IT Workforce Survey, 2015

Note: The online version of this survey may be shorter due to question branching or question skipping.

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

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

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

Please complete this survey by December 11, 2015.

Section A. Your IT Career

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

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

2. Which best describes the department/unit in which you work?
   - Central IT
   - President/chancellor’s office
   - Provost/academic affairs office
   - Executive vice chancellor/vice president’s office
   - Business and financial affairs
   - Student affairs
   - Advancement/development
   - Research administration
   - Human resources
ECAR is studying the career trajectories of IT professionals in higher education. In order to do so, we would like to ask you about your current position, your work history (two most recent previous positions), and your career aspirations (two future positions). Note: In some cases your exact job title may not be listed or grouped as it is on your campus; please pick the title that is closest to your own, regardless of group affiliation.

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

5. What is your current position?

IT executive leadership
( ) Senior-most information officer (e.g., CIO, VP, etc.)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most technology officer (e.g., CTO)
( ) Senior-most privacy officer
( ) Senior-most digital officer
( ) Senior-most data/analytics officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most IT business/finance officer
( ) Other IT executive leadership

Information security and services
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Security policy/compliance professional
( ) Security awareness/training professional

( ) Other administrative department/unit
( ) Academic college/division/department
( ) Library
( ) Medical college/center
( ) Non-medical professional college/center
( ) Other, please specify: ________________________________________________
Security project management professional
Security incident response/forensics professional
Security architect
Security engineer
Security analyst
Risk management professional
Other security professional
Academic computing/instructional technology
Director/lead, academic computing/instructional technology
Instructional technologist
Instructional technology, faculty support manager
Online instructional designer
Campus educational media services professional
Other academic computing/instructional technology professional
Networks and systems
Director/lead, networks
Network engineer
Network administrator
Network operations manager
Director/lead, systems
Systems engineer
Systems programmer
Systems administrator
Telecommunications manager
E-mail administrator
Other network infrastructure and operations professional
Other systems professional
Research computing/cyberinfrastructure
Director/lead, research computing/cyberinfrastructure
Research computing specialist
Research computing support professional
Other research computing/cybersecurity professional
Administrative/enterprise IT
Director/lead, enterprise operations
Enterprise architect
Enterprise data center professional
Principal systems analyst
Programmer analyst
DevOps professional
Other administrative IT professional
IT operations and service delivery
Director/lead, IT service delivery
Director/lead, IT service management
Director/lead, IT-as-a-service professional
IT procurement professional
IT auditor
Project manager
Product manager
Service management professional
Vendor management professional
Process management professional
Change management professional
Other IT operations or service delivery professional
Desktop services or client support
Director/lead, desktop services or client support
<table>
<thead>
<tr>
<th>Position Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>User services professional</td>
</tr>
<tr>
<td>Help desk specialist/technician</td>
</tr>
<tr>
<td>Help desk/support manager</td>
</tr>
<tr>
<td>Client support specialist</td>
</tr>
<tr>
<td>Other desktop services or client support professional</td>
</tr>
<tr>
<td>Applications development or operations</td>
</tr>
<tr>
<td>Director/lead, app development or operations</td>
</tr>
<tr>
<td>Application developer</td>
</tr>
<tr>
<td>Mobile app developer</td>
</tr>
<tr>
<td>User experience professional</td>
</tr>
<tr>
<td>Integration analyst</td>
</tr>
<tr>
<td>Other applications development or operations professional</td>
</tr>
<tr>
<td>Data, analytics, and business intelligence</td>
</tr>
<tr>
<td>Director/lead, analytics</td>
</tr>
<tr>
<td>Database administrator</td>
</tr>
<tr>
<td>Data architect</td>
</tr>
<tr>
<td>Data administrator</td>
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<tr>
<td>Data analyst</td>
</tr>
<tr>
<td>Data scientist</td>
</tr>
<tr>
<td>Data visualization professional</td>
</tr>
<tr>
<td>Client data support professional</td>
</tr>
<tr>
<td>Director/lead, business intelligence</td>
</tr>
<tr>
<td>Business intelligence professional</td>
</tr>
<tr>
<td>Business analyst</td>
</tr>
<tr>
<td>Institutional researcher</td>
</tr>
<tr>
<td>Other data, analytics, and business intelligence professional</td>
</tr>
<tr>
<td>Design, media, and web</td>
</tr>
<tr>
<td>Lead design/media professional</td>
</tr>
<tr>
<td>Social media expert, advisor, or support professional</td>
</tr>
<tr>
<td>Web content developer</td>
</tr>
<tr>
<td>Web designer</td>
</tr>
<tr>
<td>Web graphics designer</td>
</tr>
<tr>
<td>Web master</td>
</tr>
<tr>
<td>Videographer</td>
</tr>
<tr>
<td>Graphic designer</td>
</tr>
<tr>
<td>Other design, media, and web professional</td>
</tr>
<tr>
<td>Other circumstances</td>
</tr>
<tr>
<td>Retired</td>
</tr>
<tr>
<td>IT consultant</td>
</tr>
<tr>
<td>Managed services position</td>
</tr>
<tr>
<td>Student worker, IT</td>
</tr>
<tr>
<td>Student</td>
</tr>
<tr>
<td>Faculty</td>
</tr>
<tr>
<td>Academic, nonfaculty designation</td>
</tr>
<tr>
<td>New position that doesn't yet exist</td>
</tr>
<tr>
<td>Other IT professional</td>
</tr>
</tbody>
</table>

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

____________________________________________
____________________________________________
____________________________________________
____________________________________________

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

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

IT executive leadership

- Senior-most information officer (e.g., CIO, VP, etc.)
- Senior-most information officer of a department/division/school
- Deputy/associate information officer
- Deputy/associate information officer of a department/division/school
- Senior-most technology officer (e.g., CTO)
- Senior-most privacy officer
- Senior-most digital officer
- Senior-most data/analytics officer
- Senior-most security/information security officer (e.g., CISO)
- Senior-most IT business/finance officer
- Other IT executive leadership

Information security and services

- Director/lead, information security or services
- Information security manager
- Information security officer
- Security policy/compliance professional
- Security awareness/training professional
- Security project management professional
- Security incident response/forensics professional
- Security architect
- Security engineer
- Security analyst
- Risk management professional
- Other security professional

Academic computing/instructional technology

- Director/lead, academic computing/instructional technology
- Instructional technologist
- Instructional technology, faculty support manager
- Online instructional designer
- Campus educational media services professional
- Other academic computing/instructional technology professional

Networks and systems

- Director/lead, networks
- Network engineer
- Network administrator
- Network operations manager
- Director/lead, systems
- Systems engineer
- Systems programmer
- Systems administrator
- Telecommunications manager
- E-mail administrator
- Other network infrastructure and operations professional
- Other systems professional

Research computing/cyberinfrastructure

- Director/lead, research computing/cyberinfrastructure
- Research computing specialist
- Research computing support professional
- Other research computing/cybersecurity professional
Administrative/enterprise IT
- Director/lead, enterprise operations
- Enterprise architect
- Enterprise data center professional
- Principal systems analyst
- Programmer analyst
- DevOps professional
- Other administrative IT professional

IT operations and service delivery
- Director/lead, IT service delivery
- Director/lead, IT service management
- Director/lead, IT-as-a-service professional
- IT procurement professional
- IT auditor
- Project manager
- Product manager
- Service management professional
- Vendor management professional
- Process management professional
- Change management professional
- Other IT operations or service delivery professional

Desktop services or client support
- Director/lead, desktop services or client support
- User services professional
- Help desk specialist/technician
- Help desk/support manager
- Client support specialist
- Other desktop services or client support professional

Applications development or operations
- Director/lead, app development or operations
- Application developer
- Mobile app developer
- User experience professional
- Integration analyst
- Other applications development or operations professional

Data, analytics, and business intelligence
- Director/lead, analytics
- Database administrator
- Data architect
- Data administrator
- Data analyst
- Data scientist
- Data visualization professional
- Client data support professional
- Director/lead, business intelligence
- Business intelligence professional
- Business analyst
- Institutional researcher
- Other data, analytics, and business intelligence professional

Design, media, and web
- Lead design/media professional
- Social media expert, advisor, or support professional
- Web content developer
- Web designer
- Web graphics designer
7. What position did you hold two positions ago?

**IT executive leadership**
- Senior-most information officer (e.g., CIO, VP, etc.)
- Senior-most information officer of a department/division/school
- Deputy/associate information officer
- Deputy/associate information officer of a department/division/school
- Senior-most technology officer (e.g., CTO)
- Senior-most privacy officer
- Senior-most digital officer
- Senior-most data/analytics officer
- Senior-most security/information security officer (e.g., CISO)
- Senior-most IT business/finance officer
- Other IT executive leadership

**Information security and services**
- Information security manager
- Information security officer
- Security policy/compliance professional
- Security awareness/training professional
- Security project management professional
- Security incident response/forensics professional
- Security architect
- Security engineer
- Security analyst
( ) Risk management professional
( ) Other security professional

Academic computing/instructional technology
( ) Director/lead, academic computing/instructional technology
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Campus educational media services professional
( ) Other academic computing/instructional technology professional

Networks and systems
( ) Director/lead, networks
( ) Network engineer
( ) Network administrator
( ) Network operations manager
( ) Director/lead, systems
( ) Systems engineer
( ) Systems programmer
( ) Systems administrator
( ) Telecommunications manager
( ) E-mail administrator
( ) Other network infrastructure and operations professional
( ) Other systems professional

Research computing/cyberinfrastructure
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cybersecurity professional

Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional

IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional

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

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

7b. Was this position (two positions ago) at your current institution?
( ) Yes, it was at my current institution.
( ) No, it was at another institution.
Next, we would like for you to share with us your future career plans.

8. What position do you aspire to hold immediately after your current position?
   IT executive leadership
   ( ) Senior-most information officer (e.g., CIO, VP, etc.)
   ( ) Senior-most information officer of a department/division/school
   ( ) Deputy/associate information officer
   ( ) Deputy/associate information officer of a department/division/school
   ( ) Senior-most technology officer (e.g., CTO)
   ( ) Senior-most privacy officer
   ( ) Senior-most digital officer
   ( ) Senior-most data/analytics officer
   ( ) Senior-most security/information security officer (e.g., CISO)
   ( ) Senior-most IT business/finance officer
   ( ) Other IT executive leadership
   Information security and services
   ( ) Director/lead, information security or services
   ( ) Information security manager
   ( ) Information security officer
   ( ) Security policy/compliance professional
   ( ) Security awareness/training professional
   ( ) Security project management professional
   ( ) Security incident response/forensics professional
   ( ) Security architect
   ( ) Security engineer
   ( ) Security analyst
   ( ) Risk management professional
   ( ) Other security professional
   Academic computing/instructional technology
   ( ) Director/lead, academic computing/instructional technology
   ( ) Instructional technologist
   ( ) Instructional technology, faculty support manager
   ( ) Online instructional designer
   ( ) Campus educational media services professional
   ( ) Other academic computing/instructional technology professional
   Networks and systems
   ( ) Director/lead, networks
   ( ) Network engineer
   ( ) Network administrator
   ( ) Network operations manager
   ( ) Director/lead, systems
   ( ) Systems engineer
   ( ) Systems programmer
   ( ) Systems administrator
   ( ) Telecommunications manager
   ( ) E-mail administrator
   ( ) Other network infrastructure and operations professional
   ( ) Other systems professional
   Research computing/cyberinfrastructure
   ( ) Director/lead, research computing/cyberinfrastructure
   ( ) Research computing specialist
   ( ) Research computing support professional
   ( ) Other research computing/cybersecurity professional
Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional
IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional
Desktop services or client support
( ) Director/lead, desktop services or client support
( ) User services professional
( ) Help desk specialist/technician
( ) Help desk/support manager
( ) Client support specialist
( ) Other desktop services or client support professional
Applications development or operations
( ) Director/lead, app development or operations
( ) Application developer
( ) Mobile app developer
( ) User experience professional
( ) Integration analyst
( ) Other applications development or operations professional
Data, analytics, and business intelligence
( ) Director/lead, analytics
( ) Database administrator
( ) Data architect
( ) Data administrator
( ) Data analyst
( ) Data scientist
( ) Data visualization professional
( ) Client data support professional
( ) Director/lead, business intelligence
( ) Business intelligence professional
( ) Business analyst
( ) Institutional researcher
( ) Other data, analytics, and business intelligence professional
Design, media, and web
( ) Lead design/media professional
( ) Social media expert, advisor, or support professional
( ) Web content developer
( ) Web designer
( ) Web graphics designer
( ) Web master
( ) Videographer
( ) Graphic designer
( ) Other design, media, and web professional

Other circumstances
( ) Not in IT/other non-IT profession
( ) Retired
( ) IT consultant
( ) Managed services position
( ) Student worker, IT
( ) Student
( ) Faculty
( ) Academic, nonfaculty designation
( ) New position that doesn't yet exist
( ) Not applicable
( ) Don't know
( ) Other IT professional

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

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

9. What position do you aspire to hold after your next position (two positions in the future)?

IT executive leadership
( ) Senior-most information officer (e.g., CIO, VP, etc.)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most technology officer (e.g., CTO)
( ) Senior-most privacy officer
( ) Senior-most digital officer
( ) Senior-most data/analytics officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most IT business/finance officer
( ) Other IT executive leadership

Information security and services
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Security policy/compliance professional
( ) Security awareness/training professional
( ) Security project management professional
( ) Security incident response/forensics professional
( ) Security architect
( ) Security engineer
( ) Security analyst
( ) Risk management professional
( ) Other security professional

Academic computing/instructional technology
( ) Director/lead, academic computing/instructional technology
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Campus educational media services professional
( ) Other academic computing/instructional technology professional

Networks and systems
( ) Director/lead, networks
( ) Network engineer
( ) Network administrator
( ) Network operations manager
( ) Director/lead, systems
( ) Systems engineer
( ) Systems programmer
( ) Systems administrator
( ) Telecommunications manager
( ) E-mail administrator
( ) Other network infrastructure and operations professional
( ) Other systems professional

Research computing/cyberinfrastructure
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cybersecurity professional

Administrative/enterprise IT
( ) Director/lead, enterprise operations
( ) Enterprise architect
( ) Enterprise data center professional
( ) Principal systems analyst
( ) Programmer analyst
( ) DevOps professional
( ) Other administrative IT professional

IT operations and service delivery
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) IT procurement professional
( ) IT auditor
( ) Project manager
( ) Product manager
( ) Service management professional
( ) Vendor management professional
( ) Process management professional
( ) Change management professional
( ) Other IT operations or service delivery professional

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

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

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

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

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

Administrative/enterprise IT
Director/lead, enterprise operations
Enterprise architect
Enterprise data center professional
Principal systems analyst
Programmer analyst
DevOps professional
Other administrative IT professional
IT operations and service delivery
Director/lead, IT service delivery
Director/lead, IT service management
Director/lead, IT-as-a-service professional
IT procurement professional
IT auditor
Project manager
Product manager
Service management professional
Vendor management professional
Process management professional
Change management professional
Other IT operations or service delivery professional
Desktop services or client support
Director/lead, desktop services or client support
User services professional
Help desk specialist/technician
Help desk/support manager
Client support specialist
Other desktop services or client support professional
Applications development or operations
Director/lead, app development or operations
Application developer
Mobile app developer
User experience professional
Integration analyst
Other applications development or operations professional
Data, analytics, and business intelligence
Director/lead, analytics
Database administrator
Data architect
Section B. Your Previous Experience

1. Have you ever held non-higher education professional IT positions in the following industries or organizations? (Select all that apply.)
   [ ] K–12 educational institution
   [ ] Military
   [ ] Government
   [ ] Self employment
   [ ] Private industry
   [ ] Nonprofit organization
   [ ] Other, please specify: ______________________________________ (required)
   [ ] No previous IT positions outside higher education

2. Have you ever held non-IT professional positions in higher education in any of the following areas? (Select all that apply.)
   [ ] Central IT (but not an IT role)
   [ ] President/chancellor’s office
Section C. Your Current Working Situation

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

<table>
<thead>
<tr>
<th>Factor</th>
<th>Not at all important</th>
<th>Somewhat important</th>
<th>Moderately important</th>
<th>Very important</th>
<th>Extremely important</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monetary compensation</td>
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<tr>
<td>Benefits</td>
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<tr>
<td>Performance recognition</td>
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<tr>
<td>Geographic location</td>
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<tr>
<td>Reputation of the institution for academic excellence</td>
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<tr>
<td>Reputation of the institution for technological excellence</td>
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<tr>
<td>Reputation of the institution as a good place to work</td>
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<tr>
<td>Opportunity to build my technical skills</td>
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<td>Opportunity to build my management skills</td>
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<td>Opportunity to build my leadership skills</td>
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<tr>
<td>Cost of living</td>
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<td>Quality of life</td>
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<tr>
<td>Long-term career path in IT</td>
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<tr>
<td>Long-term career path outside IT</td>
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<tr>
<td>Occupational stability</td>
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<td>Work hours</td>
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<td>Work environment</td>
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<td>My boss/leadership</td>
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<tr>
<td>My colleagues</td>
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<td>My staff</td>
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</table>
2. Please list any other factors that are important in keeping you at an institution.
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____________________________________________

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

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

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

Section D. Skills, Professional Activities, and Satisfaction

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

1a. Please list any certifications (e.g., PMP, ITIL) you have earned in the past two years.
____________________________________________
____________________________________________
____________________________________________
2. My direct manager/supervisor/person to whom I report encourages me to: (Select all that apply.)

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

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

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

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

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<thead>
<tr>
<th>Activity</th>
<th>No contribution</th>
<th>Slight contribution</th>
<th>Some contribution</th>
<th>Moderate contribution</th>
<th>Great contribution</th>
<th>Don't know</th>
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</thead>
<tbody>
<tr>
<td>Attending conferences focused on higher education IT</td>
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<tr>
<td>Attending general IT conferences without a particular focus on higher education</td>
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<tr>
<td>Attending non-IT conferences</td>
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<tr>
<td>Taking formal technical training classes</td>
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<tr>
<td>Participating in formal management development programs</td>
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<tr>
<td>Engaging in informal peer networking</td>
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<tr>
<td>Engaging in formal peer networking (as part of an organized group, consortium, etc.)</td>
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<tr>
<td>Reading about current IT news/developments</td>
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<tr>
<td>Reading about current higher education news/developments</td>
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<tr>
<td>Writing professional articles, books, or book chapters</td>
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<tr>
<td>Creating or contributing to blogs or online discussion groups</td>
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<tr>
<td>Obtaining advice from a mentor</td>
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<tr>
<td>Teaching IT seminars, classes, or courses</td>
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<tr>
<td>Delivering presentations (at or outside my institution)</td>
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<tr>
<td>Completing “stretch” assignments outside my role or outside my annual goals</td>
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<tr>
<td>Earning certifications (e.g., PMP, ITIL)</td>
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<tr>
<td>Taking a MOOC</td>
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<tr>
<td>Earning a competency-based certificate (e.g., a badge or other credential)</td>
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3a. Please list any other factors that contribute, or would contribute, to your professional growth or development.

____________________________________________________________________________________
____________________________________________________________________________________

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

| Ability to communicate effectively | Not at all important | Somewhat important | Moderately important | Very important | Extremely important | Don't know |
| Ability to influence others |   |   |   |   |   |   |
| Ability to negotiate |   |   |   |   |   |   |
| Strategic thinking and planning |   |   |   |   |   |   |
| Technical proficiency |   |   |   |   |   |   |
| Ability to manage complex projects |   |   |   |   |   |   |
| Ability to manage processes |   |   |   |   |   |   |
| Ability to manage services |   |   |   |   |   |   |
| Ability to manage vendors |   |   |   |   |   |   |
| Ability to manage complex budgets |   |   |   |   |   |   |
| Ability to manage my boss |   |   |   |   |   |   |
| Ability to manage my staff |   |   |   |   |   |   |
| Ability to manage other relationships within my institution |   |   |   |   |   |   |
5. Assess your proficiency in each of the following skills:

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

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

<table>
<thead>
<tr>
<th>Obstacle</th>
<th>Not an obstacle</th>
<th>Minor obstacle</th>
<th>Moderate obstacle</th>
<th>Major obstacle</th>
<th>Critical obstacle</th>
<th>Don’t know</th>
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<tbody>
<tr>
<td>Gaps in my management skills</td>
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<tr>
<td>Gaps in my technical skills</td>
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<tr>
<td>Gaps in my communication skills</td>
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<tr>
<td>Gaps in my skills in managing services, processes, change, projects, and the like</td>
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<tr>
<td>Overly broad job responsibilities</td>
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<tr>
<td>Insufficient financial resources</td>
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<tr>
<td>Insufficient staff resources (in my specific function)</td>
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</table>
Insufficient IT staff resources (in general)
Insufficient staff resources in business units I support
Lack of clear, consistent goals for me or my specific area of IT
Lack of clear, consistent goals for IT overall
Institutional leadership’s lack of interest in IT
Institutional leadership’s lack of understanding of IT
Lack of cooperation among colleagues in IT
Lack of cooperation among colleagues outside IT
Insufficient support from human resources
Insufficient authority
Excessive work hours
Poor fit between me and the institutional culture
Difficulty retaining good staff
Too many priorities and goals

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

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

<table>
<thead>
<tr>
<th></th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Don’t know</th>
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<tbody>
<tr>
<td>Provides feedback on a regular basis regarding my job performance</td>
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<tr>
<td>Deals with conflict when it arises</td>
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<tr>
<td>Creates an atmosphere in which I feel free to speak openly</td>
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<tr>
<td>Keeps me informed about things that affect my job</td>
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<tr>
<td>Provides me with a formal written review on at least an annual basis</td>
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<td>Meets with me at least annually to discuss my compensation</td>
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<tr>
<td>Is actively involved in my professional growth and skills development</td>
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</table>
Sets clear and consistent goals
Eliminates obstacles to success when possible
Helps me prioritize my work
Ensures I have a reasonable workload
Fosters collegiality and teamwork
Makes it safe to fail and possible to learn and grow from failure

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

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

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

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

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

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

__________________________________________________________________________________________
__________________________________________________________________________________________
__________________________________________________________________________________________
## Section F. Questions for Managers and CIOs

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

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>We are unable to create needed IT positions.</td>
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<tr>
<td>Hiring for open, needed IT positions has been suspended.</td>
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</tbody>
</table>

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

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

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

   ____________________________________________
   ____________________________________________
   ____________________________________________

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

<table>
<thead>
<tr>
<th>Method</th>
<th>Not at all important</th>
<th>Somewhat important</th>
<th>Moderately important</th>
<th>Very important</th>
<th>Extremely important</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job sharing</td>
<td></td>
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<tr>
<td>Outsourcing systems/applications</td>
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<tr>
<td>Outsourcing services/functions</td>
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<tr>
<td>Flex time</td>
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<tr>
<td>Telecommuting</td>
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<tr>
<td>Competitive compensation</td>
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<tr>
<td>Expanded professional development opportunities</td>
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</tbody>
</table>
More varied job assignments
Adequate staff backups
Additional staff positions
Additional budgetary resources
More use of student employees
More use of contract employees
Contracting with or re-employing retirees
Discontinuing selected services

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Almost always</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shaping institutional academic directions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shaping institutional administrative directions</td>
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<tr>
<td>Discussing the IT implications of institutional decisions with executives</td>
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</tbody>
</table>

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

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

Section G. Questions for CIOs

1. Are you a member of the president or chancellor’s cabinet?
   ( ) No
   ( ) Yes

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

   ____________________________________________________________

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

   ____________________________________________________________
   <show 3a if greater than 0>
3a. Please provide the titles of the positions that have been added.

____________________________________________
____________________________________________
____________________________________________

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

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

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

____ Layoffs
____ Attrition
____ Repurposing
____ Outsourcing work
____ Migrating IT services to the cloud
____ Redistributing work to other units (including decentralized IT units)
____ Other or unknown reason

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

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

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

____________________________________________
____________________________________________

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

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

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

____________________________________________
____________________________________________

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

____________________________________________
____________________________________________
Section H: Your Demographic Information

1. What is your age?

2. Are you...?

( ) Male
( ) Female
( ) Other
( ) Decline to answer

3. What is your ethnic background? (Select all that apply.)

[ ] American Indian/Native American/Alaska Native
[ ] Asian/Pacific Islander
[ ] Black/African American
[ ] Hispanic/Latino
[ ] White/Caucasian
[ ] Other, please specify: ______________________________________________________
[ ] Decline to answer

4. What is the highest degree you have earned?

( ) High school diploma or equivalent
( ) Vocational/occupational certificate
( ) Associate’s degree
( ) Bachelor’s degree
( ) Master’s degree
( ) Doctorate or other terminal degree (e.g., PhD, JD, EdD, MD)
( ) Other, please specify: ______________________________________________________ (required)
( ) Decline to answer

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

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