ECAR

IT Workforce Survey, 2015

Thank you for participating in this ECAR survey of the IT workforce in higher education. Your contribution will help you and your colleagues better understand today's workforce and their needs, challenges, and aspirations. We are also planning some tools that might help you and your staff manage your careers.

Only EDUCAUSE researchers will have access to institutionally identifiable data collected in this survey. Aggregated results, as well as a list of institutions participating in the survey, may be included in reports, publications, or other products of this research, but they will not contain any information that could be used to identify an individual or a particular institution.

- This survey is designed for professionals currently working in IT (including library, information science, and educational technology) at an institution of higher education.
- This survey should be completed by all IT staff, managers, and CIOs.
- This survey should take you approximately...
    - 20 minutes if you are IT staff
    - 25 minutes if you are an IT manager
    - 30 minutes if you are a CIO or equivalent

Please complete this survey by December 11, 2015.

Section A. Your IT Career

If you hold multiple positions, please respond with regard to the one most focused on IT.

1. Are you currently employed in an IT position (as a staff member, manager, or CIO) at an institution of higher education? *(required)*
( ) No <<exit survey>>
( ) Yes, as IT staff
( ) Yes, as an IT manager/supervisor <<Show 4a and 4b>>
( ) Yes, as a CIO or equivalent <<Show 4a and 4b>>

2. Which best describes the department/unit in which you work?
( ) Central IT
( ) President/chancellor's office
( ) Provost/academic affairs office
( ) Executive vice chancellor/vice president's office
( ) Business and financial affairs
( ) Student affairs
( ) Advancement/development
( ) Research administration
( ) Human resources

( ) Other administrative department/unit
( ) Academic college/division/department
( ) Library
( ) Medical college/center
( ) Non-medical professional college/center
( ) Other, please specify: _____

3. What is your employment status in your current IT position?
( ) Permanent full-time employee
( ) Temporary full-time employee
( ) Permanent part-time employee
( ) Temporary part-time employee
( ) Contractor

4a. How many institutional employees report directly to you (total number of employees, regardless of their full-time status)?

_____

4b. What is the total FTE of all institutional employees who report directly to you (in FTE, up to two decimal places)?

_____

ECAR is studying the career trajectories of IT professionals in higher education. In order to do so, we would like to ask you about your **current position**, your work history (**two most recent previous positions**), and your career aspirations (**two future positions**). Note: In some cases your exact job title may not be listed or grouped as it is on your campus; please pick the title that is closest to your own, regardless of group affiliation.

First, we would like to know a little about your current job.

5. What is your current position?
IT executive leadership
( ) Senior-most information officer (e.g., CIO, VP, etc.)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most technology officer (e.g., CTO)
( ) Senior-most privacy officer
( ) Senior-most digital officer
( ) Senior-most data/analytics officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most IT business/finance officer
( ) Other IT executive leadership
Information security and services
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Security policy/compliance professional
( ) Security awareness/training professional

( ) Security project management professional
( ) Security incident response/forensics professional
( ) Security architect
( ) Security engineer
( ) Security analyst
( ) Risk management professional
( ) Other security professional
Academic computing/instructional technology
( ) Director/lead, academic computing/instructional technology
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Campus educational media services professional
( ) Other academic computing/instructional technology professional
Networks and systems
( ) Director/lead, networks
( ) Network engineer
( ) Network administrator
( ) Network operations manager
( ) Director/lead, systems
( ) Systems engineer
( ) Systems programmer
( ) Systems administrator
( ) Telecommunications manager
( ) E-mail administrator
( ) Other network infrastructure and operations professional
( ) Other systems professional
Research computing/cyberinfrastructure
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cybersecurity professional
Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional
IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional
Desktop services or client support
( ) Director/lead, desktop services or client support

( ) User services professional
( ) Help desk specialist/technician
( ) Help desk/support manager
( ) Client support specialist
( ) Other desktop services or client support professional
Applications development or operations
( ) Director/lead, app development or operations
( ) Application developer
( ) Mobile app developer
( ) User experience professional
( ) Integration analyst
( ) Other applications development or operations professional
Data, analytics, and business intelligence
( ) Director/lead, analytics
( ) Database administrator
( ) Data architect
( ) Data administrator
( ) Data analyst
( ) Data scientist
( ) Data visualization professional
( ) Client data support professional
( ) Director/lead, business intelligence
( ) Business intelligence professional
( ) Business analyst
( ) Institutional researcher
( ) Other data, analytics, and business intelligence professional
Design, media, and web
( ) Lead design/media professional
( ) Social media expert, advisor, or support professional
( ) Web content developer
( ) Web designer
( ) Web graphics designer
( ) Web master
( ) Videographer
( ) Graphic designer
( ) Other design, media, and web professional
Other circumstances
( ) Retired
( ) IT consultant
( ) Managed services position
( ) Student worker, IT
( ) Student
( ) Faculty
( ) Academic, nonfaculty designation
( ) New position that doesn't yet exist
( ) Other IT professional

5a. Please specify your position title if it is not listed above. <<Required if "New position that doesn't exist yet" or any "Other" option is selected>>

_____
_____
_____
_____

Now, we would like to learn about your recent work history.

6. What position did you hold immediately before your current position?

IT executive leadership
( ) Senior-most information officer (e.g., CIO, VP, etc.)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most technology officer (e.g., CTO)
( ) Senior-most privacy officer
( ) Senior-most digital officer
( ) Senior-most data/analytics officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most IT business/finance officer
( ) Other IT executive leadership
Information security and services
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Security policy/compliance professional
( ) Security awareness/training professional
( ) Security project management professional
( ) Security incident response/forensics professional
( ) Security architect
( ) Security engineer
( ) Security analyst
( ) Risk management professional
( ) Other security professional
Academic computing/instructional technology
( ) Director/lead, academic computing/instructional technology
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Campus educational media services professional
( ) Other academic computing/instructional technology professional
Networks and systems
( ) Director/lead, networks
( ) Network engineer
( ) Network administrator
( ) Network operations manager
( ) Director/lead, systems
( ) Systems engineer
( ) Systems programmer
( ) Systems administrator
( ) Telecommunications manager
( ) E-mail administrator
( ) Other network infrastructure and operations professional
( ) Other systems professional
Research computing/cyberinfrastructure
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cybersecurity professional

Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional
IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional
Desktop services or client support
( ) Director/lead, desktop services or client support
( ) User services professional
( ) Help desk specialist/technician
( ) Help desk/support manager
( ) Client support specialist
( ) Other desktop services or client support professional
Applications development or operations
( ) Director/lead, app development or operations
( ) Application developer
( ) Mobile app developer
( ) User experience professional
( ) Integration analyst
( ) Other applications development or operations professional
Data, analytics, and business intelligence
( ) Director/lead, analytics
( ) Database administrator
( ) Data architect
( ) Data administrator
( ) Data analyst
( ) Data scientist
( ) Data visualization professional
( ) Client data support professional
( ) Director/lead, business intelligence
( ) Business intelligence professional
( ) Business analyst
( ) Institutional researcher
( ) Other data, analytics, and business intelligence professional
Design, media, and web
( ) Lead design/media professional
( ) Social media expert, advisor, or support professional
( ) Web content developer
( ) Web designer
( ) Web graphics designer

( ) Web master
( ) Videographer
( ) Graphic designer
( ) Other design, media, and web professional
Other circumstances
( ) Not in IT/other non-IT profession
( ) Retired
( ) IT consultant
( ) Managed services position
( ) Student worker, IT
( ) Student
( ) Faculty
( ) Academic, nonfaculty designation
( ) New position that doesn't yet exist
( ) Not applicable
( ) Don't know
( ) Other IT professional

6a. Was this position (immediately before your current position) inside higher education?
( ) Yes, it was inside higher education. <<show 6b>>
( ) No, it was in another industry.

> **6b. Was this position (immediately before your current position) at your current institution?**
> ( ) Yes, it was at my current institution.
> ( ) No, it was at another institution.

7. What position did you hold two positions ago?
IT executive leadership
( ) Senior-most information officer (e.g., CIO, VP, etc.)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most technology officer (e.g., CTO)
( ) Senior-most privacy officer
( ) Senior-most digital officer
( ) Senior-most data/analytics officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most IT business/finance officer
( ) Other IT executive leadership
Information security and services
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Security policy/compliance professional
( ) Security awareness/training professional
( ) Security project management professional
( ) Security incident response/forensics professional
( ) Security architect
( ) Security engineer
( ) Security analyst

( ) Risk management professional
( ) Other security professional
Academic computing/instructional technology
( ) Director/lead, academic computing/instructional technology
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Campus educational media services professional
( ) Other academic computing/instructional technology professional
Networks and systems
( ) Director/lead, networks
( ) Network engineer
( ) Network administrator
( ) Network operations manager
( ) Director/lead, systems
( ) Systems engineer
( ) Systems programmer
( ) Systems administrator
( ) Telecommunications manager
( ) E-mail administrator
( ) Other network infrastructure and operations professional
( ) Other systems professional
Research computing/cyberinfrastructure
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cybersecurity professional
Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional
IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional
Desktop services or client support
( ) Director/lead, desktop services or client support
( ) User services professional
( ) Help desk specialist/technician
( ) Help desk/support manager
( ) Client support specialist
( ) Other desktop services or client support professional

Applications development or operations
( ) Director/lead, app development or operations
( ) Application developer
( ) Mobile app developer
( ) User experience professional
( ) Integration analyst
( ) Other applications development or operations professional
Data, analytics, and business intelligence
( ) Director/lead, analytics
( ) Database administrator
( ) Data architect
( ) Data administrator
( ) Data analyst
( ) Data scientist
( ) Data visualization professional
( ) Client data support professional
( ) Director/lead, business intelligence
( ) Business intelligence professional
( ) Business analyst
( ) Institutional researcher
( ) Other data, analytics, and business intelligence professional
Design, media, and web
( ) Lead design/media professional
( ) Social media expert, advisor, or support professional
( ) Web content developer
( ) Web designer
( ) Web graphics designer
( ) Web master
( ) Videographer
( ) Graphic designer
( ) Other design, media, and web professional
Other circumstances
( ) Not in IT/other non-IT profession
( ) Retired
( ) IT consultant
( ) Managed services position
( ) Student worker, IT
( ) Student
( ) Faculty
( ) Academic, nonfaculty designation
( ) New position that doesn't yet exist
( ) Not applicable
( ) Don't know
( ) Other IT professional

7a. Was this position (two positions ago) inside higher education?
( ) Yes, it was inside higher education. <<show 7b>>
( ) No, it was in another industry.

      7b. Was this position (two positions ago) at your current institution?
      ( ) Yes, it was at my current institution.
      ( ) No, it was at another institution.

Next, we would like for you to share with us your future career plans.

8. What position do you aspire to hold immediately after your current position?

IT executive leadership
( ) Senior-most information officer (e.g., CIO, VP, etc.)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most technology officer (e.g., CTO)
( ) Senior-most privacy officer
( ) Senior-most digital officer
( ) Senior-most data/analytics officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most IT business/finance officer
( ) Other IT executive leadership
Information security and services
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Security policy/compliance professional
( ) Security awareness/training professional
( ) Security project management professional
( ) Security incident response/forensics professional
( ) Security architect
( ) Security engineer
( ) Security analyst
( ) Risk management professional
( ) Other security professional
Academic computing/instructional technology
( ) Director/lead, academic computing/instructional technology
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Campus educational media services professional
( ) Other academic computing/instructional technology professional
Networks and systems
( ) Director/lead, networks
( ) Network engineer
( ) Network administrator
( ) Network operations manager
( ) Director/lead, systems
( ) Systems engineer
( ) Systems programmer
( ) Systems administrator
( ) Telecommunications manager
( ) E-mail administrator
( ) Other network infrastructure and operations professional
( ) Other systems professional
Research computing/cyberinfrastructure
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cybersecurity professional

Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional
IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional
Desktop services or client support
( ) Director/lead, desktop services or client support
( ) User services professional
( ) Help desk specialist/technician
( ) Help desk/support manager
( ) Client support specialist
( ) Other desktop services or client support professional
Applications development or operations
( ) Director/lead, app development or operations
( ) Application developer
( ) Mobile app developer
( ) User experience professional
( ) Integration analyst
( ) Other applications development or operations professional
Data, analytics, and business intelligence
( ) Director/lead, analytics
( ) Database administrator
( ) Data architect
( ) Data administrator
( ) Data analyst
( ) Data scientist
( ) Data visualization professional
( ) Client data support professional
( ) Director/lead, business intelligence
( ) Business intelligence professional
( ) Business analyst
( ) Institutional researcher
( ) Other data, analytics, and business intelligence professional
Design, media, and web
( ) Lead design/media professional
( ) Social media expert, advisor, or support professional
( ) Web content developer
( ) Web designer
( ) Web graphics designer

( ) Web master
( ) Videographer
( ) Graphic designer
( ) Other design, media, and web professional
Other circumstances
( ) Not in IT/other non-IT profession
( ) Retired
( ) IT consultant
( ) Managed services position
( ) Student worker, IT
( ) Student
( ) Faculty
( ) Academic, nonfaculty designation
( ) New position that doesn't yet exist
( ) Not applicable
( ) Don't know
( ) Other IT professional

8a. Do you anticipate that this next position will be inside higher education?
( ) Yes, it will be inside higher education. <<show 8b>>
( ) No, it will be in another industry.
( ) Don't know

      8b. Do you anticipate that this next position will be at your current institution?
      ( ) Yes, it will be at my current institution.
      ( ) No, it will be at another institution.
      ( ) Don't know

9. What position do you aspire to hold after your next position (two positions in the future)?
IT executive leadership
( ) Senior-most information officer (e.g., CIO, VP, etc.)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most technology officer (e.g., CTO)
( ) Senior-most privacy officer
( ) Senior-most digital officer
( ) Senior-most data/analytics officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most IT business/finance officer
( ) Other IT executive leadership
Information security and services
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Security policy/compliance professional
( ) Security awareness/training professional
( ) Security project management professional
( ) Security incident response/forensics professional
( ) Security architect
( ) Security engineer
( ) Security analyst

( ) Risk management professional
( ) Other security professional
Academic computing/instructional technology
( ) Director/lead, academic computing/instructional technology
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Campus educational media services professional
( ) Other academic computing/instructional technology professional
Networks and systems
( ) Director/lead, networks
( ) Network engineer
( ) Network administrator
( ) Network operations manager
( ) Director/lead, systems
( ) Systems engineer
( ) Systems programmer
( ) Systems administrator
( ) Telecommunications manager
( ) E-mail administrator
( ) Other network infrastructure and operations professional
( ) Other systems professional
Research computing/cyberinfrastructure
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cybersecurity professional
Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional
IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional
Desktop services or client support
( ) Director/lead, desktop services or client support
( ) User services professional
( ) Help desk specialist/technician
( ) Help desk/support manager
( ) Client support specialist
( ) Other desktop services or client support professional

Applications development or operations
( ) Director/lead, app development or operations
( ) Application developer
( ) Mobile app developer
( ) User experience professional
( ) Integration analyst
( ) Other applications development or operations professional
Data, analytics, and business intelligence
( ) Director/lead, analytics
( ) Database administrator
( ) Data architect
( ) Data administrator
( ) Data analyst
( ) Data scientist
( ) Data visualization professional
( ) Client data support professional
( ) Director/lead, business intelligence
( ) Business intelligence professional
( ) Business analyst
( ) Institutional researcher
( ) Other data, analytics, and business intelligence professional
Design, media, and web
( ) Lead design/media professional
( ) Social media expert, advisor, or support professional
( ) Web content developer
( ) Web designer
( ) Web graphics designer
( ) Web master
( ) Videographer
( ) Graphic designer
( ) Other design, media, and web professional
Other circumstances
( ) Not in IT/other non-IT profession
( ) Retired
( ) IT consultant
( ) Managed services position
( ) Student worker, IT
( ) Student
( ) Faculty
( ) Academic, nonfaculty designation
( ) New position that doesn't yet exist
( ) Not applicable
( ) Don't know
( ) Other IT professional

9a. Do you anticipate that this position (two positions in the future) will be inside higher education?
( ) Yes, it will be inside higher education. <<show 9b>>
( ) No, it will be in another industry.
( ) Don't know

9b. Do you anticipate that this position (two positions in the future) will be at your current institution?
( ) Yes, it will be at my current institution.
( ) No, it will be at another institution.
( ) Don't know

10. For your current IT position, what is your annual salary (in U.S. dollars)?
_____

11. Which of the following best describes your current position?
( ) I was hired to replace someone (who left, was promoted, etc.).<<show 11a>>
( ) I was hired into a position created to provide additional capacity.
( ) I was hired into a newly created role.
( ) Other, please specify: _____(*required*)

11a. If you know, what is the title of the position your predecessor took immediately after leaving the position you now hold?
IT executive leadership
( ) Senior-most information officer (e.g., CIO, VP, etc.)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most technology officer (e.g., CTO)
( ) Senior-most privacy officer
( ) Senior-most digital officer
( ) Senior-most data/analytics officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most IT business/finance officer
( ) Other IT executive leadership
Information security and services
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Security policy/compliance professional
( ) Security awareness/training professional
( ) Security project management professional
( ) Security incident response/forensics professional
( ) Security architect
( ) Security engineer
( ) Security analyst
( ) Risk management professional
( ) Other security professional
Academic computing/instructional technology
( ) Director/lead, academic computing/instructional technology
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Campus educational media services professional
( ) Other academic computing/instructional technology professional
Networks and systems
( ) Director/lead, networks

( ) Network engineer
( ) Network administrator
( ) Network operations manager
( ) Director/lead, systems
( ) Systems engineer
( ) Systems programmer
( ) Systems administrator
( ) Telecommunications manager
( ) E-mail administrator
( ) Other network infrastructure and operations professional
( ) Other systems professional
Research computing/cyberinfrastructure
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cybersecurity professional
Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional
IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional
Desktop services or client support
( ) Director/lead, desktop services or client support
( ) User services professional
( ) Help desk specialist/technician
( ) Help desk/support manager
( ) Client support specialist
( ) Other desktop services or client support professional
Applications development or operations
( ) Director/lead, app development or operations
( ) Application developer
( ) Mobile app developer
( ) User experience professional
( ) Integration analyst
( ) Other applications development or operations professional
Data, analytics, and business intelligence
( ) Director/lead, analytics
( ) Database administrator
( ) Data architect

( ) Data administrator
( ) Data analyst
( ) Data scientist
( ) Data visualization professional
( ) Client data support professional
( ) Director/lead, business intelligence
( ) Business intelligence professional
( ) Business analyst
( ) Institutional researcher
( ) Other data, analytics, and business intelligence professional
Design, media, and web
( ) Lead design/media professional
( ) Social media expert, advisor, or support professional
( ) Web content developer
( ) Web designer
( ) Web graphics designer
( ) Web master
( ) Videographer
( ) Graphic designer
( ) Other design, media, and web professional
Other circumstances
( ) Not in IT/other non-IT profession
( ) Retired
( ) IT consultant
( ) Managed services position
( ) Student worker, IT
( ) Student
( ) Faculty
( ) Academic, nonfaculty designation
( ) New position that doesn't yet exist
( ) Not applicable
( ) Don't know
( ) Other IT professional

Section B. Your Previous Experience

1. Have you ever held non-higher education professional IT positions in the following industries or organizations? (Select all that apply.)

[ ] K–12 educational institution
[ ] Military
[ ] Government
[ ] Self employment
[ ] Private industry
[ ] Nonprofit organization
[ ] Other, please specify: _____(*required*)
[ ] No previous IT positions outside higher education

2. Have you ever held non-IT professional positions in higher education in any of the following areas? (Select all that apply.)

[ ] Central IT (but not an IT role)
[ ] President/chancellor's office

[ ] Provost/academic affairs office
[ ] Executive vice chancellor/vice president's office
[ ] Business and financial affairs
[ ] Student affairs
[ ] Advancement/development
[ ] Research administration
[ ] Human resources
[ ] Other administrative department/unit, please specify: _____(*required*)
[ ] Academic college/division/department
[ ] Library
[ ] Medical college/center
[ ] Non-medical professional college/center
[ ] Other, please specify: _____(*required*)
[ ] None of the above

Section C. Your Current Working Situation

1. Rate the importance of the following factors in keeping you at an institution (regardless of your current situation):

	Not at all important	Somewhat important	Moderately important	Very important	Extremely important	Don't know
Monetary compensation						
Benefits						
Performance recognition						
Geographic location						
Reputation of the institution for academic excellence						
Reputation of the institution for technological excellence						
Reputation of the institution as a good place to work						
Opportunity to build my technical skills						
Opportunity to build my management skills						
Opportunity to build my leadership skills						
Cost of living						
Quality of life						
Long-term career path in IT						
Long-term career path outside IT						
Occupational stability						
Work hours						
Work environment						
My boss/leadership						
My colleagues						
My staff						

2. Please list any other factors that are important in keeping you at an institution.

_____
_____
_____

3. It is very important to me that I work in higher education rather than in another industry, business, or sector.
( ) Strongly disagree
( ) Disagree
( ) Neutral
( ) Agree
( ) Strongly agree

4. Will you pursue employment opportunities outside your current institution in 2016?
( ) Definitely not
( ) Probably not
( ) Possibly
( ) Probably will
( ) Definitely will
( ) Decline to answer

5. How many years have you: (Round to the nearest number of years.)
Worked in higher education? _____
Worked at your current institution? _____
Been in your current position? _____

Section D. Skills, Professional Activities, and Satisfaction

1. At least once in the past two years, I have: (Select all that apply.)
[ ] Attended a conference focused on higher education IT
[ ] Attended a general IT conference without a particular focus on higher education
[ ] Attended a non-IT conference
[ ] Taken formal technical training classes
[ ] Participated in formal management development programs
[ ] Engaged in informal peer networking
[ ] Engaged in formal peer networking (as part of an organized group, consortium, etc.)
[ ] Read about current IT news/developments
[ ] Read about current higher education news/developments
[ ] Authored or coauthored a professional article, book, or book chapter
[ ] Created or contributed to a blog or online discussion group
[ ] Obtained advice from a mentor
[ ] Taught IT seminars, classes, or courses (for credit or professional development)
[ ] Delivered a presentation at or outside my institution
[ ] Completed a "stretch" assignment outside my role or outside my annual goals
[ ] Earned a certification (e.g., PMP, ITIL), please specify below <<show 1a>>
[ ] Taken a MOOC
[ ] Earned a competency-based certification (e.g., a badge or other credential)
[ ] None of the above

> **1a. Please list any certifications (e.g., PMP, ITIL) you have earned in the past two years.**
>
> _____
> _____
> _____

2. My direct manager/supervisor/person to whom I report encourages me to: (Select all that apply.)

[ ] Attend conferences focused on higher education IT
[ ] Attend general IT conferences without a particular focus on higher education
[ ] Attend non-IT conferences
[ ] Take formal technical training classes
[ ] Participate in formal management development programs
[ ] Engage in informal peer networking
[ ] Engage in formal peer networking (as part of an organized group, consortium, etc.)
[ ] Read about current IT news/developments
[ ] Read about current higher education news/developments
[ ] Author or coauthor professional articles, books, or book chapters
[ ] Create or contribute to blogs or online discussion groups
[ ] Obtain advice from a mentor
[ ] Teach IT seminars, classes, or courses (for credit or professional development)
[ ] Deliver presentations at or outside my institution
[ ] Complete "stretch" assignments outside my role or outside my annual goals
[ ] Earn certifications (e.g., PMP, ITIL), please specify below <<show 2a>>
[ ] Take MOOCs
[ ] Earn competency-based certifications (e.g., a badge or other credential)
[ ] None of the above

    2a. Please list any certifications (e.g., PMP, ITIL) your supervisor encourages you to earn.

    _____
    _____
    _____

3. Regardless of whether you have done the following, rate their contribution (or potential contribution) to your professional growth in your current position:

	No contribution	Slight contribution	Some contribution	Moderate contribution	Great contribution	Don't know
Attending conferences focused on higher education IT						
Attending general IT conferences without a particular focus on higher education						
Attending non-IT conferences						
Taking formal technical training classes						
Participating in formal management development programs						
Engaging in informal peer networking						
Engaging in formal peer networking (as part of an organized group, consortium, etc.)						
Reading about current IT news/developments						
Reading about current higher education news/developments						

Writing professional articles, books, or book chapters						
Creating or contributing to blogs or online discussion groups						
Obtaining advice from a mentor						
Teaching IT seminars, classes, or courses						
Delivering presentations (at or outside my institution)						
Completing "stretch" assignments outside my role or outside my annual goals						
Earning certifications (e.g., PMP, ITIL)						
Taking a MOOC						
Earning a competency-based certificate (e.g., a badge or other credential)						

3a. Please list any other factors that contribute, or would contribute, to your professional growth or development.

_____

_____

_____

4. Rate the importance of the following skills for success in your current IT position:

	Not at all important	Somewhat important	Moderately important	Very important	Extremely important	Don't know
Ability to communicate effectively						
Ability to influence others						
Ability to negotiate						
Strategic thinking and planning						
Technical proficiency						
Ability to manage complex projects						
Ability to manage processes						
Ability to manage services						
Ability to manage vendors						
Ability to manage complex budgets						
Ability to manage my boss						
Ability to manage my staff						
Ability to manage other relationships within my institution						

Ability to manage relationships outside my institution						
Understanding non-IT business processes and operations						
Ability to use data to make decisions, plan, manage, etc.						

5. Assess your proficiency in each of the following skills:

	Very low	Low	Medium	High	Very high	Don't know
Ability to communicate effectively						
Ability to influence others						
Ability to negotiate						
Strategic thinking and planning						
Technical proficiency						
Ability to manage complex projects						
Ability to manage processes						
Ability to manage services						
Ability to manage vendors						
Ability to manage complex budgets						
Ability to manage my boss						
Ability to manage my staff						
Ability to manage other relationships within my institution						
Ability to manage relationships outside my institution						
Understanding non-IT business processes and operations						
Ability to use data to make decisions, plan, manage, etc.						

6. Rate the extent to which each of the following is an obstacle to your effectiveness in your current IT position:

	Not an obstacle	Minor obstacle	Moderate obstacle	Major obstacle	Critical obstacle	Don't know
Gaps in my management skills						
Gaps in my technical skills						
Gaps in my communication skills						
Gaps in my skills in managing services, processes, change, projects, and the like						
Overly broad job responsibilities						
Insufficient financial resources						
Insufficient staff resources (in my specific function)						

Insufficient IT staff resources (in general)						
Insufficient staff resources in business units I support						
Lack of clear, consistent goals for me or my specific area of IT						
Lack of clear, consistent goals for IT overall						
Institutional leadership's lack of interest in IT						
Institutional leadership's lack of understanding of IT						
Lack of cooperation among colleagues in IT						
Lack of cooperation among colleagues outside IT						
Insufficient support from human resources						
Insufficient authority						
Excessive work hours						
Poor fit between me and the institutional culture						
Difficulty retaining good staff						
Too many priorities and goals						

6a. Please list any other obstacles to your effectiveness in your current IT position.

_____
_____
_____

7. My direct manager/supervisor/person to whom I report:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
Provides feedback on a regular basis regarding my job performance						
Deals with conflict when it arises						
Creates an atmosphere in which I feel free to speak openly						
Keeps me informed about things that affect my job						
Provides me with a formal written review on at least an annual basis						
Meets with me at least annually to discuss my compensation						
Is actively involved in my professional growth and skills development						

Sets clear and consistent goals					
Eliminates obstacles to success when possible					
Helps me prioritize my work					
Ensures I have a reasonable workload					
Fosters collegiality and teamwork					
Makes it safe to fail and possible to learn and grow from failure					

8. Please indicate your level of agreement with the following statements about your current IT position:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
I am compensated fairly.						
I am highly motivated to perform my duties.						
My personal career goals are attainable.						
I am recognized for the value I add to the organization in ways aside from financial compensation.						
The demands placed on me by my supervisor/director are reasonable and manageable.						
I know what is expected of me at work.						
I have the materials and equipment I need to do my work well.						
I have the opportunity to do what I do best every day.						
In the past seven days, I have received recognition or praise for doing good work.						
Someone at work cares about me as a person.						
Someone at work encourages my development.						
At work, my opinions count.						
The mission/purpose of my institution makes me feel my job is important.						
My coworkers are committed to doing quality work.						
I have a best friend at work.						
In the past six months, someone at work has talked to me about my progress.						
This past year, I have had opportunities at work to learn and grow.						
Overall, I am satisfied with my current position.						

Section E. IT at Your Institution

1. At your institution, IT (in general) is best described as:
( ) Highly centralized
( ) Centralized
( ) Balanced
( ) Decentralized
( ) Highly decentralized
( ) Don't know

2. Please indicate your level of agreement with the following statements about the central IT organization at your institution: (If there is more than one central IT organization, refer to the one that most influences your work experience.)

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
The central IT organization is perceived as delivering high-quality services.						
The institution's central IT planning process is broadly inclusive and well understood.						
The central IT organization has a reputation for being forward-thinking in the use of IT.						
Central IT staff workload has increased in the past 12 months.						
The central IT organization experiences low levels of voluntary turnover.						
The central IT organization is able to recruit the professional staff it requires.						
Staff development is a strength of the central IT organization.						
Morale in central IT is high.						
The central IT organization is able to retain the professional staff it hires.						

2a. Do you have any additional comments about your central IT organization that could help elucidate your ratings on any of the above?

_____
_____
_____

Section F. Questions for Managers and CIOs

1. Please indicate your level of agreement with the following statements about central IT staffing at your institution:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
We are unable to create needed IT positions.						
Hiring for open, needed IT positions has been suspended.						

2. Please indicate your level of agreement with the following statements about the human resources (HR) support at your institution:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
HR is supportive of IT in its hiring efforts.						
HR is supportive of IT in its retention efforts.						
HR is a resource for creating staffing strategies for campus technology needs.						
HR is a resource for finding new IT talent.						
HR is a resource for repurposing or retraining IT staff.						
HR is a resource for change management (reorganization) in IT.						

3. Briefly list which IT positions/skills, if any, are in short supply at your institution.

_____
_____
_____

4. Rate the following in terms of their importance in maintaining an IT workforce adequate to meet institutional needs in the next three years:

	Not at all important	Somewhat important	Moderately important	Very important	Extremely important	Don't know
Job sharing						
Outsourcing systems/applications						
Outsourcing services/functions						
Flex time						
Telecommuting						
Competitive compensation						
Expanded professional development opportunities						

More varied job assignments						
Adequate staff backups						
Additional staff positions						
Additional budgetary resources						
More use of student employees						
More use of contract employees						
Contracting with or re-employing retirees						
Discontinuing selected services						

5. Please indicate the frequency with which you participate in the following activities:

	Never	Rarely	Sometimes	Often	Almost always	Don't know
Shaping institutional academic directions						
Shaping institutional administrative directions						
Discussing the IT implications of institutional decisions with executives						

6. On average, what percentage of your time do you allocate in your current IT position to the following activities? (Answers must sum to 100%. Use positive whole numbers only, omitting decimal places and percentage symbols. Enter "0" if you allocate no time to a given activity.)

_____a. Managing IT operations and services
_____b. Planning and innovation within the IT organization
_____c. Planning and innovation with business and academic units and governance bodies
_____d. HR/staffing, including staff professional development
_____e. Serving the IT profession (presentations/articles, standards bodies, professional association committees, etc.)
_____f. Other

Section G. Questions for CIOs

1. Are you a member of the president or chancellor's cabinet?

( ) No
( ) Yes

2. How many staff (FTE) are in central IT at your institution?
(Enter "0" if your institution does not have a central IT department.)

_____

3. In the past year, how many positions (FTE) have been added to central IT?
(Do not include replacement hires. Enter "0" if central IT has not added any positions in the past year.)

_____ <<show 3a if greater than 0>>

3a. Please provide the titles of the positions that have been added.

_____
_____
_____

4. Have any positions been eliminated from central IT in the past year?

( ) No
( ) Yes <<show 4a>>

4a. In the past year, how many positions (FTE) have been eliminated from central IT for the following reasons? Adjust the number of positions in the "Other" category to ensure the total reflects the number of positions eliminated from central IT in the past year.

____Layoffs
____Attrition
____Repurposing
____Outsourcing work
____Migrating IT services to the cloud
____Redistributing work to other units (including decentralized IT units)
____Other or unknown reason

5. Are there plans for central IT to reorganize in the next year?

( ) No.
( ) Yes, and the reorganization will probably be minor. <<show 5a>>
( ) Yes, and the reorganization will probably be moderate. <<show 5a>>
( ) Yes, and the reorganization will probably be extensive. <<show 5a>>

5a. Briefly describe the reorganization that is planned and the reasons for it.

_____
_____
_____

6. How much has outsourcing (in any area) affected the IT workforce (in any way) at your institution up to this point?

( ) Not at all
( ) Somewhat <<show 6a and 6b>>
( ) A great deal <<show 6a and 6b>>

6a. Briefly describe which areas of outsourcing have affected the IT workforce at your institution.

_____
_____
_____

6b. Describe the implications that outsourcing has had on the IT workforce at your institution (e.g., decreased number of staff, eased workload, etc.).

_____
_____
_____

Section H: Your Demographic Information

1. What is your age?

_____

2. Are you...?
( ) Male
( ) Female
( ) Other
( ) Decline to answer

3. What is your ethnic background? (Select all that apply.)
[ ] American Indian/Native American/Alaska Native
[ ] Asian/Pacific Islander
[ ] Black/African American
[ ] Hispanic/Latino
[ ] White/Caucasian
[ ] Other, please specify:_____
[ ] Decline to answer

4. What is the highest degree you have earned?
( ) High school diploma or equivalent
( ) Vocational/occupational certificate
( ) Associate's degree
( ) Bachelor's degree
( ) Master's degree
( ) Doctorate or other terminal degree (e.g., PhD, JD, EdD, MD)
( ) Other, please specify: _____(*required*)
( ) Decline to answer

Thank you for participating in ECAR's workforce survey. Your data will contribute to the workforce report to be published in 2016.

If you have any questions or feedback on this survey, please contact ECAR at ecarstudy@educause.edu.