 6.2h Document imaging / document management / content management
- 6.2i Portal
- 6.2j Other
- 6.2k Describe "Other" (optional)

6.3 What level of performance has your institution achieved in *Reporting and Analyzing Enrollment Management Information*? [Required]

Enrollment Management: Process to research where the institution's students are coming from and why they come. Informs decisions about investments in recruiting strategies, retention strategies, and the marketing of the institution.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 6.3a. Otherwise go to 6.4.

6.3a_6.3k Which technologies enable your institution to *Report and Analyze Enrollment Management* in a high performance fashion? (Select all that apply.)

- 6.3a A mostly unmodified commercial ERP system
- 6.3b A heavily customized commercial ERP system
- 6.3c A home-grown ERP system
- 6.3d Process-specific solutions (e.g. budgeting package, student portfolio)
- 6.3e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 6.3f Web-based self-service capabilities
- 6.3g Workflow capabilities
- 6.3h Document imaging / document management / content management

- 6.3i Portal
- 6.3j Other
- 6.3k Describe "Other" (optional)

6.4 What level of performance has your institution achieved in *Reporting and Analyzing Research Management Information*? [Required]

Research Management: Process to enable decision-makers to monitor trends in research activity, evaluate the backlog of proposals and awards, and monitor success rates by organization unit, discipline, and investigator.

- Level 0: We have recently changed this process, and the results are not yet apparent.
- Level 1: We are at risk. This process does not perform to our satisfaction.
- Level 2: We are adequate. Our process works for now, but merits further improvement.
- Level 3: We are satisfied. Our process performs adequately and it is unlikely that we will invest further in it.
- Level 4: We are leaders. This process is a source of institutional pride and differentiates us in positive ways.
- Level 5: We are exemplars. This process is exemplary and outsiders regularly study and emulate our work.
- Don't know. I really don't have enough knowledge of this process to provide a meaningful answer.

If you answered Level 4 or 5, go to 6.4a. Otherwise go to 7.1.

6.4a_6.4k Which technologies enable your institution's *Reporting and Analysis of Research Management Information* in a high performance fashion? (Select all that apply.)

- 6.4a A mostly unmodified commercial ERP system
- 6.4b A heavily customized commercial ERP system
- 6.4c A home-grown ERP system
- 6.4d Process-specific solutions (e.g. budgeting package, student portfolio)
- 6.4e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 6.4f Web-based self-service capabilities
- 6.4g Workflow capabilities
- 6.4h Document imaging / document management / content management
- 6.4i Portal
- 6.4j Other
- 6.4k Describe "Other" (optional)

Section 7. Factors Influencing Process Performance

The questions in this section refer to the institution as a whole.

7.1–7.6 Please give your opinion on the following statements about Leadership.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

Leadership

7.1 My institution has stable senior leadership.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.2 My institution's strategic plan calls for high performance in our administrative processes.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.3 Process improvement at my institution is driven primarily by grass roots (employee) ideas.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.4 My institution has a highly centralized decision-making structure.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.5 My institution's senior leaders act as champions of business process change.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.6 My institution's leadership has a high tolerance for risk.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.7–7.11 Please give your opinion on the following statements about Process.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

Process

7.7 My institution effectively uses technology to achieve high business process performance.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.8 My institution regularly measures the effectiveness of its business processes.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.9 Business units in my organization often ask for IT's assistance in using technology to improve their processes.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.10 My institution has made a significant commitment to one or more formal process improvement methodologies (e.g. Six Sigma, Baldrige).

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.11 We often look externally for ideas to improve the performance of our administrative business processes.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.12–7.17 Please give your opinion on the following statements about Culture.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

Culture

7.12 Administrative process improvement occurs frequently at my institution.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.13 Administrative process improvement occurs throughout my institution.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.14 My institution rewards departments that improve the processes under their control.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.15 My institution rewards individuals who improve process performance.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.16 My institution actively learns from failures.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.17 My institution has achieved process improvements that cross traditional functional boundaries.

Strongly Disagree Disagree Agree Strongly Agree Don't Know

7.18 The environment at my institution can best be described as:

- Stable
- Dynamic
- Turbulent
- Volatile

7.19 What primarily drives process improvement at your institution? (Select up to three)

- 7.19a Board initiatives
- 7.19b Institutional plans / initiatives
- 7.19c Departmental level plans / initiatives
- 7.19d Senior executives (e.g. President, Provost, EVP)
- 7.19e Departmental leaders (e.g. VP of Finance)
- 7.19f Employee suggestions
- 7.19g Change in leadership
- 7.19h Implementation of technology (e.g. ERP)
- 7.19i Regulatory requirements
- 7.19j Economic pressures
- 7.19k Enrollment demands
- 7.19l Constituent demands (students, faculty, alumni, etc)
- 7.19m Events causing negative publicity (e.g. adverse audit, student registration failure)
- 7.19n Reaction to other external events
- 7.19o Other
- 7.19p Describe "Other" (optional)

7.20 Which technologies most significantly contribute to your institution's high performing processes? (Select up to three)

- 7.20a A mostly unmodified commercial ERP system
- 7.20b A heavily customized commercial ERP system
- 7.20c A home-grown ERP system
- 7.20d Process-specific solutions (e.g. budgeting package, student portfolio)
- 7.20e Business Intelligence tools (e.g. data warehouse, OLAP, ad hoc reporting)
- 7.20f Web-based self service capabilities
- 7.20g Workflow capabilities
- 7.20h Document imaging / document management / content management
- 7.20i Portal
- 7.20j None
- 7.20k Other
- 7.20l Describe "Other" (optional)

7.21 Our overall goal for information technology at our institution can best be described as:

- Budget-centric: Provide an adequate level of service to our constituents at a low cost.
- Customer-centric: Provide differentiated services within the institution to meet differing stakeholder demands.
- Differentiator: Use IT as a competitive differentiator (e.g. attract and retain faculty and students).
- Leader: Seek to be recognized as one of the most influential and innovative users of IT.

7.22 What are the most significant barriers to improving the administrative processes at your institution? (Select up to three)

- 7.22a Diminishing returns (processes already work well enough)
- 7.22b Low leadership interest
- 7.22c Other conflicting priorities
- 7.22d Lack of funding
- 7.22e Lack of internal expertise
- 7.22f Resistance to change
- 7.22g Technical obstacles
- 7.22h Organizational structure
- 7.22i Lack of alignment of technology and business processes
- 7.22j Other
- 7.22k Describe "Other" (optional)

7.23 Please name and briefly describe the one process that best exemplifies a high performing process at your institution, and the person or people best connected with it.
[free text response]

7.24 Does your institution have a central office responsible for improving institutional processes?

- No
- Yes

Section 8. Conclusion

8.1 Understanding that we have asked you throughout this survey to rate processes and innovations outside the IT organization, what degree of confidence do you have in your answers as a whole?

Very Unconfident Unconfident Neutral Confident Very Confident

8.2 May we contact you by phone or e-mail to obtain further insights or clarifications on your responses? [Required]

No
 Yes

If Yes, go to 8.3 and 8.4. If no, go to 8.5.

8.3 Please enter your e-mail address.

[free text response]

8.4 Please enter the area code and phone number at which we may contact you.

[free text response]

8.5 Do you wish to receive a copy of the key findings from this survey?

No
 Yes

8.6 If you have any other comments or insights about process innovation in higher education, please feel free to share them with us below.

[free text response]

8.7 If your institution has a web page with information on process innovation that you think would be of value for us to look at, please give us the URL.

[free text response]

You have reached the end of the survey. Thank you! Please submit the survey by clicking the "Finish" button now. After clicking "Finish," a summary of your responses will be displayed and you will have the opportunity to print and/or save them. We strongly suggest that you save your responses.

Full ECAR studies are available either through subscription or purchase at <http://www.educause.edu/ecar>. If you have questions or concerns, please e-mail ecar@educause.edu.