

IT Workforce Survey 2013

Thank you for participating in this ECAR survey of the IT workforce in higher education.

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

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

Please complete this survey by July 12, 2013.

Please enter the survey ID provided in the e-mail invitation you received. Your ID is a 4–6 digit number; no letters or symbols should be included. If you do not know your ID, please enter "0." *Required.**

Are you currently employed in an IT position (as a staff member, manager, or CIO) at an institution of higher education? *Required.**

- No <<End survey.>>
- Yes

Section A. Your Current IT Position

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

1. Which best describes the department/unit in which you work?

- Central IT
- President/chancellor's office
- Provost/academic affairs office
- Executive vice chancellor/vice president's office
- Business and financial affairs
- Student affairs
- Advancement/development
- Research administration
- Human resources
- Other administrative department/unit
- Academic college/division/department
- Library
- Medical college/center
- Other non-medical professional college/center
- Other, please specify: _____

2. Which best describes your current IT position?

- Administration and management of IT
- IT support services
- Educational technology services
- Research computing services
- Data center
- Communications infrastructure services
- Enterprise infrastructure and services
- Information security
- Identity management
- Information systems and applications
- Other IT domain, please specify: _____

3. What is your employment status in your current IT position?

- Permanent full-time employee
- Temporary full-time employee
- Permanent part-time employee
- Temporary part-time employee
- Contractor

4. Which best approximates your job title?

Leadership

- Chief information/IT officer
- Deputy chief information/IT officer
- Deputy head, academic IT
- Deputy head, administrative IT
- Head, enterprise data center
- Head, infrastructure and operations
- Head, user services
- Head, information management

- Principal systems analyst
- Chief technology officer/CTO
- Head, architecture
- Head, other area, please specify: _____

Applications Professionals

- Programmer analyst
- Programmer analyst, senior
- Programmer analyst, supervisor

Database, Client Support, and Network Support Professionals

- Database administrator
- Data administrator
- Principal database administrator
- Client support specialist
- Help desk specialist/technician
- Help desk/support manager
- E-mail administrator
- Network engineer
- Network administrator
- Network operations manager

Systems Support, Security, and Telecommunications Professionals

- Systems programmer
- Systems programmer, senior
- Systems programmer, supervisor
- Systems administrator
- Research computer specialist
- Security analyst/engineer
- Telecommunications manager

Instructional Design/Media Professionals

- Instructional technology, faculty support manager
- Instructional technology, specialist
- Web content developer
- Web graphics designer
- Online instructional designer, entry level
- Online instructional designer, senior
- Head, campus educational media services

Other Professionals

- IT auditor
- IT auditor, senior
- Campus web master
- Web designer/developer
- Project manager
- Service management professional
- Vendor management professional
- Process management professional
- Change management professional
- None of the above. I have a different title, please specify:

(Above items adapted from CUPA-HR 2013 Position Descriptions.)

4a. Briefly describe the duties of your position:

5. In what year did you begin your current IT position?

6. For your current IT position, what is your annual salary (rounded to the nearest thousand)?

Decline to answer

7. Which of the following best describes your current position?

I was hired to replace someone (who left, who was promoted, etc.).

I was hired into a position created to provide additional capacity.

I was hired into a newly created role.

Other, please specify: _____

8. Do any institutional employees report to you?

No

Yes

Section B. Your Previous Position(s)

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

- K–12 educational institution
- Military
- Government
- Self-employment
- Private industry
- Nonprofit organization
- Other, please specify: _____
- No previous positions (your current position is your first professional IT position) <<Go to Q3.>>

2. Was your previous position (the position you held just prior to your current one) an IT position?

- No
- Yes

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

- Central IT
- President/chancellor's office
- Provost/academic affairs office
- Executive vice chancellor/vice president's office
- Business and financial affairs
- Student affairs
- Advancement/development
- Research administration
- Human resources
- Other administrative department/unit
- Academic college/division/department
- Library
- Medical college/center
- Other non-medical professional college/center
- Other, please specify: _____
- None of the above

Section C. Your Current Working Situation

1. In the past three years, my institution’s financial situation has:

- Worsened greatly
- Worsened somewhat
- Stayed about the same
- Improved somewhat
- Improved greatly
- Don’t know

2. In the next three years, I anticipate my institution’s financial situation will:

- Worsen greatly
- Worsen somewhat
- Stay about the same
- Improve somewhat
- Improve greatly
- Don’t know

3. On a scale from 1 to 5, rate the following factors according to their importance in keeping you at your current institution.

	Not at all important in keeping me here 1	2	3	4	Very important in keeping me here 5	Not applicable
a. Monetary compensation						
b. Benefits						
c. Geographic location						
d. Reputation of the institution for academic excellence						
e. Reputation of the institution for technological excellence						
f. Reputation of the institution as a good place to work						
g. Opportunity to build my technical skills						
h. Opportunity to build my management skills						
i. Opportunity to build my leadership skills						
j. Cost of living						
k. Quality of life						
l. Long-term career path in IT						
m. Long-term career path outside IT						
n. Work hours						
o. My boss/leadership						
p. My colleagues						
q. My staff						

3a. Are there any other factors not listed above that are important in keeping you at your current institution?

- No
- Yes, please specify: _____

4. It is very important to me that I work in higher education rather than in another industry, business, or sector.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

5. Because of the current economic climate, the likelihood that I will pursue professional opportunities outside my current institution has:

- Greatly decreased
- Decreased
- Not changed
- Increased
- Greatly increased
- Decline to answer

6. How many years have you worked at your current institution? (Round to nearest number of years.)

7. How many years have you worked in higher education IT? (Round to nearest number of years.)

Section D. Skills, Professional Activities, and Satisfaction

1. At least once in the past two years, I have: *(Select all that apply.)*

- Attended a conference focused on higher education IT
- Attended a general IT conference without a particular focus on higher education
- Attended a non-IT conference
- Taken formal technical training classes
- Participated in formal management development programs
- Engaged in *informal* peer networking
- Engaged in *formal* peer networking (as part of an organized group, consortium, etc.)
- Read about current IT news/developments
- Read about current higher education news/developments
- Authored or coauthored a professional article, book, or book chapter
- Created or contributed to a blog or online discussion group
- Obtained advice from a mentor
- Taught IT seminars, classes, or courses (for credit or professional development)
- Delivered a presentation at or outside of my institution
- Completed a “stretch” assignment outside my role or outside my annual goals
- Earned a certification (e.g., PMP, ITIL), please specify: _____
- None of the above

2. On a scale from 1 to 5, rate how much the following contribute or would contribute to your professional growth and development *in your current position.*

	Does not at all contribute to my professional growth or development 1	2	3	4	Greatly contributes to my professional growth or development 5	Not applicable
a. Attending conferences focused on higher education IT						
b. Attending general IT conferences without a particular focus on higher education						
c. Attending non-IT conferences						
d. Taking formal technical training classes						
e. Participating in formal management development programs						
f. Engaging in <i>informal</i> peer networking						
g. Engaging in <i>formal</i> peer networking (as part of an organized group, consortium, etc.)						
h. Reading about current IT news/developments						
i. Reading about current higher education news/developments						
j. Writing articles, books, or book chapters						
k. Creating or contributing to blogs or online discussion groups						
l. Obtaining advice from a mentor						
m. Teaching IT seminars, classes, or courses						
n. Delivering presentations (at or outside my institution)						
o. Meeting my annual performance goals						
p. Completing “stretch” assignments outside my role or outside my annual goals						
q. Earning certifications (e.g., PMP, ITIL)						

2a. Are there any other factors not listed above that contribute or would contribute to your professional growth or development?

() No

() Yes, please specify: _____

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

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

4. On a scale from 1 to 5, rate the importance of the following skills for success in your current IT position.

	Not at all important to my success 1	2	3	4	Very important to my success 5	Not applicable
a. Ability to communicate effectively						
b. Ability to influence others						
c. Ability to negotiate						
d. Strategic thinking and planning						
e. Technical proficiency						
f. Ability to manage complex projects						
g. Ability to manage processes						
h. Ability to manage services						
i. Ability to manage vendors						
j. Ability to manage complex budgets						
k. Ability to manage my boss						
l. Ability to manage my staff						
m. Ability to manage other relationships within my institution						
n. Ability to manage relationships outside my institution						
o. Understanding non-IT business processes and operations						
p. Ability to use data to make decisions, plan, manage, etc.						

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

	Very low 1	Low 2	Medium 3	High 4	Very high 5	Don't know
a. Ability to communicate effectively						
b. Ability to influence others						
c. Ability to negotiate						
d. Strategic thinking and planning						
e. Technical proficiency						
f. Ability to manage complex projects						
g. Ability to manage processes						
h. Ability to manage services						
i. Ability to manage vendors						
j. Ability to manage complex budgets						
k. Ability to manage my boss						
l. Ability to manage staff						
m. Ability to manage other relationships within my institution						
n. Ability to manage relationships outside my institution						
o. Understanding non-IT business processes and operations						
p. Ability to use data to make decisions, plan, manage, etc.						

6. Rate the extent to which each of the following is (or is not) an obstacle to your effectiveness in your current IT position.

	Not an obstacle 1	2	3	4	Big obstacle 5	Not applicable
a. Gaps in my management skills						
b. Gaps in my technical skills						
c. Gaps in my communication skills						
d. Gaps in my service, process, change, project management, or related skills						
e. The unstable economy						
f. Overly broad job responsibilities						
g. Insufficient financial resources						
h. Insufficient staff resources (in my specific function)						
i. Insufficient IT staff resources (in general)						
j. Insufficient staff resources in business units I support						
k. Lack of clear, consistent goals for me or my specific area of IT						
m. Lack of clear, consistent goals for IT overall						
n. Institutional leadership's lack of interest in (or understanding of) IT						
o. Lack of cooperation among colleagues in IT						
p. Lack of cooperation among colleagues outside IT						
q. Insufficient support from human resources						
r. Insufficient authority						
s. Working too many hours						
t. Poor fit with institutional culture						

6a. Are there any other obstacles to your effectiveness in your current IT position that are not listed above?

No

Yes, please specify: _____

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

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. Provides feedback on a regular basis regarding my job performance						
b. Deals with conflict when it arises						
c. Creates an atmosphere in which I feel free to speak openly						
d. Keeps me informed about things that affect my job						
e. Provides me with a formal written review on at least an annual basis						
f. Meets with me at least annually to discuss my compensation						
g. Is actively involved in my professional growth and skills development						
h. Sets clear and consistent goals						
i. Eliminates obstacles to success when possible						
j. Helps me prioritize my work to ensure I am working on the right things						
k. Ensures I have a reasonable workload						
l. Fosters collegiality and teamwork						
m. Celebrates team and individual successes						
n. Makes it safe to fail and possible to learn and grow from failure						

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

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a. I am compensated fairly.					
b. I am highly motivated to perform my duties.					
c. My personal career goals are attainable.					
d. I am recognized for the value I add to the organization in ways <i>aside from</i> regular financial compensation.					
e. The demands placed upon me by my supervisor/director are reasonable and manageable.					
f. I know what is expected of me at work.					
g. I have the materials and equipment I need to do my work well.					
h. I have the opportunity to do what I do best every day.					
i. In the past seven days, I have received recognition or praise for doing good work.					
j. Someone at work cares about me as a person.					
k. Someone at work encourages my development.					
l. At work, my opinions count.					
m. The mission/purpose of my institution makes me feel my job is important.					
n. My coworkers are committed to doing quality work.					
o. I have a best friend at work.					
p. In the past six months, someone at work has talked to me about my progress.					
q. This past year, I have had opportunities at work to learn and grow.					
r. Overall, I am satisfied with my current position.					

(Items f–n were adapted from Buckingham & Coffman, 1999.)

Section E. IT at Your Institution

1. At my institution, IT (in general) is best described as:

- Highly centralized
- Centralized
- Balanced
- Decentralized
- Highly decentralized
- Don't know

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

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

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

Section F. Questions for Managers

1. Which of the following best describes your role in your previous position?

- Another institution's CIO (senior-most IT leader)
- Second-in-command to this or another institution's CIO
- Senior leader for a sub-unit of this or another central IT organization
- Senior IT leader for a sub-unit of this or another institution such as a school, college, or division
- IT professional (non-management)
- Other IT management, please specify: _____
- Other, please specify: _____
- Not applicable—This is my first professional position.

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

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
a. We are unable to create needed IT positions.						
b. Hiring for open, needed IT positions has been suspended.						
c. I anticipate that in the next three years, outsourcing will serve to reduce the number of IT positions at my institution.						
d. I anticipate that in the next three years, cloud resources will serve to reduce the number of IT positions at my institution.						
e. I believe that in the next three years, the role of distributed IT will shrink and IT will become increasingly centralized.						
f. Human resources (HR) is supportive of IT in its hiring efforts.						
g. HR is supportive of IT in its retention efforts.						
h. HR is a resource for creating staffing strategies for campus technology needs.						
i. HR is a resource for finding new IT talent.						
j. HR is a resource for repurposing or retraining IT staff.						
k. HR is a resource for change management (reorganization) in IT.						

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

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

	Not at all important in maintaining workforce 1	2	3	4	Very important in maintaining workforce 5
a. Job sharing					
b. Outsourcing systems/applications					
c. Outsourcing services/functions					
d. Flex time					
e. Telecommuting					
f. Competitive compensation					
g. Expanded professional development opportunities					
h. More varied job assignments					
i. Adequate staff backups					
j. Additional staff positions					
k. Additional budgetary resources					
l. More use of student employees					
m. More use of contract employees					
n. Contracting with or re-employing retirees					
o. Discontinuing selected services					

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

	Almost never	Rarely	Sometimes	Often	Almost always
a. I participate in shaping institutional <i>academic</i> directions.					
b. I participate in shaping institutional <i>administrative</i> directions.					
c. I am engaged in regular executive discussions about the IT implications of institutional decisions.					

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

- a. Managing IT operations and services
- b. Planning and innovation within the IT organization
- c. Planning and innovation with business and academic units and governance bodies
- d. HR/staffing, including staff professional development
- e. Service to the IT profession (presentations/articles, standards bodies, professional association committees, etc.)
- f. Other

Section G. Questions for CIOs

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

- No
- Yes

For each of the following, report FTE up to two decimal places in the boxes shown.

2. How many staff are in central IT at your institution? *Enter zero if there is no central IT unit.*

Central IT staff (FTE): _____

3. In the past year, how many positions have been added to central IT? (This does not include replacement hires.)

- Positions added (FTE): _____
- No positions added

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

4. In the past year, how many positions have been eliminated via layoffs?

- Positions eliminated via layoffs (FTE): _____
- No positions eliminated via layoffs

4a. Please provide the titles of the positions that have been eliminated via layoffs:

5. In the past year, how many positions have been eliminated due to attrition? (This refers to people who resign/are discharged and are not replaced.)

- Positions eliminated due to attrition (FTE): _____
- No positions eliminated due to attrition

5a. Please provide the titles of the positions that have been eliminated due to attrition:

6. In the past year, how many positions have been repurposed? (This refers to positions in which job descriptions have changed substantially or been entirely replaced.)

- Positions repurposed (FTE): _____
- No positions repurposed

6a. Please provide the titles of the positions that have been repurposed:

7. Has central IT reorganized in the past year?

- No <<Go to Q8.>>
- Yes, a minor reorganization
- Yes, a moderate reorganization
- Yes, an extensive reorganization

7a. Briefly describe the reorganization that has occurred as well as the reasons for the reorganization.

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

- No <<Go to Q9.>>
- Yes, and it will probably be minor
- Yes, and it will probably be moderate
- Yes, and it will be probably be extensive

8a. Briefly describe the reorganization that is planned to occur as well as the reasons for the planned reorganization.

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

- Not at all <<End survey.>>
- Somewhat
- A great deal

9a. Briefly describe which areas of outsourcing have affected the IT workforce at your institution.

9b. Describe how outsourcing has affected the IT workforce at your institution (e.g., decreased number of staff, eased workload, etc.).

Section H: Your Demographic Information

1. What is your age?

Decline to answer

2. Are you...?

- Male
 Female
 Decline to answer

3. With which ethnicity do you MOST identify?

- American Indian/Native American/Alaska Native
 Asian/Pacific Islander
 Black/African American
 Hispanic/Latino
 White/Caucasian
 Multiple
 Other, please specify: _____
 Decline to answer

4. What is the highest degree you have earned?

- High school diploma
 Associate's
 Bachelor's
 Master's
 Doctorate or equivalent terminal degree (e.g., Ph.D., J.D., Ed.D., M.D.)
 Other, please specify: _____
 Decline to answer

5. In what year did you earn your highest degree?

Decline to answer

If you have any questions or feedback on this survey, please contact Jacqueline Bichsel, Senior Research Analyst, jbichsel@educause.edu.

Thank You!

Thank you so much for participating in ECAR's workforce survey. Your data will contribute to the workforce report to be published later this year.