**Today’s Higher Education IT Workforce**

**Abstract**

The professionals making up the current higher education IT workforce have been asked to adjust to a culture of increased IT consumerization, more sourcing options, broader interest in IT’s transformative potential, and decreased resources. Disruptions that include the bring-your-own-everything era, cloud computing, new management practices, e-learning, and sustained budget cuts have potentially long-term impacts on the IT workforce. ECAR’s report incorporates results from a comprehensive survey on more than 2,000 IT professionals as well as focus groups to provide a description of the current state of today’s IT workforce, how it has changed in the past three years, and what changes may need to be implemented to retain and strengthen IT staff. In this report are the demographic characteristics of the IT workforce; the factors that underlie salary differences for CIOs, managers, and staff; the state of hiring; the skills needed in today’s IT workforce; the factors that affect retention of IT professionals in higher education; the factors that lead professionals to leave higher education; and the role of human resources in IT hiring and retention.

**Data Tables**

The tables in this file are provided as a summary of the data collected from the ECAR IT Workforce Survey conducted in 2013. Question text has been abbreviated in this document, but full question text can be found in the survey instrument (<http://net.educause.edu/ir/library/pdf/SI/ESI1310.pdf>). The data are disaggregated by type of respondent (CIO, manager, or staff) and by Carnegie Classification (2000) in some tables. Responses to open-ended questions are not included to preserve respondent anonymity. Note that the number of respondents (n) varies from question to question and that percentages for multiple-choice questions may not sum to 100% due to independent rounding.

For more information about this study, including the research report, slide deck, and infographic, visit the research hub at <http://www.educause.edu/library/resources/today%E2%80%99s-higher-education-it-workforce>.

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| **CIO Respondents by Carnegie Class** | | | | | | | | | | |
|  | | AA | BA | MA | DR | Other | All U.S. | Int’l | n |
| Percentage | | 17.0% | 20.5% | 25.9% | 14.5% | 9.8% | 87.7% | 12.3% | 317 |
| n | | 54 | 65 | 82 | 46 | 31 | 278 | 39 |  |
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| **CIOs: Section A** | | | | | | | | | | |
| **A1. Department (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Central IT | |  | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| President/chancellor's office | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Provost/academic affairs office | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Executive vice chancellor/vice president's office | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Business and financial affairs | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Student affairs | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Advancement/development | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Research administration | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Human resources | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other administrative department/unit | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Academic college/division/department | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Library | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Medical college/center | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other non-medical professional college/center | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n | |  | 54 | 65 | 82 | 46 | 31 | 278 | 39 |
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| **A2. IT Domain (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Administration and management of IT | |  | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| IT support services | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Educational technology services | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Research computing services | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Data center | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Communications infrastructure services | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Enterprise infrastructure and services | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Information security | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Identity management | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Information systems and applications | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other IT domain | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n | |  | 54 | 65 | 82 | 46 | 31 | 278 | 39 |
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| **A3. Employment Status (by Carnegie Classification)** | | | | | | | | |
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|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Permanent full-time employee |  | 98.1% | 100.0% | 100.0% | 100.0% | 100.0% | 99.6% | 92.3% |
| Temporary full-time employee |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 5.1% |
| Permanent part-time employee |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 2.6% |
| Temporary part-time employee |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Contractor |  | 1.9% | 0.0% | 0.0% | 0.0% | 0.0% | 0.4% | 0.0% |
| n |  | 54 | 65 | 82 | 46 | 30 | 277 | 39 |
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| **A4. Job Title Category (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Leadership | |  | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Applications professionals | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Database, client support, and network support professionals | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Systems support, security, and telecommunications professionals | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Instructional design/media professionals | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other professionals | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n | |  | 54 | 65 | 82 | 46 | 31 | 278 | 39 |
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| **A5. Years in Current Position (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year |  | 13.0% | 1.5% | 9.8% | 10.9% | 0.0% | 7.6% | 7.7% |
| 1–4 years |  | 29.6% | 38.5% | 35.4% | 50.0% | 38.7% | 37.8% | 59.0% |
| 5–9 years |  | 25.9% | 30.8% | 35.4% | 23.9% | 29.0% | 29.9% | 12.8% |
| 10–14 years |  | 18.5% | 23.1% | 13.4% | 10.9% | 25.8% | 17.6% | 12.8% |
| 15–19 years |  | 5.6% | 3.1% | 4.9% | 4.3% | 3.2% | 4.3% | 5.1% |
| 20 or more years |  | 7.4% | 3.1% | 1.2% | 0.0% | 3.2% | 2.9% | 2.6% |
| n |  | 54 | 65 | 82 | 46 | 31 | 278 | 39 |
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| **A6. Salary (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Under $50,000 | |  | 0.0% | 0.0% | 0.0% | 0.0% | 3.8% | 0.5% |  |
| $50,000–$74,999 | |  | 9.3% | 6.1% | 2.9% | 0.0% | 7.7% | 5.0% |  |
| $75,000–$99,999 | |  | 30.2% | 30.6% | 7.2% | 5.7% | 23.1% | 18.5% |  |
| $100,000–$124,999 | |  | 25.6% | 22.4% | 27.5% | 11.4% | 15.4% | 22.1% |  |
| $125,000–$149,999 | |  | 16.3% | 20.4% | 33.3% | 11.4% | 11.5% | 21.2% |  |
| $150,000–$199,999 | |  | 18.6% | 18.4% | 23.2% | 42.9% | 30.8% | 25.2% |  |
| More than $200,000 | |  | 0.0% | 2.0% | 5.8% | 28.6% | 7.7% | 7.7% |  |
| n | |  | 43 | 49 | 69 | 35 | 26 | 222 |  |
|  |
|  | | | | | | | | | | |
| Permanent, full-time, U.S. employees only | | | | | | | | | | |

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| **A7. Current Position (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Replaced someone |  | 66.0% | 66.2% | 61.7% | 71.7% | 77.4% | 67.0% | 71.8% |
| Position created to provide additional capacity |  | 7.5% | 7.7% | 0.0% | 8.7% | 3.2% | 5.1% | 12.8% |
| Hired into a newly created role |  | 22.6% | 26.2% | 32.1% | 17.4% | 19.4% | 25.0% | 7.7% |
| Other |  | 3.8% | 0.0% | 6.2% | 2.2% | 0.0% | 2.9% | 7.7% |
| n |  | 53 | 65 | 81 | 46 | 31 | 276 | 39 |
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| **A8. Direct Reports (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 5.6% | 3.1% | 2.4% | 0.0% | 3.3% | 2.9% | 2.6% |
| Yes |  | 94.4% | 96.9% | 97.6% | 100.0% | 96.7% | 97.1% | 97.4% |
| n |  | 54 | 65 | 82 | 46 | 30 | 277 | 39 |
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| **CIOs: Section B** | | | | | | | | |
| **B1. Professional IT Positions (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| B1a. K–12 educational institution | | 14.8% | 9.2% | 11.0% | 8.7% | 6.5% | 10.4% | 17.9% |
| B1b. Military | | 9.3% | 3.1% | 8.5% | 4.3% | 9.7% | 6.8% | 10.3% |
| B1c. Government | | 20.4% | 16.9% | 11.0% | 17.4% | 3.2% | 14.4% | 20.5% |
| B1d. Self-employment | | 33.3% | 12.3% | 9.8% | 13.0% | 32.3% | 18.0% | 20.5% |
| B1e. Private industry | | 66.7% | 55.4% | 41.5% | 50.0% | 58.1% | 52.9% | 53.8% |
| B1f. Nonprofit organization | | 20.4% | 20.0% | 25.6% | 8.7% | 19.4% | 19.8% | 15.4% |
| B1g. Other | | 14.8% | 9.2% | 17.1% | 23.9% | 3.2% | 14.4% | 15.4% |
| B1h. No previous positions | | 3.7% | 7.7% | 8.5% | 13.0% | 16.1% | 9.0% | 5.1% |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **B2. Previous Position in IT (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 6.0% | 16.1% | 11.6% | 10.3% | 8.0% | 10.9% | 10.8% |
| Yes |  | 94.0% | 83.9% | 88.4% | 89.7% | 92.0% | 89.1% | 89.2% |
| n |  | 50 | 56 | 69 | 39 | 25 | 239 | 37 |
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|  | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **B3. Non-IT Professional Positions in Higher Education (by Carnegie Classification)** | | | | | | | |
|  |
|  | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Percent | Percent | Percent | Percent | Percent | Percent | Percent |
| B3a. Central IT | 7.4% | 7.7% | 9.8% | 10.9% | 6.5% | 8.6% | 10.3% |
| B3b. President/chancellor’s office | 0.0% | 0.0% | 1.2% | 0.0% | 3.2% | 0.7% | 0.0% |
| B3c. Provost/academic affairs office | 5.6% | 4.6% | 2.4% | 10.9% | 0.0% | 4.7% | 7.7% |
| B3d. Executive vice chancellor/vice president’s office | 0.0% | 3.1% | 1.2% | 0.0% | 0.0% | 1.1% | 0.0% |
| B3e. Business and financial affairs | 1.9% | 6.2% | 3.7% | 8.7% | 3.2% | 4.7% | 0.0% |
| B3f. Student affairs | 1.9% | 4.6% | 4.9% | 2.2% | 0.0% | 3.2% | 2.6% |
| B3g. Advancement/development | 0.0% | 1.5% | 3.7% | 0.0% | 6.5% | 2.2% | 0.0% |
| B3h. Research administration | 5.6% | 3.1% | 1.2% | 2.2% | 0.0% | 2.5% | 2.6% |
| B3i. Human resources | 0.0% | 0.0% | 0.0% | 0.0% | 3.2% | 0.4% | 0.0% |
| B3j. Other administrative department/unit | 3.7% | 3.1% | 4.9% | 4.3% | 3.2% | 4.0% | 5.1% |
| B3k. Academic college/division/department | 18.5% | 21.5% | 19.5% | 23.9% | 9.7% | 19.4% | 10.3% |
| B3l. Library | 1.9% | 6.2% | 12.2% | 8.7% | 3.2% | 7.2% | 2.6% |
| B3m. Medical college/center | 0.0% | 3.1% | 1.2% | 0.0% | 3.2% | 1.4% | 0.0% |
| B3n. Other non-medical professional college/center | 3.7% | 1.5% | 0.0% | 2.2% | 3.2% | 1.8% | 0.0% |
| B3o. Other | 5.6% | 7.7% | 0.0% | 6.5% | 6.5% | 4.7% | 2.6% |
| B3p. None of the above | 53.7% | 46.2% | 51.2% | 50.0% | 67.7% | 52.2% | 66.7% |
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| **CIOs: Section C** | | | | | | | | |
| **C1. Institution's Financial Situation (Past Three Years) (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Worsened greatly |  | 22.2% | 10.9% | 12.2% | 2.2% | 9.7% | 11.9% | 10.3% |
| Worsened somewhat |  | 42.6% | 25.0% | 36.6% | 41.3% | 35.5% | 35.7% | 15.4% |
| Stayed about the same |  | 25.9% | 29.7% | 23.2% | 23.9% | 35.5% | 26.7% | 28.2% |
| Improved somewhat |  | 7.4% | 34.4% | 25.6% | 28.3% | 16.1% | 23.5% | 41.0% |
| Improved greatly |  | 1.9% | 0.0% | 2.4% | 4.3% | 3.2% | 2.2% | 5.1% |
| n |  | 54 | 64 | 82 | 46 | 31 | 277 | 39 |
|  |
|  | | | | | | | | |
| Don't know removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C2. Institution's Financial Situation (Next Three Years) (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Worsen greatly | |  | 1.9% | 1.5% | 2.4% | 2.2% | 3.2% | 2.2% | 2.6% |
| Worsen somewhat | |  | 37.7% | 15.4% | 26.8% | 30.4% | 16.1% | 25.6% | 28.2% |
| Stay about the same | |  | 22.6% | 24.6% | 29.3% | 26.1% | 25.8% | 26.0% | 20.5% |
| Improve somewhat | |  | 35.8% | 52.3% | 36.6% | 37.0% | 51.6% | 41.9% | 35.9% |
| Improve greatly | |  | 1.9% | 6.2% | 4.9% | 4.3% | 3.2% | 4.3% | 12.8% |
| n | |  | 53 | 65 | 82 | 46 | 31 | 277 | 39 |
|  |
|  | | | | | | | | | |
| Don't know removed. | | | | | | | | | |

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| **C3. Factors Keeping You at Current Institution** | | | | | | | | |
|  |
|  | | Not at all important (1) | 2 | 3 | 4 | Very important (5) | n |
| C3a. Monetary compensation | | 4.4% | 8.5% | 31.1% | 36.5% | 19.5% | 318 |
| C3b. Benefits | | 3.2% | 7.6% | 23.7% | 36.7% | 28.8% | 316 |
| C3c. Geographic location | | 5.1% | 8.2% | 20.3% | 32.3% | 34.2% | 316 |
| C3d. Reputation of the institution for academic excellence | | 3.8% | 9.9% | 26.4% | 44.3% | 15.6% | 314 |
| C3e. Reputation of the institution for technological excellence | | 6.0% | 10.1% | 31.3% | 36.7% | 15.8% | 316 |
| C3f. Reputation of the institution as a good place to work | | 3.5% | 4.4% | 23.2% | 39.0% | 29.8% | 315 |
| C3g. Opportunity to build my technical skills | | 8.7% | 17.2% | 35.3% | 29.4% | 9.4% | 309 |
| C3h. Opportunity to build my management skills | | 4.2% | 6.1% | 20.5% | 38.1% | 31.1% | 312 |
| C3i. Opportunity to build my leadership skills | | 2.9% | 4.4% | 8.6% | 36.2% | 47.9% | 315 |
| C3j. Cost of living | | 9.0% | 14.7% | 31.7% | 30.4% | 14.1% | 312 |
| C3k. Quality of life | | 3.5% | 2.9% | 10.2% | 32.2% | 51.3% | 314 |
| C3l. Long-term career path in IT | | 9.7% | 9.4% | 30.3% | 32.3% | 18.4% | 310 |
| C3m. Long-term career path outside IT | | 23.3% | 19.4% | 31.2% | 17.2% | 9.0% | 279 |
| C3n. Work hours | | 8.3% | 8.9% | 36.5% | 31.4% | 14.9% | 315 |
| C3o. My boss/leadership | | 4.2% | 6.1% | 16.3% | 26.6% | 46.8% | 312 |
| C3p. My colleagues | | 0.9% | 2.8% | 15.8% | 42.0% | 38.5% | 317 |
| C3q. My staff | | 0.3% | 1.6% | 13.1% | 37.1% | 47.9% | 313 |
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| N/A removed. | | | | | | | | |

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| **C4. Importance of Working in Higher Education (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Strongly disagree |  | 3.7% | 1.5% | 4.9% | 8.7% | 9.7% | 5.0% | 10.3% |
| Disagree |  | 11.1% | 3.1% | 6.1% | 10.9% | 16.1% | 8.3% | 10.3% |
| Neutral |  | 29.6% | 23.1% | 17.1% | 17.4% | 25.8% | 21.9% | 25.6% |
| Agree |  | 44.4% | 40.0% | 29.3% | 30.4% | 12.9% | 33.1% | 35.9% |
| Strongly agree |  | 11.1% | 32.3% | 42.7% | 32.6% | 35.5% | 31.7% | 17.9% |
| n |  | 54 | 65 | 82 | 46 | 31 | 278 | 39 |
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| **C5. Pursuing Opportunities Outside Current Institution (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Greatly decreased |  | 3.7% | 6.2% | 3.7% | 2.2% | 3.2% | 4.0% | 10.5% |
| Decreased |  | 16.7% | 10.8% | 9.8% | 0.0% | 22.6% | 11.2% | 2.6% |
| Not changed |  | 48.1% | 63.1% | 58.5% | 71.7% | 48.4% | 58.6% | 57.9% |
| Increased |  | 18.5% | 15.4% | 19.5% | 21.7% | 12.9% | 18.0% | 21.1% |
| Greatly increased |  | 13.0% | 4.6% | 8.5% | 4.3% | 12.9% | 8.3% | 7.9% |
| n |  | 54 | 65 | 82 | 46 | 31 | 278 | 38 |
|  |
|  | | | | | | | | |
| Decline removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C6. Years at Current Institution (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 1–4 years | |  | 31.5% | 24.6% | 34.1% | 30.4% | 32.3% | 30.6% | 35.9% |
| 5–9 years | |  | 16.7% | 18.5% | 23.2% | 21.7% | 29.0% | 21.2% | 23.1% |
| 10–14 years | |  | 14.8% | 23.1% | 13.4% | 15.2% | 32.3% | 18.3% | 5.1% |
| 15–19 years | |  | 13.0% | 15.4% | 9.8% | 4.3% | 3.2% | 10.1% | 15.4% |
| 20 or more years | |  | 24.1% | 18.5% | 19.5% | 28.3% | 3.2% | 19.8% | 20.5% |
| n | |  | 54 | 65 | 82 | 46 | 31 | 278 | 39 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C7. Years in Higher Education (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 1–4 years | |  | 5.6% | 0.0% | 1.2% | 6.5% | 12.9% | 4.0% | 12.8% |
| 5–9 years | |  | 5.6% | 7.7% | 14.6% | 6.5% | 22.6% | 10.8% | 15.4% |
| 10–14 years | |  | 24.1% | 20.0% | 20.7% | 15.2% | 22.6% | 20.5% | 20.5% |
| 15–19 years | |  | 14.8% | 21.5% | 19.5% | 10.9% | 16.1% | 17.3% | 12.8% |
| 20 or more years | |  | 50.0% | 50.8% | 43.9% | 60.9% | 25.8% | 47.5% | 38.5% |
| n | |  | 54 | 65 | 82 | 46 | 31 | 278 | 39 |
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| **CIOs: Section D** | | | | | | | | | |
| **D1. Professional Activities in Past Two Years (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| D1a. Attended a conference focused on higher education IT | | 88.9% | 96.9% | 91.5% | 97.8% | 80.6% | 92.1% | 97.4% |
| D1b. Attended a general IT conference without a particular focus on higher education | | 59.3% | 44.6% | 59.8% | 73.9% | 54.8% | 57.9% | 79.5% |
| D1c. Attended a non-IT conference | | 27.8% | 35.4% | 36.6% | 30.4% | 25.8% | 32.4% | 33.3% |
| D1d. Taken formal technical training classes | | 31.5% | 23.1% | 14.6% | 15.2% | 25.8% | 21.2% | 23.1% |
| D1e. Participated in formal management development programs | | 33.3% | 32.3% | 31.7% | 45.7% | 32.3% | 34.5% | 53.8% |
| D1f. Engaged in informal peer networking | | 87.0% | 84.6% | 86.6% | 87.0% | 74.2% | 84.9% | 82.1% |
| D1g. Engaged in formal peer networking (as part of an organized group, consortium, etc.) | | 68.5% | 72.3% | 69.5% | 56.5% | 51.6% | 65.8% | 69.2% |
| D1h. Read about current IT news/developments | | 98.1% | 98.5% | 98.8% | 100% | 93.5% | 98.2% | 97.4% |
| D1i. Read about current higher education news/developments | | 94.4% | 93.8% | 95.1% | 97.8% | 93.5% | 95.0% | 97.4% |
| D1j. Authored or co-authored a professional article, book, or book chapter | | 22.2% | 12.3% | 18.3% | 28.3% | 6.5% | 18.0% | 30.8% |
| D1k. Created or contributed to a blog or online discussion group | | 38.9% | 36.9% | 37.8% | 43.5% | 35.5% | 38.5% | 30.8% |
| D1l. Obtained advice from a mentor | | 42.6% | 60.0% | 53.7% | 54.3% | 32.3% | 50.7% | 43.6% |
| D1m. Taught IT seminars, classes, or courses (for credit or professional development) | | 29.6% | 27.7% | 31.7% | 45.7% | 29.0% | 32.4% | 30.8% |
| D1n. Delivered a presentation at or outside of my institution | | 68.5% | 73.8% | 75.6% | 80.4% | 51.6% | 71.9% | 76.9% |
| D1o. Completed a “stretch” assignment outside my role or outside my annual goals | | 38.9% | 30.8% | 45.1% | 34.8% | 35.5% | 37.8% | 30.8% |
| D1p. Earned a certification (e.g., PMP, ITIL) | | 3.7% | 3.1% | 8.5% | 10.9% | 3.2% | 6.1% | 10.3% |
| D1q. None of the above | | 0.0% | 0.0% | 0.0% | 0.0% | 3.2% | 0.4% | 0.0% |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D2. Items Contributing to Professional Growth** | | | | | | | | |
|  |
|  | | Not at all (1) | 2 | 3 | 4 | Greatly (5) | n |
| D2a. Attending conferences focused on higher education IT | | 0.3% | 0.9% | 12.9% | 37.1% | 48.7% | 318 |
| D2b. Attending general IT conferences without a particular focus on higher education | | 1.6% | 9.7% | 27.6% | 41.9% | 19.2% | 308 |
| D2c. Attending non-IT conferences | | 2.3% | 19.6% | 41.9% | 28.2% | 8.0% | 301 |
| D2d. Taking formal technical training classes | | 10.2% | 23.8% | 34.3% | 25.4% | 6.3% | 303 |
| D2e. Participating in formal management development programs | | 2.3% | 11.1% | 26.4% | 39.1% | 21.2% | 307 |
| D2f. Engaging in informal peer networking | | 0.3% | 4.4% | 12.9% | 44.5% | 37.9% | 317 |
| D2g. Engaging in formal peer networking (as part of an organized group, consortium, etc.) | | 0.9% | 5.1% | 13.3% | 47.2% | 33.5% | 316 |
| D2h. Reading about current IT news/developments | | 0.0% | 2.2% | 16.7% | 46.9% | 34.3% | 318 |
| D2i. Reading about current higher education news/developments | | 0.0% | 2.5% | 11.0% | 47.0% | 39.4% | 317 |
| D2j. Writing articles, books, or book chapters | | 9.7% | 24.0% | 35.1% | 20.5% | 10.8% | 288 |
| D2k. Creating or contributing to blogs or online discussion groups | | 8.6% | 20.4% | 38.5% | 26.3% | 6.3% | 304 |
| D2l. Obtaining advice from a mentor | | 2.0% | 11.2% | 26.6% | 35.9% | 24.3% | 304 |
| D2m. Teaching IT seminars, classes, or courses | | 4.8% | 18.9% | 29.6% | 35.1% | 11.7% | 291 |
| D2n. Delivering presentations (at or outside my institution) | | 1.3% | 8.2% | 19.9% | 46.4% | 24.2% | 306 |
| D2o. Meeting my annual performance goals | | 1.0% | 3.2% | 16.8% | 38.4% | 40.6% | 310 |
| D2p. Completing “stretch” assignments outside my role or outside my annual goals | | 2.8% | 8.3% | 21.5% | 42.7% | 24.7% | 288 |
| D2q. Earning certifications (e.g., PMP, ITIL) | | 16.4% | 21.6% | 36.6% | 18.1% | 7.3% | 287 |
|  |
|  | | | | | | | | |
| N/A removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D3. Professional Activities Encouraged by Supervisor (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| D3a. Attend conferences focused on higher education IT | | 61.1% | 73.8% | 74.4% | 50.0% | 51.6% | 65.1% | 64.1% |
| D3b. Attend general IT conferences without a particular focus on higher education | | 42.6% | 35.4% | 41.5% | 28.3% | 38.7% | 37.8% | 48.7% |
| D3c. Attend non-IT conferences | | 33.3% | 18.5% | 37.8% | 15.2% | 35.5% | 28.4% | 28.2% |
| D3d. Take formal technical training classes | | 18.5% | 10.8% | 13.4% | 6.5% | 12.9% | 12.6% | 10.3% |
| D3e. Participate in formal management development programs | | 38.9% | 30.8% | 40.2% | 23.9% | 19.4% | 32.7% | 38.5% |
| D3f. Engage in informal peer networking | | 55.6% | 50.8% | 63.4% | 41.3% | 38.7% | 52.5% | 43.6% |
| D3g. Engage in formal peer networking (as part of an organized group, consortium, etc.) | | 48.1% | 47.7% | 51.2% | 23.9% | 22.6% | 42.1% | 43.6% |
| D3h. Read about current IT news/developments | | 50.0% | 56.9% | 54.9% | 30.4% | 41.9% | 48.9% | 41.0% |
| D3i. Read about current higher education news/developments | | 46.3% | 49.2% | 53.7% | 39.1% | 41.9% | 47.5% | 46.2% |
| D3j. Author or co-author professional articles, books, or book chapters | | 20.4% | 16.9% | 18.3% | 17.4% | 6.5% | 16.9% | 10.3% |
| D3k. Create or contribute to blogs or online discussion groups | | 16.7% | 15.4% | 14.6% | 6.5% | 3.2% | 12.6% | 12.8% |
| D3l. Obtain advice from a mentor | | 18.5% | 24.6% | 24.4% | 21.7% | 19.4% | 22.3% | 15.4% |
| D3m. Teach IT seminars, classes, or courses (for credit or professional development) | | 18.5% | 13.8% | 13.4% | 10.9% | 9.7% | 13.7% | 12.8% |
| D3n. Deliver presentations at or outside of my institution | | 33.3% | 40.0% | 37.8% | 32.6% | 25.8% | 35.3% | 35.9% |
| D3o. Complete a “stretch” assignments outside my role or outside my annual goals | | 33.3% | 27.7% | 31.7% | 23.9% | 19.4% | 28.4% | 23.1% |
| D3p. Earn a certification (e.g., PMP, ITIL) | | 7.4% | 0.0% | 4.9% | 0.0% | 0.0% | 2.9% | 10.3% |
| D3q. None of the above | | 20.4% | 13.8% | 9.8% | 26.1% | 25.8% | 17.3% | 28.2% |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D4. Skills for Success** | | | | | | | | |
|  |
|  | | Not at all important (1) | 2 | 3 | 4 | Very important (5) | n |
| D4a. Ability to communicate effectively | | 0.0% | 0.0% | 0.3% | 5.7% | 94.0% | 317 |
| D4b. Ability to influence others | | 0.0% | 0.0% | 2.2% | 17.0% | 80.8% | 317 |
| D4c. Ability to negotiate | | 0.0% | 0.0% | 3.2% | 28.7% | 68.1% | 317 |
| D4d. Strategic thinking and planning | | 0.0% | 0.0% | 1.6% | 14.2% | 84.2% | 316 |
| D4e. Technical proficiency | | 0.9% | 11.1% | 37.0% | 37.3% | 13.6% | 316 |
| D4f. Ability to manage complex projects | | 0.0% | 0.6% | 7.3% | 37.5% | 54.6% | 317 |
| D4g. Ability to manage processes | | 0.3% | 1.6% | 12.9% | 43.8% | 41.3% | 317 |
| D4h. Ability to manage services | | 0.3% | 1.6% | 12.3% | 49.1% | 36.7% | 316 |
| D4i. Ability to manage vendors | | 0.0% | 1.9% | 14.8% | 44.2% | 39.1% | 317 |
| D4j. Ability to manage complex budgets | | 0.0% | 0.9% | 11.0% | 27.1% | 60.9% | 317 |
| D4k. Ability to manage my boss | | 2.9% | 2.2% | 15.6% | 38.2% | 41.1% | 314 |
| D4l. Ability to manage my staff | | 0.0% | 0.0% | 1.3% | 29.5% | 69.2% | 315 |
| D4m. Ability to manage other relationships within my institution | | 0.0% | 0.6% | 1.3% | 27.0% | 71.1% | 315 |
| D4n. Ability to manage relationships outside my institution | | 1.0% | 3.8% | 18.1% | 46.0% | 31.1% | 315 |
| D4o. Understanding non-IT business processes and operations | | 0.3% | 0.6% | 3.8% | 33.9% | 61.4% | 316 |
| D4p. Ability to use data to make decisions, plan, manage, etc. | | 0.0% | 0.6% | 6.6% | 36.1% | 56.6% | 316 |
|  |
|  | | | | | | | | |
| N/A removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D5. Proficiency** | | | | | | | | |
|  |
|  | | Very low | Low | Medium | High | Very high | n |
| D5a. Ability to communicate effectively | | 0.0% | 0.0% | 8.3% | 54.3% | 37.5% | 315 |
| D5b. Ability to influence others | | 0.0% | 0.0% | 16.9% | 52.1% | 31.0% | 313 |
| D5c. Ability to negotiate | | 0.0% | 1.3% | 18.1% | 51.4% | 29.2% | 315 |
| D5d. Strategic thinking and planning | | 0.0% | 0.0% | 9.6% | 42.9% | 47.4% | 312 |
| D5e. Technical proficiency | | 1.3% | 4.5% | 38.3% | 38.0% | 17.9% | 313 |
| D5f. Ability to manage complex projects | | 0.0% | 1.9% | 14.0% | 48.6% | 35.6% | 315 |
| D5g. Ability to manage processes | | 0.3% | 0.6% | 19.4% | 49.0% | 30.6% | 314 |
| D5h. Ability to manage services | | 0.3% | 0.0% | 16.6% | 52.7% | 30.4% | 313 |
| D5i. Ability to manage vendors | | 0.0% | 1.9% | 21.0% | 45.4% | 31.7% | 315 |
| D5j. Ability to manage complex budgets | | 0.0% | 0.6% | 12.1% | 45.4% | 41.9% | 313 |
| D5k. Ability to manage my boss | | 2.3% | 4.9% | 32.6% | 44.3% | 16.0% | 307 |
| D5l. Ability to manage staff | | 0.0% | 0.0% | 7.6% | 53.2% | 39.2% | 314 |
| D5m. Ability to manage other relationships within my institution | | 0.0% | 1.0% | 13.7% | 60.0% | 25.4% | 315 |
| D5n. Ability to manage relationships outside my institution | | 0.6% | 1.9% | 21.1% | 55.0% | 21.4% | 313 |
| D5o. Understanding non-IT business processes and operations | | 0.3% | 0.6% | 11.5% | 55.0% | 32.6% | 313 |
| D5p. Ability to use data to make decisions, plan, manage, etc. | | 0.0% | 1.0% | 15.3% | 50.6% | 33.1% | 314 |
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|  | | | | | | | | |
| Don't know removed. | | | | | | | | |

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| **D6. Obstacles to Effectiveness** | | | | | | | | |
|  |
|  | | Not an obstacle (1) | 2 | 3 | 4 | Big obstacle (5) | n |
| D6a. Gaps in my management skills | | 42.9% | 29.2% | 20.5% | 6.8% | 0.6% | 308 |
| D6b. Gaps in my technical skills | | 38.4% | 33.6% | 21.8% | 5.5% | 0.7% | 307 |
| D6c. Gaps in my communication skills | | 40.5% | 34.0% | 17.0% | 6.9% | 1.6% | 306 |
| D6d. Gaps in my service, process, change, project management, or related skills | | 36.5% | 37.5% | 19.9% | 4.9% | 1.3% | 307 |
| D6e. The unstable economy | | 16.6% | 20.1% | 30.4% | 20.4% | 12.5% | 313 |
| D6f. Overly broad job responsibilities | | 27.6% | 26.0% | 23.1% | 18.9% | 4.5% | 312 |
| D6g. Insufficient financial resources | | 7.3% | 13.0% | 26.0% | 26.7% | 27.0% | 315 |
| D6h. Insufficient staff resources (in my specific function) | | 10.4% | 12.6% | 23.9% | 27.8% | 25.2% | 309 |
| D6i. Insufficient IT staff resources (in general) | | 5.7% | 12.7% | 17.5% | 34.6% | 29.5% | 315 |
| D6j. Insufficient staff resources in business units I support | | 6.1% | 14.8% | 32.3% | 27.4% | 19.4% | 310 |
| D6k. Lack of clear, consistent goals for me or my specific area of IT | | 26.9% | 29.2% | 21.1% | 14.6% | 8.1% | 308 |
| D6m. Lack of clear, consistent goals for IT overall | | 25.5% | 30.0% | 20.3% | 14.8% | 9.4% | 310 |
| D6n. Institutional leadership’s lack of interest in (or understanding of) IT | | 18.8% | 23.4% | 21.1% | 21.1% | 15.6% | 308 |
| D6o. Lack of cooperation among colleagues in IT | | 36.0% | 35.7% | 14.9% | 8.1% | 5.2% | 308 |
| D6p. Lack of cooperation among colleagues outside IT | | 17.7% | 32.8% | 26.4% | 15.8% | 7.4% | 311 |
| D6q. Insufficient support from human resources | | 29.0% | 28.1% | 19.4% | 13.5% | 10.0% | 310 |
| D6r. Insufficient authority | | 31.6% | 29.0% | 18.1% | 14.2% | 7.1% | 310 |
| D6s. Working too many hours | | 29.2% | 25.6% | 25.6% | 13.0% | 6.5% | 308 |
| D6t. Poor fit with institutional culture | | 57.0% | 25.7% | 10.7% | 4.0% | 2.7% | 300 |
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|  | | | | | | | | |
| N/A removed. | | | | | | | | |

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| **D7. Manager Behaviors** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| D7a. Provides feedback on a regular basis regarding my job performance | | 8.0% | 19.9% | 21.5% | 36.2% | 14.4% | 312 |
| D7b. Deals with conflict when it arises | | 6.8% | 9.7% | 19.7% | 43.2% | 20.6% | 310 |
| D7c. Creates an atmosphere in which I feel free to speak openly | | 5.1% | 5.8% | 15.3% | 35.1% | 38.7% | 313 |
| D7d. Keeps me informed about things that affect my job | | 7.3% | 10.2% | 16.9% | 44.3% | 21.3% | 314 |
| D7e. Provides me with a formal written review on at least an annual basis | | 13.7% | 14.1% | 14.4% | 29.7% | 28.1% | 306 |
| D7f. Meets with me at least annually to discuss my compensation | | 18.9% | 21.9% | 20.9% | 21.6% | 16.6% | 301 |
| D7g. Is actively involved in my professional growth and skills development | | 15.4% | 24.7% | 35.3% | 20.2% | 4.5% | 312 |
| D7h. Sets clear and consistent goals | | 9.0% | 19.6% | 27.9% | 34.0% | 9.6% | 312 |
| D7i. Eliminates obstacles to success when possible | | 6.4% | 8.3% | 23.0% | 45.0% | 17.3% | 313 |
| D7j. Helps me prioritize my work to ensure I am working on the right things | | 10.6% | 18.6% | 33.8% | 28.9% | 8.0% | 311 |
| D7k. Ensures I have a reasonable workload | | 11.6% | 24.2% | 40.0% | 19.7% | 4.5% | 310 |
| D7l. Fosters collegiality and teamwork | | 6.4% | 5.1% | 19.0% | 40.5% | 28.9% | 311 |
| D7m. Celebrates team and individual successes | | 6.8% | 10.9% | 26.7% | 35.0% | 20.6% | 311 |
| D7n. Makes it safe to fail and possible to learn and grow from failure | | 8.4% | 10.4% | 27.8% | 34.6% | 18.8% | 309 |
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| Don't know removed. | | | | | | | | |

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| **D8. Attitudes about Current Position\*** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| D8a. I am compensated fairly | | 5.7% | 19.2% | 17.7% | 46.1% | 11.4% | 317 |
| D8.b I am highly motivated to perform my duties | | 0.6% | 4.1% | 10.2% | 50.2% | 34.9% | 315 |
| D8c. My personal career goals are attainable | | 1.0% | 2.9% | 10.8% | 57.1% | 28.3% | 315 |
| D8d. I am recognized for the value I add to the organization in ways aside from regular financial compensation | | 2.5% | 11.0% | 18.3% | 47.0% | 21.1% | 317 |
| D8e. The demands placed upon me by my supervisor/director are reasonable and manageable | | 1.9% | 9.5% | 19.9% | 54.3% | 14.5% | 317 |
| D8f. I know what is expected of me at work | | 1.6% | 6.1% | 16.9% | 54.3% | 21.1% | 313 |
| D8g. I have the materials and equipment I need to do my work well | | 1.3% | 15.8% | 26.6% | 42.7% | 13.6% | 316 |
| D8h. I have the opportunity to do what I do best every day | | 1.0% | 8.6% | 21.7% | 49.8% | 18.8% | 313 |
| D8i. In the past seven days, I have received recognition or praise for doing good work | | 11.7% | 21.5% | 18.0% | 31.2% | 17.7% | 317 |
| D8j. Someone at work cares about me as a person | | 1.9% | 4.4% | 14.2% | 41.8% | 37.7% | 316 |
| D8k. Someone at work encourages my development | | 4.7% | 12.7% | 29.4% | 33.5% | 19.6% | 316 |
| D8l. At work, my opinions count | | 0.9% | 2.8% | 9.5% | 52.8% | 33.9% | 316 |
| D8m. The mission/purpose of my institution makes me feel my job is important | | 1.6% | 5.0% | 8.5% | 43.2% | 41.6% | 317 |
| D8n. My co-workers are committed to doing quality work | | 0.3% | 2.5% | 13.3% | 54.9% | 28.9% | 315 |
| D8o. I have a best friend at work | | 14.3% | 26.7% | 27.3% | 20.0% | 11.7% | 315 |
| D8p. In the past six months, someone at work has talked to me about my progress | | 10.4% | 21.8% | 22.7% | 30.9% | 14.2% | 317 |
| D8q. This past year, I have had opportunities at work to learn and grow | | 1.6% | 3.5% | 12.5% | 51.4% | 30.9% | 311 |
| D8r. Overall, I am satisfied with my current position | | 1.9% | 5.4% | 11.7% | 52.8% | 28.2% | 316 |
|  |
| \***Items f-q were adapted from Buckingham & Coffman, 1999.** | | | | | | | | |

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| **CIOs: Section E** | | | | | | | | | | |
| **E1. Centralization of IT (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Highly centralized | |  | 50.0% | 55.4% | 44.4% | 13.0% | 48.4% | 43.3% | 28.2% |
| Centralized | |  | 46.3% | 36.9% | 45.7% | 45.7% | 45.2% | 43.7% | 51.3% |
| Balanced | |  | 1.9% | 6.2% | 7.4% | 17.4% | 6.5% | 7.6% | 15.4% |
| Decentralized | |  | 0.0% | 0.0% | 2.5% | 13.0% | 0.0% | 2.9% | 5.1% |
| Highly decentralized | |  | 1.9% | 1.5% | 0.0% | 10.9% | 0.0% | 2.5% | 0.0% |
| n | |  | 54 | 65 | 81 | 46 | 31 | 277 | 39 |
|  |
|  | | | | | | | | | | |
| Don't know removed. | | | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **E2. Central IT Organization** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| E2a. The central IT organization is perceived as delivering high-quality services | | 0.9% | 7.9% | 17.0% | 52.2% | 22.0% | 318 |
| E2b. My institution’s central IT planning process is broadly inclusive and well understood | | 3.5% | 19.1% | 31.2% | 35.7% | 10.5% | 314 |
| E2c. The central IT organization has a reputation for being forward-thinking in the use of IT | | 1.6% | 13.9% | 26.2% | 41.6% | 16.7% | 317 |
| E2d. Central IT staff workload has increased in the past 12 months | | 1.3% | 1.3% | 5.3% | 41.7% | 50.5% | 319 |
| E2e. The central IT organization experiences low levels of voluntary turnover | | 1.9% | 10.4% | 10.4% | 42.6% | 34.7% | 317 |
| E2f. The central IT organization is able to recruit the professional staff it requires | | 12.9% | 31.9% | 19.9% | 29.3% | 6.0% | 317 |
| E2g. Staff development is a strength of the central IT organization | | 5.4% | 17.5% | 26.8% | 33.4% | 16.9% | 314 |
| E2h. Morale in central IT is high | | 2.8% | 12.0% | 32.9% | 39.2% | 13.0% | 316 |
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|  | | | | | | | | |
| Don't know removed. | | | | | | | | |

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| **CIOs: Section F** | | | | | | | | | |
| **F1. Previous Roles (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Management |  | 86.3% | 82.5% | 82.5% | 78.3% | 75.9% | 81.8% | 86.8% |
| Not management |  | 13.7% | 17.5% | 17.5% | 21.7% | 24.1% | 18.2% | 13.2% |
| n |  | 51 | 63 | 80 | 46 | 29 | 269 | 38 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **F2. Central IT Staffing** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| F2a. We are unable to create needed IT positions | | 5.2% | 21.9% | 19.3% | 36.3% | 17.3% | 306 |
| F2b. Hiring for open, needed IT positions has been suspended | | 25.7% | 41.7% | 11.3% | 14.3% | 7.0% | 300 |
| F2c. I anticipate that in the next three years, outsourcing will serve to reduce the number of IT positions at my institution | | 12.0% | 39.9% | 25.2% | 19.3% | 3.7% | 301 |
| F2d. I anticipate that in the next three years, cloud resources will serve to reduce the number of IT positions at my institution | | 8.6% | 41.2% | 22.9% | 22.9% | 4.3% | 301 |
| F2e. I believe that in the next three years, the role of distributed IT will shrink and IT will become increasingly centralized | | 3.4% | 18.9% | 29.0% | 38.0% | 10.8% | 297 |
| F2f. Human resources (HR) is supportive of IT in its hiring efforts | | 3.3% | 11.8% | 22.9% | 45.1% | 17.0% | 306 |
| F2g. HR is supportive of IT in its retention efforts | | 4.0% | 15.2% | 26.7% | 38.6% | 15.5% | 303 |
| F2h. HR is a resource for creating staffing strategies for campus technology needs | | 18.3% | 30.4% | 25.5% | 18.3% | 7.5% | 306 |
| F2i. HR is a resource for finding new IT talent | | 21.0% | 37.7% | 21.3% | 15.4% | 4.6% | 305 |
| F2j. HR is a resource for repurposing or retraining IT staff | | 21.9% | 43.4% | 19.9% | 10.6% | 4.3% | 302 |
| F2k. HR is a resource for change management (reorganization) in IT | | 24.3% | 37.2% | 21.7% | 11.5% | 5.3% | 304 |
|  |
|  | | | | | | | | |
| Don't know removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **F4. Factors in Maintaining Workforce** | | | | | | | | |
|  |
|  | | Not at all important (1) | 2 | 3 | 4 | Very important (5) | n |
| F4a. Job sharing | | 25.4% | 25.7% | 28.1% | 15.2% | 5.6% | 303 |
| F4b. Outsourcing systems/applications | | 9.6% | 17.6% | 32.2% | 30.9% | 9.6% | 301 |
| F4c. Outsourcing services/functions | | 9.6% | 16.6% | 36.1% | 27.8% | 9.9% | 302 |
| F4d. Flex time | | 6.2% | 10.2% | 25.6% | 42.6% | 15.4% | 305 |
| F4e. Telecommuting | | 9.9% | 15.8% | 34.2% | 27.3% | 12.8% | 304 |
| F4f. Competitive compensation | | 1.7% | 1.7% | 9.3% | 45.7% | 41.7% | 302 |
| F4g. Expanded professional development opportunities | | 0.7% | 3.9% | 16.8% | 53.0% | 25.7% | 304 |
| F4h. More varied job assignments | | 1.3% | 11.5% | 37.5% | 42.4% | 7.2% | 304 |
| F4i. Adequate staff backups | | 0.0% | 6.3% | 32.0% | 48.2% | 13.5% | 303 |
| F4j. Additional staff positions | | 1.3% | 8.6% | 24.7% | 46.4% | 19.1% | 304 |
| F4k. Additional budgetary resources | | 1.0% | 3.9% | 19.3% | 48.9% | 26.9% | 305 |
| F4l. More use of student employees | | 6.6% | 19.1% | 33.2% | 29.6% | 11.5% | 304 |
| F4m. More use of contract employees | | 13.5% | 31.4% | 28.4% | 22.8% | 4.0% | 303 |
| F4n. Contracting with or re-employing retirees | | 28.1% | 32.1% | 28.1% | 11.4% | 0.3% | 299 |
| F4o. Discontinuing selected services | | 7.3% | 17.5% | 29.1% | 37.4% | 8.6% | 302 |
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| **F6. Time Allocation (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
|  |  |  |  |  |  |  |
| F6a. Managing IT operations and services | | 38.5% | 47.8% | 42.8% | 34.1% | 44.3% | 41.8% | 34.3% |
| F6b. Planning and innovation within the IT organization | | 24.6% | 20.6% | 21.6% | 26.5% | 21.3% | 22.8% | 25.1% |
| F6c. Planning and innovation with business and academic units and governance bodies | | 18.1% | 13.4% | 16.9% | 19.7% | 14.5% | 16.5% | 17.3% |
| F6d. HR/staffing, including staff professional development | | 8.7% | 7.8% | 9.4% | 9.4% | 8.5% | 8.8% | 11.4% |
| F6e. Service to the IT profession | | 5.9% | 5.5% | 5.8% | 8.0% | 5.1% | 6.1% | 7.6% |
| F6f. Other | | 11.4% | 11.0% | 9.6% | 6.1% | 10.9% | 9.8% | 10.1% |
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| **CIOs: Section G** | | | | | | | | |
| **G1. Cabinet Membership (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 30.2% | 54.7% | 54.9% | 52.2% | 41.9% | 48.2% | 68.4% |
| Yes |  | 69.8% | 45.3% | 45.1% | 47.8% | 58.1% | 51.8% | 31.6% |
| n |  | 53 | 64 | 82 | 46 | 31 | 276 | 38 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **G2. Central IT Staff (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 10 FTE |  | 16.7% | 15.9% | 6.1% | 6.7% | 41.9% | 14.5% | 0.0% |
| 10 to less than 20 FTE |  | 25.9% | 23.8% | 17.1% | 4.4% | 16.1% | 18.2% | 17.9% |
| 20 to less than 30 FTE |  | 24.1% | 27.0% | 18.3% | 6.7% | 19.4% | 19.6% | 5.1% |
| 30 to less than 40 FTE |  | 11.1% | 14.3% | 14.6% | 6.7% | 9.7% | 12.0% | 12.8% |
| 40 to less than 50 FTE |  | 3.7% | 11.1% | 14.6% | 11.1% | 3.2% | 9.8% | 12.8% |
| 50 to less than 100 FTE |  | 9.3% | 7.9% | 22.0% | 20.0% | 9.7% | 14.5% | 28.2% |
| 100 to less than 200 FTE |  | 9.3% | 0.0% | 6.1% | 28.9% | 0.0% | 8.4% | 12.8% |
| 200 or more FTE |  | 0.0% | 0.0% | 1.2% | 15.6% | 0.0% | 2.9% | 10.3% |
| n |  | 54 | 63 | 82 | 45 | 31 | 275 | 39 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **G3. Positions Added to Central IT (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 1 to less than 2 FTE | |  | 48.1% | 41.5% | 48.1% | 53.3% | 38.7% | 46.4% | 46.2% |
| 2 to less than 3 FTE | |  | 51.9% | 58.5% | 51.9% | 46.7% | 61.3% | 53.6% | 53.8% |
| 3 to less than 4 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 4 to less than 5 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 5 to less than 10 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 10 or more FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n | |  | 54 | 65 | 81 | 45 | 31 | 276 | 39 |
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| **G4. Positions Eliminated via Layoffs (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 FTE |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 1 to less than 2 FTE |  | 9.3% | 10.8% | 16.0% | 22.7% | 25.8% | 15.6% | 12.8% |
| 2 to less than 3 FTE |  | 90.7% | 89.2% | 84.0% | 77.3% | 74.2% | 84.4% | 87.2% |
| 3 to less than 4 FTE |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 4 to less than 5 FTE |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 5 to less than 10 FTE |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 10 or more FTE |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n |  | 54 | 65 | 81 | 44 | 31 | 275 | 39 |
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| **G5. Positions Eliminated due to Attrition (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 1 to less than 2 FTE | |  | 20.8% | 19.0% | 25.0% | 31.8% | 22.6% | 23.6% | 23.1% |
| 2 to less than 3 FTE | |  | 79.2% | 81.0% | 75.0% | 68.2% | 77.4% | 76.4% | 76.9% |
| 3 to less than 4 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 4 to less than 5 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 5 to less than 10 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 10 or more FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n | |  | 53 | 63 | 80 | 44 | 31 | 271 | 39 |
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| **G6. Positions Repurposed (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 1 to less than 2 FTE | |  | 37.7% | 35.4% | 50.6% | 64.4% | 19.4% | 43.3% | 31.6% |
| 2 to less than 3 FTE | |  | 62.3% | 64.6% | 49.4% | 35.6% | 80.6% | 56.7% | 68.4% |
| 3 to less than 4 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 4 to less than 5 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 5 to less than 10 FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 10 or more FTE | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n | |  | 53 | 65 | 81 | 45 | 31 | 275 | 38 |
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| **G7. Central IT Reorganization (Past Year) (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 55.6% | 55.4% | 51.9% | 33.3% | 67.7% | 52.2% | 51.3% |
| Yes, a minor reorganization |  | 27.8% | 27.7% | 29.6% | 33.3% | 22.6% | 28.6% | 17.9% |
| Yes, a moderate reorganization |  | 11.1% | 10.8% | 8.6% | 17.8% | 6.5% | 10.9% | 20.5% |
| Yes, an extensive reorganization |  | 5.6% | 6.2% | 9.9% | 15.6% | 3.2% | 8.3% | 10.3% |
| n |  | 54 | 65 | 81 | 45 | 31 | 276 | 39 |
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| **G8. Central IT Reorganization (Next Year) (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 70.4% | 76.9% | 59.8% | 50.0% | 76.7% | 66.1% | 46.2% |
| Yes, and it will probably be minor |  | 11.1% | 15.4% | 24.4% | 28.3% | 13.3% | 19.1% | 17.9% |
| Yes, and it will probably be moderate |  | 13.0% | 4.6% | 11.0% | 19.6% | 6.7% | 10.8% | 25.6% |
| Yes, and it will be probably be extensive |  | 5.6% | 3.1% | 4.9% | 2.2% | 3.3% | 4.0% | 10.3% |
| n |  | 54 | 65 | 82 | 46 | 30 | 277 | 39 |
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| **G9. Effects of Outsourcing (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Not at all |  | 61.1% | 72.3% | 67.9% | 47.8% | 71.0% | 64.6% | 66.7% |
| Somewhat |  | 33.3% | 24.6% | 27.2% | 50.0% | 25.8% | 31.4% | 33.3% |
| A great deal |  | 5.6% | 3.1% | 4.9% | 2.2% | 3.2% | 4.0% | 0.0% |
| n |  | 54 | 65 | 81 | 46 | 31 | 277 | 39 |
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| **CIOs: Section H** | | | | | | | | | | |
| **H1. Age (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Under 18 years | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 19–24 years | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 25–34 years | |  | 1.9% | 3.2% | 1.3% | 4.5% | 6.7% | 3.0% | 7.9% |
| 35–44 years | |  | 9.4% | 22.6% | 12.5% | 11.4% | 33.3% | 16.4% | 13.2% |
| 45–54 years | |  | 30.2% | 38.7% | 43.8% | 31.8% | 46.7% | 38.3% | 50.0% |
| 55–64 years | |  | 49.1% | 27.4% | 38.8% | 45.5% | 13.3% | 36.4% | 28.9% |
| 65–74 years | |  | 9.4% | 8.1% | 3.8% | 6.8% | 0.0% | 5.9% | 0.0% |
| 75 years or older | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Decline to answer | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n | |  | 53 | 62 | 80 | 44 | 30 | 269 | 38 |
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| **H2. Gender (by Carnegie Classification)** | | | | | | | | |
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|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Male |  | 73.6% | 82.8% | 67.9% | 65.1% | 80.6% | 73.5% | 89.5% |
| Female |  | 26.4% | 17.2% | 32.1% | 34.9% | 19.4% | 26.5% | 10.5% |
| n |  | 53 | 64 | 81 | 43 | 31 | 272 | 38 |
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| **H3. Ethnicity (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| American Indian/Native American/Alaska Native |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Asian/Pacific Islander |  | 6.0% | 3.2% | 3.8% | 6.7% | 0.0% | 4.1% | 11.1% |
| Black/African American |  | 2.0% | 1.6% | 1.3% | 6.7% | 0.0% | 2.2% | 0.0% |
| Hispanic/Latino |  | 2.0% | 0.0% | 1.3% | 4.4% | 0.0% | 1.5% | 16.7% |
| White/Caucasian |  | 84.0% | 93.7% | 93.6% | 80.0% | 100.0% | 90.3% | 63.9% |
| Multiple |  | 4.0% | 1.6% | 0.0% | 2.2% | 0.0% | 1.5% | 0.0% |
| Other |  | 2.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.4% | 8.3% |
| n |  | 50 | 63 | 78 | 45 | 31 | 267 | 36 |
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| **H4. Highest Degree (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| High school diploma |  | 3.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.7% | 0.0% |
| Associate's |  | 3.7% | 0.0% | 0.0% | 0.0% | 0.0% | 0.7% | 2.6% |
| Bachelor's |  | 18.5% | 23.1% | 12.3% | 10.9% | 32.3% | 18.1% | 25.6% |
| Master's |  | 53.7% | 53.8% | 66.7% | 56.5% | 61.3% | 58.8% | 53.8% |
| Doctorate or equivalent terminal degree |  | 16.7% | 23.1% | 19.8% | 32.6% | 3.2% | 20.2% | 17.9% |
| Other |  | 3.7% | 0.0% | 1.2% | 0.0% | 3.2% | 1.4% | 0.0% |
| n |  | 54 | 65 | 81 | 46 | 31 | 277 | 39 |
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| **H5. Year of Highest Degree (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| 1960s |  | 3.8% | 1.6% | 0.0% | 2.3% | 0.0% | 1.5% | 0.0% |
| 1970s |  | 11.3% | 16.1% | 9.9% | 16.3% | 0.0% | 11.6% | 12.8% |
| 1980s |  | 28.3% | 16.1% | 30.9% | 20.9% | 27.6% | 25.0% | 28.2% |
| 1990s |  | 18.9% | 30.6% | 17.3% | 25.6% | 34.5% | 23.9% | 15.4% |
| 2000s |  | 24.5% | 29.0% | 35.8% | 23.3% | 24.1% | 28.7% | 23.1% |
| 2010s |  | 13.2% | 6.5% | 6.2% | 11.6% | 13.8% | 9.3% | 20.5% |
| n |  | 53 | 62 | 81 | 43 | 29 | 268 | 39 |
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| **Manager Respondents by Carnegie Class** | | | | | | | | | | |
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|  | | AA | BA | MA | DR | Other | All U.S. | Int’l | n |
| Percentage | | 7.4% | 8.3% | 17.0% | 48.3% | 6.3% | 87.5% | 12.5% | 1150 |
| n | | 85 | 96 | 196 | 556 | 72 | 1005 | 144 |  |
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| **Managers: Section A** | | | | | | | | |
| **A1. Department (by Carnegie Classification)** | | | | | | | | |
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|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Central IT |  | 70.6% | 80.2% | 81.1% | 62.1% | 63.9% | 68.4% | 76.4% |
| President/chancellor's office |  | 2.4% | 1.0% | 0.5% | 0.0% | 5.6% | 0.8% | 0.0% |
| Provost/academic affairs office |  | 3.5% | 2.1% | 2.6% | 2.3% | 1.4% | 2.4% | 1.4% |
| Executive vice chancellor/vice president's office |  | 4.7% | 0.0% | 0.5% | 1.1% | 4.2% | 1.4% | 1.4% |
| Business and financial affairs |  | 1.2% | 0.0% | 1.0% | 0.7% | 1.4% | 0.8% | 0.0% |
| Student affairs |  | 0.0% | 0.0% | 0.5% | 2.2% | 0.0% | 1.3% | 0.0% |
| Advancement/development |  | 1.2% | 1.0% | 1.5% | 0.5% | 0.0% | 0.8% | 0.0% |
| Research administration |  | 0.0% | 0.0% | 0.0% | 0.5% | 0.0% | 0.3% | 0.0% |
| Human resources |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other administrative department/unit |  | 0.0% | 0.0% | 2.6% | 2.2% | 0.0% | 1.7% | 2.1% |
| Academic college/division/department |  | 10.6% | 2.1% | 3.6% | 15.3% | 5.6% | 10.6% | 7.6% |
| Library |  | 3.5% | 6.3% | 3.6% | 7.2% | 4.2% | 5.9% | 6.9% |
| Medical college/center |  | 0.0% | 0.0% | 0.0% | 0.9% | 2.8% | 0.7% | 0.0% |
| Other non-medical professional college/center |  | 0.0% | 0.0% | 0.0% | 1.1% | 0.0% | 0.6% | 0.7% |
| Other |  | 2.4% | 7.3% | 2.6% | 4.0% | 11.1% | 4.4% | 3.5% |
| n |  | 85 | 96 | 196 | 556 | 72 | 1005 | 144 |
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| **A2. IT Domain (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Administration and management of IT |  | 57.6% | 57.3% | 54.4% | 52.7% | 56.2% | 54.1% | 49.7% |
| IT support services |  | 11.8% | 14.6% | 10.3% | 10.3% | 4.1% | 10.4% | 5.6% |
| Educational technology services |  | 16.5% | 10.4% | 11.8% | 10.1% | 12.3% | 11.2% | 12.6% |
| Research computing services |  | 0.0% | 0.0% | 0.0% | 1.6% | 0.0% | 0.9% | 1.4% |
| Data center |  | 0.0% | 1.0% | 0.5% | 1.3% | 1.4% | 1.0% | 0.7% |
| Communications infrastructure services |  | 2.4% | 0.0% | 2.6% | 2.9% | 0.0% | 2.3% | 1.4% |
| Enterprise infrastructure and services |  | 5.9% | 5.2% | 7.7% | 4.7% | 5.5% | 5.5% | 9.1% |
| Information security |  | 0.0% | 1.0% | 3.6% | 3.2% | 5.5% | 3.0% | 3.5% |
| Identity management |  | 0.0% | 0.0% | 0.5% | 0.7% | 0.0% | 0.5% | 0.7% |
| Information systems and applications |  | 3.5% | 10.4% | 4.1% | 7.6% | 11.0% | 7.1% | 9.1% |
| Other IT domain |  | 2.4% | 0.0% | 4.6% | 4.9% | 4.1% | 4.1% | 6.3% |
| n |  | 85 | 96 | 195 | 554 | 73 | 1003 | 143 |
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| **A3. Employment Status (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Permanent full-time employee |  | 100.0% | 100.0% | 99.5% | 99.6% | 95.9% | 99.4% | 98.6% |
| Temporary full-time employee |  | 0.0% | 0.0% | 0.0% | 0.2% | 2.7% | 0.3% | 0.0% |
| Permanent part-time employee |  | 0.0% | 0.0% | 0.0% | 0.2% | 0.0% | 0.1% | 0.7% |
| Temporary part-time employee |  | 0.0% | 0.0% | 0.5% | 0.0% | 0.0% | 0.1% | 0.0% |
| Contractor |  | 0.0% | 0.0% | 0.0% | 0.0% | 1.4% | 0.1% | 0.7% |
| n |  | 84 | 95 | 196 | 556 | 73 | 1004 | 144 |
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| **A4. Job Title Category (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Leadership | |  | 57.6% | 71.9% | 65.3% | 61.9% | 72.6% | 63.9% | 70.8% |
| Applications professionals | |  | 1.2% | 1.0% | 1.0% | 3.1% | 1.4% | 2.2% | 3.5% |
| Database, client support, and network support professionals | |  | 8.2% | 9.4% | 7.7% | 7.7% | 6.8% | 7.9% | 3.5% |
| Systems support, security, and telecommunications professionals | |  | 3.5% | 2.1% | 3.6% | 3.8% | 2.7% | 3.5% | 2.8% |
| Instructional design/media professionals | |  | 12.9% | 5.2% | 9.2% | 4.9% | 5.5% | 6.5% | 4.2% |
| Other professionals | |  | 16.5% | 10.4% | 13.3% | 18.7% | 11.0% | 16.1% | 15.3% |
| n | |  | 85 | 96 | 196 | 556 | 73 | 1006 | 144 |
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| **A5. Years in Current Position (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year |  | 8.2% | 6.3% | 4.6% | 4.5% | 11.0% | 5.5% | 2.8% |
| 1–4 years |  | 36.5% | 37.5% | 39.3% | 37.1% | 27.4% | 36.8% | 37.5% |
| 5–9 years |  | 31.8% | 27.1% | 25.0% | 31.3% | 24.7% | 29.2% | 36.8% |
| 10–14 years |  | 10.6% | 19.8% | 14.8% | 16.7% | 17.8% | 16.2% | 13.2% |
| 15–19 years |  | 9.4% | 4.2% | 4.6% | 6.3% | 15.1% | 6.7% | 4.9% |
| 20 or more years |  | 3.5% | 5.2% | 11.7% | 4.1% | 4.1% | 5.7% | 4.9% |
| n |  | 85 | 96 | 196 | 556 | 73 | 1006 | 144 |
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| **A6. Salary (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Under $50,000 |  | 7.6% | 2.6% | 4.4% | 2.5% | 5.3% | 3.5% |  |
| $50,000–$74,999 |  | 39.4% | 32.1% | 32.1% | 18.9% | 17.5% | 24.4% |  |
| $75,000–$99,999 |  | 34.8% | 37.2% | 42.1% | 29.1% | 22.8% | 32.5% |  |
| $100,000–$124,999 |  | 13.6% | 20.5% | 14.5% | 25.9% | 26.3% | 22.1% |  |
| $125,000–$149,999 |  | 3.0% | 3.8% | 4.4% | 12.2% | 15.8% | 9.3% |  |
| $150,000–$199,999 |  | 1.5% | 2.6% | 2.5% | 8.3% | 10.5% | 6.2% |  |
| More than $200,000 |  | 0.0% | 1.3% | 0.0% | 3.2% | 1.8% | 2.0% |  |
| n |  | 66 | 78 | 159 | 444 | 57 | 804 |  |
|  |
|  | | | | | | | | |
| Permanent, full-time, U.S. employees only | | | | | | | | |

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| **A7. Current Position (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Replaced someone |  | 50.6% | 49.5% | 47.7% | 42.3% | 53.4% | 45.6% | 39.9% |
| Position created to provide additional capacity |  | 14.1% | 9.5% | 13.3% | 9.2% | 17.8% | 11.1% | 14.7% |
| Hired into a newly created role |  | 31.8% | 34.7% | 30.3% | 38.4% | 23.3% | 34.8% | 41.3% |
| Other |  | 3.5% | 6.3% | 8.7% | 10.1% | 5.5% | 8.6% | 4.2% |
| n |  | 85 | 95 | 195 | 555 | 73 | 1003 | 143 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A8. Direct Reports (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 0.0% | 0.0% | 0.0% | 0.4% | 0.0% | 0.2% | 0.0% |
| Yes |  | 100.0% | 100.0% | 100.0% | 99.6% | 100.0% | 99.8% | 100.0% |
| n |  | 85 | 96 | 196 | 556 | 73 | 1006 | 143 |
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| **Managers: Section B** | | | | | | | | |
| **B1. Professional IT Positions (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| B1a. K–12 educational institution | | 10.6% | 7.3% | 13.8% | 9.4% | 12.3% | 10.3% | 9.7% |
| B1b. Military | | 11.8% | 5.2% | 5.1% | 4.7% | 8.2% | 5.7% | 2.8% |
| B1c. Government | | 18.8% | 13.5% | 7.7% | 10.1% | 17.8% | 11.2% | 24.3% |
| B1d. Self-employment | | 14.1% | 14.6% | 13.3% | 14.6% | 16.4% | 14.4% | 16.7% |
| B1e. Private industry | | 38.8% | 45.8% | 44.9% | 48.2% | 52.1% | 46.8% | 52.1% |
| B1f. Nonprofit organization | | 17.6% | 25.0% | 22.4% | 16.5% | 16.4% | 18.6% | 12.5% |
| B1g. Other | | 15.3% | 18.8% | 10.2% | 14.9% | 9.6% | 14.0% | 16.0% |
| B1h. No previous positions | | 17.6% | 14.6% | 21.4% | 16.0% | 17.8% | 17.2% | 16.7% |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **B2. Previous Position in IT (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 11.8% | 8.9% | 13.0% | 13.1% | 17.9% | 12.9% | 13.8% |
| Yes |  | 88.2% | 91.1% | 87.0% | 86.9% | 82.1% | 87.1% | 86.2% |
| n |  | 68 | 79 | 146 | 442 | 56 | 791 | 116 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **B3. Non-IT Professional Positions in Higher Education (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| B3a. Central IT | | 4.7% | 6.3% | 5.1% | 4.7% | 5.5% | 5.0% | 3.5% |
| B3b. President/chancellor’s office | | 1.2% | 0.0% | 0.5% | 0.9% | 0.0% | 0.7% | 0.7% |
| B3c. Provost/academic affairs office | | 2.4% | 2.1% | 2.0% | 1.4% | 0.0% | 1.6% | 2.1% |
| B3d. Executive vice chancellor/vice president’s office | | 1.2% | 0.0% | 0.5% | 0.7% | 2.7% | 0.8% | 1.4% |
| B3e. Business and financial affairs | | 2.4% | 0.0% | 3.6% | 3.4% | 4.1% | 3.1% | 3.5% |
| B3f. Student affairs | | 1.2% | 3.1% | 2.6% | 3.2% | 0.0% | 2.7% | 3.5% |
| B3g. Advancement/development | | 1.2% | 2.1% | 0.0% | 1.4% | 2.7% | 1.3% | 1.4% |
| B3h. Research administration | | 1.2% | 0.0% | 1.0% | 2.0% | 1.4% | 1.5% | 2.1% |
| B3i. Human resources | | 1.2% | 0.0% | 0.5% | 1.6% | 0.0% | 1.1% | 3.5% |
| B3j. Other administrative department/unit | | 4.7% | 6.3% | 4.1% | 7.0% | 4.1% | 6.0% | 4.9% |
| B3k. Academic college/division/department | | 21.2% | 13.5% | 8.2% | 13.3% | 11.0% | 12.8% | 13.2% |
| B3l. Library | | 7.1% | 7.3% | 5.1% | 7.0% | 5.5% | 6.6% | 4.9% |
| B3m. Medical college/center | | 1.2% | 0.0% | 1.0% | 2.3% | 5.5% | 2.0% | 1.4% |
| B3n. Other non-medical professional college/center | | 1.2% | 0.0% | 0.5% | 0.4% | 0.0% | 0.4% | 0.0% |
| B3o. Other | | 7.1% | 5.2% | 4.1% | 3.8% | 6.8% | 4.5% | 4.2% |
| B3p. None of the above | | 57.6% | 63.5% | 61.7% | 59.2% | 58.9% | 59.9% | 62.5% |
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| **Managers: Section C** | | | | | | | | |
| **C1. Institution's Financial Situation (Past Three Years) (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Worsened greatly |  | 13.3% | 10.5% | 15.0% | 15.5% | 11.1% | 14.4% | 14.1% |
| Worsened somewhat |  | 43.4% | 23.2% | 39.4% | 35.3% | 40.3% | 36.0% | 35.2% |
| Stayed about the same |  | 32.5% | 28.4% | 25.9% | 24.3% | 25.0% | 25.8% | 30.3% |
| Improved somewhat |  | 10.8% | 34.7% | 18.1% | 23.0% | 18.1% | 21.8% | 17.6% |
| Improved greatly |  | 0.0% | 3.2% | 1.6% | 1.8% | 5.6% | 2.0% | 2.8% |
| n |  | 83 | 95 | 193 | 547 | 72 | 990 | 142 |
|  |
|  | | | | | | | | |
| Don't know removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C2. Institution's Financial Situation (Next Three Years) (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Worsen greatly | |  | 3.6% | 2.2% | 4.1% | 4.8% | 2.8% | 4.1% | 5.8% |
| Worsen somewhat | |  | 26.2% | 13.0% | 23.7% | 24.0% | 25.0% | 23.2% | 40.3% |
| Stay about the same | |  | 39.3% | 38.0% | 38.7% | 36.1% | 36.1% | 37.0% | 30.2% |
| Improve somewhat | |  | 29.8% | 40.2% | 30.9% | 32.4% | 30.6% | 32.5% | 23.0% |
| Improve greatly | |  | 1.2% | 6.5% | 2.6% | 2.7% | 5.6% | 3.1% | 0.7% |
| n | |  | 84 | 92 | 194 | 546 | 72 | 988 | 139 |
|  |
|  | | | | | | | | | |
| Don't know removed. | | | | | | | | | |

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| **C3. Factors Keeping You at Current Institution** | | | | | | |
|  |
|  | Not at all important (1) | 2 | 3 | 4 | Very important (5) | n |
| C3a. Monetary compensation | 2.2% | 5.9% | 21.5% | 42.0% | 28.3% | 1147 |
| C3b. Benefits | 1.3% | 3.0% | 12.4% | 38.3% | 45.0% | 1152 |
| C3c. Geographic location | 5.6% | 6.3% | 17.8% | 29.9% | 40.5% | 1147 |
| C3d. Reputation of the institution for academic excellence | 7.3% | 9.5% | 30.7% | 34.1% | 18.3% | 1145 |
| C3e. Reputation of the institution for technological excellence | 8.1% | 12.0% | 33.4% | 32.5% | 14.0% | 1138 |
| C3f. Reputation of the institution as a good place to work | 5.7% | 7.0% | 23.4% | 40.0% | 23.9% | 1138 |
| C3g. Opportunity to build my technical skills | 5.8% | 11.4% | 29.1% | 34.2% | 19.5% | 1128 |
| C3h. Opportunity to build my management skills | 4.0% | 4.2% | 19.5% | 40.6% | 31.8% | 1139 |
| C3i. Opportunity to build my leadership skills | 3.3% | 4.4% | 15.1% | 36.6% | 40.6% | 1138 |
| C3j. Cost of living | 9.2% | 11.7% | 29.7% | 32.3% | 17.1% | 1129 |
| C3k. Quality of life | 2.9% | 3.5% | 12.7% | 36.6% | 44.3% | 1132 |
| C3l. Long-term career path in IT | 9.7% | 11.9% | 26.8% | 28.4% | 23.2% | 1129 |
| C3m. Long-term career path outside IT | 26.3% | 20.7% | 29.2% | 15.8% | 8.0% | 1007 |
| C3n. Work hours | 3.6% | 7.3% | 28.3% | 36.3% | 24.5% | 1136 |
| C3o. My boss/leadership | 5.8% | 7.0% | 18.1% | 31.1% | 38.0% | 1139 |
| C3p. My colleagues | 2.5% | 4.0% | 18.8% | 43.1% | 31.6% | 1146 |
| C3q. My staff | 2.4% | 3.8% | 18.5% | 36.9% | 38.4% | 1128 |
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| N/A removed. | | | | | | |

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| **C4. Importance of Working in Higher Education (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Strongly disagree |  | 7.1% | 6.3% | 7.7% | 8.3% | 11.0% | 8.1% | 4.9% |
| Disagree |  | 10.6% | 11.5% | 10.3% | 10.5% | 13.7% | 10.8% | 16.0% |
| Neutral |  | 29.4% | 34.4% | 31.8% | 28.5% | 24.7% | 29.5% | 31.3% |
| Agree |  | 25.9% | 32.3% | 28.7% | 33.8% | 37.0% | 32.2% | 34.7% |
| Strongly agree |  | 27.1% | 15.6% | 21.5% | 19.0% | 13.7% | 19.4% | 13.2% |
| n |  | 85 | 96 | 195 | 554 | 73 | 1003 | 144 |
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| **C5. Pursuing Opportunities Outside Current Institution (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Greatly decreased |  | 10.8% | 5.2% | 3.1% | 5.6% | 9.6% | 5.8% | 8.5% |
| Decreased |  | 19.3% | 11.5% | 12.3% | 14.8% | 11.0% | 14.1% | 14.8% |
| Not changed |  | 36.1% | 54.2% | 45.6% | 47.4% | 60.3% | 47.7% | 47.9% |
| Increased |  | 25.3% | 22.9% | 28.2% | 23.3% | 12.3% | 23.6% | 23.2% |
| Greatly increased |  | 8.4% | 6.3% | 10.8% | 8.9% | 6.8% | 8.8% | 5.6% |
| n |  | 83 | 96 | 195 | 549 | 73 | 996 | 142 |
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| Decline removed. | | | | | | | | |

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| **C6. Years at Current Institution (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year | |  | 0.0% | 0.0% | 0.0% | 0.0% | 1.4% | 0.1% | 0.0% |
| 1–4 years | |  | 30.6% | 22.9% | 19.1% | 13.3% | 13.7% | 16.8% | 11.1% |
| 5–9 years | |  | 22.4% | 18.8% | 20.6% | 18.0% | 17.8% | 18.9% | 24.3% |
| 10–14 years | |  | 15.3% | 24.0% | 21.1% | 23.2% | 21.9% | 22.1% | 24.3% |
| 15–19 years | |  | 17.6% | 21.9% | 12.9% | 17.1% | 20.5% | 17.0% | 11.8% |
| 20 or more years | |  | 14.1% | 12.5% | 26.3% | 28.4% | 24.7% | 25.0% | 28.5% |
| n | |  | 85 | 96 | 194 | 556 | 73 | 1004 | 144 |
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| **C7. Years in Higher Education (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year | |  | 1.2% | 1.0% | 0.0% | 0.2% | 0.0% | 0.3% | 0.7% |
| 1–4 years | |  | 15.5% | 7.3% | 9.3% | 5.4% | 4.2% | 7.1% | 7.6% |
| 5–9 years | |  | 22.6% | 15.6% | 19.6% | 13.3% | 19.4% | 16.0% | 18.8% |
| 10–14 years | |  | 19.0% | 24.0% | 22.2% | 25.9% | 22.2% | 24.2% | 30.6% |
| 15–19 years | |  | 25.0% | 21.9% | 15.5% | 21.4% | 18.1% | 20.4% | 13.2% |
| 20 or more years | |  | 16.7% | 30.2% | 33.5% | 33.8% | 36.1% | 32.1% | 29.2% |
| n | |  | 84 | 96 | 194 | 556 | 72 | 1002 | 144 |
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| **Managers: Section D** | | | | | | | | | |
| **D1. Professional Activities in Past Two Years (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| D1a. Attended a conference focused on higher education IT | | 67.1% | 82.3% | 82.7% | 75.7% | 83.6% | 77.5% | 81.3% |
| D1b. Attended a general IT conference without a particular focus on higher education | | 37.6% | 29.2% | 36.2% | 43.0% | 37.0% | 39.5% | 55.6% |
| D1c. Attended a non-IT conference | | 31.8% | 25.0% | 33.2% | 31.3% | 34.2% | 31.3% | 36.8% |
| D1d. Taken formal technical training classes | | 40.0% | 30.2% | 33.7% | 32.6% | 28.8% | 32.9% | 40.3% |
| D1e. Participated in formal management development programs | | 35.3% | 25.0% | 34.2% | 49.3% | 39.7% | 42.1% | 47.9% |
| D1f. Engaged in informal peer networking | | 72.9% | 79.2% | 71.4% | 78.4% | 71.2% | 76.1% | 70.8% |
| D1g. Engaged in formal peer networking (as part of an organized group, consortium, etc.) | | 40.0% | 50.0% | 49.0% | 49.5% | 43.8% | 48.2% | 47.2% |
| D1h. Read about current IT news/developments | | 94.1% | 93.8% | 95.9% | 94.6% | 93.2% | 94.6% | 93.8% |
| D1i. Read about current higher education news/developments | | 89.4% | 92.7% | 90.8% | 86.0% | 83.6% | 87.7% | 89.6% |
| D1j. Authored or co-authored a professional article, book, or book chapter | | 9.4% | 6.3% | 12.2% | 13.5% | 11.0% | 12.0% | 11.1% |
| D1k. Created or contributed to a blog or online discussion group | | 21.2% | 36.5% | 34.2% | 35.1% | 31.5% | 33.6% | 35.4% |
| D1l. Obtained advice from a mentor | | 45.9% | 57.3% | 50.0% | 54.3% | 50.7% | 52.8% | 48.6% |
| D1m. Taught IT seminars, classes, or courses (for credit or professional development) | | 32.9% | 21.9% | 28.1% | 24.8% | 23.3% | 25.7% | 22.9% |
| D1n. Delivered a presentation at or outside of my institution | | 43.5% | 51.0% | 56.1% | 61.9% | 56.2% | 57.8% | 66.7% |
| D1o. Completed a “stretch” assignment outside my role or outside my annual goals | | 28.2% | 31.3% | 36.7% | 37.9% | 28.8% | 35.6% | 27.1% |
| D1p. Earned a certification (e.g., PMP, ITIL) | | 10.6% | 8.3% | 13.3% | 19.4% | 16.4% | 16.2% | 24.3% |
| D1q. None of the above | | 0.0% | 0.0% | 0.0% | 0.4% | 1.4% | 0.3% | 0.0% |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D2. Items Contributing to Professional Growth** | | | | | | | | |
|  |
|  | | Not at all (1) | 2 | 3 | 4 | Greatly (5) | n |
| D2a. Attending conferences focused on higher education IT | | 1.0% | 3.4% | 14.2% | 38.4% | 42.9% | 1158 |
| D2b. Attending general IT conferences without a particular focus on higher education | | 1.9% | 8.4% | 31.4% | 37.7% | 20.6% | 1126 |
| D2c. Attending non-IT conferences | | 5.2% | 19.7% | 39.7% | 25.0% | 10.4% | 1085 |
| D2d. Taking formal technical training classes | | 4.2% | 15.8% | 26.8% | 32.1% | 21.1% | 1117 |
| D2e. Participating in formal management development programs | | 2.5% | 6.0% | 21.0% | 39.3% | 31.3% | 1126 |
| D2f. Engaging in informal peer networking | | 0.7% | 3.7% | 21.0% | 41.7% | 32.8% | 1145 |
| D2g. Engaging in formal peer networking (as part of an organized group, consortium, etc.) | | 1.0% | 5.5% | 24.4% | 42.3% | 26.8% | 1136 |
| D2h. Reading about current IT news/developments | | 0.4% | 2.9% | 17.6% | 45.8% | 33.4% | 1154 |
| D2i. Reading about current higher education news/developments | | 0.9% | 4.0% | 21.2% | 42.6% | 31.3% | 1142 |
| D2j. Writing articles, books, or book chapters | | 10.8% | 25.1% | 33.9% | 19.7% | 10.5% | 990 |
| D2k. Creating or contributing to blogs or online discussion groups | | 9.2% | 19.9% | 39.9% | 23.8% | 7.2% | 1060 |
| D2l. Obtaining advice from a mentor | | 3.1% | 10.0% | 22.8% | 36.1% | 28.1% | 1105 |
| D2m. Teaching IT seminars, classes, or courses | | 8.5% | 15.8% | 27.0% | 33.4% | 15.3% | 1053 |
| D2n. Delivering presentations (at or outside my institution) | | 5.1% | 8.7% | 19.0% | 41.0% | 26.1% | 1110 |
| D2o. Meeting my annual performance goals | | 2.9% | 4.3% | 17.9% | 34.0% | 40.9% | 1120 |
| D2p. Completing “stretch” assignments outside my role or outside my annual goals | | 4.7% | 7.1% | 22.1% | 35.2% | 30.9% | 1068 |
| D2q. Earning certifications (e.g., PMP, ITIL) | | 10.7% | 18.1% | 29.4% | 26.1% | 15.7% | 1052 |
|  |
|  | | | | | | | | |
| N/A removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D3. Professional Activities Encouraged by Supervisor (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| D3a. Attend conferences focused on higher education IT | | 58.8% | 71.9% | 69.9% | 66.0% | 71.2% | 67.1% | 64.6% |
| D3b. Attend general IT conferences without a particular focus on higher education | | 34.1% | 31.3% | 40.3% | 38.5% | 34.2% | 37.5% | 43.1% |
| D3c. Attend non-IT conferences | | 21.2% | 16.7% | 21.9% | 24.6% | 19.2% | 22.7% | 21.5% |
| D3d. Take formal technical training classes | | 29.4% | 27.1% | 29.1% | 27.5% | 27.4% | 27.9% | 20.1% |
| D3e. Participate in formal management development programs | | 35.3% | 31.3% | 40.3% | 47.5% | 50.7% | 43.7% | 45.8% |
| D3f. Engage in informal peer networking | | 49.4% | 47.9% | 45.4% | 51.6% | 54.8% | 50.1% | 45.8% |
| D3g. Engage in formal peer networking (as part of an organized group, consortium, etc.) | | 27.1% | 42.7% | 38.3% | 40.3% | 37.0% | 38.8% | 34.7% |
| D3h. Read about current IT news/developments | | 45.9% | 54.2% | 51.0% | 49.8% | 53.4% | 50.4% | 48.6% |
| D3i. Read about current higher education news/developments | | 41.2% | 49.0% | 52.6% | 43.0% | 50.7% | 45.8% | 41.7% |
| D3j. Author or co-author professional articles, books, or book chapters | | 5.9% | 18.8% | 11.7% | 17.4% | 16.4% | 15.4% | 7.6% |
| D3k. Create or contribute to blogs or online discussion groups | | 11.8% | 15.6% | 14.3% | 18.0% | 17.8% | 16.5% | 13.2% |
| D3l. Obtain advice from a mentor | | 15.3% | 31.3% | 27.0% | 26.6% | 27.4% | 26.2% | 25.0% |
| D3m. Teach IT seminars, classes, or courses (for credit or professional development) | | 17.6% | 13.5% | 17.9% | 18.5% | 23.3% | 18.2% | 11.1% |
| D3n. Deliver presentations at or outside of my institution | | 25.9% | 37.5% | 36.7% | 47.5% | 41.1% | 42.1% | 38.2% |
| D3o. Complete a “stretch” assignments outside my role or outside my annual goals | | 17.6% | 20.8% | 30.6% | 35.3% | 24.7% | 30.7% | 20.1% |
| D3p. Earn a certification (e.g., PMP, ITIL) | | 4.7% | 9.4% | 11.7% | 11.3% | 13.7% | 10.8% | 16.0% |
| D3q. None of the above | | 15.3% | 9.4% | 14.8% | 15.8% | 13.7% | 14.8% | 18.1% |
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| **D4. Skills for Success** | | | | | | | | |
|  |
|  | | Not at all important (1) | 2 | 3 | 4 | Very important (5) | n |
| D4a. Ability to communicate effectively | | 0.0% | 0.1% | 1.0% | 9.9% | 89.0% | 1156 |
| D4b. Ability to influence others | | 0.1% | 0.5% | 5.5% | 27.1% | 66.8% | 1155 |
| D4c. Ability to negotiate | | 0.1% | 0.8% | 8.1% | 30.8% | 60.2% | 1151 |
| D4d. Strategic thinking and planning | | 0.1% | 0.5% | 3.4% | 21.5% | 74.5% | 1151 |
| D4e. Technical proficiency | | 0.6% | 6.2% | 30.4% | 35.4% | 27.3% | 1154 |
| D4f. Ability to manage complex projects | | 0.3% | 0.6% | 7.4% | 31.6% | 60.1% | 1155 |
| D4g. Ability to manage processes | | 0.0% | 1.1% | 9.1% | 39.1% | 50.7% | 1153 |
| D4h. Ability to manage services | | 0.1% | 2.5% | 12.0% | 36.3% | 49.0% | 1148 |
| D4i. Ability to manage vendors | | 2.3% | 7.4% | 23.1% | 35.4% | 31.8% | 1137 |
| D4j. Ability to manage complex budgets | | 4.8% | 10.7% | 22.0% | 30.1% | 32.4% | 1122 |
| D4k. Ability to manage my boss | | 1.9% | 5.9% | 19.7% | 36.4% | 36.0% | 1132 |
| D4l. Ability to manage my staff | | 0.2% | 0.7% | 4.3% | 28.5% | 66.3% | 1142 |
| D4m. Ability to manage other relationships within my institution | | 0.3% | 1.3% | 7.1% | 30.8% | 60.6% | 1144 |
| D4n. Ability to manage relationships outside my institution | | 2.9% | 8.8% | 28.1% | 33.9% | 26.3% | 1136 |
| D4o. Understanding non-IT business processes and operations | | 0.5% | 2.4% | 12.8% | 36.9% | 47.5% | 1145 |
| D4p. Ability to use data to make decisions, plan, manage, etc. | | 0.2% | 1.3% | 7.7% | 34.6% | 56.2% | 1149 |
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| N/A removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D5. Proficiency** | | | | | | | | |
|  |
|  | | Very low | Low | Medium | High | Very high | n |
| D5a. Ability to communicate effectively | | 0.0% | 0.3% | 9.1% | 49.5% | 41.2% | 1159 |
| D5b. Ability to influence others | | 0.3% | 2.2% | 23.2% | 52.6% | 21.7% | 1159 |
| D5c. Ability to negotiate | | 0.3% | 3.2% | 28.8% | 47.3% | 20.4% | 1156 |
| D5d. Strategic thinking and planning | | 0.0% | 1.2% | 16.1% | 44.4% | 38.2% | 1153 |
| D5e. Technical proficiency | | 0.3% | 5.2% | 35.4% | 37.1% | 22.0% | 1157 |
| D5f. Ability to manage complex projects | | 0.0% | 2.9% | 21.5% | 46.7% | 28.9% | 1154 |
| D5g. Ability to manage processes | | 0.2% | 1.6% | 20.2% | 48.2% | 29.8% | 1156 |
| D5h. Ability to manage services | | 0.1% | 2.1% | 19.5% | 47.6% | 30.7% | 1151 |
| D5i. Ability to manage vendors | | 1.0% | 7.1% | 31.1% | 39.0% | 21.8% | 1127 |
| D5j. Ability to manage complex budgets | | 2.4% | 11.1% | 30.6% | 34.4% | 21.5% | 1109 |
| D5k. Ability to manage my boss | | 3.2% | 7.5% | 36.8% | 42.5% | 10.0% | 1114 |
| D5l. Ability to manage staff | | 0.2% | 1.5% | 16.2% | 52.4% | 29.8% | 1144 |
| D5m. Ability to manage other relationships within my institution | | 0.1% | 2.2% | 19.9% | 51.6% | 26.3% | 1146 |
| D5n. Ability to manage relationships outside my institution | | 0.6% | 5.2% | 29.6% | 44.7% | 19.8% | 1125 |
| D5o. Understanding non-IT business processes and operations | | 0.3% | 2.2% | 22.7% | 45.3% | 29.5% | 1149 |
| D5p. Ability to use data to make decisions, plan, manage, etc. | | 0.2% | 1.7% | 18.9% | 47.4% | 31.8% | 1146 |
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| Don't know removed. | | | | | | | | |

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| **D6. Obstacles to Effectiveness** | | | | | | | | |
|  |
|  | | Not an obstacle (1) | 2 | 3 | 4 | Big obstacle (5) | n |
| D6a. Gaps in my management skills | | 27.6% | 30.7% | 25.4% | 14.0% | 2.3% | 1142 |
| D6b. Gaps in my technical skills | | 29.7% | 38.4% | 22.5% | 8.2% | 1.2% | 1146 |
| D6c. Gaps in my communication skills | | 36.4% | 36.3% | 17.6% | 8.1% | 1.6% | 1142 |
| D6d. Gaps in my service, process, change, project management, or related skills | | 28.7% | 37.0% | 24.6% | 8.6% | 1.1% | 1136 |
| D6e. The unstable economy | | 20.9% | 19.9% | 25.0% | 20.8% | 13.3% | 1119 |
| D6f. Overly broad job responsibilities | | 15.3% | 20.2% | 24.5% | 26.2% | 13.9% | 1140 |
| D6g. Insufficient financial resources | | 8.1% | 15.2% | 24.2% | 27.6% | 24.9% | 1139 |
| D6h. Insufficient staff resources (in my specific function) | | 7.5% | 12.9% | 20.1% | 31.7% | 27.8% | 1138 |
| D6i. Insufficient IT staff resources (in general) | | 6.5% | 12.4% | 22.5% | 32.9% | 25.7% | 1143 |
| D6j. Insufficient staff resources in business units I support | | 10.9% | 18.1% | 30.4% | 26.6% | 14.1% | 1110 |
| D6k. Lack of clear, consistent goals for me or my specific area of IT | | 17.7% | 26.3% | 21.0% | 18.2% | 16.8% | 1140 |
| D6m. Lack of clear, consistent goals for IT overall | | 14.9% | 21.6% | 24.2% | 20.8% | 18.6% | 1137 |
| D6n. Institutional leadership’s lack of interest in (or understanding of) IT | | 13.2% | 18.9% | 21.9% | 22.5% | 23.5% | 1140 |
| D6o. Lack of cooperation among colleagues in IT | | 18.1% | 27.9% | 24.4% | 17.6% | 12.0% | 1143 |
| D6p. Lack of cooperation among colleagues outside IT | | 11.6% | 26.0% | 29.7% | 22.5% | 10.2% | 1142 |
| D6q. Insufficient support from human resources | | 19.0% | 25.2% | 24.8% | 15.7% | 15.3% | 1117 |
| D6r. Insufficient authority | | 16.3% | 28.2% | 22.9% | 18.0% | 14.5% | 1133 |
| D6s. Working too many hours | | 23.5% | 24.7% | 24.6% | 16.3% | 10.9% | 1129 |
| D6t. Poor fit with institutional culture | | 47.0% | 25.5% | 17.7% | 6.4% | 3.5% | 1100 |
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| N/A removed. | | | | | | | | |

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| **D7. Manager Behaviors** | | | | | | | | |
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|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| D7a. Provides feedback on a regular basis regarding my job performance | | 11.0% | 15.4% | 19.0% | 36.5% | 18.1% | 1151 |
| D7b. Deals with conflict when it arises | | 7.5% | 14.2% | 17.0% | 41.1% | 20.1% | 1144 |
| D7c. Creates an atmosphere in which I feel free to speak openly | | 6.7% | 8.7% | 10.8% | 34.6% | 39.3% | 1153 |
| D7d. Keeps me informed about things that affect my job | | 7.0% | 11.6% | 16.8% | 38.3% | 26.3% | 1149 |
| D7e. Provides me with a formal written review on at least an annual basis | | 10.0% | 8.9% | 9.1% | 32.9% | 39.1% | 1119 |
| D7f. Meets with me at least annually to discuss my compensation | | 21.5% | 20.5% | 16.6% | 21.5% | 19.9% | 1102 |
| D7g. Is actively involved in my professional growth and skills development | | 15.5% | 18.0% | 27.1% | 27.3% | 12.2% | 1141 |
| D7h. Sets clear and consistent goals | | 11.5% | 17.1% | 26.6% | 33.4% | 11.5% | 1144 |
| D7i. Eliminates obstacles to success when possible | | 7.3% | 9.9% | 20.1% | 44.0% | 18.7% | 1147 |
| D7j. Helps me prioritize my work to ensure I am working on the right things | | 10.2% | 18.2% | 29.3% | 31.4% | 11.0% | 1138 |
| D7k. Ensures I have a reasonable workload | | 13.4% | 21.9% | 35.9% | 21.6% | 7.2% | 1138 |
| D7l. Fosters collegiality and teamwork | | 8.1% | 9.9% | 17.7% | 37.3% | 27.1% | 1146 |
| D7m. Celebrates team and individual successes | | 8.7% | 9.2% | 20.8% | 36.6% | 24.7% | 1137 |
| D7n. Makes it safe to fail and possible to learn and grow from failure | | 9.9% | 10.7% | 23.5% | 35.2% | 20.7% | 1131 |
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| Don't know removed. | | | | | | | | |

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| **D8. Attitudes about Current Position\*** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| D8a. I am compensated fairly | | 9.2% | 21.8% | 22.4% | 37.7% | 9.0% | 1158 |
| D8.b I am highly motivated to perform my duties | | 2.9% | 5.6% | 15.7% | 52.6% | 23.1% | 1155 |
| D8c. My personal career goals are attainable | | 1.6% | 6.0% | 19.8% | 55.1% | 17.5% | 1154 |
| D8d. I am recognized for the value I add to the organization in ways aside from regular financial compensation | | 7.4% | 15.9% | 21.9% | 41.6% | 13.2% | 1155 |
| D8e. The demands placed upon me by my supervisor/director are reasonable and manageable | | 3.6% | 13.6% | 27.8% | 45.6% | 9.3% | 1158 |
| D8f. I know what is expected of me at work | | 2.5% | 9.0% | 19.9% | 55.7% | 12.9% | 1158 |
| D8g. I have the materials and equipment I need to do my work well | | 3.4% | 14.4% | 24.0% | 47.4% | 10.8% | 1155 |
| D8h. I have the opportunity to do what I do best every day | | 3.5% | 13.9% | 25.7% | 45.3% | 11.7% | 1157 |
| D8i. In the past seven days, I have received recognition or praise for doing good work | | 17.0% | 24.2% | 16.1% | 31.6% | 11.1% | 1157 |
| D8j. Someone at work cares about me as a person | | 2.7% | 4.7% | 14.7% | 50.1% | 27.8% | 1155 |
| D8k. Someone at work encourages my development | | 5.1% | 14.5% | 24.0% | 40.1% | 16.3% | 1156 |
| D8l. At work, my opinions count | | 2.8% | 5.3% | 15.5% | 52.1% | 24.2% | 1159 |
| D8m. The mission/purpose of my institution makes me feel my job is important | | 3.7% | 8.8% | 17.5% | 44.5% | 25.5% | 1151 |
| D8n. My co-workers are committed to doing quality work | | 1.7% | 6.9% | 20.3% | 50.6% | 20.5% | 1154 |
| D8o. I have a best friend at work | | 16.2% | 24.5% | 25.5% | 23.7% | 10.1% | 1156 |
| D8p. In the past six months, someone at work has talked to me about my progress | | 11.9% | 18.6% | 19.9% | 38.7% | 10.9% | 1153 |
| D8q. This past year, I have had opportunities at work to learn and grow | | 4.4% | 7.2% | 13.0% | 53.9% | 21.4% | 1153 |
| D8r. Overall, I am satisfied with my current position | | 4.9% | 8.3% | 22.6% | 46.8% | 17.4% | 1155 |
|  |
| \***Items f-q were adapted from Buckingham & Coffman, 1999.** | | | | | | | | |

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| **Managers: Section E** | | | | | | | | | |
| **E1. Centralization of IT (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Highly centralized | |  | 34.5% | 39.6% | 28.6% | 7.1% | 18.1% | 17.6% | 27.1% |
| Centralized | |  | 51.2% | 47.9% | 50.0% | 30.3% | 43.1% | 38.5% | 41.4% |
| Balanced | |  | 7.1% | 5.2% | 11.5% | 28.5% | 25.0% | 20.9% | 14.3% |
| Decentralized | |  | 6.0% | 5.2% | 8.9% | 22.5% | 9.7% | 15.8% | 10.7% |
| Highly decentralized | |  | 1.2% | 2.1% | 1.0% | 11.5% | 4.2% | 7.2% | 6.4% |
| n | |  | 84 | 96 | 192 | 547 | 72 | 991 | 140 |
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| Don't know removed. | | | | | | | | | |

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| **E2. Central IT Organization** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| E2a. The central IT organization is perceived as delivering high-quality services | | 5.7% | 17.1% | 23.8% | 43.5% | 9.9% | 1149 |
| E2b. My institution’s central IT planning process is broadly inclusive and well understood | | 12.3% | 31.5% | 31.6% | 20.4% | 4.1% | 1142 |
| E2c. The central IT organization has a reputation for being forward-thinking in the use of IT | | 9.4% | 24.1% | 31.3% | 27.2% | 8.0% | 1134 |
| E2d. Central IT staff workload has increased in the past 12 months | | 1.2% | 3.4% | 8.0% | 39.9% | 47.6% | 1104 |
| E2e. The central IT organization experiences low levels of voluntary turnover | | 7.2% | 19.5% | 20.8% | 35.4% | 17.2% | 1084 |
| E2f. The central IT organization is able to recruit the professional staff it requires | | 16.2% | 34.3% | 24.6% | 21.5% | 3.4% | 1098 |
| E2g. Staff development is a strength of the central IT organization | | 13.0% | 29.9% | 27.4% | 22.2% | 7.5% | 1094 |
| E2h. Morale in central IT is high | | 15.3% | 26.8% | 33.7% | 20.2% | 4.1% | 1108 |
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|  | | | | | | | | |
| Don't know removed. | | | | | | | | |

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| **Managers: Section F** |
| **F1. Previous Roles (by Carnegie Classification)** |
|  |
|  | Carnegie Classification | | | | | | | | | | | | | |
| AA | | BA | | MA | | DR | | Other | | All U.S. | | Int’l | |
| Management |  | 61.2% | | 70.8% | | 68.6% | | 65.5% | | 71.2% | | 66.6% | | 66.4% | |
| Not management |  | 38.8% | | 29.2% | | 31.4% | | 34.5% | | 28.8% | | 33.4% | | 33.6% | |
| n |  | 85 | | 96 | | 194 | | 550 | | 73 | | 998 | | 143 | |
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| **F2. Central IT Staffing** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| F2a. We are unable to create needed IT positions | | 3.0% | 19.6% | 18.9% | 39.1% | 19.4% | 1088 |
| F2b. Hiring for open, needed IT positions has been suspended | | 13.6% | 41.3% | 15.9% | 18.7% | 10.5% | 1104 |
| F2c. I anticipate that in the next three years, outsourcing will serve to reduce the number of IT positions at my institution | | 8.7% | 32.1% | 26.5% | 24.8% | 8.0% | 1069 |
| F2d. I anticipate that in the next three years, cloud resources will serve to reduce the number of IT positions at my institution | | 6.8% | 29.7% | 25.4% | 29.0% | 9.0% | 1086 |
| F2e. I believe that in the next three years, the role of distributed IT will shrink and IT will become increasingly centralized | | 5.1% | 18.7% | 27.0% | 37.6% | 11.6% | 1083 |
| F2f. Human resources (HR) is supportive of IT in its hiring efforts | | 8.4% | 17.6% | 29.4% | 37.1% | 7.4% | 1066 |
| F2g. HR is supportive of IT in its retention efforts | | 10.9% | 20.5% | 30.6% | 31.9% | 6.0% | 1061 |
| F2h. HR is a resource for creating staffing strategies for campus technology needs | | 20.1% | 35.9% | 26.7% | 14.5% | 2.8% | 1048 |
| F2.i HR is a resource for finding new IT talent | | 25.2% | 37.0% | 23.0% | 13.0% | 1.9% | 1080 |
| F2j. HR is a resource for repurposing or retraining IT staff | | 27.1% | 40.2% | 22.6% | 9.2% | 0.9% | 1066 |
| F2k. HR is a resource for change management (reorganization) in IT | | 26.9% | 38.3% | 21.0% | 11.7% | 2.1% | 1060 |
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| Don't know removed. | | | | | | | | |

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| **F4. Factors in Maintaining Workforce** | | | | | | |
|  |
|  | Not at all important (1) | 2 | 3 | 4 | Very important (5) | n |
| F4a. Job sharing | 19.1% | 18.4% | 34.2% | 22.0% | 6.3% | 1136 |
| F4b. Outsourcing systems/applications | 10.2% | 21.1% | 34.9% | 27.5% | 6.4% | 1140 |
| F4c. Outsourcing services/functions | 10.9% | 21.1% | 34.2% | 28.0% | 5.8% | 1139 |
| F4d. Flex time | 3.6% | 8.6% | 22.3% | 43.1% | 22.4% | 1146 |
| F4e. Telecommuting | 5.2% | 12.8% | 22.9% | 37.7% | 21.4% | 1144 |
| F4f. Competitive compensation | 1.0% | 1.9% | 10.0% | 38.9% | 48.3% | 1144 |
| F4g. Expanded professional development opportunities | 0.5% | 3.0% | 16.7% | 54.6% | 25.2% | 1143 |
| F4h. More varied job assignments | 2.1% | 10.0% | 39.7% | 37.7% | 10.5% | 1145 |
| F4i. Adequate staff backups | 0.7% | 4.8% | 27.7% | 48.0% | 18.8% | 1142 |
| F4j. Additional staff positions | 1.0% | 6.4% | 26.4% | 42.4% | 23.9% | 1140 |
| F4k. Additional budgetary resources | 0.7% | 3.1% | 21.5% | 45.8% | 29.0% | 1145 |
| F4l. More use of student employees | 7.4% | 21.7% | 38.9% | 24.2% | 7.8% | 1140 |
| F4m. More use of contract employees | 13.5% | 32.8% | 35.3% | 14.8% | 3.5% | 1139 |
| F4n. Contracting with or re-employing retirees | 22.8% | 32.1% | 31.2% | 11.5% | 2.3% | 1143 |
| F4o. Discontinuing selected services | 6.7% | 13.3% | 32.5% | 32.2% | 15.4% | 1137 |
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| **F6. Time Allocation (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| F6a. Managing IT operations and services | | 49.5% | 51.5% | 48.7% | 46.9% | 43.7% | 47.7% | 43.9% |
| F6b. Planning and innovation within the IT organization | | 18.5% | 17.8% | 20.1% | 19.1% | 18.5% | 19.1% | 20.3% |
| F6c. Planning and innovation with business and academic units and governance bodies | | 12.6% | 11.5% | 11.1% | 11.9% | 14.1% | 11.9% | 13.7% |
| F6d. HR/staffing, including staff professional development | | 6.3% | 8.1% | 8.0% | 9.9% | 8.6% | 9.0% | 10.7% |
| F6e. Service to the IT profession | | 4.5% | 4.1% | 7.9% | 6.3% | 7.1% | 6.3% | 6.8% |
| F6f. Other | | 19.8% | 15.3% | 14.9% | 17.0% | 22.3% | 17.2% | 16.8% |
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| **Managers: Section H** | | | | | | | | | | |
| **H1. Age (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Under 18 years | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 19–24 years | |  | 0.0% | 0.0% | 0.0% | 0.2% | 0.0% | 0.1% | 0.0% |
| 25–34 years | |  | 8.9% | 8.9% | 10.2% | 5.9% | 2.8% | 7.0% | 7.9% |
| 35–44 years | |  | 24.1% | 28.9% | 23.0% | 26.7% | 18.1% | 25.3% | 26.4% |
| 45–54 years | |  | 34.2% | 35.6% | 37.4% | 35.8% | 40.3% | 36.3% | 39.3% |
| 55–64 years | |  | 31.6% | 26.7% | 26.2% | 28.6% | 36.1% | 28.8% | 25.7% |
| 65–74 years | |  | 1.3% | 0.0% | 3.2% | 2.8% | 2.8% | 2.5% | 0.7% |
| 75 years or older | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Decline to answer | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n | |  | 79 | 90 | 187 | 528 | 72 | 956 | 140 |
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| **H2. Gender (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Male |  | 73.8% | 69.5% | 62.4% | 65.3% | 68.6% | 66.1% | 77.5% |
| Female |  | 26.3% | 30.5% | 37.6% | 34.7% | 31.4% | 33.9% | 22.5% |
| n |  | 80 | 95 | 186 | 524 | 70 | 955 | 138 |
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| **H3. Ethnicity (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| American Indian/Native American/Alaska Native |  | 0.0% | 1.1% | 1.1% | 1.2% | 1.4% | 1.1% | 1.5% |
| Asian/Pacific Islander |  | 1.3% | 2.2% | 3.2% | 2.9% | 7.2% | 3.1% | 4.5% |
| Black/African American |  | 1.3% | 2.2% | 2.7% | 3.3% | 0.0% | 2.7% | 3.7% |
| Hispanic/Latino |  | 3.9% | 1.1% | 3.8% | 1.9% | 5.8% | 2.7% | 5.2% |
| White/Caucasian |  | 92.2% | 93.4% | 87.0% | 89.3% | 84.1% | 89.1% | 74.6% |
| Multiple |  | 1.3% | 0.0% | 2.2% | 0.8% | 1.4% | 1.1% | 3.0% |
| Other |  | 0.0% | 0.0% | 0.0% | 0.6% | 0.0% | 0.3% | 7.5% |
| n |  | 77 | 91 | 185 | 515 | 69 | 937 | 134 |
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| **H4. Highest Degree (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| High school diploma |  | 1.2% | 3.1% | 3.7% | 1.7% | 5.7% | 2.5% | 2.8% |
| Associate's |  | 11.1% | 10.4% | 4.2% | 2.0% | 4.3% | 4.2% | 3.5% |
| Bachelor's |  | 29.6% | 42.7% | 35.4% | 37.2% | 35.7% | 36.7% | 36.9% |
| Master's |  | 51.9% | 29.2% | 43.4% | 47.7% | 47.1% | 45.4% | 43.3% |
| Doctorate or equivalent terminal degree |  | 4.9% | 11.5% | 10.1% | 9.2% | 5.7% | 9.0% | 7.8% |
| Other |  | 1.2% | 3.1% | 3.2% | 2.2% | 1.4% | 2.3% | 5.7% |
| n |  | 81 | 96 | 189 | 543 | 70 | 979 | 141 |
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| **H5. Year of Highest Degree (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| 1960s |  | 0.0% | 0.0% | 0.5% | 0.6% | 2.9% | 0.6% | 0.0% |
| 1970s |  | 2.5% | 12.0% | 10.1% | 9.8% | 20.6% | 10.2% | 11.6% |
| 1980s |  | 20.0% | 19.6% | 20.2% | 24.2% | 27.9% | 22.9% | 21.7% |
| 1990s |  | 27.5% | 38.0% | 25.5% | 29.5% | 22.1% | 28.9% | 29.7% |
| 2000s |  | 32.5% | 19.6% | 30.9% | 26.5% | 13.2% | 26.3% | 24.6% |
| 2010s |  | 17.5% | 10.9% | 12.8% | 9.4% | 13.2% | 11.1% | 12.3% |
| n |  | 80 | 92 | 188 | 532 | 68 | 960 | 138 |
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| **Staff Respondents by Carnegie Class** | | | | | | | | | | |
|  |
|  | | AA | BA | MA | DR | Other | All U.S. | Int’l | n |
| Percentage | | 6.2% | 12.7% | 16.3% | 48.0% | 7.2% | 90.3% | 9.7% | 796 |
| n | | 49 | 100 | 130 | 380 | 57 | 716 | 76 |  |
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| **Staff: Section A** | | | | | | | | |
| **A1. Department (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Central IT |  | 77.6% | 75.0% | 73.1% | 70.8% | 68.4% | 72.1% | 81.6% |
| President/chancellor's office |  | 0.0% | 1.0% | 0.0% | 0.0% | 3.5% | 0.4% | 0.0% |
| Provost/academic affairs office |  | 0.0% | 3.0% | 0.8% | 1.1% | 0.0% | 1.1% | 0.0% |
| Executive vice chancellor/vice president's office |  | 2.0% | 0.0% | 0.8% | 0.8% | 0.0% | 0.7% | 0.0% |
| Business and financial affairs |  | 0.0% | 1.0% | 0.0% | 1.8% | 0.0% | 1.1% | 0.0% |
| Student affairs |  | 2.0% | 1.0% | 1.5% | 1.3% | 0.0% | 1.3% | 2.6% |
| Advancement/development |  | 0.0% | 0.0% | 1.5% | 0.3% | 0.0% | 0.4% | 2.6% |
| Research administration |  | 2.0% | 0.0% | 0.0% | 0.5% | 0.0% | 0.4% | 1.3% |
| Human resources |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 1.3% |
| Other administrative department/unit |  | 6.1% | 0.0% | 2.3% | 3.2% | 1.8% | 2.7% | 1.3% |
| Academic college/division/department |  | 4.1% | 5.0% | 8.5% | 5.8% | 10.5% | 6.4% | 1.3% |
| Library |  | 2.0% | 10.0% | 6.2% | 6.6% | 5.3% | 6.6% | 2.6% |
| Medical college/center |  | 0.0% | 0.0% | 0.0% | 1.8% | 1.8% | 1.1% | 0.0% |
| Other non-medical professional college/center |  | 0.0% | 0.0% | 0.0% | 0.3% | 1.8% | 0.3% | 0.0% |
| Other |  | 4.1% | 4.0% | 5.4% | 5.8% | 7.0% | 5.4% | 5.3% |
| n |  | 49 | 100 | 130 | 380 | 57 | 716 | 76 |
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| **A2. IT Domain (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Administration and management of IT |  | 16.3% | 7.9% | 12.4% | 14.1% | 14.0% | 13.1% | 21.1% |
| IT support services |  | 18.4% | 20.8% | 16.3% | 16.8% | 8.8% | 16.7% | 6.6% |
| Educational technology services |  | 8.2% | 23.8% | 15.5% | 12.6% | 17.5% | 14.8% | 9.2% |
| Research computing services |  | 2.0% | 0.0% | 0.0% | 1.3% | 7.0% | 1.4% | 1.3% |
| Data center |  | 2.0% | 0.0% | 1.6% | 1.0% | 1.8% | 1.1% | 0.0% |
| Communications infrastructure services |  | 4.1% | 5.0% | 3.9% | 5.8% | 3.5% | 5.0% | 1.3% |
| Enterprise infrastructure and services |  | 10.2% | 16.8% | 15.5% | 11.5% | 15.8% | 13.2% | 18.4% |
| Information security |  | 6.1% | 3.0% | 6.2% | 5.2% | 5.3% | 5.2% | 9.2% |
| Identity management |  | 0.0% | 0.0% | 1.6% | 4.7% | 0.0% | 2.8% | 1.3% |
| Information systems and applications |  | 22.4% | 16.8% | 17.1% | 15.7% | 10.5% | 16.2% | 18.4% |
| Other IT domain |  | 10.2% | 5.9% | 10.1% | 11.3% | 15.8% | 10.6% | 13.2% |
| n |  | 49 | 101 | 129 | 382 | 57 | 718 | 76 |
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| **A3. Employment Status (by Carnegie Classification)** | | | | | | | | |
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|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Permanent full-time employee |  | 93.9% | 95.0% | 96.1% | 95.3% | 93.0% | 95.1% | 88.3% |
| Temporary full-time employee |  | 2.0% | 1.0% | 0.0% | 0.8% | 1.8% | 0.8% | 3.9% |
| Permanent part-time employee |  | 0.0% | 1.0% | 2.3% | 2.4% | 3.5% | 2.1% | 5.2% |
| Temporary part-time employee |  | 0.0% | 2.0% | 0.8% | 1.1% | 1.8% | 1.1% | 0.0% |
| Contractor |  | 4.1% | 1.0% | 0.8% | 0.5% | 0.0% | 0.8% | 2.6% |
| n |  | 49 | 100 | 129 | 380 | 57 | 715 | 77 |
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| **A4. Job Title Category (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Leadership | |  | 12.2% | 5.9% | 7.7% | 8.9% | 19.3% | 9.3% | 15.6% |
| Applications professionals | |  | 8.2% | 8.9% | 12.3% | 13.4% | 7.0% | 11.7% | 7.8% |
| Database, client support, and network support professionals | |  | 24.5% | 28.7% | 19.2% | 15.4% | 17.5% | 18.8% | 6.5% |
| Systems support, security, and telecommunications professionals | |  | 12.2% | 17.8% | 17.7% | 16.0% | 7.0% | 15.6% | 24.7% |
| Instructional design/media professionals | |  | 12.2% | 18.8% | 18.5% | 11.0% | 14.0% | 13.8% | 10.4% |
| Other professionals | |  | 30.6% | 19.8% | 24.6% | 35.3% | 35.1% | 30.9% | 35.1% |
| n | |  | 49 | 101 | 130 | 382 | 57 | 719 | 77 |
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| **A5. Years in Current Position (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year |  | 8.2% | 4.0% | 5.4% | 4.2% | 12.3% | 5.3% | 10.4% |
| 1–4 years |  | 34.7% | 36.6% | 37.7% | 35.1% | 35.1% | 35.7% | 32.5% |
| 5–9 years |  | 20.4% | 29.7% | 32.3% | 25.7% | 21.1% | 26.7% | 28.6% |
| 10–14 years |  | 10.2% | 17.8% | 11.5% | 18.1% | 17.5% | 16.3% | 16.9% |
| 15–19 years |  | 16.3% | 5.9% | 8.5% | 9.2% | 8.8% | 9.0% | 6.5% |
| 20 or more years |  | 10.2% | 5.9% | 4.6% | 7.9% | 5.3% | 7.0% | 5.2% |
| n |  | 49 | 101 | 130 | 382 | 57 | 719 | 77 |
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| **A6. Salary (by Carnegie Classification)** | | | | | | | | |
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|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Under $50,000 |  | 12.1% | 25.0% | 25.5% | 11.9% | 20.5% | 17.2% |  |
| $50,000–$74,999 |  | 63.6% | 60.5% | 53.1% | 41.1% | 43.6% | 48.1% |  |
| $75,000–$99,999 |  | 24.2% | 11.8% | 18.4% | 32.8% | 23.1% | 25.5% |  |
| $100,000–$124,999 |  | 0.0% | 2.6% | 2.0% | 11.5% | 10.3% | 7.4% |  |
| $125,000–$149,999 |  | 0.0% | 0.0% | 0.0% | 1.6% | 2.6% | 1.0% |  |
| $150,000–$199,999 |  | 0.0% | 0.0% | 1.0% | 0.8% | 0.0% | 0.6% |  |
| More than $200,000 |  | 0.0% | 0.0% | 0.0% | 0.4% | 0.0% | 0.2% |  |
| n |  | 33 | 76 | 98 | 253 | 39 | 499 |  |
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| Permanent, full-time, U.S. employees only | | | | | | | | |

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| **A7. Current Position (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Replaced someone |  | 38.8% | 48.5% | 36.2% | 32.8% | 29.8% | 35.8% | 32.5% |
| Position created to provide additional capacity |  | 24.5% | 25.3% | 23.8% | 26.5% | 15.8% | 24.9% | 18.2% |
| Hired into a newly created role |  | 28.6% | 22.2% | 35.4% | 34.1% | 45.6% | 33.2% | 42.9% |
| Other |  | 8.2% | 4.0% | 4.6% | 6.6% | 8.8% | 6.1% | 6.5% |
| n |  | 49 | 99 | 130 | 381 | 57 | 716 | 77 |
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| **A8. Direct Reports (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| Yes |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n |  | 49 | 101 | 130 | 382 | 57 | 719 | 77 |
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| **Staff: Section B** | | | | | | | | |
| **B1. Professional IT Positions (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| B1a. K–12 educational institution | | 10.2% | 8.9% | 11.5% | 6.0% | 7.0% | 7.8% | 6.5% |
| B1b. Military | | 8.2% | 5.0% | 1.5% | 3.7% | 7.0% | 4.0% | 2.6% |
| B1c. Government | | 12.2% | 7.9% | 8.5% | 10.5% | 15.8% | 10.3% | 23.4% |
| B1d. Self-employment | | 20.4% | 21.8% | 9.2% | 15.2% | 5.3% | 14.6% | 18.2% |
| B1e. Private industry | | 55.1% | 38.6% | 42.3% | 45.3% | 31.6% | 43.4% | 40.3% |
| B1f. Nonprofit organization | | 8.2% | 21.8% | 13.1% | 13.6% | 12.3% | 14.2% | 10.4% |
| B1g. Other | | 14.3% | 16.8% | 13.1% | 12.8% | 17.5% | 13.9% | 16.9% |
| B1h. No previous positions | | 20.4% | 21.8% | 29.2% | 23.8% | 29.8% | 24.8% | 22.1% |
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| **B2. Previous Position in IT (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No |  | 7.9% | 13.5% | 14.4% | 16.2% | 16.2% | 14.9% | 15.5% |
| Yes |  | 92.1% | 86.5% | 85.6% | 83.8% | 83.8% | 85.1% | 84.5% |
| n |  | 38 | 74 | 90 | 272 | 37 | 511 | 58 |
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| **B3. Non-IT Professional Positions in Higher Education (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| B3a. Central IT | | 4.1% | 5.0% | 3.1% | 5.5% | 5.3% | 4.9% | 3.9% |
| B3b. President/chancellor’s office | | 2.0% | 0.0% | 0.0% | 0.5% | 0.0% | 0.4% | 0.0% |
| B3c. Provost/academic affairs office | | 2.0% | 4.0% | 0.0% | 0.5% | 0.0% | 1.0% | 0.0% |
| B3d. Executive vice chancellor/vice president’s office | | 0.0% | 0.0% | 0.0% | 0.5% | 0.0% | 0.3% | 0.0% |
| B3e. Business and financial affairs | | 0.0% | 2.0% | 1.5% | 2.9% | 7.0% | 2.6% | 0.0% |
| B3f. Student affairs | | 4.1% | 5.0% | 3.1% | 2.4% | 8.8% | 3.5% | 1.3% |
| B3g. Advancement/development | | 2.0% | 0.0% | 0.0% | 1.3% | 3.5% | 1.1% | 1.3% |
| B3h. Research administration | | 2.0% | 0.0% | 0.0% | 1.3% | 1.8% | 1.0% | 2.6% |
| B3i. Human resources | | 0.0% | 3.0% | 0.8% | 0.5% | 1.8% | 1.0% | 0.0% |
| B3j. Other administrative department/unit | | 8.2% | 5.9% | 9.2% | 3.7% | 7.0% | 5.6% | 3.9% |
| B3k. Academic college/division/department | | 2.0% | 9.9% | 12.3% | 13.4% | 7.0% | 11.4% | 10.4% |
| B3l. Library | | 2.0% | 10.9% | 4.6% | 6.5% | 0.0% | 6.0% | 1.3% |
| B3m. Medical college/center | | 0.0% | 2.0% | 0.8% | 0.5% | 1.8% | 0.8% | 0.0% |
| B3n. Other non-medical professional college/center | | 2.0% | 0.0% | 0.0% | 0.5% | 0.0% | 0.4% | 0.0% |
| B3o. Other | | 2.0% | 5.9% | 3.8% | 4.7% | 7.0% | 4.7% | 3.9% |
| B3p. None of the above | | 71.4% | 50.5% | 63.1% | 62.0% | 61.4% | 61.2% | 67.5% |
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| **Staff: Section C** | | | | | | | | |
| **C1. Institution's Financial Situation (Past Three Years) (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Worsened greatly |  | 15.9% | 8.2% | 19.2% | 15.3% | 14.5% | 15.0% | 14.1% |
| Worsened somewhat |  | 54.5% | 30.9% | 38.3% | 35.5% | 40.0% | 37.0% | 43.7% |
| Stayed about the same |  | 20.5% | 30.9% | 29.2% | 24.6% | 23.6% | 26.0% | 29.6% |
| Improved somewhat |  | 4.5% | 29.9% | 11.7% | 22.1% | 16.4% | 19.8% | 9.9% |
| Improved greatly |  | 4.5% | 0.0% | 1.7% | 2.5% | 5.5% | 2.3% | 2.8% |
| n |  | 44 | 97 | 120 | 366 | 55 | 682 | 71 |
|  |
|  | | | | | | | | |
| Don't know removed. | | | | | | | | |

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| **C2. Institution's Financial Situation (Next Three Years) (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Worsen greatly | |  | 4.3% | 2.1% | 6.7% | 3.3% | 5.4% | 4.0% | 10.8% |
| Worsen somewhat | |  | 21.7% | 13.5% | 29.4% | 25.1% | 19.6% | 23.5% | 36.5% |
| Stay about the same | |  | 50.0% | 39.6% | 30.3% | 38.3% | 39.3% | 37.9% | 37.8% |
| Improve somewhat | |  | 17.4% | 42.7% | 32.8% | 30.6% | 30.4% | 31.8% | 10.8% |
| Improve greatly | |  | 6.5% | 2.1% | 0.8% | 2.8% | 5.4% | 2.8% | 4.1% |
| n | |  | 46 | 96 | 119 | 363 | 56 | 680 | 74 |
|  |
|  | | | | | | | | | |
| Don't know removed. | | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C3. Factors Keeping You at Current Institution** | | | | | | | | |
|  |
|  | | Not at all important (1) | 2 | 3 | 4 | Very important (5) | n |
| C3a. Monetary compensation | | 2.3% | 6.1% | 24.3% | 37.2% | 30.2% | 799 |
| C3b. Benefits | | 0.9% | 2.5% | 9.9% | 32.2% | 54.5% | 796 |
| C3c. Geographic location | | 4.9% | 5.1% | 19.5% | 30.7% | 39.8% | 791 |
| C3d. Reputation of the institution for academic excellence | | 7.5% | 13.5% | 33.0% | 30.7% | 15.2% | 784 |
| C3e. Reputation of the institution for technological excellence | | 10.6% | 15.5% | 32.6% | 29.6% | 11.7% | 786 |
| C3f. Reputation of the institution as a good place to work | | 5.4% | 9.7% | 26.7% | 32.1% | 26.2% | 783 |
| C3g. Opportunity to build my technical skills | | 3.6% | 6.0% | 19.2% | 39.9% | 31.3% | 786 |
| C3h. Opportunity to build my management skills | | 9.7% | 14.4% | 23.2% | 28.3% | 24.5% | 764 |
| C3i. Opportunity to build my leadership skills | | 7.4% | 12.0% | 22.0% | 29.8% | 28.9% | 769 |
| C3j. Cost of living | | 7.6% | 10.6% | 32.0% | 31.5% | 18.3% | 785 |
| C3k. Quality of life | | 3.3% | 2.8% | 15.1% | 34.7% | 44.1% | 784 |
| C3l. Long-term career path in IT | | 11.8% | 10.3% | 25.3% | 30.9% | 21.7% | 774 |
| C3m. Long-term career path outside IT | | 25.5% | 21.6% | 28.2% | 16.6% | 8.0% | 721 |
| C3n. Work hours | | 1.6% | 4.9% | 19.9% | 36.6% | 36.9% | 793 |
| C3o. My boss/leadership | | 8.8% | 6.7% | 16.1% | 31.3% | 37.2% | 796 |
| C3p. My colleagues | | 2.3% | 5.2% | 20.2% | 37.1% | 35.2% | 792 |
| C3q. My staff | | 14.1% | 10.1% | 30.1% | 26.5% | 19.2% | 355 |
|  |
|  | | | | | | | | |
| N/A removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C4. Importance of Working in Higher Education (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Strongly disagree |  | 10.2% | 7.9% | 7.0% | 7.9% | 1.8% | 7.4% | 5.2% |
| Disagree |  | 10.2% | 14.9% | 15.6% | 13.9% | 17.5% | 14.4% | 15.6% |
| Neutral |  | 44.9% | 24.8% | 34.4% | 33.0% | 38.6% | 33.3% | 32.5% |
| Agree |  | 22.4% | 33.7% | 28.9% | 31.7% | 29.8% | 30.7% | 26.0% |
| Strongly agree |  | 12.2% | 18.8% | 14.1% | 13.6% | 12.3% | 14.2% | 20.8% |
| n |  | 49 | 101 | 128 | 382 | 57 | 717 | 77 |
|  |
|  | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C5. Pursuing Opportunities Outside Current Institution (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Greatly decreased |  | 8.3% | 8.1% | 2.3% | 10.2% | 12.5% | 8.5% | 12.0% |
| Decreased |  | 14.6% | 20.2% | 10.9% | 16.4% | 8.9% | 15.2% | 12.0% |
| Not changed |  | 39.6% | 37.4% | 43.0% | 41.8% | 50.0% | 41.9% | 42.7% |
| Increased |  | 31.3% | 25.3% | 29.7% | 21.2% | 21.4% | 24.0% | 18.7% |
| Greatly increased |  | 6.3% | 9.1% | 14.1% | 10.5% | 7.1% | 10.4% | 14.7% |
| n |  | 48 | 99 | 128 | 373 | 56 | 704 | 75 |
|  |
|  | | | | | | | | |
| Decline removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C6. Years at Current Institution (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year | |  | 2.0% | 1.0% | 0.8% | 0.0% | 1.8% | 0.6% | 0.0% |
| 1–4 years | |  | 32.7% | 23.8% | 23.3% | 18.4% | 22.8% | 21.3% | 24.7% |
| 5–9 years | |  | 20.4% | 22.8% | 27.9% | 21.0% | 24.6% | 22.7% | 22.1% |
| 10–14 years | |  | 8.2% | 24.8% | 16.3% | 22.8% | 15.8% | 20.4% | 16.9% |
| 15–19 years | |  | 18.4% | 10.9% | 15.5% | 13.6% | 12.3% | 13.8% | 14.3% |
| 20 or more years | |  | 18.4% | 16.8% | 16.3% | 24.1% | 22.8% | 21.2% | 22.1% |
| n | |  | 49 | 101 | 129 | 381 | 57 | 717 | 77 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C7. Years in Higher Education (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Less than 1 year | |  | 0.0% | 0.0% | 0.8% | 0.0% | 3.5% | 0.4% | 0.0% |
| 1–4 years | |  | 22.4% | 14.9% | 18.6% | 13.4% | 14.0% | 15.2% | 23.4% |
| 5–9 years | |  | 28.6% | 20.8% | 24.0% | 18.1% | 19.3% | 20.4% | 16.9% |
| 10–14 years | |  | 8.2% | 27.7% | 20.2% | 23.6% | 21.1% | 22.3% | 16.9% |
| 15–19 years | |  | 20.4% | 13.9% | 17.1% | 18.6% | 19.3% | 17.9% | 16.9% |
| 20 or more years | |  | 20.4% | 22.8% | 19.4% | 26.2% | 22.8% | 23.8% | 26.0% |
| n | |  | 49 | 101 | 129 | 381 | 57 | 717 | 77 |
|  |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Staff: Section D** | | | | | | | | | |
| **D1. Professional Activities in Past Two Years (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| D1a. Attended a conference focused on higher education IT | | 67.3% | 70.3% | 66.2% | 48.4% | 57.9% | 56.7% | 59.7% |
| D1b. Attended a general IT conference without a particular focus on higher education | | 44.9% | 28.7% | 26.9% | 31.4% | 38.6% | 31.7% | 48.1% |
| D1c. Attended a non-IT conference | | 20.4% | 20.8% | 30.0% | 25.1% | 38.6% | 26.1% | 23.4% |
| D1d. Taken formal technical training classes | | 46.9% | 33.7% | 49.2% | 42.9% | 49.1% | 43.5% | 40.3% |
| D1e. Participated in formal management development programs | | 20.4% | 13.9% | 15.4% | 20.2% | 22.8% | 18.6% | 35.1% |
| D1f. Engaged in informal peer networking | | 46.9% | 62.4% | 68.5% | 67.5% | 68.4% | 65.6% | 66.2% |
| D1g. Engaged in formal peer networking (as part of an organized group, consortium, etc.) | | 30.6% | 40.6% | 36.2% | 33.8% | 36.8% | 35.2% | 40.3% |
| D1h. Read about current IT news/developments | | 93.9% | 93.1% | 90.0% | 88.2% | 87.7% | 89.6% | 89.6% |
| D1i. Read about current higher education news/developments | | 85.7% | 77.2% | 74.6% | 75.7% | 77.2% | 76.5% | 75.3% |
| D1j. Authored or co-authored a professional article, book, or book chapter | | 2.0% | 5.9% | 5.4% | 8.9% | 15.8% | 7.9% | 9.1% |
| D1k. Created or contributed to a blog or online discussion group | | 26.5% | 36.6% | 28.5% | 34.8% | 38.6% | 33.7% | 39.0% |
| D1l. Obtained advice from a mentor | | 36.7% | 38.6% | 40.0% | 40.8% | 61.4% | 41.7% | 40.3% |
| D1m. Taught IT seminars, classes, or courses (for credit or professional development) | | 22.4% | 23.8% | 25.4% | 19.9% | 28.1% | 22.3% | 20.8% |
| D1n. Delivered a presentation at or outside of my institution | | 42.9% | 46.5% | 48.5% | 43.7% | 49.1% | 45.3% | 49.4% |
| D1o. Completed a “stretch” assignment outside my role or outside my annual goals | | 22.4% | 28.7% | 27.7% | 30.9% | 29.8% | 29.3% | 24.7% |
| D1p. Earned a certification (e.g., PMP, ITIL) | | 16.3% | 5.9% | 11.5% | 19.1% | 14.0% | 15.3% | 23.4% |
| D1q. None of the above | | 0.0% | 1.0% | 0.0% | 1.3% | 0.0% | 0.8% | 0.0% |
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| **D2. Items Contributing to Professional Growth** | | | | | | | | |
|  |
|  | | Not at all (1) | 2 | 3 | 4 | Greatly (5) | n |
| D2a. Attending conferences focused on higher education IT | | 2.8% | 5.6% | 19.4% | 37.5% | 34.7% | 789 |
| D2b. Attending general IT conferences without a particular focus on higher education | | 3.5% | 8.3% | 29.7% | 38.2% | 20.2% | 767 |
| D2c. Attending non-IT conferences | | 9.1% | 24.7% | 32.6% | 23.0% | 10.5% | 760 |
| D2d. Taking formal technical training classes | | 3.0% | 5.8% | 18.4% | 37.3% | 35.6% | 765 |
| D2e. Participating in formal management development programs | | 6.8% | 13.2% | 24.5% | 31.2% | 24.3% | 734 |
| D2f. Engaging in informal peer networking | | 1.9% | 6.6% | 26.2% | 40.1% | 25.2% | 783 |
| D2g. Engaging in formal peer networking (as part of an organized group, consortium, etc.) | | 2.3% | 7.8% | 28.1% | 37.4% | 24.4% | 771 |
| D2h. Reading about current IT news/developments | | 1.3% | 4.7% | 23.4% | 40.6% | 30.0% | 786 |
| D2i. Reading about current higher education news/developments | | 2.0% | 8.8% | 27.0% | 38.8% | 23.4% | 786 |
| D2j. Writing articles, books, or book chapters | | 14.2% | 22.6% | 28.8% | 20.5% | 13.9% | 663 |
| D2k. Creating or contributing to blogs or online discussion groups | | 9.8% | 19.2% | 32.5% | 28.3% | 10.2% | 714 |
| D2l. Obtaining advice from a mentor | | 5.2% | 7.7% | 25.2% | 32.6% | 29.3% | 751 |
| D2m. Teaching IT seminars, classes, or courses | | 8.4% | 13.7% | 28.9% | 30.3% | 18.7% | 700 |
| D2n. Delivering presentations (at or outside my institution) | | 5.8% | 9.7% | 22.8% | 36.7% | 25.0% | 744 |
| D2o. Meeting my annual performance goals | | 5.6% | 5.8% | 20.8% | 33.6% | 34.2% | 765 |
| D2p. Completing “stretch” assignments outside my role or outside my annual goals | | 5.6% | 7.5% | 24.8% | 36.4% | 25.8% | 718 |
| D2q. Earning certifications (e.g., PMP, ITIL) | | 11.1% | 12.4% | 28.1% | 24.2% | 24.1% | 718 |
|  |
|  | | | | | | | | |
| N/A removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D3. Professional Activities Encouraged by Supervisor (by Carnegie Classification)** | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| D3a. Attend conferences focused on higher education IT | | 44.9% | 59.4% | 51.5% | 47.9% | 40.4% | 49.4% | 53.2% |
| D3b. Attend general IT conferences without a particular focus on higher education | | 28.6% | 26.7% | 24.6% | 30.4% | 35.1% | 29.1% | 26.0% |
| D3c. Attend non-IT conferences | | 10.2% | 10.9% | 14.6% | 14.4% | 29.8% | 14.9% | 14.3% |
| D3d. Take formal technical training classes | | 38.8% | 37.6% | 40.8% | 41.1% | 40.4% | 40.3% | 42.9% |
| D3e. Participate in formal management development programs | | 24.5% | 16.8% | 14.6% | 23.6% | 22.8% | 21.0% | 27.3% |
| D3f. Engage in informal peer networking | | 36.7% | 46.5% | 35.4% | 46.1% | 38.6% | 43.0% | 33.8% |
| D3g. Engage in formal peer networking (as part of an organized group, consortium, etc.) | | 28.6% | 35.6% | 25.4% | 31.7% | 33.3% | 31.0% | 33.8% |
| D3h. Read about current IT news/developments | | 38.8% | 53.5% | 44.6% | 44.5% | 47.4% | 45.6% | 35.1% |
| D3i. Read about current higher education news/developments | | 32.7% | 43.6% | 36.2% | 38.5% | 36.8% | 38.2% | 28.6% |
| D3j. Author or co-author professional articles, books, or book chapters | | 0.0% | 9.9% | 12.3% | 13.1% | 14.0% | 11.7% | 10.4% |
| D3k. Create or contribute to blogs or online discussion groups | | 8.2% | 21.8% | 13.8% | 18.3% | 19.3% | 17.4% | 13.0% |
| D3l. Obtain advice from a mentor | | 24.5% | 28.7% | 21.5% | 24.6% | 35.1% | 25.5% | 22.1% |
| D3m. Teach IT seminars, classes, or courses (for credit or professional development) | | 12.2% | 21.8% | 19.2% | 15.7% | 21.1% | 17.4% | 15.6% |
| D3n. Deliver presentations at or outside of my institution | | 30.6% | 36.6% | 38.5% | 33.8% | 40.4% | 35.3% | 35.1% |
| D3o. Complete a “stretch” assignments outside my role or outside my annual goals | | 18.4% | 24.8% | 22.3% | 27.2% | 33.3% | 25.9% | 18.2% |
| D3p. Earn a certification (e.g., PMP, ITIL) | | 14.3% | 7.9% | 4.6% | 15.4% | 26.3% | 13.2% | 19.5% |
| D3q. None of the above | | 26.5% | 14.9% | 18.5% | 17.5% | 21.1% | 18.2% | 18.2% |
|  |
|  | | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D4. Skills for Success** | | | | | | | | |
|  |
|  | | Not at all important (1) | 2 | 3 | 4 | Very important (5) | n |
| D4a. Ability to communicate effectively | | 0.3% | 0.4% | 2.4% | 14.1% | 82.9% | 797 |
| D4b. Ability to influence others | | 0.8% | 2.0% | 12.0% | 38.2% | 47.1% | 794 |
| D4c. Ability to negotiate | | 1.4% | 4.1% | 15.6% | 34.9% | 44.0% | 788 |
| D4d. Strategic thinking and planning | | 1.0% | 1.4% | 6.3% | 31.2% | 60.0% | 788 |
| D4e. Technical proficiency | | 1.3% | 2.5% | 15.5% | 30.7% | 50.1% | 796 |
| D4f. Ability to manage complex projects | | 0.9% | 2.5% | 9.9% | 34.9% | 51.7% | 785 |
| D4g. Ability to manage processes | | 1.0% | 2.5% | 11.3% | 40.1% | 45.0% | 785 |
| D4h. Ability to manage services | | 2.2% | 4.7% | 20.0% | 36.1% | 37.0% | 770 |
| D4i. Ability to manage vendors | | 9.7% | 13.8% | 28.8% | 27.4% | 20.3% | 725 |
| D4j. Ability to manage complex budgets | | 20.6% | 23.1% | 27.0% | 16.3% | 13.0% | 645 |
| D4k. Ability to manage my boss | | 5.2% | 9.1% | 25.4% | 30.6% | 29.8% | 749 |
| D4l. Ability to manage my staff | | 14.7% | 9.2% | 21.2% | 26.1% | 28.8% | 326 |
| D4m. Ability to manage other relationships within my institution | | 0.8% | 2.4% | 10.5% | 34.4% | 51.9% | 788 |
| D4n. Ability to manage relationships outside my institution | | 5.4% | 14.2% | 26.2% | 30.4% | 23.8% | 744 |
| D4o. Understanding non-IT business processes and operations | | 2.1% | 5.3% | 15.9% | 38.6% | 38.2% | 780 |
| D4p. Ability to use data to make decisions, plan, manage, etc. | | 1.4% | 2.8% | 11.2% | 35.6% | 48.9% | 775 |
|  |
|  | | | | | | | | |
| N/A removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D5. Proficiency** | | | | | | | | |
|  |
|  | | Very low | Low | Medium | High | Very high | n |
| D5a. Ability to communicate effectively | | 0.0% | 0.1% | 11.9% | 46.7% | 41.2% | 798 |
| D5b. Ability to influence others | | 0.1% | 4.7% | 38.1% | 43.5% | 13.6% | 787 |
| D5c. Ability to negotiate | | 1.0% | 7.7% | 37.4% | 39.6% | 14.2% | 788 |
| D5d. Strategic thinking and planning | | 0.0% | 2.1% | 18.2% | 46.7% | 33.0% | 792 |
| D5e. Technical proficiency | | 0.5% | 3.8% | 24.1% | 41.0% | 30.6% | 792 |
| D5f. Ability to manage complex projects | | 0.4% | 5.2% | 29.4% | 39.2% | 25.8% | 786 |
| D5g. Ability to manage processes | | 0.5% | 3.1% | 25.8% | 45.5% | 25.1% | 774 |
| D5h. Ability to manage services | | 0.8% | 4.5% | 31.6% | 41.1% | 22.0% | 754 |
| D5i. Ability to manage vendors | | 4.0% | 11.4% | 35.8% | 32.6% | 16.2% | 693 |
| D5j. Ability to manage complex budgets | | 9.1% | 23.7% | 33.9% | 21.9% | 11.4% | 616 |
| D5k. Ability to manage my boss | | 6.8% | 11.8% | 40.8% | 31.7% | 9.0% | 723 |
| D5l. Ability to manage staff | | 4.4% | 8.2% | 36.0% | 35.3% | 16.1% | 453 |
| D5m. Ability to manage other relationships within my institution | | 0.3% | 3.1% | 24.6% | 48.5% | 23.6% | 780 |
| D5n. Ability to manage relationships outside my institution | | 0.4% | 7.3% | 31.3% | 42.1% | 18.9% | 741 |
| D5o. Understanding non-IT business processes and operations | | 0.8% | 5.1% | 24.6% | 43.9% | 25.6% | 772 |
| D5p. Ability to use data to make decisions, plan, manage, etc. | | 0.4% | 2.2% | 17.9% | 47.6% | 31.9% | 781 |
|  |
|  | | | | | | | | |
| Don't know removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **D6. Obstacles to Effectiveness** | | | | | | | | |
|  |
|  | | Not an obstacle (1) | 2 | 3 | 4 | Big obstacle (5) | n |
| D6a. Gaps in my management skills | | 25.3% | 26.3% | 29.4% | 15.1% | 4.0% | 697 |
| D6b. Gaps in my technical skills | | 23.4% | 30.5% | 27.8% | 14.7% | 3.6% | 781 |
| D6c. Gaps in my communication skills | | 35.6% | 32.7% | 19.9% | 9.6% | 2.2% | 779 |
| D6d. Gaps in my service, process, change, project management, or related skills | | 27.1% | 34.0% | 27.0% | 9.6% | 2.2% | 770 |
| D6e. The unstable economy | | 25.7% | 19.1% | 23.6% | 17.6% | 14.0% | 750 |
| D6f. Overly broad job responsibilities | | 17.3% | 16.3% | 22.7% | 22.1% | 21.6% | 774 |
| D6g. Insufficient financial resources | | 13.1% | 12.7% | 24.8% | 27.8% | 21.6% | 763 |
| D6h. Insufficient staff resources (in my specific function) | | 13.1% | 12.9% | 19.5% | 28.0% | 26.5% | 739 |
| D6i. Insufficient IT staff resources (in general) | | 10.8% | 12.5% | 21.5% | 30.0% | 25.2% | 767 |
| D6j. Insufficient staff resources in business units I support | | 14.3% | 18.5% | 28.0% | 24.0% | 15.2% | 697 |
| D6k. Lack of clear, consistent goals for me or my specific area of IT | | 13.8% | 17.0% | 21.4% | 21.6% | 26.2% | 776 |
| D6m. Lack of clear, consistent goals for IT overall | | 12.4% | 16.1% | 22.7% | 23.4% | 25.4% | 775 |
| D6n. Institutional leadership’s lack of interest in (or understanding of) IT | | 15.1% | 15.9% | 20.4% | 22.1% | 26.6% | 775 |
| D6o. Lack of cooperation among colleagues in IT | | 17.1% | 25.6% | 23.3% | 18.9% | 15.2% | 778 |
| D6p. Lack of cooperation among colleagues outside IT | | 13.3% | 25.4% | 29.7% | 20.3% | 11.3% | 768 |
| D6q. Insufficient support from human resources | | 22.9% | 24.9% | 23.6% | 16.6% | 12.0% | 711 |
| D6r. Insufficient authority | | 12.7% | 18.5% | 22.4% | 25.7% | 20.8% | 764 |
| D6s. Working too many hours | | 29.3% | 27.3% | 20.8% | 13.9% | 8.6% | 754 |
| D6t. Poor fit with institutional culture | | 45.1% | 25.3% | 17.0% | 7.1% | 5.4% | 734 |
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| N/A removed. | | | | | | | | |

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| **D7. Manager Behaviors** | | | | | | | | |
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|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| D7a. Provides feedback on a regular basis regarding my job performance | | 11.9% | 17.5% | 17.9% | 34.5% | 18.1% | 788 |
| D7b. Deals with conflict when it arises | | 8.9% | 15.1% | 18.1% | 39.9% | 18.0% | 779 |
| D7c. Creates an atmosphere in which I feel free to speak openly | | 9.0% | 10.4% | 13.9% | 32.7% | 34.0% | 791 |
| D7d. Keeps me informed about things that affect my job | | 9.6% | 14.1% | 17.9% | 35.8% | 22.6% | 788 |
| D7e. Provides me with a formal written review on at least an annual basis | | 8.2% | 7.7% | 9.2% | 36.2% | 38.8% | 771 |
| D7f. Meets with me at least annually to discuss my compensation | | 27.2% | 19.2% | 14.3% | 22.5% | 16.8% | 761 |
| D7g. Is actively involved in my professional growth and skills development | | 14.9% | 19.9% | 28.4% | 23.2% | 13.7% | 790 |
| D7h. Sets clear and consistent goals | | 13.0% | 18.3% | 29.4% | 26.1% | 13.1% | 785 |
| D7i. Eliminates obstacles to success when possible | | 10.0% | 11.9% | 20.4% | 39.0% | 18.7% | 788 |
| D7j. Helps me prioritize my work to ensure I am working on the right things | | 12.8% | 17.4% | 27.4% | 29.3% | 13.2% | 789 |
| D7k. Ensures I have a reasonable workload | | 12.0% | 18.0% | 28.3% | 28.4% | 13.3% | 789 |
| D7l. Fosters collegiality and teamwork | | 9.4% | 12.0% | 19.6% | 31.8% | 27.2% | 790 |
| D7m. Celebrates team and individual successes | | 10.2% | 12.1% | 22.1% | 31.9% | 23.9% | 788 |
| D7n. Makes it safe to fail and possible to learn and grow from failure | | 10.5% | 12.3% | 24.6% | 30.1% | 22.5% | 773 |
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| Don't know removed. | | | | | | | | |

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| **D8. Attitudes about Current Position** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| D8a. I am compensated fairly | | 11.2% | 23.2% | 26.1% | 33.4% | 6.0% | 796 |
| D8.b I am highly motivated to perform my duties | | 3.9% | 12.3% | 22.5% | 45.4% | 15.8% | 795 |
| D8c. My personal career goals are attainable | | 4.8% | 9.3% | 27.2% | 45.0% | 13.6% | 793 |
| D8d. I am recognized for the value I add to the organization in ways aside from regular financial compensation | | 10.1% | 19.8% | 24.4% | 34.3% | 11.5% | 794 |
| D8e. The demands placed upon me by my supervisor/director are reasonable and manageable | | 4.1% | 12.2% | 28.5% | 45.0% | 10.2% | 796 |
| D8f. I know what is expected of me at work | | 4.8% | 12.5% | 22.5% | 48.5% | 11.7% | 794 |
| D8g. I have the materials and equipment I need to do my work well | | 4.5% | 15.8% | 24.4% | 44.5% | 10.8% | 796 |
| D8h. I have the opportunity to do what I do best every day | | 6.2% | 20.7% | 22.7% | 38.8% | 11.7% | 789 |
| D8i. In the past seven days, I have received recognition or praise for doing good work | | 19.6% | 24.0% | 15.7% | 29.4% | 11.2% | 795 |
| D8j. Someone at work cares about me as a person | | 4.5% | 5.9% | 18.0% | 45.0% | 26.6% | 794 |
| D8k. Someone at work encourages my development | | 7.6% | 15.6% | 25.5% | 35.6% | 15.8% | 793 |
| D8l. At work, my opinions count | | 6.2% | 11.1% | 21.9% | 44.0% | 16.8% | 793 |
| D8m. The mission/purpose of my institution makes me feel my job is important | | 5.9% | 13.1% | 24.3% | 36.8% | 19.8% | 793 |
| D8n. My co-workers are committed to doing quality work | | 3.5% | 8.3% | 26.5% | 44.0% | 17.7% | 793 |
| D8o. I have a best friend at work | | 15.4% | 24.7% | 26.0% | 23.1% | 10.7% | 791 |
| D8p. In the past six months, someone at work has talked to me about my progress | | 13.5% | 18.3% | 18.9% | 37.4% | 11.9% | 792 |
| D8q. This past year, I have had opportunities at work to learn and grow | | 6.2% | 8.0% | 19.1% | 45.6% | 21.0% | 789 |
| D8r. Overall, I am satisfied with my current position | | 6.8% | 14.8% | 26.4% | 38.7% | 13.4% | 793 |
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| \***Items f-q were adapted from Buckingham & Coffman, 1999.** | | | | | | | | |

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| **Staff: Section E** | | | | | | | | | |
| **E1. Centralization of IT (by Carnegie Classification)** | | | | | | | | | |
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|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Highly centralized | |  | 29.8% | 28.1% | 20.0% | 5.7% | 24.1% | 14.5% | 11.8% |
| Centralized | |  | 48.9% | 52.1% | 59.2% | 35.4% | 50.0% | 44.0% | 50.0% |
| Balanced | |  | 8.5% | 10.4% | 13.3% | 26.7% | 13.0% | 19.7% | 28.9% |
| Decentralized | |  | 12.8% | 8.3% | 7.5% | 22.3% | 9.3% | 16.1% | 6.6% |
| Highly decentralized | |  | 0.0% | 1.0% | 0.0% | 9.8% | 3.7% | 5.7% | 2.6% |
| n | |  | 47 | 96 | 120 | 367 | 54 | 684 | 76 |
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| Don't know removed. | | | | | | | | | |

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| **E2. Central IT Organization** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| E2a. The central IT organization is perceived as delivering high-quality services | | 4.3% | 22.1% | 24.0% | 39.9% | 9.5% | 786 |
| E2b. My institution’s central IT planning process is broadly inclusive and well understood | | 10.4% | 39.2% | 27.7% | 18.7% | 4.1% | 781 |
| E2c. The central IT organization has a reputation for being forward-thinking in the use of IT | | 10.7% | 26.6% | 28.6% | 25.9% | 8.2% | 779 |
| E2d. Central IT staff workload has increased in the past 12 months | | 1.1% | 5.3% | 10.3% | 41.7% | 41.7% | 741 |
| E2e. The central IT organization experiences low levels of voluntary turnover | | 8.8% | 21.9% | 19.3% | 32.4% | 17.6% | 716 |
| E2f. The central IT organization is able to recruit the professional staff it requires | | 16.5% | 34.1% | 24.8% | 20.5% | 4.1% | 733 |
| E2g. Staff development is a strength of the central IT organization | | 16.7% | 31.4% | 26.2% | 20.2% | 5.5% | 743 |
| E2h. Morale in central IT is high | | 19.2% | 30.3% | 30.5% | 17.4% | 2.6% | 745 |
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| Don't know removed. | | | | | | | | |

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| **Staff: Section H** | | | | | | | | |
| **H1. Age (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Under 18 years |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| 19–24 years |  | 0.0% | 0.0% | 2.5% | 0.3% | 0.0% | 0.6% | 0.0% |
| 25–34 years |  | 6.1% | 18.1% | 21.3% | 14.2% | 10.0% | 15.1% | 19.7% |
| 35–44 years |  | 24.5% | 30.9% | 23.8% | 22.7% | 28.0% | 24.6% | 31.0% |
| 45–54 years |  | 30.6% | 27.7% | 25.4% | 33.4% | 36.0% | 31.1% | 26.8% |
| 55–64 years |  | 38.8% | 17.0% | 25.4% | 26.9% | 26.0% | 26.0% | 21.1% |
| 65–74 years |  | 0.0% | 6.4% | 1.6% | 2.5% | 0.0% | 2.5% | 1.4% |
| 75 years or older |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Decline to answer |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| n |  | 49 | 94 | 122 | 353 | 50 | 668 | 71 |
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| **H2. Gender (by Carnegie Classification)** | | | | | | | | |
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|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Male |  | 66.7% | 68.5% | 60.8% | 59.9% | 57.7% | 61.6% | 76.0% |
| Female |  | 33.3% | 31.5% | 39.2% | 40.1% | 42.3% | 38.4% | 24.0% |
| n |  | 48 | 92 | 120 | 349 | 52 | 661 | 75 |
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| **H3. Ethnicity (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| American Indian/Native American/Alaska Native |  | 0.0% | 0.0% | 1.7% | 0.6% | 2.0% | 0.8% | 0.0% |
| Asian/Pacific Islander |  | 4.3% | 3.3% | 1.7% | 4.9% | 2.0% | 3.8% | 13.6% |
| Black/African American |  | 0.0% | 3.3% | 4.3% | 1.4% | 3.9% | 2.3% | 0.0% |
| Hispanic/Latino |  | 6.4% | 3.3% | 2.6% | 1.1% | 0.0% | 2.0% | 3.0% |
| White/Caucasian |  | 85.1% | 89.1% | 88.9% | 89.4% | 92.2% | 89.2% | 78.8% |
| Multiple |  | 2.1% | 1.1% | 0.9% | 1.7% | 0.0% | 1.4% | 0.0% |
| Other |  | 2.1% | 0.0% | 0.0% | 0.9% | 0.0% | 0.6% | 4.5% |
| n |  | 47 | 92 | 117 | 348 | 51 | 655 | 66 |
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| **H4. Highest Degree (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| High school diploma |  | 6.5% | 2.0% | 2.4% | 5.8% | 12.5% | 5.2% | 4.0% |
| Associate's |  | 23.9% | 9.1% | 6.4% | 2.5% | 5.4% | 5.8% | 2.7% |
| Bachelor's |  | 32.6% | 56.6% | 40.0% | 47.9% | 30.4% | 45.3% | 48.0% |
| Master's |  | 30.4% | 27.3% | 44.8% | 35.3% | 39.3% | 35.9% | 34.7% |
| Doctorate or equivalent terminal degree |  | 4.3% | 4.0% | 3.2% | 5.8% | 5.4% | 4.9% | 5.3% |
| Other |  | 2.2% | 1.0% | 3.2% | 2.7% | 7.1% | 2.9% | 5.3% |
| n |  | 46 | 99 | 125 | 365 | 56 | 691 | 75 |
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| **H5. Year of Highest Degree (by Carnegie Classification)** | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| 1960s |  | 0.0% | 2.2% | 0.0% | 0.6% | 0.0% | 0.6% | 0.0% |
| 1970s |  | 10.6% | 7.6% | 5.0% | 10.5% | 18.9% | 9.7% | 10.8% |
| 1980s |  | 17.0% | 19.6% | 16.5% | 27.1% | 9.4% | 22.0% | 14.9% |
| 1990s |  | 31.9% | 28.3% | 17.4% | 29.9% | 22.6% | 27.0% | 28.4% |
| 2000s |  | 29.8% | 33.7% | 47.9% | 24.6% | 43.4% | 31.9% | 29.7% |
| 2010s |  | 10.6% | 8.7% | 13.2% | 7.3% | 5.7% | 8.7% | 16.2% |
| n |  | 47 | 92 | 121 | 354 | 53 | 667 | 74 |
|  |
|  | | | | | | | | |

**Reference**

Buckingham, Marcus and Curt Coffman, *First, Break All the Rules* (New York: Simon & Schuster, 1999), 28.