IT Workforce Survey, 2018

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 the responses of an individual or a particular institution.

EDUCAUSE surveys can be taken on any type of computing device with an internet connection and browser. While we do our best to ensure a good survey response experience for you on mobile devices such as cell phones and tablets, you may find that you have the best survey response experience while using a desktop or laptop computer.

The link for this survey that you have received is uniquely associated with information about your institution. Please do not forward the link to any other person.

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...
  - 25 minutes if you are IT staff
  - 30 minutes if you are an IT manager
  - 35 minutes if you are a CIO or equivalent

Please complete this survey by May 21, 2018.

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
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 (your most recent previous position), and your career aspirations (your next future position). Note: In some cases your exact job title may not be listed or grouped as it is on your campus. First, please pick the sector that is closest to your own, then, pick the title that is closest to your own. If you do not see your title in the correct sector, please select “Other” and specify the title of your position when prompted.

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

5. In which of the following higher education IT sectors does your current position fall?
   ( ) executive leadership <<Show 5a>>
   ( ) Academic computing/instructional technology <<Show 5b>>
   ( ) Administrative/enterprise IT <<Show 5c>>
   ( ) Applications development or operations <<Show 5d>>
   ( ) Data, analytics, and business intelligence <<Show 5e>>
   ( ) Design, media, and web <<Show 5f>>
   ( ) Desktop services or client support <<Show 5g>>
   ( ) Information security and services <<Show 5h>>
   ( ) IT operations and service delivery <<Show 5i>>
   ( ) Networks and systems <<Show 5j>>
   ( ) Research computing/cyberinfrastructure <<Show 5k>>
   ( ) Other circumstances <<Show 5l>>

5a. What is your current position in IT executive leadership?
   ( ) Senior-most information officer (e.g., CIO, VP)
   ( ) Senior-most information officer of a department/division/school
   ( ) Deputy/associate information officer
   ( ) Deputy/associate information officer of a department/division/school
   ( ) Senior-most data/analytics officer
   ( ) Senior-most digital officer
   ( ) Senior-most IT business/finance officer

3. What is your employment status in your current IT position?
   ( ) Permanent full-time employee
   ( ) Temporary full-time employee
   ( ) Permanent part-time employee
   ( ) Temporary part-time employee
   ( ) Contractor
   ( ) Other, please specify: _______________________________

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

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

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( ) Senior-most online learning or distance education officer (associate provost, vice president, dean)
( ) Senior-most privacy officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most technology officer (e.g., CTO)
( ) Other IT executive leadership <<Show 5m>>

5b. What is your current position in academic computing/instructional technology?
( ) Director/lead, academic computing/instructional technology
( ) Deputy head, academic computing
( ) Campus educational media services professional
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Other academic computing/instructional technology professional <<Show 5m>>

5c. What is your current position in administrative/enterprise IT?
( ) Director/lead, enterprise operations
( ) Deputy head, enterprise operations
( ) DevOps professional
( ) Enterprise architect
( ) Enterprise data center professional
( ) Head, enterprise data center
( ) Principal systems analyst
( ) Programmer analyst
( ) Senior programmer analyst
( ) Other administrative IT professional <<Show 5m>>

5d. What is your current position in applications development or operations?
( ) Director/lead, app development or operations
( ) Application developer
( ) Applications quality assurance analyst
( ) Integration analyst
( ) Mobile app developer
( ) User experience professional
( ) Other applications development or operations professional <<Show 5m>>

5e. What is your current position in data, analytics, and business intelligence?
( ) Director/lead, analytics
( ) Director/lead, business intelligence
( ) Business analyst
( ) Business intelligence professional
( ) Client data support professional
( ) Data analyst
( ) Data architect
( ) Data administrator
( ) Data scientist
( ) Data visualization professional
( ) Principal database administrator
( ) Database administrator
( ) Institutional researcher
( ) Storage administrator
( ) Other data, analytics, and business intelligence professional <<Show 5m>>

5f. What is your current position in design, media, and web?
( ) Lead design/media professional
( ) Graphic designer
( ) Social media expert, advisor, or support professional
( ) Videographer
( ) Web content developer
( ) Web designer
( ) Web graphics designer
( ) Web master
( ) Other design, media, and web professional

5g. What is your current position in desktop services or client support?
( ) Director/lead, desktop services or client support
( ) Client support specialist
( ) Help desk/support manager
( ) Help desk specialist/technician
( ) Relationship manager
( ) User services professional
( ) Other desktop services or client support professional

5h. What is your current position in information security and services?
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Risk management professional
( ) Security analyst
( ) Security architect
( ) Security awareness/training professional
( ) Security engineer
( ) Security incident response/forensics professional
( ) Security policy/compliance professional
( ) Security project management professional
( ) Other security professional

5i. What is your current position in IT operations and service delivery?
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) Change management professional
( ) Senior IT auditor
( ) IT auditor
( ) IT procurement professional
( ) Process management professional
( ) Product manager
( ) Project manager
( ) Service management professional
( ) Vendor management professional
( ) Other IT operations or service delivery professional

5j. What is your current position in networks and systems?
( ) Director/lead, networks
( ) Director/lead, systems
( ) E-mail administrator
( ) Network administrator
( ) Network engineer
( ) Network operations manager
( ) Network support specialist/technician
( ) Senior systems programmer
( ) Systems administrator
( ) Systems engineer
5k. What is your current position in research computing/cyberinfrastructure?
  ( ) Director/lead, research computing/cyberinfrastructure
  ( ) Research computing specialist
  ( ) Research computing support professional
  ( ) Other research computing/cyberinfrastructure professional <<Show 5m>>

5l. What is your other circumstance?
  ( ) Academic, nonfaculty designation
  ( ) Faculty
  ( ) IT consultant
  ( ) Managed services position
  ( ) Retired
  ( ) Student
  ( ) Student worker, IT
  ( ) Other IT professional <<Show 5m>>

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

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

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

6b. In what industry was this position (immediately before your current position)?
    ____________________________ <<skip to 8a>>

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

7. In which of the following higher education IT sectors was the position you held immediately before your current position?
  ( ) IT executive leadership <<Show 7a>>
  ( ) Academic computing/instructional technology <<Show 7b>>
  ( ) Administrative/enterprise IT <<Show 7c>>
  ( ) Applications development or operations <<Show 7d>>
  ( ) Data, analytics, and business intelligence <<Show 7e>>
  ( ) Design, media, and web <<Show 7f>>
  ( ) Desktop services or client support <<Show 7g>>
  ( ) Information security and services <<Show 7h>>
  ( ) IT operations and service delivery <<Show 7i>>
  ( ) Networks and systems <<Show 7j>>
  ( ) Research computing/cyberinfrastructure <<Show 7k>>
  ( ) Other circumstances <<Show 7l>>
7a. What was your previous position in IT executive leadership?
( ) Senior-most information officer (e.g., CIO, VP)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most data/analytics officer
( ) Senior-most digital officer
( ) Senior-most IT business/finance officer
( ) Senior-most online learning or distance education officer (associate provost, vice president, dean)
( ) Senior-most privacy officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most technology officer (e.g., CTO)
( ) Other IT executive leadership <<Show 7m>>

7b. What was your previous position in academic computing/instructional technology?
( ) Director/lead, academic computing/instructional technology
( ) Deputy head, academic computing
( ) Campus educational media services professional
( ) Instructional technologist
( ) Instructional technology, faculty support manager
( ) Online instructional designer
( ) Other academic computing/instructional technology professional <<Show 7m>>

7c. What was your previous position in administrative/enterprise IT?
( ) Director/lead, enterprise operations
( ) Deputy head, enterprise operations
( ) DevOps professional
( ) Enterprise architect
( ) Enterprise data center professional
( ) Head, enterprise data center
( ) Principal systems analyst
( ) Programmer analyst
( ) Senior programmer analyst
( ) Other administrative IT professional <<Show 7m>>

7d. What was your previous position in applications development or operations?
( ) Director/lead, app development or operations
( ) Application developer
( ) Applications quality assurance analyst
( ) Integration analyst
( ) Mobile app developer
( ) User experience professional
( ) Other applications development or operations professional <<Show 7m>>

7e. What was your previous position in data, analytics, and business intelligence?
( ) Director/lead, analytics
( ) Director/lead, business intelligence
( ) Business analyst
( ) Business intelligence professional
( ) Client data support professional
( ) Data analyst
( ) Data architect
( ) Data administrator
( ) Data scientist
( ) Data visualization professional
( ) Principal database administrator
7f. What was your previous position in design, media, and web?
- Lead design/media professional
- Graphic designer
- Social media expert, advisor, or support professional
- Videographer
- Web content developer
- Web designer
- Web graphics designer
- Web master
- Other design, media, and web professional

7g. What was your previous position in desktop services or client support?
- Director/lead, desktop services or client support
- Client support specialist
- Help desk/support manager
- Help desk specialist/technician
- Relationship manager
- User services professional
- Other desktop services or client support professional

7h. What was your previous position in information security and services?
- Director/lead, information security or services
- Information security manager
- Information security officer
- Risk management professional
- Security analyst
- Security architect
- Security awareness/training professional
- Security engineer
- Security incident response/forensics professional
- Security policy/compliance professional
- Security project management professional
- Other security professional

7i. What was your previous position in IT operations and service delivery?
- Director/lead, IT service delivery
- Director/lead, IT service management
- Director/lead, IT-as-a-service professional
- Change management professional
- Senior IT auditor
- IT auditor
- IT procurement professional
- Process management professional
- Product manager
- Project manager
- Service management professional
- Vendor management professional
- Other IT operations or service delivery professional

7j. What was your previous position in networks and systems?
- Director/lead, networks
- Director/lead, systems
7k. What was your previous position in research computing/cyberinfrastructure?
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cyberinfrastructure professional <<Show 7m>>
( ) Other systems professional <<Show 7m>>

7l. What was the other circumstance of your previous position?
( ) Academic, nonfaculty designation
( ) Faculty
( ) IT consultant
( ) Managed services position
( ) Retired
( ) Student
( ) Student worker, IT
( ) Other IT professional <<Show 7m>>

7m. Please specify your previous position title if it is not listed above. <<Required if “New position that doesn’t exist yet” or any “Other” option is selected>>

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

8a. Do you anticipate that your next position will be in higher education?
( ) Yes, it will be in higher education. <<show 8b>>
( ) No, it will be in another industry. <<skip to 8c>>
( ) Don’t know. <<skip to 10>>

8b. Do you anticipate that this next position will be at your current institution?
( ) Yes, it will be at my current institution. <<skip to 9>>
( ) No, it will be at another institution. <<skip to 9>>
( ) Don’t know. <<skip to 9>>

8c. In what industry do you anticipate your next position will be located?

9. In which of the following higher education IT sectors do you aspire to hold a position immediately after your current position?
( ) IT executive leadership <<Show 9a>>
( ) Academic computing/instructional technology <<Show 9b>>
( ) Administrative/enterprise IT <<Show 9c>>
( ) Applications development or operations <<Show 9d>>
9a. What is the next position that you aspire to hold in IT executive leadership?

( ) Senior-most information officer (e.g., CIO, VP)
( ) Senior-most information officer of a department/division/school
( ) Deputy/associate information officer
( ) Deputy/associate information officer of a department/division/school
( ) Senior-most data/analytics officer
( ) Senior-most digital officer
( ) Senior-most IT business/finance officer
( ) Senior-most online learning or distance education officer (associate provost, vice president, dean)
( ) Senior-most privacy officer
( ) Senior-most security/information security officer (e.g., CISO)
( ) Senior-most technology officer (e.g., CTO)
( ) Other IT executive leadership

9b. What is the next position that you aspire to hold in academic computing/instructional technology?

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

9c. What is the next position that you aspire to hold in administrative/enterprise IT?

( ) Director/lead, enterprise operations
( ) Deputy head, enterprise operations
( ) DevOps professional
( ) Enterprise architect
( ) Enterprise data center professional
( ) Head, enterprise data center
( ) Principal systems analyst
( ) Programmer analyst
( ) Senior programmer analyst
( ) Other administrative IT professional

9d. What is the next position that you aspire to hold in applications development or operations?

( ) Director/lead, app development or operations
( ) Application developer
( ) Applications quality assurance analyst
( ) Integration analyst
( ) Mobile app developer
( ) User experience professional
( ) Other applications development or operations professional

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9e. What is the next position that you aspire to hold in data, analytics, and business intelligence?
( ) Director/lead, analytics
( ) Director/lead, business intelligence
( ) Business analyst
( ) Business intelligence professional
( ) Client data support professional
( ) Data analyst
( ) Data architect
( ) Data administrator
( ) Data scientist
( ) Data visualization professional
( ) Principal database administrator
( ) Database administrator
( ) Institutional researcher
( ) Storage administrator
( ) Other data, analytics, and business intelligence professional <<Show 9m>>

9f. What is the next position that you aspire to hold in design, media, and web?
( ) Lead design/media professional
( ) Graphic designer
( ) Social media expert, advisor, or support professional
( ) Videographer
( ) Web content developer
( ) Web designer
( ) Web graphics designer
( ) Web master
( ) Other design, media, and web professional <<Show 9m>>

9g. What is the next position that you aspire to hold in desktop services or client support?
( ) Director/lead, desktop services or client support
( ) Client support specialist
( ) Help desk/support manager
( ) Help desk specialist/technician
( ) Relationship manager
( ) User services professional
( ) Other desktop services or client support professional <<Show 9m>>

9h. What is the next position that you aspire to hold in information security and services?
( ) Director/lead, information security or services
( ) Information security manager
( ) Information security officer
( ) Risk management professional
( ) Security analyst
( ) Security architect
( ) Security awareness(training professional
( ) Security engineer
( ) Security incident response/forensics professional
( ) Security policy/compliance professional
( ) Security project management professional
( ) Other security professional <<Show 9m>>

9i. What is the next position that you aspire to hold in IT operations and service delivery?
( ) Director/lead, IT service delivery
( ) Director/lead, IT service management
( ) Director/lead, IT-as-a-service professional
( ) Change management professional
( ) Senior IT auditor
( ) IT auditor
( ) IT procurement professional
( ) Process management professional
( ) Product manager
( ) Project manager
( ) Service management professional
( ) Vendor management professional
( ) Other IT operations or service delivery professional <<Show 9m>>

9j. What is the next position that you aspire to hold in networks and systems?
( ) Director/lead, networks
( ) Director/lead, systems
( ) E-mail administrator
( ) Network administrator
( ) Network engineer
( ) Network operations manager
( ) Network support specialist/technician
( ) Senior systems programmer
( ) Systems administrator
( ) Systems engineer
( ) Systems programmer
( ) Systems specialist
( ) Supervisor, systems programmer
( ) Telecommunications manager
( ) Telecommunications tech/professional
( ) Other network infrastructure and operations professional <<Show 9m>>
( ) Other IT operations or service delivery professional <<Show 9m>>

9k. What is the next position that you aspire to hold in research computing/cyberinfrastructure?
( ) Director/lead, research computing/cyberinfrastructure
( ) Research computing specialist
( ) Research computing support professional
( ) Other research computing/cyberinfrastructure professional <<Show 9m>>

9l. What other circumstance are you considering for your next position?
( ) Academic, nonfaculty designation
( ) Faculty
( ) IT consultant
( ) Managed services position
( ) Retired
( ) Student
( ) Student worker, IT
( ) New position that doesn’t yet exist <<Show 9m>>
( ) Other IT professional <<Show 9m>>

9m. Please specify your next position title if it is not listed above. <<Required if “New position that doesn’t exist yet” or any “Other” option is selected>>

10. For your current IT position, what is your gross annual salary (in US dollars)?

11. Which of the following best describes your current position?
( ) I was hired to replace someone (who left, was promoted, etc.).
( ) I was hired into a position created to provide additional capacity.
( ) I was hired into a newly created role.
( ) I was hired to replace someone, but in a position that was a newly created role and/or a promoted position.
( ) I was promoted into a newly created position.
( ) I was promoted into an existing position.
( ) Other, please specify: ____________________________________________ (required)

Section B. Your Previous Experience

1. Have you ever held a non–higher education professional IT position 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 a non-IT professional position in higher education in any of the following areas? (Select all that apply.)
   [] Central IT (but not an IT role)
   [] President/chancellor’s office
   [] Provost/academic affairs office
   [] Executive vice chancellor/vice president’s office
   [] Academic college/division/department
   [] Advancement/development
   [] Business and financial affairs
   [] Human resources
   [] Library
   [] Medical college/center
   [] Nonmedical professional college/center
   [] Research administration
   [] Student affairs
   [] Other administrative department/unit, please specify: ____________________________ (required)
   [ ] Other, please specify: ____________________________________________ (required)
   [ ] None of the above

Section C. Your Current Working Situation

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

<table>
<thead>
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<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>
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<td>Monetary compensation</td>
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<td>Reputation of the institution for academic excellence</td>
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<td>Reputation of the institution for technological excellence</td>
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<td>Reputation of the institution as a good place to work</td>
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<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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<td>Cost of living</td>
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<td>Quality of life</td>
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<td>Long-term career path in IT</td>
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<td>Long-term career path outside IT</td>
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<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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<td>2. Please list any other factors that are important in keeping you at an</td>
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<td>3. It is very important to me that I work in higher education rather than</td>
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<td>4. Will you pursue employment opportunities outside your current institution in the next year?</td>
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<td>( ) Definitely not</td>
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<td>( ) Probably not</td>
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<td>( ) Possibly</td>
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<td>( ) Probably will</td>
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<td>( ) Definitely will</td>
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<td>( ) Decline to answer</td>
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<td>5. How many years have you (round to the nearest number of years):</td>
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<td>Worked in higher education?</td>
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<tr>
<td>Worked at your current institution?</td>
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<td>Been in your current position?</td>
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<td>6. Please tell us how much you agree with the following statements: Advancing diversity, equity, and inclusion in the workplace is a priority for...</td>
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<tr>
<td>Me</td>
<td>Strongly disagree</td>
<td>Disagree</td>
<td>Neutral</td>
<td>Agree</td>
<td>Strongly agree</td>
<td>Don't know</td>
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<tr>
<td>My colleagues</td>
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<td>My supervisor</td>
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<td>My unit</td>
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<td>My IT organization</td>
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<td>My institution</td>
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<td>My institution’s local community</td>
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</table>
Section D. Professional Activities, Skills, and Satisfaction

1. At least once in the past two years, I have (select all that apply):
   - [ ] Analyzed data to help inform strategic decisions
   - [ ] 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
   - [ ] Authored or coauthored a professional article, book, or book chapter
   - [ ] Completed a "stretch" assignment outside my role or outside my annual goals
   - [ ] Conducted research (e.g., surveys, interviews, focus groups) at my institution to get feedback on IT products and services
   - [ ] Created or contributed to a blog or online discussion group
   - [ ] Delivered a presentation at my institution
   - [ ] Delivered a presentation outside my institution
   - [ ] Earned a certification (e.g., PMP, ITIL) or microcredential, please specify below <<show 1a>>
   - [ ] Earned a competency-based certification (e.g., a badge or other credential)
   - [ ] Earned a graduate or professional degree (e.g., Master's, PhD, JD, MBA)
   - [ ] Engaged in formal peer networking (as part of an organized group, consortium, etc.)
   - [ ] Engaged in informal peer networking
   - [ ] Given advice as a mentor
   - [ ] Obtained advice from a mentor
   - [ ] Participated in a diversity, equity, and inclusion workshop and/or training program
   - [ ] Participated in a peer review at another institution
   - [ ] Participated in a professional social media event (e.g., #CIOChat, #DLNChat)
   - [ ] Participated in formal management/leadership development programs
   - [ ] Read about current higher education news/developments
   - [ ] Read about current IT news/developments
   - [ ] Read a higher education IT research report
   - [ ] Served on a professional working group, task force, committee, or board
   - [ ] Taken an online course (including MOOCs)
   - [ ] Taken formal technical training classes
   - [ ] Taken graduate or professional courses at a discount
   - [ ] Taught IT seminars, classes, or courses (for credit or professional development)
   - [ ] 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):
   - [ ] Analyze data to help inform strategic decisions
   - [ ] Attend a conference focused on higher education IT
   - [ ] Attend a general IT conference without a particular focus on higher education
   - [ ] Attend a non-IT conference
   - [ ] Author or coauthor a professional article, book, or book chapter
   - [ ] Complete a "stretch" assignment outside my role or outside my annual goals
   - [ ] Conduct research (e.g., surveys, interviews, focus groups) at my institution to get feedback on IT products and services
   - [ ] Create or contribute to a blog or online discussion group
   - [ ] Deliver a presentation at my institution
   - [ ] Deliver a presentation outside my institution
   - [ ] Earn a certification (e.g., PMP, ITIL) or microcredential, please specify below <<show 2a>>
   - [ ] Earn a competency-based certification (e.g., a badge or other credential)
   - [ ] Earn a graduate or professional degree (e.g., Master's, PhD, JD, MBA)
   - [ ] Engage in formal peer networking (as part of an organized group, consortium, etc.)
   - [ ] Engage in informal peer networking
   - [ ] Give advice as a mentor
[] Obtain advice from a mentor
[] Participate in a diversity, equity, and inclusion workshop and/or training program
[] Participate in a peer review at another institution
[] Participate in a professional social media event (e.g., #CIOChat, #DLNChat)
[] Participate in formal management/leadership development programs
[] Read about current higher education news/developments
[] Read about current IT news/developments
[] Read higher education IT research reports
[] Serve on a professional working group, task force, committee, or board
[] Take an online course (including MOOCs)
[] Take formal technical training classes
[] Take graduate or professional courses at a discount
[] Teach IT seminars, classes, or courses (for credit or professional development)
[] None of the above

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

<table>
<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>Analyzing data to help inform strategic decisions</td>
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<tr>
<td>Attending a conference focused on higher education IT</td>
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<tr>
<td>Attending a general IT conference without a particular focus on higher education</td>
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<td>Attending a non-IT conference</td>
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<tr>
<td>Authoring or coauthoring a professional article, book, or book chapter</td>
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<td>Completing a “stretch” assignment outside my role or outside my annual goals</td>
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<tr>
<td>Conducting research (e.g., surveys, interviews, focus groups) at my institution to get feedback on IT products and services</td>
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<tr>
<td>Creating or contributing to a blog or online discussion group</td>
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<tr>
<td>Delivering a presentation at my institution</td>
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<tr>
<td>Delivering a presentation outside my institution</td>
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<tr>
<td>Earning a certification (e.g., PMP, ITIL) or microcredential</td>
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<tr>
<td>Earning a competency-based certification (e.g., a badge or other credential)</td>
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<tr>
<td>Earning a graduate or professional degree (e.g., Master’s, PhD, JD, MBA)</td>
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</table>
Engaging in formal peer networking (as part of an organized group, consortium, etc.)
Engaging in informal peer networking
Giving advice as a mentor
Obtaining advice from a mentor
Participating in a diversity, equity, and inclusion workshop or training program
Participating in a peer review at another institution
Participating in a professional social media event (e.g., #CIOChat, #DLNChat)
Participating in formal management/leadership development programs
Reading about current higher education news/developments
Reading about current IT news/developments reports
Reading higher education IT research reports
Serving on a professional working group, task force, committee, or board
Taking an online course (including MOOCs)
Taking formal technical training classes
Taking graduate or professional courses at a discount
Teaching IT seminars, classes, or courses (for credit or professional development)

3a. Please list any certifications (e.g., PMP, ITIL) that could contribute to your professional growth. ____________________________

3b. 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:

<table>
<thead>
<tr>
<th>Skill</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>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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<td>Ability to manage processes</td>
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<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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<td>Ability to manage other relations 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>Facilitating institutional feedback (e.g., surveys, interviews, focus groups) on IT services and products</td>
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<tr>
<td>Ability to analyze data for planning and decision-making</td>
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<tr>
<td>Ability to comfortably communicate with diverse populations</td>
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<tr>
<td>Ability to address cultural biases and stereotypes in the workplace</td>
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<tr>
<td>Ability to manage products</td>
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<tr>
<td>Ability to engage in design thinking</td>
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5. Rate the extent to which each of the following is an obstacle to your effectiveness in your current IT position:

| Gaps in my management skills | Not an obstacle | Minor obstacle | Moderate obstacle | Major obstacle | Critical obstacle | Don’t know |
| Gaps in my technical skills |                       |                |                   |               |                   |           |
| Gaps in my communication skills |                     |                |                   |               |                   |           |
| Gaps in my skills in managing services, processes, change, projects, and the like |                     |                |                   |               |                   |           |
| Overly broad job responsibilities |                   |                |                   |               |                   |           |
| Insufficient financial resources |                     |                |                   |               |                   |           |
| Insufficient staff resources (in my specific function) |                     |                |                   |               |                   |           |
| Insufficient IT staff resources (in general) |                     |                |                   |               |                   |           |
| Insufficient staff resources in business units I support |                     |                |                   |               |                   |           |
| Lack of clear, consistent goals for me or my specific area of IT |                     |                |                   |               |                   |           |
| Lack of clear, consistent goals for IT overall |                     |                |                   |               |                   |           |
| Institutional leadership’s lack of interest in IT |                     |                |                   |               |                   |           |
| Institutional leadership’s lack of understanding of IT |                     |                |                   |               |                   |           |
| Lack of cooperation among colleagues in IT |                     |                |                   |               |                   |           |
| Lack of cooperation among colleagues outside IT |                     |                |                   |               |                   |           |
| Insufficient support from human resources |                     |                |                   |               |                   |           |
| Insufficient authority |                     |                |                   |               |                   |           |
| Excessive work hours |                     |                |                   |               |                   |           |
| Poor fit between me and the institutional culture |                     |                |                   |               |                   |           |
| Difficulty retaining good staff |                     |                |                   |               |                   |           |
| Too many priorities and goals |                     |                |                   |               |                   |           |
| Lack of institutional feedback on IT products and services |                     |                |                   |               |                   |           |
| Insufficient use of data for planning and decision-making |                     |                |                   |               |                   |           |
| Institutional leadership’s lack of interest in using data for planning and decision-making |                     |                |                   |               |                   |           |
Gaps in my ability to comfortably communicate with diverse populations
Gaps in my ability to address cultural biases and stereotypes in the workplace

5a. Please list any other obstacles to your effectiveness in your current IT position.

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

- Provides feedback on a regular basis regarding my job performance
- Deals with conflict when it arises
- Creates an atmosphere in which I feel free to speak openly
- Keeps me informed about things that affect my job
- Provides me with a formal written review on at least an annual basis
- Meets with me at least annually to discuss my compensation
- Is actively involved in my professional growth and skills development
- Sets clear and consistent goals
- Eliminates obstacles to success when possible
- Helps me prioritize my work
- Ensures I have a reasonable workload
- Fosters collegiality and teamwork
- Makes it safe to fail and possible to learn and grow from failure
- Fosters a culture of data-driven decision-making

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

- I am compensated fairly.
- I am highly motivated to perform my duties.
- My personal career goals are attainable.
- I am recognized for the value I add to the organization in ways aside from financial compensation.
- The demands placed on me by my supervisor/director are reasonable and manageable.
- I frequently use data to make the best decisions about my work.
- Overall, I am satisfied with my current position.

8. Are you currently in a mentoring relationship as either a mentor or mentee with another IT professional? (Select all that apply.)

[ ] Yes, I currently serve as a mentor to one or more IT professionals. <<show D9–D12>>
[ ] Yes, I am currently a mentee to one or more IT professionals. <<skip to D13–D16>>
[ ] No, I am not currently in a mentoring relationship with another IT professional, but I would like to be. <<skip to D17>> <<no other option available if selected>>
[ ] No, I am not currently in a mentoring relationship with another IT professional, and I do not want to be. <<skip to Section E; show E1>> <<no other option available if selected>>
If you have more than one mentee, respond to the following items with your primary mentee (e.g., the person you have worked with for the longest period of time) in mind.

9. **My primary mentee currently works:**
   ( ) At my institution
   ( ) At another higher education institution
   ( ) Outside higher education
   ( ) Other, please specify: ____________________________ (required)

10. **Which of the following characteristics describe your relationship with your primary mentee?** (Select all that apply.)
    ( ) Senior executive mentor, aspiring executive mentee
    ( ) Peer mentoring (later career)
    ( ) Peer mentoring (mid career)
    ( ) Peer mentoring (early career)
    ( ) Manager-level mentor, individual-contributor mentee
    ( ) Early-career mentor, later-career mentee (likely less common)
    ( ) Same genders
    ( ) Different genders
    ( ) Same ethnicities
    ( ) Different ethnicities
    ( ) Other, please specify: ____________________________ (required)

11. **How did the mentoring relationship with your primary mentee develop?**
    ( ) Mentor offer
    ( ) Mentee request
    ( ) Third-party setup (e.g., supervisor arranged; formal program to join)
    ( ) Other, please specify: ____________________________ (required)

12. **How often do you engage with your primary mentee?**
    ( ) About once per day
    ( ) About once per week
    ( ) About once per month
    ( ) About once per semester
    ( ) About once per year
If you have more than one mentor, respond to the following items with your primary mentor (e.g., the person you have worked with for the longest period of time) in mind.

13. My primary mentor currently works:
   ( ) At my institution
   ( ) At another higher education institution
   ( ) Outside higher education
   ( ) Other, please specify: ____________________________ (required)

14. Which of the following characteristics describe your relationship with your primary mentor? (Select all that apply.)
   [ ] Senior executive mentor, aspiring executive mentee
   [ ] Peer mentoring (later career)
   [ ] Peer mentoring (mid career)
   [ ] Peer mentoring (early career)
   [ ] Manager-level mentor, individual-contributor mentee
   [ ] Early-career mentor, later-career mentee (likely less common)
   [ ] Same genders
   [ ] Different genders
   [ ] Same ethnicities
   [ ] Different ethnicities
   [ ] Other, please specify: ____________________________ (required)

15. How did the mentoring relationship with your primary mentor develop?
   ( ) Mentor offer
   ( ) Mentee request
   ( ) Third-party setup (e.g., supervisor arranged; formal program to join)
   ( ) Other, please specify: ____________________________ (required)

16. How often do you engage with your primary mentor?
   ( ) About once per day
   ( ) About once per week
   ( ) About once per month
   ( ) About once per semester
   ( ) About once per year

17. What are the top three (3) benefits of mentoring to your professional practice? (Select up to three responses.)
   [ ] Have access to high-quality professional advice
   [ ] Have a safe space/sounding board for problems or challenges
   [ ] Give back to the profession
   [ ] Build reputation/networking
   [ ] Satisfy a job requirement
   [ ] Receive new job offer
   [ ] Earn a promotion
   [ ] Pursue personal fulfillment
   [ ] Other, please specify: ____________________________ (required)

18. If offered the opportunity, would you participate in an EDUCAUSE mentoring program?
   ( ) Yes, as a mentor
   ( ) Yes, as a mentee
   ( ) Yes, as a mentor and mentee
   ( ) No
Section E. IT at Your Institution

1. At your institution, IT (in general) is best described as:
   ( ) Highly centralized
   ( ) Mostly centralized
   ( ) Balanced
   ( ) Mostly decentralized
   ( ) Highly decentralized
   ( ) Don’t know
   ( ) Other, please specify: __________ (required)

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>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>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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<td>Central IT staff workload has increased in the past 12 months.</td>
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<td>The central IT organization experiences low levels of voluntary turnover.</td>
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<td>The central IT organization is able to recruit the professional staff it requires.</td>
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<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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<tr>
<td>The central IT organization routinely gathers institutional feedback (e.g., surveys, interview, focus groups) on its products and services.</td>
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<tr>
<td>The central IT organization frequently uses data to make the best decisions about its work.</td>
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<tr>
<td>The central IT organization reflects the diversity of our campus community.</td>
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<tr>
<td>The central IT organization reflects the diversity of the community in which our campus is located.</td>
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</tbody>
</table>

2a. Do you have any additional comments about your central IT organization that could help us understand 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>HR related activity</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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<tr>
<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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<tr>
<td>HR is a resource that supports diversity, equity, and inclusion efforts 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>Option</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>
<td></td>
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<tr>
<td>Outsourcing systems/applications</td>
<td></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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<tr>
<td>More varied job assignments</td>
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<tr>
<td>Adequate staff backups</td>
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<tr>
<td>Additional staff positions</td>
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<tr>
<td>Additional budgetary resources</td>
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<tr>
<td>More use of student employees</td>
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<tr>
<td>More use of contract employees</td>
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<tr>
<td>Contracting with or re-employing retirees</td>
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<tr>
<td>Discontinuing selected services</td>
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</tbody>
</table>

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 or influencing institutional academic directions</td>
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<tr>
<td>Shaping or influencing institutional strategic directions</td>
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</tbody>
</table>
6. Please indicate the frequency with which you experience a collaborative relationship with the following campus leaders or their equivalents.

<table>
<thead>
<tr>
<th>Position</th>
<th>Never</th>
<th>Rarely</th>
<th>Sometimes</th>
<th>Often</th>
<th>Almost always</th>
<th>Not applicable</th>
</tr>
</thead>
<tbody>
<tr>
<td>President/chancellor/CEO</td>
<td></td>
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<tr>
<td>Chief academic officer (CAO)/provost</td>
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<tr>
<td>Chief financial officer (CFO)</td>
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<tr>
<td>Chief student affairs officer (CSAO)</td>
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<tr>
<td>Chief human resources officer (CHRO)</td>
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<tr>
<td>Chief diversity officer</td>
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<td>Chief information security officer (CISO)</td>
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<tr>
<td>Chief data officer (CDO)</td>
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<tr>
<td>Chief communications officer (CCO)</td>
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<tr>
<td>Chief marketing officer (CMO)</td>
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<tr>
<td>Director of institutional research</td>
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<tr>
<td>Registrar</td>
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<tr>
<td>Director of libraries</td>
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<tr>
<td>General counsel</td>
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<tr>
<td>Chief Risk officer</td>
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</tbody>
</table>

7. What is your institution’s preferred overall approach to adopting technology?
   ( ) We are one of the last to adopt new technologies.
   ( ) We tend to adopt new technologies after our peers did.
   ( ) We tend to adopt new technologies at the pace of our peers.
   ( ) We strive to be early adopters of new technologies where we see exceptional benefits.
   ( ) We are usually among the very first to adopt new technologies.

8. 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 larger IT profession (presentations/articles, standards bodies, professional association committees, etc.)
   _____ f. Other

Section G. Questions for CIOs

1. Which position best describes the person to whom you report?
   ( ) President/chancellor/CEO
   ( ) Highest-ranking academic officer (provost, academic VP/VC, dean)
   ( ) Highest-ranking administrative officer (administrative VP/VC, executive VP)
   ( ) Highest-ranking business officer (VP/VC, business officer, CFO)
   ( ) Second-level academic officer (vice provost, assistant or associate provost/academic VP)
   ( ) Second-level administrative officer (assistant or associate administrative VP/VC)
   ( ) Jointly to president/chancellor/CEO and chief academic officer
   ( ) Jointly to president/chancellor/CEO and chief administrative or financial officer
( ) Jointly to chief academic officer and chief administrative or financial officer
( ) Other, please specify: ________________________________________________ (required)
( ) Not applicable (position is vacant)

2. What is the exact title of the person to whom you report?

_____________________________________________________

3. Which position do you think you should report to?
   ( ) President/chancellor/CEO
   ( ) Highest-ranking academic officer (provost, academic VP/VC, dean)
   ( ) Highest-ranking administrative officer (administrative VP/VC, executive VP)
   ( ) Highest-ranking business officer (VP/VC, business officer, CFO)
   ( ) Second-level academic officer (vice provost, assistant or associate provost/academic VP)
   ( ) Second-level administrative officer (assistant or associate administrative VP/VC)
   ( ) Jointly to president/chancellor/CEO and chief academic officer
   ( ) Jointly to president/chancellor/CEO and chief administrative or financial officer
   ( ) Jointly to chief academic officer and chief administrative or financial officer
   ( ) Other, please specify: ________________________________________________ (required)

4. Why do you think you should report to this position?

_____________________________________________________

5. Organizational reporting lines can be complicated. What else can you tell us about how your position fits into the leadership structure at your institution?

_____________________________________________________

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

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

8. 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 8a if greater than 0>>

   8a. Please provide the titles of the positions that have been added.

   ____________________________________________________

9. Have any positions been eliminated from central IT in the past year?
   ( ) No
   ( ) Yes <<show 9a>>

   9a. 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

   ____________________________________________________
10. Are there plans for central IT to reorganize in the next year?
   ( ) No.
   ( ) Yes, and the reorganization will probably be minor. <<show 10a>>
   ( ) Yes, and the reorganization will probably be moderate. <<show 10a>>
   ( ) Yes, and the reorganization will probably be extensive. <<show 10a>>

   10a. Briefly describe the reorganization that is planned and the reasons for it.

11. 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 11a and 11b>>
   ( ) A great deal <<show 11a and 11b>>

   11a. Briefly describe which areas of outsourcing have affected the IT workforce at your institution.

   11b. Describe the implications that outsourcing has had on the IT workforce at your institution (e.g., decreased number of staff, eased workload).

Section H: Your Demographic Information

1. What is your age? ________________

2. What is your gender identity?
   ( ) Male
   ( ) Female
   ( ) Transgender
   ( ) Another gender identity, please specify: __________________________
   ( ) 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

5. What is your sexual orientation?
   ( ) Bisexual
   ( ) Gay
   ( ) Queer
   ( ) Straight
( ) Another sexual orientation, please specify: ________________________
( ) Decline to answer

6. Have you been diagnosed with a disability or impairment?
( ) Yes <<show 7>>
( ) No
( ) Decline to answer

7. With which of the following disabilities or impairments have you been diagnosed?
   (Select all that apply.)
   [ ] A learning disability (e.g., ADHD, dyslexia)
   [ ] A mental health disorder
   [ ] A mobility impairment
   [ ] A sensory impairment (vision or hearing)
   [ ] Another disability or impairment, please specify: ________________________
   [ ] Decline to answer

Thank you for participating in ECAR’s workforce survey. Your data will contribute to a series of workforce reports to be published in 2018 and 2019.

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