

IT Services Sourcing: Survey Questionnaire

November 2008

Thank you for your participation in this study on key issues related to alternative IT sourcing strategies. **This survey should be completed by the senior-most IT leader at your institution.**

Responses will be kept confidential; only aggregate results will be reported. The survey consists of seven sections. Our testing suggests that it will require approximately 20 minutes to complete the survey. If you wish to preview the survey before completing it, a PDF version is available from the ECAR survey instruments website,

<http://www.educause.edu/SurveyInstruments/1004>

The term *alternative IT sourcing strategies* is defined throughout this survey as the range of options institutions have for providing technology services or operating technology functions aside from doing these things themselves. It includes traditional outsourcing of all or part of the IT organization, accessing externally managed applications, development environments, or hardware via the Internet, and support from consortia (e.g., open source).

Our survey software allows you to:

> **Print.** To *print a blank copy of the survey* before completing it, click "Printable version of this survey" in the header. Once you have completed the online survey, you can print your responses by clicking the "Review" button at the end of the survey and selecting the "Print" option at the top of the page.

> **Save partially completed surveys.** To save and return to a partially completed survey, set a Favorite or Bookmark for the survey and then click the "Save" button. If cookies are enabled in your browser, when you return to the survey you will be taken to the place you left off.

> **Revise, review, print, and save responses.** You may revise your answers until you click "Save" or "Finish." To revise a response, use the "Back" button or the page-number dropdown box to navigate through the survey. You may also review your answers before submitting them. When you reach the end of the survey, choose the "Review" button to review, print, and save your responses. ***We strongly suggest that you print and save your responses before you submit them.***

Please complete this survey by Monday, November 24, 2008. Once the study is complete, Key Findings will be available to all respondents from the ECAR website. If you have any questions or concerns, please e-mail ecar@educause.edu.

Click the **Next** button to begin the survey. And again, thank you for your time!

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Section 1: About You and Your Institution

1.1 What is your survey ID? *Required. Obtain your survey ID from the e-mail invitation you received for this survey.*_____

1.2 Please enter your name. *Required.*_____

1.3 What is your primary role at your institution? *Required.*

- ☐ CIO or equivalent
- ☐ Vice president/vice provost or equivalent, non-CIO
- ☐ Deputy CIO or equivalent
- ☐ Director of administrative computing
- ☐ Director of academic computing
- ☐ Director of research computing
- ☐ Other IT management
- ☐ Other administrative management
- ☐ Other academic management
- ☐ Other

1.4 Are you a consultant or contractor?

- ☐ No
- ☐ Yes

1.5 In what part of your institution's organization does the central IT division reside?

- ☐ Reports directly to the president or chancellor
- ☐ Academic affairs/provost
- ☐ Finance and administration
- ☐ Jointly in academic affairs/provost and finance and administration
- ☐ Student affairs
- ☐ Research administration
- ☐ Other

1.6 Is your institution part of a university system or community college district?

- ☐ No
- ☐ Yes

1.7_1.9 To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
1.7 My institution places high value on innovation in its administrative operations.						
1.8 My institution places high value on managers who are entrepreneurial.						
1.9 My institution encourages leaders to be early adopters of new operating strategies.						

1.10 What best describes your institution's goals for IT?

- ☐ Provide reliable IT infrastructure and services at the lowest possible cost
- ☐ Provide appropriate IT infrastructure and services to different users, based on their needs
- ☐ Provide IT infrastructure and services that further the institution's strategic goals
- ☐ Provide IT infrastructure and services to create institutional competitive advantage

1.11 What best characterizes your institution's approach to adopting new technologies?

- ☐ Innovator ☐ Late majority
☐ Early adopter ☐ Late adopter
☐ Early majority

1.12 To what extent are employees within the central IT organization part of collective bargaining agreements?

- ☐ Not at all ☐ Some staff ☐ All staff

1.13 Labor relations considerations strongly influence my institution's decisions.

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

1.14 Which statement best describes your institution's executive leaders' general view of outsourcing any function or service?

- ☐ Strategic: it is the institution's preferred option where possible
☐ Tactical: it is an alternative for most services
☐ Exceptional: it is an option in limited circumstances
☐ Discouraged: the institution avoids it where possible

1.15 How strong is the pressure to contain IT costs at your institution?

- ☐ Very weak ☐ Strong
☐ Weak ☐ Very strong
☐ Moderate

1.16 How strong is the pressure to reduce energy consumption at your institution?

- ☐ Very weak ☐ Strong
☐ Weak ☐ Very strong
☐ Moderate

1.17_1.18 At my institution, IT:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.17 Is reliable.					
1.18 Is cost-effective.					

Section 2: Attitudes toward Alternative IT Sourcing Strategies

2.1_2.3 In general, executive leaders at my institution believe that alternative IT sourcing strategies:

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
2.1 Reduce IT costs.						
2.2 Improve service.						
2.3 Are risky.						

2.4_2.6 I believe that alternative IT sourcing strategies:

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
2.4 Reduce IT costs.						
2.5 Improve service.						
2.6 Are risky.						

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2.7_2.11 At my institution, IT sourcing alternatives are:

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Don't Know
2.7 Well understood by executive leaders.						
2.8 A topic of discussion frequently initiated by executive leaders.						
2.9 A priority for executive leaders.						
2.10 Well understood by me.						
2.11 A priority for me.						

2.12_2.17 Indicate your agreement that each of the following alternative IT sourcing strategies is ready for adoption in higher education:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
2.12 Enterprise software applications via the Internet						
2.13 Computing cycles as an Internet service						
2.14 Data storage as an Internet service						
2.15 Hosting servers in a third-party data center						
2.16 Third-party management of a discrete IT service (e.g., helpdesk)						
2.17 Third-party management of all institutional IT services						

2.18_2.24 In the next three years, my institution's adoption of alternative IT sourcing strategies will be limited by:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2.18 Reluctance to eliminate staff positions.					
2.19 Institutional culture.					
2.20 Lack of support from institutional executives.					
2.21 Technology issues.					
2.22 Data security concerns.					
2.23 Regulatory compliance concerns.					
2.24 Ability to manage and enforce contract terms.					

2.25_2.28 In the next three years, alternative IT sourcing strategies will help my institution:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
2.25 Contain future IT costs.						
2.26 Meet users' expectations for technology capabilities.						
2.27 Access critical IT expertise.						
2.28 Adapt quickly to changing conditions						

2.29_2.34 Please rate the readiness of the following to support the expanded use of alternative IT sourcing strategies at your institution:

	Very low	Low	Medium	High	Very high	Don't know
2.29 Technical architecture						
2.30 Adoption of open standards						
2.31 Knowledge of current IT costs						
2.32 Knowledge of current IT service levels						
2.33 Contract negotiation skills within the IT organization						
2.34 Contract management practices within the IT organization						

2.35 Does your institution use any open-source software?

- ☐ No
☐ Yes
☐ Don't know

2.36 Does your institution contribute to any open-source efforts?

- ☐ No
☐ Yes
☐ Don't know

2.37 How is your institution's use of open-source software likely to change in the next three years?

- ☐ Greatly decrease
☐ Decrease
☐ Stay the same
☐ Increase
☐ Greatly increase

2.38 Which statement best describes your institution's executive leaders' general view of alternative IT sourcing strategies?

- ☐ Strategic: it is the institution's preferred option where possible
☐ Tactical: it is an alternative for most services
☐ Exceptional: it is an option in limited circumstances
☐ Discouraged: the institution avoids it where possible

2.39 Which statement best describes your view of alternative IT sourcing strategies?

- ☐ Strategic: it is the preferred option where possible
☐ Tactical: it is an alternative for most services
☐ Exceptional: it is an option in limited circumstances
☐ Discouraged: avoid it where possible

Section 3: Your Institution's Use of Alternative IT Sourcing

3.1 Which of the following statements best characterizes your institution's use of alternative IT sourcing strategies? *Required.*

- ☐ We self-operate all IT services and functions (no external providers). *Go to 3.2_3.12 through 3.22_3.25; then to Section 5.*
☐ We use alternative IT sourcing strategies for some technology services and functions. *Go to 3.45_3.48 through 4.82; then to Section 5.*
☐ We outsource all technology services and functions. *Go to 3.26 through 3.44; then to Section 5.*

3.2_3.12 What are the most significant factors that have led your institution to elect to self-operate all IT functions and services? Select up to three.

- ☐ 3.2 Cost-effectiveness of self operation
- ☐ 3.3 Data privacy risks
- ☐ 3.4 Data security risks
- ☐ 3.5 Technological limitations of outsourcing
- ☐ 3.6 Insufficient benefits of outsourcing
- ☐ 3.7 Resistance to change within IT organizations
- ☐ 3.8 Constraints imposed by collective bargaining agreements
- ☐ 3.9 Institutional executive leader's reluctance to outsource jobs
- ☐ 3.10 Lack of trusted outsourcing providers
- ☐ 3.11 Previous outsourcing experiences failed to meet expectations
- ☐ 3.12 Unacceptable outsourcing contract terms

3.13_3.21 In the future, my institution will be more likely to employ alternative IT sourcing strategies if:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
3.13 Competition for skilled IT workers intensifies					
3.14 Peer institutions adopt alternative sourcing strategies more extensively					
3.15 More institutional consortia form to provide IT services					
3.16 Providers offer better evidence that they can secure institutional data					
3.17 Third-party contract terms become more amenable to institutional concerns					
3.18 The IT budget is cut significantly					
3.19 Energy costs continue to rise					
3.20 Integration of data across disparate applications becomes easier					
3.21 Offerings in the market become more mature					

3.22_3.25 Please indicate how your institution's adoption of alternative IT sourcing strategies for each of the following is likely to change in the next three years:

	Stay the same	Increase	Greatly increase	Don't Know
3.22 Enterprise applications				
3.23 Learning technologies				
3.24 Infrastructure				
3.25 User services and support				

3.26 How many years ago did your institution outsource its technology functions and services to a third party? <Dropdown list from Less than 1, 1 to 10, and More than 10, in one year increments.>

3.27 Which best describes the type of organization to which your institution outsources its IT functions and services?

- ☐ Another institution
- ☐ A consortium of institutions
- ☐ A foundation, association, or similar nonprofit
- ☐ A commercial provider
- ☐ A branch of government

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3.28_3.35 Rate the importance of each of the following goals to your institution's decision to outsource all of its IT functions and services.

	No importance	Minor importance	Moderate importance	High importance	Very high importance	Don't know
3.28 Reduce IT costs						
3.29 Improve IT services						
3.30 Make technology more reliable						
3.31 Bring technology up-to-date						
3.32 Gain access to greater technical expertise						
3.33 Gain access to greater management expertise						
3.34 Enable IT staff to focus on higher priorities						
3.35 Reduce risk						

3.36_3.43 Rate the performance of the outsourcing arrangement in achieving each of the following goals:

	Poor	Fair	Good	Very Good	Excellent	Don't know
3.36 Reduce IT costs						
3.37 Improve IT services						
3.38 Make technology more reliable						
3.39 Bring technology up-to-date						
3.40 Gain access to greater technical expertise						
3.41 Gain access to greater management expertise						
3.42 Enable IT staff to focus on higher priorities						
3.43 Reduce risk						

3.44 What are your institution's intentions for the next three years?

- () We plan to continue the present outsourcing arrangement.
- () We are contemplating a change of providers.
- () We are contemplating a move to self-operation.
- () We are implementing a change of providers.
- () We are implementing a change to self-operation.

3.45_3.48 Please indicate how extensively your institution uses alternative IT sourcing strategies in each of the following areas:

	Not at all	A few aspects	Some aspects	Many aspects	All aspects
3.45 Enterprise applications					
3.46 Learning technologies					
3.47 Infrastructure					
3.48 User services and support					

3.49_3.77 My institution uses alternative IT sourcing strategies for the following technologies or services. Check all that apply.

- | | |
|--|---|
| <input type="checkbox"/> 3.49 Administrative systems (HR, finance, student) | <input type="checkbox"/> 3.62 Data center management |
| <input type="checkbox"/> 3.50 Research administration systems | <input type="checkbox"/> 3.63 Telecommunications |
| <input type="checkbox"/> 3.51 Alumni/development systems | <input type="checkbox"/> 3.64 Information security management |
| <input type="checkbox"/> 3.52 Specialized research applications | <input type="checkbox"/> 3.65 Information security applications |
| <input type="checkbox"/> 3.53 Electronic journals | <input type="checkbox"/> 3.66 Hot or cold alternative IT site |
| <input type="checkbox"/> 3.54 E-mail | <input type="checkbox"/> 3.67 Disaster recovery |
| <input type="checkbox"/> 3.55 Calendar | <input type="checkbox"/> 3.68 Applications development |
| <input type="checkbox"/> 3.56 Learning management system | <input type="checkbox"/> 3.69 Web development |
| <input type="checkbox"/> 3.57 Collaboration tools | <input type="checkbox"/> 3.70 Help desk |
| <input type="checkbox"/> 3.58 Productivity tools (e.g., word processing, spreadsheets) | <input type="checkbox"/> 3.71 Desktop support |
| <input type="checkbox"/> 3.59 Networking | <input type="checkbox"/> 3.72 Desktop hardware repair |
| <input type="checkbox"/> 3.60 Data storage | <input type="checkbox"/> 3.73 Training |
| <input type="checkbox"/> 3.61 Server management | <input type="checkbox"/> 3.74 Project management |
| | <input type="checkbox"/> 3.75 Cabling |
| | <input type="checkbox"/> 3.76 Other |

3.77 Please describe “other.” _____

3.78_3.88 Which of the following forms of alternative IT sourcing do you currently employ? Check all that apply.

- ☐ 3.78 Application software via the Internet (Software as a Service)
- ☐ 3.79 Internet or “cloud”-based storage
- ☐ 3.80 Internet or “cloud”-based servers
- ☐ 3.81 Internet or “cloud”-based software development environments
- ☐ 3.82 Internet or “cloud”-based security applications
- ☐ 3.83 Primary data center provided by a third party
- ☐ 3.84 Contract with a third party to operate a help desk (e.g., call center)
- ☐ 3.85 Contract with a third party to provide desktop computing support
- ☐ 3.86 Contract with a third party to provide ERP project management
- ☐ 3.87 Contract with a third party to provide network design
- ☐ 3.88 Contract with a third party to manage network operations

3.89_3.93 With which of the following types of alternative IT sourcing providers is your central IT organization currently working?

	No	Yes	Don't Know
3.89 Commercial providers			
3.90 Another institution			
3.91 A consortium of institutions			
3.92 Foundation, association, or similar nonprofit			
3.93 A branch of government			

3.94_3.104 How is your institution's adoption of the alternative IT sourcing strategies listed below likely to change in the next three years?

	Greatly decrease	Decrease	Stay the same	Increase	Greatly increase	Don't know
3.94 Application software via the Internet (Software as a Service)						
3.95 Internet or "cloud"-based storage						
3.96 Internet or "cloud"-based servers						
3.97 Internet or "cloud"-based software development environments						
3.98 Internet or "cloud"-based security applications						
3.99 Primary data center provided by a third party						
3.100 Contract with a third party to operate a help desk (e.g., call center)						
3.101 Contract with a third party to provide desktop computing support						
3.102 Contract with a third party to provide ERP project management						
3.103 Contract with a third party to provide network design						
3.104 Contract with a third party to manage network operations						

Section 4: A Use of Alternative IT Sourcing

Think of an example your institution's use of an alternative IT sourcing strategy with which you are familiar. Please respond to the questions in this section based on that example.

4.1 For which of the following technologies or services is this sourcing strategy being used?

- | | |
|---|--|
| <input type="checkbox"/> Administrative systems (HR, finance, student) | <input type="checkbox"/> Data center management |
| <input type="checkbox"/> Research administration systems | <input type="checkbox"/> Telecommunications |
| <input type="checkbox"/> Alumni/development systems | <input type="checkbox"/> Information security management |
| <input type="checkbox"/> Specialized research applications | <input type="checkbox"/> Information security applications |
| <input type="checkbox"/> Electronic journals | <input type="checkbox"/> Hot or cold alternative IT site |
| <input type="checkbox"/> E-mail | <input type="checkbox"/> Disaster recovery |
| <input type="checkbox"/> Calendar | <input type="checkbox"/> Applications development |
| <input type="checkbox"/> Learning management system | <input type="checkbox"/> Web development |
| <input type="checkbox"/> Collaboration tools | <input type="checkbox"/> Help desk |
| <input type="checkbox"/> Productivity tools (e.g., word processing, spreadsheets) | <input type="checkbox"/> Desktop support |
| <input type="checkbox"/> Networking | <input type="checkbox"/> Desktop hardware repair |
| <input type="checkbox"/> Data storage | <input type="checkbox"/> Training |
| <input type="checkbox"/> Server management | <input type="checkbox"/> Project management |
| | <input type="checkbox"/> Cabling |
| | <input type="checkbox"/> Other |

4.2 Please describe "other." _____

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4.3 Which best describes this alternative IT sourcing?

- ☐ Technology/service is delivered via the Internet or "cloud"
☐ Technology/service is delivered via a third party in a non-Internet/cloud mode
☐ Other

4.4 Please describe "other." _____

4.5 Which best describes the provider of this alternative IT sourcing?

- ☐ Another institution
☐ A consortium of institutions
☐ A foundation, association, or similar nonprofit
☐ A commercial provider
☐ A branch of government

4.6 If this service or technology were to fail, how severe would the impact be on your institution?

- ☐ No impact
☐ Minor impact
☐ Moderate impact
☐ High impact
☐ Very high impact

4.7_4.15 Rate the importance of each of the following goals to your institution's decision to adopt an alternative IT sourcing strategy for this service or technology:

	No importance	Minor importance	Moderate importance	High importance	Very high importance	Don't know
4.7 Reduce IT costs						
4.8 Improve IT services						
4.9 Make technology more reliable						
4.10 Bring technology up-to-date						
4.11 Gain access to greater technical expertise						
4.12 Gain access to greater management expertise						
4.13 Enable IT staff to focus on higher priorities						
4.14 Reduce risk						
4.15 Reduce energy consumption						

4.16_4.28 What were the most significant barriers your institution had to overcome in order to implement an alternative IT sourcing strategy for this technology function or service? Select up to three.

- ☐ 4.16 Cost-effectiveness of self-operation
☐ 4.17 Data privacy risks
☐ 4.18 Data security risks
☐ 4.19 Technological limitations of alternative IT sourcing options
☐ 4.20 Insufficient benefits of alternative IT sourcing options
☐ 4.21 Resistance to change within IT organizations

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- ☐ 4.22 Constraints imposed by collective bargaining agreements
- ☐ 4.23 Institutional executive leaders' reluctance to outsource jobs
- ☐ 4.24 Lack of trusted alternative IT sourcing providers
- ☐ 4.25 Previous outsourcing experiences failed to meet expectations
- ☐ 4.26 Unacceptable alternative IT sourcing contract terms
- ☐ 4.27 Other

4.28 Please describe "other." _____

4.29_4.37 Which of the following were a part of your institution's selection of its alternative IT sourcing provider?

	No	Yes	Don't know
4.29 Written requirements			
4.30 Selection committee			
4.31 Written request for proposals			
4.32 Consideration of multiple bids			
4.33 Analysis of the total life-cycle costs of each provider's solution			
4.34 Analysis of potential provider's financial viability			
4.35 Independent assessment of risk			
4.36 Reference checks			
4.37 Prior personal or institutional relationship with provider			

4.38_4.48 Please describe the primary role each of the following played in the decision to use an alternative IT sourcing strategy for this technology function or service:

	No involvement	Informed	Consulted	Decided	Don't know
4.38 President/chancellor					
4.39 Provost/vice chancellor for academic affairs					
4.40 Chief financial officer					
4.41 Internal auditor					
4.42 General counsel					
4.43 Senior-most IT leader					
4.44 IT Governance or advisory committee(s)					
4.45 Other central IT managers and directors					
4.46 Impacted faculty					
4.47 Impacted staff					
4.48 Impacted students					

4.49_4.52 How did the decision to use an alternative IT sourcing strategy impact the central IT staff? Check all that apply.

- ☐ 4.49 No significant impact
- ☐ 4.50 Some staff laid off
- ☐ 4.51 Some staff redeployed to new responsibilities
- ☐ 4.52 Other

4.53 Please describe "other." _____

4.54 What kind of agreement governs your institution's relationship with its alternative IT sourcing provider?

- ☐ No formal agreement
- ☐ Letter or memorandum of understanding
- ☐ Formal contract
- ☐ Other
- ☐ Don't know

4.55_4.66 Please rate how difficult it was to negotiate the following aspects of your agreement with your alternative IT sourcing provider:

	No difficulty	Minor difficulty	Moderate difficulty	High difficulty	Very high difficulty	Not applicable	Don't know
4.55 Cost or price							
4.56 Limitations of liability							
4.57 Data ownership							
4.58 Data security							
4.59 Data privacy							
4.610 Regulatory compliance							
4.61 Service quality							
4.62 Service availability							
4.63 Length of agreement							
4.64 Process for change orders							
4.65 Process for dispute resolution							
4.66 Process to terminate the agreement							

4.67_4.76 Please rate the performance of your alternative IT sourcing provider in the following areas:

	Poor	Fair	Good	Very good	Excellent	Don't know
4.67 Reduce IT costs						
4.68 Enhance user satisfaction						
4.69 Bring technology up-to-date						
4.70 Make technology reliable						
4.71 Enable IT staff to focus on higher priorities						
4.72 Improve access to technical or managerial expertise						
4.73 Secure data						
4.74 Maintain data privacy						
4.75 Reduce risk						
4.76 Reduce energy consumption						

4.77_4.81 Regarding this alternative IT sourcing strategy, I am confident that:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Don't know
4.77 Technologies and services are protected in the event of a disaster.						
4.78 We can comply with relevant e-discovery requirements.						
4.79 Data residing with the alternate sourcing provider is well secured.						
4.80 The alternate sourcing provider can comply with all applicable institutional policies.						
4.81 Privacy or confidentiality of institutional and constituent data is protected.						

4.82 My institution is committed to the continued use of an alternative IT sourcing strategy for this technology function or service.

- | | |
|---|--------------------------------------|
| <input type="radio"/> Strongly disagree | <input type="radio"/> Agree |
| <input type="radio"/> Disagree | <input type="radio"/> Strongly agree |
| <input type="radio"/> Neutral | <input type="radio"/> Don't know |

Section 5: E-Mail

This section asks about your institution's plans and experience regarding the outsourcing of faculty, student, and staff e-mail.

5.1 Which of the following hosts your primary student e-mail system? *Required.*

- ☐ No primary student e-mail system. *Go to 5.44.*
- ☐ Central IT organization. *Go to 5.2_5.11 and then skip to 5.44.*
- ☐ Another organization at my institution. *Go to 5.12_5.19 through 5.43, then to 5.44*
- ☐ A different academic institution. *Go to 5.12_5.19 through 5.43, then to 5.44*
- ☐ Free commercial service provider. *Go to 5.12_5.19 through 5.43, then to 5.44*
- ☐ Fee-based commercial service provider. *Go to 5.12_5.19 through 5.43, then to 5.44*

5.2_5.11 What are the primary reasons your institution has elected not to outsource its primary student e-mail? *Select up to three.*

- ☐ 5.2 Highly specialized requirements
- ☐ 5.3 Lack of trusted external providers
- ☐ 5.4 More confident in own IT capabilities
- ☐ 5.5 Data security concerns
- ☐ 5.6 Data privacy concerns
- ☐ 5.7 Too great an operational risk
- ☐ 5.8 Lack of compelling benefits to outsource
- ☐ 5.9 Institutional commitment to self-operation
- ☐ 5.10 Prior attempts to adopt alternative IT sourcing strategies failed to deliver expected benefits
- ☐ 5.11 More cost-effective for central IT organization to host

5.12_5.19 What were the primary factors that led your institution to decide to have its primary student e-mail hosted by a third party? *Select up to three.*

- ☐ 5.12 Reduce IT costs
- ☐ 5.13 Enhance functionality
- ☐ 5.14 Enhance reliability
- ☐ 5.15 Enhance security
- ☐ 5.16 Gain access to technical expertise
- ☐ 5.17 Enable IT staff to focus on higher priorities
- ☐ 5.18 Pressure from institutional leadership
- ☐ 5.19 Pressure from e-mail users

5.20_5.32 What were the most significant barriers your institution had to overcome prior to having its student e-mail hosted by a third party? *Select up to three.*

- ☐ 5.20 Cost-effectiveness of self-operation
- ☐ 5.21 Data privacy risks
- ☐ 5.22 Data security risks
- ☐ 5.23 Technological limitations of third-party hosting
- ☐ 5.24 Insufficient benefits of third-party hosting

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- ☐ 5.25 Resistance to change within IT organizations
- ☐ 5.26 Constraints imposed by collective bargaining agreements
- ☐ 5.27 Institutional executive leaders' reluctance to outsource jobs
- ☐ 5.28 Lack of trusted third-party hosting providers
- ☐ 5.29 Previous outsourcing experiences failed to meet expectations
- ☐ 5.30 Unacceptable third-party hosting contract terms
- ☐ 5.31 Other

5.32 Please describe "other." _____

5.33 How long ago did you implement third-party hosting for your primary student e-mail?
<Dropdown list from Less than 1 year, 1-10 years, and More than 10 years, in one-year increments.>

5.34_5.42 Rate the performance of your hosted student e-mail in each of the following categories:

	Poor	Fair	Good	Very good	Excellent	Don't know
5.34 Reduce IT costs						
5.35 Enhance user satisfaction						
5.36 Bring technology up-to-date						
5.37 Make technology reliable						
5.38 Enable IT staff to focus on higher priorities						
5.39 Improve access to technical or managerial expertise						
5.40 Secure data						
5.41 Maintain data privacy						
5.42 Reduce risk						

5.43 Having e-mail hosted by a third party has improved the reliability of students' receipt of official communications.

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

5.44 Which of the following hosts your primary faculty/staff e-mail system? Required.

- ☐ No primary faculty/staff e-mail system. *Go to Section 6.*
- ☐ Central IT organization. *Go to 5.45–5.59; then to Section 6.*
- ☐ Another organization at my institution. *Go to 5.60_5.67; then to Section 6*
- ☐ A different academic institution. *Go to 5.60_5.67; then to Section 6*
- ☐ Free commercial provider. *Go to 5.60_5.67; then to Section 6*
- ☐ Fee-based commercial provider. *Go to 5.60_5.67; then to Section 6*

5.45 How likely is it that you will use a third party to host your primary faculty/staff e-mail system in the next three years?

- ☐ Highly unlikely
- ☐ Unlikely
- ☐ Neither likely nor unlikely
- ☐ Likely
- ☐ Highly likely

5.46_5.58 What are the most significant barriers your institution will need to overcome prior to having its primary faculty/staff e-mail hosted by a third party? Select up to three.

- ☐ 5.46 Cost-effectiveness of self-operation
- ☐ 5.47 Data privacy risks
- ☐ 5.48 Data security risks
- ☐ 5.49 Technological limitations of third-party hosting
- ☐ 5.50 Insufficient benefits of third-party hosting
- ☐ 5.51 Resistance to change within IT organizations
- ☐ 5.52 Constraints imposed by collective bargaining agreements
- ☐ 5.53 Institutional executive leaders' reluctance to outsource jobs
- ☐ 5.54 Lack of trusted third-party hosting providers
- ☐ 5.55 Previous outsourcing experiences failed to meet expectations
- ☐ 5.56 Unacceptable third-party hosting contract terms
- ☐ 5.57 Other

5.58 Please describe "other." _____

5.59 Who would you most trust to provide third-party hosting of your institution's primary faculty/staff e-mail?

- ☐ Another institution
- ☐ Consortium of institutions
- ☐ Foundation, association, or similar non-profit
- ☐ Commercial provider
- ☐ A branch of government

5.60_5.67 What were the primary factors that led your institution to decide to outsource its primary faculty/staff e-mail to a third party? Select up to three.

- ☐ 5.60 Reduce IT costs
- ☐ 5.61 Enhance functionality
- ☐ 5.62 Enhance reliability
- ☐ 5.63 Enhance security
- ☐ 5.64 Gain access to technical expertise
- ☐ 5.65 Enable IT staff to focus on higher priorities
- ☐ 5.66 Pressure from institutional leadership
- ☐ 5.67 Pressure from e-mail users

Section 6: Contract Workforce

6.1 Including contractors and consultants, approximately how many full-time equivalent staff are employed by your institution's central IT organization? Include vacant positions. Required. <Dropdown list from Less than 1 to 500, plus More than 500>

6.2 Of the central IT staff described in the previous question, what percentage is composed of contractors and consultants employed on a regular basis to support the routine delivery of IT functions and services? Exclude consultants working on one-time projects. Required. <Dropdown list from 0% to 100%>. If 0, go to 6.3 through 6.22_6.27; then to Section 7. All others go to 6.28 through 6.55_6.60; then to Section 7.

6.3 How has your institution's use of consultants and contractors to support the routine delivery of IT functions and services changed in the past three years?

- ☐ Major decrease
- ☐ Minor decrease
- ☐ Stayed the same

6.4 How do you anticipate your institution's use of consultants and contractors to support the routine delivery of IT functions and services will change in the next three years?

() Stay the same () Minor increase () Major increase

6.5_6.16 What are the primary reasons your central IT organization is not using any consultants and contractors as part of the central IT staff? Select up to three.

- | | |
|---|--|
| <input type="checkbox"/> 6.5 Against institutional policy | <input type="checkbox"/> 6.11 Diminishes productivity |
| <input type="checkbox"/> 6.6 Against institutional practice | <input type="checkbox"/> 6.12 Increases IT costs |
| <input type="checkbox"/> 6.7 Inconsistent with institutional culture | <input type="checkbox"/> 6.13 Easier to hire an institutional employee |
| <input type="checkbox"/> 6.8 Prohibited by collective bargaining | <input type="checkbox"/> 6.14 No open positions |
| <input type="checkbox"/> 6.9 Diminishes work quality | <input type="checkbox"/> 6.15 Decreases budget flexibility |
| <input type="checkbox"/> 6.10 Difficult to find qualified consultants and contractors | <input type="checkbox"/> 6.16 Other |

6.17_6.21 Please indicate your level of agreement:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.17 Contractors and consultants are typically more productive than institutional employees.					
6.18 Contractors and consultants are typically more skilled than institutional employees.					
6.19 It is effective to use contractors and consultants to accomplish discrete projects.					
6.20 It is effective to use contractors and consultants to access scarce skills.					
6.21 It is easier to hire contractors and consultants to fill a full-time position than an institutional employee.					

6.22_6.27 Please indicate your level of agreement:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.22 The central IT organization is able to recruit sufficient numbers of IT staff.					
6.23 The central IT staff has the skills required to meet institutional technology objectives.					
6.24 The hiring process works well at my institution.					
6.25 Obtaining incremental funding for salaries is more difficult than for non-salary items.					
6.26 Making labor costs more variable is strategically important to the central IT organization.					
6.27 The central IT organization experiences low levels of staff turnover.					

6.28 How has your institution's use of consultants and contractors to support the routine delivery of IT functions and services changed in the past three years?

() Major decrease () Minor increase
 () Minor decrease () Major increase
 () Stayed the same

6.29 How do you anticipate your institution's use of consultants and contractors to support the routine delivery of IT functions and services will change in the next three years?

- () Major decrease () Minor increase
 () Minor decrease () Major increase
 () Stay the same

6.30_6.38 What are the primary reasons the central IT organization uses contractors and consultants to support the routine delivery of IT functions and services? Select up to three.

- [] 6.30 Add required skills
 [] 6.31 Improve staff productivity
 [] 6.32 Reduce risk
 [] 6.33 Reduce IT costs
 [] 6.34 Increase budget flexibility
 [] 6.35 Easier to hire contractors and consultants
 [] 6.36 Difficult to find qualified institutional employees
 [] 6.37 Increase work quality
 [] 6.38 Other

6.39_6.50 How large a portion of your workforce is composed of consultants and contractors in each of the following areas?

	Very small	Small	Moderate	Large	Very large	None used
6.39 Executive leadership						
6.40 IT administration (e.g., finance, human resources support for IT organization)						
6.41 Application development and maintenance						
6.42 Web development						
6.43 Academic computing						
6.44 Research computing						
6.45 User support						
6.46 Networking						
6.47 Information security						
6.48 Systems administrators						
6.49 Data base administration						
6.50 Middleware						

6.51_6.54 Please indicate your level of agreement:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.51 Contractors and consultants are typically more productive than institutional employees.					
6.52 Contractors and consultants are typically more skilled than institutional employees.					
6.53 It is effective to use contractors and consultants to accomplish discrete projects.					
6.54 It is effective to use contractors and consultants to access scarce skills.					

6.55_6.60 Please indicate your level of agreement:

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.55 The central IT organization is able to recruit sufficient numbers of IT staff.					
6.56 The central IT staff have the skills required to meet institutional technology objectives.					
6.57 The hiring process works well at my institution.					
6.58 Obtaining incremental funding for salaries is more difficult than for non-salary items.					
6.59 Making labor costs more variable is strategically important to the central IT organization.					
6.60 The central IT organization experiences low levels of staff turnover.					

Section 7: Conclusion

7.1 EDUCAUSE plans to conduct follow-up interviews with some institutions to probe further into IT services sourcing practices. Would you be willing to participate in a follow-up interview? Required.

☐ No. Go to 7.3.

☐ Yes

7.2 What is your e-mail address? _____

7.3 If you have any other comments or insights about IT services sourcing practices, please share them with us. _____

7.4 We are committed to continually improving our surveys. All comments are welcome and will be considered. _____

Thank you. Just one more step!

Click "Finish" to submit your survey.

Once you click "Finish," you will see confirmation that your survey has been submitted.

To review, save, or print your responses before submitting them, click "Review" to see your responses, and then click "Finish." **We strongly suggest that you save and print your responses. You must click "Finish" to submit your survey.**

Full ECAR studies are available either through subscription or purchase at the ECAR website, <http://www.educause.edu/ecar/>

If you have any questions or concerns, please e-mail ecar@educause.edu

– END SURVEY –

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