**Getting Your Ducks in a Row: IT Governance, Risk, and Compliance Programs in Higher Education—Data Tables**

The data tables in this file are provided as a summary of the data collected from the ECAR GRC survey conducted in 2014. 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/ESI1402.pdf>). The data are disaggregated by Carnegie Classification (2010) 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/it-governance-risk-and-compliance-higher-education>.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | | | | | | | | | | |
| **Respondents by Carnegie Class** | | | | | | | | | | |
|  | | AA | BA | MA | DR | Other | All U.S. | Int’l | n |
| Percentage | | 14.6% | 22.0% | 24.0% | 23.6% | 6.1% | 90.2% | 9.8% | 246 |
| n | | 36 | 54 | 59 | 58 | 15 | 222 | 24 |  |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Section A: IT Risk Management** | | | | | | | | | | |
| **A1. ERM Program in Place (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Formal ERM program in place | |  | 38.9% | 20.4% | 30.5% | 48.3% | 33.3% | 34.2% | 50.0% |
| Formal ERM program planned, but not yet in place | |  | 8.3% | 14.8% | 5.1% | 12.1% | 6.7% | 9.9% | 16.7% |
| Risk management ad hoc/reactive/informal | |  | 41.7% | 61.1% | 59.3% | 36.2% | 60.0% | 50.9% | 25.0% |
| No processes or procedures in place for enterprise risk | |  | 11.1% | 3.7% | 5.1% | 3.4% | 0.0% | 5.0% | 8.3% |
| n | |  | 36 | 54 | 59 | 58 | 15 | 222 | 24 |
|  |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A2. IT RM Program in Place (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Formal IT risk management program in place | |  | 27.8% | 18.5% | 30.5% | 46.6% | 20.0% | 30.6% | 33.3% |
| Formal IT risk management program planned, but not yet in place | |  | 16.7% | 24.1% | 15.3% | 15.5% | 20.0% | 18.0% | 16.7% |
| IT risk management ad hoc/reactive/informal | |  | 52.8% | 51.9% | 50.8% | 36.2% | 60.0% | 48.2% | 41.7% |
| No processes or procedures in place for IT risk management | |  | 2.8% | 5.6% | 3.4% | 1.7% | 0.0% | 3.2% | 8.3% |
| n | |  | 36 | 54 | 59 | 58 | 15 | 222 | 24 |
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| **A2b. IT RM Program Part of ERM Program**  (question presented only to those reporting a formal ERM program and a formal IT RM program) | | | | | |
|  |
|  | | Yes | No | n |
| A2b.Is your IT risk management program part of your institution's ERM program? | | 81.3% | 18.8% | 48 |
|  |
|  | | | | | |
| N/A responses removed. | | | | | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **A2c. IT RM Program Lead**  (question presented only to those reporting a formal IT RM program) | | | | |
|  |
|  | | |  |
|  |
| CIO or equivalent | |  | 30.3% |
| Deputy CIO or equivalent | |  | 10.5% |
| Chief information security officer (CISO) or equivalent | |  | 38.2% |
| Chief risk officer (CRO) or equivalent | |  | 5.3% |
| IT policy director | |  | 0.0% |
| Other IT director/manager | |  | 10.5% |
| Legal counsel | |  | 0.0% |
| Internal audit officer | |  | 3.9% |
| Non-IT officer | |  | 1.3% |
| n | |  | 76 |
|  |
|  | | | | |
| N/A responses removed. | | | | |

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|  |
| **A2d. IT RM Lead Reports to**  (multiple responses allowed)  (question presented only to those reporting a formal IT RM program) | | | |
|  | | Yes | n |
| A2d.CIO or equivalent | | 53.9% | 76 |
| A2d.CISO or equivalent | | 0.0% | 76 |
| A2d.CRO or equivalent | | 0.0% | 76 |
| A2d.Chief financial officer (CFO) | | 10.5% | 76 |
| A2d.Provost | | 7.9% | 76 |
| A2d.President | | 10.5% | 76 |
| A2d.Other IT officer/director/manager | | 10.5% | 76 |
| A2d.Other non-IT officer/director/manager | | 5.3% | 76 |
| A2d.Board committee | | 3.9% | 76 |
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| --- | --- | --- | --- | --- | --- | --- |
| **A2e. Scope of Authority of IT RM Lead**  (Slider bar question: 0 = Limited scope of authority. 100 = Broad scope of authority.)  (question presented only to those reporting a formal IT RM program) | | | | | | |
|  |
|  | | Risk management scope of authority | | | |
| Mean | Median | Std. Dev. | n |
|  | |  |  |  |  |
|  | | 63.96 | 64.00 | 23.31 | 75 |
|  |
|  | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A3. Frameworks Used to Assess and Respond to IT Risk (by Carnegie Classification)**  (multiple responses allowed) | | | | | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | | | | | |
| AA | | BA | | MA | | | DR | | Other | |
| Percent | n | Percent | n | Percent | | n | Percent | n | Percent | n |
| A3.Control Objectives for Information and Related Technology (COBIT) | | 13.9% | 36 | 7.4% | 54 | 22.0% | | 59 | 15.5% | 58 | 20.0% | 15 |
| A3.EDUCAUSE Higher Education Information Security Council Risk Management Framework (HEISC) | | 13.9% | 36 | 22.2% | 54 | 8.5% | | 59 | 29.3% | 58 | 20.0% | 15 |
| A3.Information Technology Infrastructure Library (ITIL) | | 36.1% | 36 | 16.7% | 54 | 30.5% | | 59 | 34.5% | 58 | 26.7% | 15 |
| A3.International Organization for Standardization (ISO) | | 30.6% | 36 | 5.6% | 54 | 13.6% | | 59 | 27.6% | 58 | 20.0% | 15 |
| A3.Management of Risk (MoR APMG International) | | 2.8% | 36 | 0.0% | 54 | 3.4% | | 59 | 1.7% | 58 | 6.7% | 15 |
| A3.National Institute of Standards and Technology (NIST United States) | | 30.6% | 36 | 1.9% | 54 | 18.6% | | 59 | 46.6% | 58 | 33.3% | 15 |
| A3.Operationally Critical Threat, Asset, and Vulnerability Evaluation (OCTAVE) | | 0.0% | 36 | 1.9% | 54 | 5.1% | | 59 | 5.2% | 58 | 0.0% | 15 |
| A3.Other | | 16.7% | 36 | 3.7% | 54 | 15.3% | | 59 | 20.7% | 58 | 6.7% | 15 |
| A3.No framework used | | 36.1% | 36 | 59.3% | 54 | 42.4% | | 59 | 20.7% | 58 | 33.3% | 15 |
|  |
|  | | Carnegie Classification | | | | |
| All U.S. | | Int’l | | |
| Percent | n | Percent | n | |
| A3.Control Objectives for Information and Related Technology (COBIT) | | 15.3% | 222 | 29.2% | 24 | |
| A3.EDUCAUSE Higher Education Information Security Council Risk Management Framework (HEISC) | | 18.9% | 222 | 0.0% | 24 | |
| A3.Information Technology Infrastructure Library (ITIL) | | 28.8% | 222 | 66.7% | 24 | |
| A3.International Organization for Standardization (ISO) | | 18.5% | 222 | 20.8% | 24 | |
| A3.Management of Risk (MoR APMG International) | | 2.3% | 222 | 0.0% | 24 | |
| A3.National Institute of Standards and Technology (NIST United States) | | 24.8% | 222 | 0.0% | 24 | |
| A3.Operationally Critical Threat, Asset, and Vulnerability Evaluation (OCTAVE) | | 3.2% | 222 | 0.0% | 24 | |
| A3.Other | | 13.5% | 222 | 12.5% | 24 | |
| A3.No framework used | | 39.2% | 222 | 25.0% | 24 | |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A4. How IT Risk Is Managed (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Primarily central IT | |  | 84.4% | 92.0% | 82.5% | 81.1% | 92.3% | 85.4% | 77.3% |
| Primarily a unit other than central IT | |  | 3.1% | 0.0% | 1.8% | 1.9% | 7.7% | 2.0% | 9.1% |
| Shared between central IT and another unit | |  | 12.5% | 8.0% | 15.8% | 17.0% | 0.0% | 12.7% | 13.6% |
| n | |  | 32 | 50 | 57 | 53 | 13 | 205 | 22 |
|  |
|  | | | | | | | | | | |
| N/A responses removed. | | | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A5. Agreement with IT Risk Statements** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| A5.Formal procedure for identifying IT risks | | 8.2% | 31.3% | 16.9% | 30.9% | 12.8% | 243 |
| A5.IT effectively participates in institutional risk assessment | | 5.8% | 13.2% | 21.4% | 38.3% | 21.4% | 243 |
| A5.We regularly update a list of IT risks | | 8.6% | 27.6% | 21.0% | 31.3% | 11.5% | 243 |
| A5.We regularly reprioritize a list of IT risks | | 9.1% | 27.6% | 23.5% | 30.5% | 9.5% | 243 |
| A5.We effectively track and report IT risks | | 8.3% | 23.7% | 23.2% | 36.1% | 8.7% | 241 |
| A5.We implement policies and controls in response to IT risk analysis | | 3.3% | 13.2% | 16.5% | 51.4% | 15.6% | 243 |
| A5.We continuously monitor IT risk policies and controls for effectiveness | | 7.4% | 31.3% | 23.0% | 28.8% | 9.5% | 243 |
| A5.We have a process in place for reviewing and updating our IT risk management practices | | 9.0% | 32.4% | 23.0% | 26.6% | 9.0% | 244 |
| A5.We have a common understanding and language around IT risk management | | 6.2% | 30.9% | 23.5% | 32.5% | 7.0% | 243 |
| A5.We effectively communicate about IT risks with all relevant parties | | 3.7% | 23.8% | 27.0% | 35.7% | 9.8% | 244 |
| A5.Institutional leadership has a good understanding of the benefits of IT risk management | | 12.7% | 30.7% | 18.0% | 29.5% | 9.0% | 244 |
| A5.Institutional leadership is adequately involved in IT risk management | | 14.0% | 30.0% | 23.5% | 25.1% | 7.4% | 243 |
| A5.We train employees to respond to IT risk | | 8.3% | 25.2% | 24.4% | 35.1% | 7.0% | 242 |
| A5.We assess IT risks related to cloud-computing activities | | 4.5% | 13.9% | 14.8% | 48.0% | 18.9% | 244 |
| A5.We assess IT risks related to other (non-cloud-related) end-user activities such as downloading software and using USB | | 3.7% | 17.2% | 16.4% | 49.2% | 13.5% | 244 |
| A5.Our IT risk assessment is not solely "top-down" | | 4.6% | 12.5% | 22.1% | 47.5% | 13.3% | 240 |
| A5.Our existing technologies are too complex | | 4.2% | 37.6% | 33.3% | 18.1% | 6.8% | 237 |
| A5.Our existing technologies are adequate | | 2.1% | 29.3% | 28.5% | 35.6% | 4.6% | 239 |
| A5.Our faculty are resistant to IT risk management | | 1.8% | 21.6% | 34.8% | 27.8% | 14.1% | 227 |
| A5.Our administration is resistant to IT risk management | | 8.4% | 45.8% | 27.3% | 13.9% | 4.6% | 238 |
| A5.Our staff are resistant to IT risk management | | 7.5% | 44.8% | 29.0% | 16.2% | 2.5% | 241 |
| A5.We have adequate staff hours devoted to IT risk management | | 21.7% | 54.9% | 11.1% | 11.1% | 1.2% | 244 |
| A5.We have enough qualified staff devoted to IT risk management | | 23.7% | 47.8% | 13.9% | 13.1% | 1.6% | 245 |
| A5.We have an adequate budget devoted to IT risk management | | 26.4% | 47.9% | 15.7% | 8.7% | 1.2% | 242 |
| A5.There is adequate investment in IT services | | 14.5% | 30.6% | 26.0% | 24.4% | 4.5% | 242 |
| A5.We have the authority to manage or control decentralized (end-user) actions that involve release of data or security breaches | | 5.0% | 23.7% | 17.8% | 39.8% | 13.7% | 241 |
|  |
|  | | | | | | | | |
| N/A responses removed. | | | | | | | | |

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| **A6. Balance Between IT Risk Control and Functionality/Openness**  (Slider bar question: 0 = Risk control is our priority. 100 = Functionality/openness is our priority.) | | | | | | |
|  |
|  | | A6.Balance of IT risk control and functionality/openness | | | |
| Mean | Median | Std. Dev. | n |
| Carnegie Classification | |  |  |  |  |
| AA | | 54.77 | 56.00 | 20.91 | 35 |
| BA | | 55.13 | 51.00 | 17.64 | 48 |
| MA | | 57.21 | 55.00 | 13.88 | 53 |
| DR | | 55.58 | 51.50 | 20.78 | 52 |
| Other | | 54.20 | 50.00 | 19.47 | 15 |
| All U.S. | | 55.66 | 54.00 | 18.22 | 203 |
| Int’l | | 59.41 | 58.50 | 15.59 | 22 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A7. Importance of Addressing Various Risks (by Carnegie Classification)**  (Slider bar questions: 0 = Not at all important for us to address. 100 = Very important for us to address.) | | | | | | | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | | | | | | | |
| AA | | | | BA | | | | | MA | | | |
| Mean | Median | Std. Dev. | n | Mean | | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n |
| A7.Information security | | 83.97 | 90.00 | 18.68 | 35 | 83.56 | | 90.00 | 17.81 | 54 | 84.00 | 88.00 | 17.17 | 59 |
| A7.Physical security of IT resources | | 79.83 | 85.50 | 23.32 | 36 | 70.83 | | 73.00 | 21.58 | 54 | 78.47 | 79.00 | 19.71 | 59 |
| A7.Identity/access management | | 78.37 | 84.00 | 19.93 | 35 | 76.50 | | 80.00 | 19.11 | 54 | 81.31 | 85.00 | 17.11 | 59 |
| A7.Disaster planning and recovery systems business continuity | | 74.46 | 75.00 | 16.04 | 35 | 74.22 | | 76.00 | 20.57 | 54 | 75.71 | 77.00 | 20.61 | 59 |
| A7.Data privacy/confidentiality | | 85.89 | 91.50 | 16.88 | 36 | 81.09 | | 85.50 | 16.67 | 54 | 81.59 | 85.00 | 18.41 | 59 |
| A7.Insufficient strategic funding of IT | | 60.91 | 62.00 | 25.93 | 35 | 62.08 | | 60.00 | 22.45 | 53 | 67.10 | 68.00 | 20.48 | 59 |
| A7.Compliance with laws and regulations | | 78.91 | 84.00 | 22.76 | 35 | 79.09 | | 86.00 | 19.77 | 54 | 76.83 | 80.00 | 20.02 | 59 |
| A7.Personnel negligence or malfeasance | | 67.58 | 68.00 | 21.88 | 36 | 62.57 | | 62.00 | 21.58 | 53 | 58.15 | 57.00 | 24.11 | 59 |
| A7.Asset management | | 67.06 | 67.00 | 22.38 | 36 | 58.42 | | 60.00 | 20.50 | 53 | 60.31 | 60.00 | 22.37 | 59 |
| A7.Information systems acquisition, development, and maintenance | | 71.28 | 75.00 | 22.18 | 36 | 65.52 | | 65.50 | 16.98 | 52 | 65.91 | 66.00 | 20.74 | 57 |
| A7.Unique risks posed by cloud computing | | 63.63 | 67.00 | 20.27 | 35 | 61.58 | | 60.00 | 23.90 | 53 | 63.68 | 65.00 | 22.79 | 59 |
|  |
|  | | Carnegie Classification | | | | | | | | | | | | |
| DR | | | | Other | | | | | All U.S. | | | |
| Mean | Median | Std. Dev. | n | Mean | | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n |
| A7.Information security | | 87.97 | 90.00 | 12.16 | 58 | 86.40 | | 87.00 | 13.70 | 15 | 85.09 | 90.00 | 16.18 | 221 |
| A7.Physical security of IT resources | | 74.74 | 80.00 | 20.10 | 58 | 81.80 | | 80.00 | 15.38 | 15 | 76.09 | 79.50 | 20.79 | 222 |
| A7.Identity/access management | | 81.93 | 82.00 | 15.28 | 57 | 80.20 | | 76.00 | 15.35 | 15 | 79.75 | 80.00 | 17.53 | 220 |
| A7.Disaster planning and recovery systems business continuity | | 75.40 | 80.00 | 21.01 | 58 | 72.47 | | 69.00 | 22.44 | 15 | 74.85 | 79.00 | 20.02 | 221 |
| A7.Data privacy/confidentiality | | 83.31 | 85.50 | 14.72 | 58 | 86.00 | | 85.00 | 14.34 | 15 | 82.91 | 87.00 | 16.53 | 222 |
| A7.Insufficient strategic funding of IT | | 75.21 | 79.00 | 18.16 | 58 | 62.33 | | 65.00 | 15.40 | 15 | 66.72 | 68.00 | 21.61 | 220 |
| A7.Compliance with laws and regulations | | 83.74 | 88.00 | 16.24 | 57 | 82.60 | | 85.00 | 18.24 | 15 | 79.90 | 85.00 | 19.42 | 220 |
| A7.Personnel negligence or malfeasance | | 64.40 | 64.00 | 20.83 | 57 | 67.93 | | 67.00 | 24.25 | 15 | 63.05 | 62.50 | 22.40 | 220 |
| A7.Asset management | | 63.05 | 65.00 | 20.17 | 58 | 66.07 | | 65.00 | 25.16 | 15 | 62.06 | 63.00 | 21.59 | 221 |
| A7.Information systems acquisition, development, and maintenance | | 71.96 | 75.00 | 18.32 | 56 | 68.13 | | 65.00 | 19.87 | 15 | 68.44 | 70.00 | 19.50 | 216 |
| A7.Unique risks posed by cloud computing | | 73.75 | 77.00 | 16.55 | 56 | 62.80 | | 67.00 | 27.41 | 15 | 65.69 | 68.00 | 21.94 | 218 |
|  |
|  | | Carnegie Classification | | | | |
| Int’l | | | | |
| Mean | Median | Std. Dev. | n | |
| A7.Information security | | 75.38 | 76.00 | 17.69 | 24 | |
| A7.Physical security of IT resources | | 72.58 | 77.00 | 21.48 | 24 | |
| A7.Identity/access management | | 74.17 | 79.50 | 17.83 | 24 | |
| A7.Disaster planning and recovery systems business continuity | | 69.75 | 73.00 | 23.20 | 24 | |
| A7.Data privacy/confidentiality | | 75.50 | 79.50 | 17.86 | 24 | |
| A7.Insufficient strategic funding of IT | | 63.92 | 67.00 | 20.19 | 24 | |
| A7.Compliance with laws and regulations | | 69.42 | 71.50 | 23.31 | 24 | |
| A7.Personnel negligence or malfeasance | | 56.33 | 56.50 | 16.84 | 24 | |
| A7.Asset management | | 50.67 | 51.00 | 19.80 | 24 | |
| A7.Information systems acquisition, development, and maintenance | | 68.75 | 70.00 | 18.72 | 24 | |
| A7.Unique risks posed by cloud computing | | 55.96 | 59.50 | 23.95 | 24 | |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A9. Effectiveness Addressing Various Risks (by Carnegie Classification)**  (Slider bar questions: 0 = Not effectively addressing. 100 = Effectively addressing.) | | | | | | | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | | | | | | | |
| AA | | | | BA | | | | | MA | | | |
| Mean | Median | Std. Dev. | n | Mean | | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n |
| A9.Information security | | 72.14 | 75.50 | 21.50 | 36 | 60.15 | | 61.00 | 21.68 | 54 | 64.42 | 70.00 | 21.32 | 59 |
| A9.Physical security of IT resources | | 79.50 | 82.50 | 18.34 | 36 | 69.67 | | 74.50 | 20.31 | 54 | 73.36 | 75.00 | 21.54 | 59 |
| A9.Identity/access management | | 69.75 | 65.00 | 17.89 | 36 | 65.06 | | 66.00 | 18.75 | 53 | 64.36 | 66.00 | 20.38 | 59 |
| A9.Disaster planning and recovery systems business continuity | | 67.71 | 70.00 | 20.38 | 35 | 59.09 | | 61.50 | 23.38 | 54 | 55.41 | 56.00 | 24.78 | 59 |
| A9.Data privacy/confidentiality | | 73.69 | 76.00 | 19.73 | 36 | 68.87 | | 70.50 | 18.95 | 54 | 72.09 | 75.00 | 19.58 | 58 |
| A9.Insufficient strategic funding of IT | | 57.53 | 59.50 | 22.73 | 36 | 51.19 | | 50.00 | 24.17 | 54 | 49.73 | 50.00 | 25.11 | 59 |
| A9.Compliance with laws and regulations | | 78.42 | 81.00 | 19.09 | 36 | 71.81 | | 75.00 | 22.54 | 54 | 71.85 | 75.00 | 19.85 | 59 |
| A9.Personnel malfeasance | | 65.75 | 63.00 | 22.68 | 36 | 59.73 | | 51.00 | 21.06 | 52 | 58.85 | 56.00 | 22.26 | 59 |
| A9.Asset management | | 70.81 | 72.50 | 22.61 | 36 | 60.70 | | 58.00 | 21.04 | 53 | 58.54 | 59.00 | 20.99 | 59 |
| A9.Information systems acquisition, development, and maintenance | | 71.53 | 77.50 | 23.92 | 36 | 65.15 | | 65.00 | 21.08 | 53 | 64.64 | 64.00 | 20.53 | 59 |
| A9.Unique risks posed by cloud computing | | 58.26 | 60.00 | 20.87 | 35 | 58.79 | | 58.50 | 23.00 | 52 | 62.76 | 65.00 | 22.09 | 59 |
|  |
|  | | Carnegie Classification | | | | | | | | | | | | |
| DR | | | | Other | | | | | All U.S. | | | |
| Mean | Median | Std. Dev. | n | Mean | | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n |
| A9.Information security | | 69.78 | 75.00 | 22.18 | 58 | 73.07 | | 80.00 | 20.17 | 15 | 66.62 | 70.00 | 21.90 | 222 |
| A9.Physical security of IT resources | | 68.60 | 71.50 | 20.87 | 58 | 76.27 | | 82.00 | 22.87 | 15 | 72.41 | 75.00 | 20.84 | 222 |
| A9.Identity/access management | | 67.40 | 70.00 | 21.98 | 58 | 72.20 | | 80.00 | 21.92 | 15 | 66.73 | 69.00 | 20.13 | 221 |
| A9.Disaster planning and recovery systems business continuity | | 59.45 | 60.00 | 22.99 | 58 | 56.73 | | 64.00 | 29.18 | 15 | 59.41 | 60.00 | 23.76 | 221 |
| A9.Data privacy/confidentiality | | 66.62 | 70.00 | 21.57 | 58 | 77.27 | | 78.00 | 15.35 | 15 | 70.48 | 74.00 | 19.83 | 221 |
| A9.Insufficient strategic funding of IT | | 49.78 | 52.00 | 26.74 | 58 | 50.47 | | 50.00 | 24.47 | 15 | 51.41 | 50.00 | 24.85 | 222 |
| A9.Compliance with laws and regulations | | 69.97 | 70.00 | 20.51 | 58 | 67.33 | | 65.00 | 20.43 | 15 | 72.11 | 74.00 | 20.67 | 222 |
| A9.Personnel malfeasance | | 59.79 | 58.00 | 24.08 | 57 | 67.33 | | 72.00 | 23.64 | 15 | 61.02 | 59.00 | 22.62 | 219 |
| A9.Asset management | | 52.93 | 50.00 | 26.59 | 57 | 64.07 | | 75.00 | 28.53 | 15 | 59.99 | 59.00 | 23.88 | 220 |
| A9.Information systems acquisition, development, and maintenance | | 64.32 | 64.00 | 21.99 | 56 | 68.53 | | 80.00 | 25.87 | 15 | 66.08 | 68.00 | 21.95 | 219 |
| A9.Unique risks posed by cloud computing | | 65.63 | 66.00 | 20.30 | 57 | 54.87 | | 60.00 | 29.34 | 15 | 61.30 | 62.50 | 22.28 | 218 |
|  |
|  | | Carnegie Classification | | | | |
| Int’l | | | | |
| Mean | Median | Std. Dev. | n | |
| A9.Information security | | 62.79 | 65.50 | 20.12 | 24 | |
| A9.Physical security of IT resources | | 74.08 | 80.00 | 20.82 | 24 | |
| A9.Identity/access management | | 62.92 | 69.50 | 23.27 | 24 | |
| A9.Disaster planning and recovery systems business continuity | | 61.25 | 58.00 | 23.62 | 24 | |
| A9.Data privacy/confidentiality | | 63.63 | 61.00 | 24.76 | 24 | |
| A9.Insufficient strategic funding of IT | | 53.29 | 50.00 | 24.51 | 24 | |
| A9.Compliance with laws and regulations | | 68.83 | 70.00 | 21.26 | 24 | |
| A9.Personnel malfeasance | | 51.57 | 47.00 | 19.52 | 23 | |
| A9.Asset management | | 57.96 | 60.00 | 25.14 | 24 | |
| A9.Information systems acquisition, development, and maintenance | | 66.96 | 68.00 | 15.87 | 24 | |
| A9.Unique risks posed by cloud computing | | 50.08 | 55.00 | 28.06 | 24 | |
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| **A10. IT RM As Explicit Strategic Goal (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| No | |  | 77.1% | 86.0% | 82.5% | 77.8% | 75.0% | 80.9% | 76.2% |
| Yes | |  | 22.9% | 14.0% | 17.5% | 22.2% | 25.0% | 19.1% | 23.8% |
| n | |  | 35 | 50 | 57 | 45 | 12 | 199 | 21 |
|  |
|  | | | | | | | | | | |
| N/A responses removed. | | | | | | | | | | |

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| **Section B: IT Compliance** | | | | | | | | | | |
| **B1. Institutional Compliance Program in Place (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Formal institutional compliance program in place | |  | 38.9% | 24.1% | 37.3% | 56.1% | 60.0% | 40.7% | 20.8% |
| Formal institutional compliance program planned, but not yet in place | |  | 13.9% | 7.4% | 13.6% | 10.5% | 13.3% | 11.3% | 8.3% |
| Institutional compliance ad hoc/reactive/informal | |  | 44.4% | 57.4% | 42.4% | 28.1% | 20.0% | 41.2% | 58.3% |
| No processes or procedures in place for institutional compliance | |  | 2.8% | 11.1% | 6.8% | 5.3% | 6.7% | 6.8% | 12.5% |
| n | |  | 36 | 54 | 59 | 57 | 15 | 221 | 24 |
|  |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **B2. IT Compliance Program in Place (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Formal IT compliance program in place | |  | 30.6% | 18.9% | 33.9% | 31.0% | 33.3% | 29.0% | 8.3% |
| Formal IT compliance program planned, but not yet in place | |  | 22.2% | 11.3% | 18.6% | 13.8% | 26.7% | 16.7% | 12.5% |
| IT compliance ad hoc/reactive/informal | |  | 47.2% | 58.5% | 40.7% | 48.3% | 33.3% | 47.5% | 62.5% |
| No processes or procedures in place for IT compliance | |  | 0.0% | 11.3% | 6.8% | 6.9% | 6.7% | 6.8% | 16.7% |
| n | |  | 36 | 53 | 59 | 58 | 15 | 221 | 24 |
|  |
|  | | | | | | | | | | |

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| **B2b. IT Compliance Program Part of Institutional Compliance Program**  (question presented only to those reporting a formal institutional compliance program and a formal IT compliance program) | | | | | |
|  |
|  | | Yes | No | n |
| B2b.Is your IT compliance program part of your institutional compliance program? | | 77.1% | 22.9% | 48 |
|  |
|  | | | | | |
| N/A responses removed. | | | | | |

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| --- | --- | --- | --- | --- |
| **B2c. IT Compliance Program Lead**  (question presented only to those reporting a formal IT compliance program) | | | | |
|  |
|  | | |  |
|  |
| CIO or equivalent | |  | 31.8% |
| Deputy CIO or equivalent | |  | 7.6% |
| Chief information security officer (CISO) or equivalent | |  | 34.8% |
| Chief risk officer (CRO) or equivalent | |  | 3.0% |
| IT policy director | |  | 1.5% |
| Other IT director/manager | |  | 7.6% |
| Legal counsel | |  | 3.0% |
| Internal audit officer | |  | 7.6% |
| Non-IT officer | |  | 3.0% |
| n | |  | 66 |
|  |
|  | | | | |
| N/A responses removed. | | | | |

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|  |
| **B2d. IT Compliance Lead Reports to**  (multiple responses allowed)  (question presented only to those reporting a formal IT compliance program) | | | |
|  | | Yes | n |
| B2d.CIO or equivalent | | 50.0% | 66 |
| B2d.CISO or equivalent | | 3.0% | 66 |
| B2d.CRO or equivalent | | 0.0% | 66 |
| B2d.Chief financial officer (CFO) | | 18.2% | 66 |
| B2d.Provost | | 3.0% | 66 |
| B2d.President | | 16.7% | 66 |
| B2d.Other IT officer/director/manager | | 6.1% | 66 |
| B2d.Other non-IT officer/director/manager | | 6.1% | 66 |
| B2d.Board committee | | 3.0% | 66 |
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| **B2e. IT Compliance Scope of Authority**  (Slider bar question: 0 = Limited scope of authority. 100 = Broad scope of authority.)  (question presented only to those reporting a formal IT compliance program) | | | | | | |
|  |
|  | | Scope of authority of IT compliance program | | | |
| Mean | Median | Std. Dev. | n |
|  | |  |  |  |  |
|  | | 72.24 | 76.00 | 20.65 | 66 |
|  |
|  | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **B3. Agreement with IT Compliance Statements** | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| B3.We have a process in place for reviewing and updating our IT compliance practices | | 10.7% | 29.1% | 20.1% | 32.4% | 7.8% | 244 |
| B3.We have adequate staff hours devoted to IT compliance | | 17.3% | 46.1% | 17.7% | 15.6% | 3.3% | 243 |
| B3.We have enough qualified staff devoted IT compliance | | 17.7% | 46.9% | 15.2% | 17.7% | 2.5% | 243 |
| B3.We have an adequate budget devoted to IT compliance | | 19.5% | 46.1% | 17.4% | 14.1% | 2.9% | 241 |
| B3.The regulatory environment is too complex | | 2.9% | 12.1% | 34.2% | 30.8% | 20.0% | 240 |
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|  | | | | | | | | |
| N/A responses removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **B4. Difficulty Addressing IT Compliance Issues** | | | | | | | | |
|  |
|  | | 1: Not at all difficult | 2 | 3 | 4 | 5: Very difficult | n |
| B4.Your institution's IT policies | | 8.3% | 34.7% | 30.2% | 20.7% | 6.2% | 242 |
| B4.Family Educational Rights and Privacy Act (FERPA) | | 19.8% | 50.7% | 16.6% | 11.1% | 1.8% | 217 |
| B4.Health Insurance Portability and Accountability Act (HIPAA) Security Rule | | 13.1% | 40.8% | 22.8% | 15.0% | 8.3% | 206 |
| B4.HIPAA Privacy Rule | | 13.1% | 42.2% | 23.8% | 14.6% | 6.3% | 206 |
| B4.International data protection laws (e.g., European Union Safe Harbor rules) | | 14.0% | 25.7% | 31.6% | 16.2% | 12.5% | 136 |
| B4.U.S. state privacy and data protection laws | | 7.1% | 31.0% | 32.4% | 23.8% | 5.7% | 210 |
| B4.PCI Data Security Standard (PCI DSS) | | 8.4% | 27.6% | 23.6% | 24.0% | 16.4% | 225 |
| B4.Fair and Accurate Credit Transactions Act (FACTA) Red Flags Rule | | 10.2% | 31.7% | 38.3% | 15.6% | 4.2% | 167 |
| B4.Federal Information Security Management Act (FISMA) | | 7.4% | 23.5% | 40.7% | 21.0% | 7.4% | 162 |
| B4.Gramm-Leach-Bliley Act (GLBA) | | 12.3% | 30.9% | 34.6% | 18.5% | 3.7% | 162 |
| B4.International Traffic in Arms Regulations (ITAR) | | 13.9% | 25.9% | 34.3% | 19.4% | 6.5% | 108 |
|  |
|  | | | | | | | | |
| N/A responses removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Section C: IT Governance** | | | | | | | | | | |
| **C1. Institutional Governance Body in Place (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Formal institutional governance body in place | |  | 97.2% | 81.5% | 83.1% | 79.3% | 86.7% | 84.2% | 75.0% |
| Formal institutional governance body planned, but not yet in place | |  | 0.0% | 1.9% | 0.0% | 5.2% | 0.0% | 1.8% | 4.2% |
| Institutional governance ad hoc/reactive/informal | |  | 0.0% | 13.0% | 10.2% | 12.1% | 6.7% | 9.5% | 16.7% |
| No processes or procedures in place for institutional governance | |  | 2.8% | 3.7% | 6.8% | 3.4% | 6.7% | 4.5% | 4.2% |
| n | |  | 36 | 54 | 59 | 58 | 15 | 222 | 24 |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C2. IT Governance Body (ITGB) in Place (by Carnegie Classification)** | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Formal IT governance body in place | |  | 52.8% | 61.1% | 54.2% | 58.6% | 53.3% | 56.8% | 41.7% |
| Formal IT governance body planned, but not yet in place | |  | 19.4% | 7.4% | 10.2% | 19.0% | 20.0% | 14.0% | 12.5% |
| IT governance ad hoc/reactive/informal | |  | 16.7% | 25.9% | 27.1% | 20.7% | 20.0% | 23.0% | 41.7% |
| No processes or procedures in place for IT governance | |  | 11.1% | 5.6% | 8.5% | 1.7% | 6.7% | 6.3% | 4.2% |
| n | |  | 36 | 54 | 59 | 58 | 15 | 222 | 24 |
|  |
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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C2b. ITGB Part of Enterprise Governance Body (by Carnegie Classification)**  (question presented only to those reporting a formal institutional governance body and a formal ITGB) | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| Yes | |  | 90.0% | 74.2% | 75.0% | 76.7% | 83.3% | 78.2% | 70.0% |
| No | |  | 10.0% | 25.8% | 25.0% | 23.3% | 16.7% | 21.8% | 30.0% |
| n | |  | 20 | 31 | 32 | 30 | 6 | 119 | 10 |
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|  | | | | | | | | | | |
| N/A responses removed. | | | | | | | | | | |

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| **C2c. ITGB Lead (by Carnegie Classification)**  (question presented only to those reporting a formal ITGB) | | | | | | | | | | |
|  |
|  | | | Carnegie Classification | | | | | | |
| AA | BA | MA | DR | Other | All U.S. | Int’l |
| CIO or equivalent | |  | 95.0% | 75.8% | 75.0% | 65.7% | 62.5% | 75.0% | 50.0% |
| Deputy CIO or equivalent | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Chief information security officer (CISO) or equivalent | |  | 5.0% | 3.0% | 0.0% | 0.0% | 0.0% | 1.6% | 0.0% |
| Chief risk officer (CRO) or equivalent | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| IT policy director | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other IT director/manager | |  | 0.0% | 3.0% | 3.1% | 2.9% | 0.0% | 2.3% | 0.0% |
| Legal counsel | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 10.0% |
| Internal audit officer | |  | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Other non-IT officer | |  | 0.0% | 18.2% | 21.9% | 28.6% | 37.5% | 20.3% | 30.0% |
| No designated lead for IT governance | |  | 0.0% | 0.0% | 0.0% | 2.9% | 0.0% | 0.8% | 10.0% |
| n | |  | 20 | 33 | 32 | 35 | 8 | 128 | 10 |
|  |
|  | | | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C2d. IT Governance Lead Reports to (by Carnegie Classification)**  (multiple responses allowed)  (question presented only to those reporting a formal ITGB) | | | | | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | | | | | |
| AA | | BA | | MA | | | DR | | Other | |
| Percent | n | Percent | n | Percent | | n | Percent | n | Percent | n |
| C2d.CIO or equivalent | | 10.5% | 19 | 12.1% | 33 | 12.5% | | 32 | 14.7% | 34 | 37.5% | 8 |
| C2d.CISO or equivalent | | 0.0% | 19 | 3.0% | 33 | 0.0% | | 32 | 0.0% | 34 | 0.0% | 8 |
| C2d.CRO or equivalent | | 0.0% | 19 | 0.0% | 33 | 0.0% | | 32 | 0.0% | 34 | 0.0% | 8 |
| C2d.Chief financial officer (CFO) | | 15.8% | 19 | 21.2% | 33 | 18.8% | | 32 | 17.6% | 34 | 0.0% | 8 |
| C2d.Provost | | 0.0% | 19 | 18.2% | 33 | 31.3% | | 32 | 35.3% | 34 | 12.5% | 8 |
| C2d.President | | 63.2% | 19 | 39.4% | 33 | 37.5% | | 32 | 26.5% | 34 | 50.0% | 8 |
| C2d.Other IT officer/director/manager | | 0.0% | 19 | 0.0% | 33 | 0.0% | | 32 | 0.0% | 34 | 0.0% | 8 |
| C2d.Other non-IT officer/director/manager | | 15.8% | 19 | 0.0% | 33 | 3.1% | | 32 | 17.6% | 34 | 12.5% | 8 |
| C2d.Board committee | | 5.3% | 19 | 3.0% | 33 | 3.1% | | 32 | 0.0% | 34 | 0.0% | 8 |
|  |
|  | | Carnegie Classification | | | | |
| All U.S. | | Int’l | | |
| Percent | n | Percent | n | |
| C2d.CIO or equivalent | | 14.3% | 126 | 20.0% | 10 | |
| C2d.CISO or equivalent | | 0.8% | 126 | 0.0% | 10 | |
| C2d.CRO or equivalent | | 0.0% | 126 | 0.0% | 10 | |
| C2d.Chief financial officer (CFO) | | 17.5% | 126 | 0.0% | 10 | |
| C2d.Provost | | 23.0% | 126 | 20.0% | 10 | |
| C2d.President | | 39.7% | 126 | 30.0% | 10 | |
| C2d.Other IT officer/director/manager | | 0.0% | 126 | 0.0% | 10 | |
| C2d.Other non-IT officer/director/manager | | 8.7% | 126 | 20.0% | 10 | |
| C2d.Board committee | | 2.4% | 126 | 10.0% | 10 | |
|  |
|  | | | | | | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C2e. Agreement with ITGB Statements**  (question presented only to those reporting a formal ITGB) | | | | | | | | |
|  |
|  | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | n |
| C2e.ITGB formulates binding policy | | 4.4% | 22.2% | 23.0% | 33.3% | 17.0% | 135 |
| C2e.ITGB prioritizes projects | | 3.7% | 10.4% | 18.5% | 40.7% | 26.7% | 135 |
| C2e.ITGB controls the budget | | 15.6% | 34.1% | 23.7% | 16.3% | 10.4% | 135 |
| C2e.ITGB aligns IT strategy with institutional strategy | | 1.5% | 8.1% | 14.1% | 46.7% | 29.6% | 135 |
| C2e.ITGB guides IT risk management | | 6.7% | 28.9% | 20.7% | 34.1% | 9.6% | 135 |
| C2e.ITGB advises on service levels | | 2.2% | 11.2% | 17.2% | 53.7% | 15.7% | 134 |
| C2e.ITGB advises on service improvement priorities | | 1.5% | 6.1% | 12.1% | 58.3% | 22.0% | 132 |
| C2e.ITGB reports to institutional leadership | | 11.2% | 17.2% | 14.2% | 33.6% | 23.9% | 134 |
| C2e.ITGB influences institutional leadership | | 2.2% | 10.4% | 21.6% | 44.0% | 21.6% | 134 |
|  |
|  | | | | | | | | |
| N/A responses removed. | | | | | | | | |

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **C3. Organizational Involvement: Budgets/Spending/Investments (by Carnegie Classification)**  (multiple responses allowed) | | | | | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | | | | | |
| AA | | BA | | MA | | | DR | | Other | |
| Percent | n | Percent | n | Percent | | n | Percent | n | Percent | n |
| Central IT | | 94.4% | 36 | 96.3% | 54 | 98.3% | | 59 | 96.6% | 58 | 86.7% | 15 |
| President's/chancellor's/CEO's office | | 58.3% | 36 | 61.1% | 54 | 76.3% | | 59 | 56.9% | 58 | 60.0% | 15 |
| Academic affairs | | 33.3% | 36 | 53.7% | 54 | 71.2% | | 59 | 74.1% | 58 | 46.7% | 15 |
| Student affairs | | 30.6% | 36 | 27.8% | 54 | 40.7% | | 59 | 50.0% | 58 | 33.3% | 15 |
| CFO/CBO | | 75.0% | 36 | 79.6% | 54 | 88.1% | | 59 | 89.7% | 58 | 73.3% | 15 |
| Other administrative/business units | | 22.2% | 36 | 27.8% | 54 | 33.9% | | 59 | 55.2% | 58 | 40.0% | 15 |
| Distributed IT units | | 19.4% | 36 | 20.4% | 54 | 18.6% | | 59 | 50.0% | 58 | 53.3% | 15 |
| Faculty | | 27.8% | 36 | 33.3% | 54 | 39.0% | | 59 | 46.6% | 58 | 33.3% | 15 |
| Alumni/institutional advancement | | 8.3% | 36 | 13.0% | 54 | 20.3% | | 59 | 24.1% | 58 | 6.7% | 15 |
| Board of trustees/board committee | | 38.9% | 36 | 37.0% | 54 | 25.4% | | 59 | 24.1% | 58 | 46.7% | 15 |
|  |
|  | | Carnegie Classification | | | | |
| All U.S. | | Int’l | | |
| Percent | n | Percent | n | |
| Central IT | | 95.9% | 222 | 95.8% | 24 | |
| President's/chancellor's/CEO's office | | 63.5% | 222 | 54.2% | 24 | |
| Academic affairs | | 59.9% | 222 | 50.0% | 24 | |
| Student affairs | | 37.8% | 222 | 33.3% | 24 | |
| CFO/CBO | | 83.3% | 222 | 62.5% | 24 | |
| Other administrative/business units | | 36.5% | 222 | 37.5% | 24 | |
| Distributed IT units | | 29.7% | 222 | 29.2% | 24 | |
| Faculty | | 37.4% | 222 | 25.0% | 24 | |
| Alumni/institutional advancement | | 16.7% | 222 | 4.2% | 24 | |
| Board of trustees/board committee | | 31.5% | 222 | 4.2% | 24 | |
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| **C3. Organizational Involvement: Other IT Governance Decisions (by Carnegie Classification)**  (multiple responses allowed) | | | | | | | | | | | | | |
|  |
|  | | Carnegie Classification | | | | | | | | | | |
| AA | | BA | | MA | | | DR | | Other | |
| Percent | n | Percent | n | Percent | | n | Percent | n | Percent | n |
| Central IT | | 83.3% | 36 | 81.5% | 54 | 89.8% | | 59 | 86.2% | 58 | 93.3% | 15 |
| President's/chancellor's/CEO's office | | 58.3% | 36 | 51.9% | 54 | 59.3% | | 59 | 56.9% | 58 | 53.3% | 15 |
| Academic affairs | | 55.6% | 36 | 57.4% | 54 | 76.3% | | 59 | 75.9% | 58 | 66.7% | 15 |
| Student affairs | | 50.0% | 36 | 46.3% | 54 | 52.5% | | 59 | 53.4% | 58 | 46.7% | 15 |
| CFO/CBO | | 58.3% | 36 | 55.6% | 54 | 62.7% | | 59 | 60.3% | 58 | 60.0% | 15 |
| Other administrative/business units | | 61.1% | 36 | 37.0% | 54 | 52.5% | | 59 | 60.3% | 58 | 60.0% | 15 |
| Distributed IT units | | 33.3% | 36 | 22.2% | 54 | 22.0% | | 59 | 58.6% | 58 | 40.0% | 15 |
| Faculty | | 50.0% | 36 | 51.9% | 54 | 50.8% | | 59 | 69.0% | 58 | 33.3% | 15 |
| Students | | 11.1% | 36 | 22.2% | 54 | 32.2% | | 59 | 48.3% | 58 | 13.3% | 15 |
| Students | | 33.3% | 36 | 42.6% | 54 | 44.1% | | 59 | 46.6% | 58 | 40.0% | 15 |
| Alumni/institutional advancement | | 19.4% | 36 | 24.1% | 54 | 32.2% | | 59 | 29.3% | 58 | 33.3% | 15 |
| Board of trustees/board committee | | 44.4% | 36 | 50.0% | 54 | 27.1% | | 59 | 25.9% | 58 | 46.7% | 15 |
|  |
|  | | Carnegie Classification | | | | |
| All U.S. | | Int’l | | |
| Percent | n | Percent | n | |
| Central IT | | 86.0% | 222 | 79.2% | 24 | |
| President's/chancellor's/CEO's office | | 56.3% | 222 | 45.8% | 24 | |
| Academic affairs | | 67.6% | 222 | 45.8% | 24 | |
| Student affairs | | 50.5% | 222 | 20.8% | 24 | |
| CFO/CBO | | 59.5% | 222 | 33.3% | 24 | |
| Other administrative/business units | | 52.7% | 222 | 29.2% | 24 | |
| Distributed IT units | | 34.7% | 222 | 20.8% | 24 | |
| Faculty | | 54.5% | 222 | 50.0% | 24 | |
| Students | | 29.3% | 222 | 12.5% | 24 | |
| Students | | 42.3% | 222 | 29.2% | 24 | |
| Alumni/institutional advancement | | 27.5% | 222 | 12.5% | 24 | |
| Board of trustees/board committee | | 36.5% | 222 | 20.8% | 24 | |
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| **C4. IT Governance Standards (by Carnegie Classification)**  (multiple responses allowed) | | | | | | | | | | | |
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|  | | Carnegie Classification | | | | | | | | |
| AA | | BA | | MA | | DR | | |
| Percent | n | Percent | n | Percent | n | Percent | | n |
| C4.Control Objectives for Information and Related Technology (COBIT) | | 8.3% | 36 | 7.4% | 54 | 5.1% | 59 | 10.5% | | 57 |
| C4.Information Technology Infrastructure Library (ITIL) | | 22.2% | 36 | 13.0% | 54 | 16.9% | 59 | 26.3% | | 57 |
| C4.International Organization for Standardization (ISO) | | 13.9% | 36 | 3.7% | 54 | 3.4% | 59 | 12.3% | | 57 |
| C4.Other | | 16.7% | 36 | 1.9% | 54 | 0.0% | 59 | 7.0% | | 57 |
| C4.No formal standards | | 52.8% | 36 | 79.6% | 54 | 79.7% | 59 | 59.6% | | 57 |
| Any IT governance standard used | | 47.2% | 36 | 20.4% | 54 | 20.3% | 59 | 42.1% | | 57 |
|  |
|  | | Carnegie Classification | | | | | | |
| Other | | All U.S. | | Int’l | | |
| Percent | n | Percent | n | Percent | n | |
| C4.Control Objectives for Information and Related Technology (COBIT) | | 6.7% | 15 | 7.7% | 221 | 26.1% | 23 | |
| C4.Information Technology Infrastructure Library (ITIL) | | 26.7% | 15 | 19.9% | 221 | 47.8% | 23 | |
| C4.International Organization for Standardization (ISO) | | 26.7% | 15 | 9.0% | 221 | 17.4% | 23 | |
| C4.Other | | 0.0% | 15 | 5.0% | 221 | 13.0% | 23 | |
| C4.No formal standards | | 66.7% | 15 | 69.2% | 221 | 43.5% | 23 | |
| Any IT governance standard used | | 33.3% | 15 | 31.2% | 221 | 56.5% | 23 | |
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| **C5. Agreement with IT Governance Statements**  (Slider bar questions: 0 = Strongly disagree. 100 = Strongly agree.) | | | | | | | | | | | | | | | | | | | | | |
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|  | | C5.We have a clear IT vision, mission, or strategy | | | | | | C5.Our technology ecosystem is inflexible or complex | | | | | | | C5.We have adequate leadership support for IT governance | | | | | |
| Mean | | Median | Std. Dev. | n | | Mean | | Median | | Std. Dev. | | n | Mean | | Median | | Std. Dev. | n |
| Carnegie Classification | |  | |  |  |  | |  | |  | |  | |  |  | |  | |  |  |
| AA | | 69.56 | | 75.00 | 23.49 | 36 | | 47.28 | | 40.00 | | 21.83 | | 36 | 68.33 | | 68.00 | | 23.06 | 36 |
| BA | | 71.74 | | 74.50 | 21.92 | 54 | | 41.57 | | 38.50 | | 20.83 | | 54 | 64.57 | | 70.50 | | 22.68 | 54 |
| MA | | 67.98 | | 69.50 | 24.72 | 58 | | 42.68 | | 39.00 | | 21.54 | | 59 | 68.69 | | 74.00 | | 22.39 | 59 |
| DR | | 65.46 | | 70.00 | 22.55 | 57 | | 55.51 | | 60.00 | | 25.10 | | 55 | 64.19 | | 70.00 | | 25.27 | 58 |
| Other | | 64.80 | | 68.00 | 23.91 | 15 | | 41.53 | | 43.00 | | 22.63 | | 15 | 64.60 | | 65.00 | | 23.90 | 15 |
| All U.S. | | 68.29 | | 70.00 | 23.15 | 220 | | 46.31 | | 40.00 | | 22.95 | | 219 | 66.18 | | 70.00 | | 23.33 | 222 |
| Int’l | | 59.83 | | 61.50 | 27.31 | 24 | | 55.92 | | 59.50 | | 21.89 | | 24 | 58.29 | | 67.50 | | 25.57 | 24 |
|  |
|  | | C5.We have adequate faculty support for IT governance | | | | | | | C5.We have a culture of shared governance, transparency, and communication | | | | | | | | |
| Mean | Median | | Std. Dev. | | n | | Mean | | Median | | Std. Dev. | | | n | |
| Carnegie Classification | |  |  | |  | |  | |  | |  | |  | | |  | |
| AA | | 57.17 | 58.00 | | 25.87 | | 36 | | 61.50 | | 63.50 | | 25.49 | | | 36 | |
| BA | | 57.88 | 59.00 | | 25.57 | | 52 | | 60.78 | | 58.00 | | 25.31 | | | 54 | |
| MA | | 60.08 | 59.00 | | 19.81 | | 59 | | 64.39 | | 66.00 | | 22.52 | | | 59 | |
| DR | | 57.45 | 54.50 | | 22.06 | | 56 | | 59.61 | | 59.00 | | 23.37 | | | 57 | |
| Other | | 53.27 | 50.00 | | 19.89 | | 15 | | 52.33 | | 52.00 | | 25.84 | | | 15 | |
| All U.S. | | 57.93 | 56.50 | | 22.77 | | 218 | | 60.99 | | 61.00 | | 24.12 | | | 221 | |
| Int’l | | 42.33 | 43.00 | | 25.14 | | 24 | | 50.83 | | 50.00 | | 21.65 | | | 24 | |
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| **C5. Agreement with IT Governance Statements** | | | | | | | | | | | | | | | |
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|  | | C5.We have committed participation from stakeholders | | | | C5.We make investment decisions wisely | | | | C5.We are able to set priorities | | | | |
| Mean | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n | Mean | | Median | Std. Dev. | n |
| Carnegie Classification | |  |  |  |  |  |  |  |  |  | |  |  |  |
| AA | | 63.53 | 65.00 | 21.37 | 36 | 70.03 | 75.00 | 24.03 | 36 | 75.74 | | 80.00 | 21.95 | 35 |
| BA | | 59.89 | 58.50 | 24.04 | 54 | 69.55 | 76.00 | 19.89 | 53 | 69.67 | | 75.00 | 21.38 | 54 |
| MA | | 63.15 | 65.00 | 20.35 | 59 | 69.62 | 75.00 | 24.63 | 58 | 70.56 | | 79.00 | 23.67 | 59 |
| DR | | 64.79 | 64.00 | 22.33 | 57 | 66.02 | 71.00 | 24.79 | 57 | 67.31 | | 73.00 | 23.28 | 58 |
| Other | | 52.47 | 50.00 | 24.32 | 15 | 66.93 | 70.00 | 20.33 | 15 | 70.13 | | 77.00 | 20.90 | 15 |
| All U.S. | | 62.11 | 62.00 | 22.26 | 221 | 68.55 | 75.00 | 23.08 | 219 | 70.28 | | 75.00 | 22.53 | 221 |
| Int’l | | 52.50 | 50.00 | 19.67 | 24 | 64.54 | 60.00 | 17.03 | 24 | 65.29 | | 68.00 | 22.13 | 24 |
|  |
|  | | C5.We have the ability to manage or coordinate decentralized IT decision making by individuals, departments, and/or end users | | | | C5.We provide community representation in IT decision making | | | | |
| Mean | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n | |
| Carnegie Classification | |  |  |  |  |  |  |  |  | |
| AA | | 59.94 | 64.00 | 29.47 | 33 | 61.28 | 67.00 | 30.30 | 36 | |
| BA | | 58.63 | 60.00 | 25.10 | 51 | 68.72 | 70.00 | 19.90 | 53 | |
| MA | | 54.73 | 50.00 | 22.18 | 59 | 60.19 | 60.00 | 26.22 | 59 | |
| DR | | 45.21 | 48.00 | 22.06 | 57 | 66.56 | 70.00 | 22.59 | 57 | |
| Other | | 48.67 | 42.00 | 22.48 | 15 | 67.87 | 66.00 | 15.78 | 15 | |
| All U.S. | | 53.51 | 52.00 | 24.57 | 215 | 64.60 | 66.00 | 24.13 | 220 | |
| Int’l | | 45.67 | 40.50 | 23.96 | 24 | 55.13 | 58.00 | 22.90 | 23 | |
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| **C5. Agreement with IT Governance Statements** | | | | | | | | | | | | | | |
|  |
|  | | C5.We contribute to institutional IT policy making | | | | C5.We prioritize IT investment effectively | | | | C5.We make IT investment decisions transparently | | | |
| Mean | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n |
| Carnegie Classification | |  |  |  |  |  |  |  |  |  |  |  |  |
| AA | | 79.81 | 84.50 | 21.43 | 36 | 72.94 | 77.00 | 21.82 | 36 | 73.22 | 81.50 | 23.97 | 36 |
| BA | | 78.08 | 80.00 | 18.73 | 53 | 72.06 | 73.00 | 18.40 | 53 | 68.58 | 70.00 | 19.62 | 53 |
| MA | | 76.97 | 83.00 | 23.47 | 59 | 71.68 | 75.00 | 21.70 | 59 | 68.32 | 70.00 | 24.39 | 59 |
| DR | | 83.22 | 86.50 | 14.67 | 58 | 64.54 | 67.00 | 24.84 | 57 | 67.86 | 70.00 | 22.27 | 57 |
| Other | | 71.47 | 69.00 | 17.31 | 15 | 70.80 | 75.00 | 21.95 | 15 | 64.87 | 70.00 | 25.34 | 15 |
| All U.S. | | 78.96 | 82.00 | 19.65 | 221 | 70.07 | 74.50 | 21.93 | 220 | 68.83 | 71.00 | 22.65 | 220 |
| Int’l | | 71.17 | 74.00 | 18.46 | 24 | 70.25 | 73.50 | 17.33 | 24 | 62.08 | 64.00 | 21.33 | 24 |
|  |
|  | | C5.We participate in IT strategic planning | | | | C5.We make timely decisions | | | | C5.We build community understanding of IT decisions and policy | | | |
| Mean | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n | Mean | Median | Std. Dev. | n |
| Carnegie Classification | |  |  |  |  |  |  |  |  |  |  |  |  |
| AA | | 81.00 | 83.00 | 18.12 | 36 | 68.44 | 72.00 | 21.98 | 36 | 64.28 | 69.50 | 23.74 | 36 |
| BA | | 78.47 | 84.00 | 20.38 | 53 | 68.28 | 71.00 | 21.66 | 53 | 65.24 | 70.00 | 22.92 | 54 |
| MA | | 74.71 | 75.00 | 24.40 | 59 | 65.41 | 65.00 | 22.85 | 59 | 62.48 | 64.00 | 21.88 | 58 |
| DR | | 77.10 | 90.00 | 25.11 | 58 | 62.53 | 60.00 | 23.17 | 57 | 67.17 | 70.00 | 22.56 | 58 |
| Other | | 77.40 | 76.00 | 8.40 | 15 | 59.47 | 60.00 | 24.77 | 15 | 59.80 | 60.00 | 16.20 | 15 |
| All U.S. | | 77.45 | 80.00 | 21.90 | 221 | 65.45 | 65.00 | 22.62 | 220 | 64.50 | 65.00 | 22.21 | 221 |
| Int’l | | 70.29 | 73.50 | 19.75 | 24 | 59.79 | 62.50 | 18.11 | 24 | 56.92 | 58.00 | 17.56 | 24 |
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