INSIDE HIGHER ED

2022 Survey of

Campus Chief Technology/ Information Officers

A SURVEY BY *INSIDE HIGHER ED* AND HANOVER RESEARCH

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TABLE OF CONTENTS

Introduction 5
Key Findings 6
Structure, Reporting Lines and Responsibilities 10
Budget and Resources 13
Digital Transformation 20
Cybersecurity 26
Employees and Remote Work 27
Digital Learning 30
Technology and Digital Infrastructure 31
About *Inside Higher Ed* 65
About Hanover Research 65

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INTRODUCTION

Inside Higher Ed has collaborated with Hanover Research to conduct its first-ever Survey of Campus Chief Technology/Information Officers.

The survey was administered in August and September 2022. A total of 1,962 chief information or technology officers at public, private nonprofit, and for-profit colleges were invited to participate; Hanover collected 175 fully or partially completed surveys, yielding a 10.9 percent response rate.

The survey is an attempted census of all CIOs/CTOs using the most comprehensive sample information available to target all eligible U.S. colleges and universities from the Integrated Postsecondary Education Data System database. The margin of error for this survey is 7.7 percent, given a total n-count of 175.

	All Institutions, by Sector					Public			Private Nonprofit	
	All	Public	Private Nonprofit	For-profit*	Doctoral	Master's/ Bacc.	Associate	Doctoral/ Master's	Master's	Bacc.
Total sample size	175	84	90	1	29	20	35	23	27	39

	All Institutions, by Region				
	All	Northeast	Midwest	South	West
Total sample size	175	35	52	59	28

Note: An asterisk (*) indicates that data is not reported for these groups due to small sample size.

KEY FINDINGS

- Forty-five percent of technology leaders report to the senior administrative officer at their institution, while most of the rest (40 percent) report to the president or chancellor.
- Nearly two-thirds of CIOs indicate that they are on the executive cabinet or council at their institution, with technology officers at public doctoral institutions (79 percent) far likelier than their peers to answer that way.
- About two-thirds of senior technology officials indicate that their institution has a chief or senior technology officer who is primarily responsible for overseeing cybersecurity. Fewer than half say their institution has an officer who is primarily responsible for overseeing online education (31 percent), innovation (33 percent), and privacy (39 percent).
- About half of CIOs indicate that the total budget for central IT operations and services at their institution for the 2021-22 fiscal year was less than $5 million. Nearly a quarter of respondents (22 percent) indicate that theirs was between $5 million and $10 million. Nearly half of CIOs expect the 2022-23 central IT budget at their institution to be about the same as the 2021-22 budget. More technology leaders (31 percent) expect their budgets in 2022-23 to be higher than expect it to decline (22 percent).
- About 4 in 10 technology leaders rate their institutions' investment in student success and completion as very or extremely effective, and about a third say the same about their technology investments in data analysis.
- Technology leaders report that most IT functions are exclusively managed by the central IT department. However, more than half of CIOs report that hiring of technology employees (52 percent) and applications for academic units (52 percent) are distributed between the central IT department and individual departments.
- About a third of CIOs (34 percent) agree that the central technology unit at their institution behaves more like a utility than a strategic partner. But more than half agree that senior administrators at their institution treat the central technology unit more like a utility than a strategic partner (52 percent).
- Fewer than half of CIOs indicate that digital transformation is a "high priority" or "essential" for leaders at their institution. However, majorities strongly agree that their institution is prioritizing data for student success (57 percent) and leveraging student data for better learning or retention insights (54 percent).

KEY FINDINGS (CONT.)

- Nearly two-thirds of CIOs indicate that their institution has not set specific goals for digital transformation. Of those whose institutions did set specific goals for digital transformation, most indicate that it will take 1-3 years (~88%) to make progress on the most pressing goals.
- The biggest challenges for institutions when it comes to achieving their digital goals are insufficient financial investment and resistance among staff and faculty members, CIOs report.
- Most CIOs indicate that they have migrated their institution's learning management system (LMS) and the customer relationship management (CRM) system to a SaaS-based model. Nearly half of respondents indicate that they migrated human resources management (45 percent) and development office systems (44 percent) to a SaaS-based model.
- Few CIOs report that their institution has made meaningful investments in cutting-edge technologies. Nearly four in 10 (38 percent) say have at least begun investing in virtual reality or immersive learning, while 44 percent report that they are considering investing in adaptive learning technologies.
- Less than a quarter of CIOs are "very" or "extremely confident" that their institution's cybersecurity practices can prevent ransomware attacks. Nearly half of respondents indicate that they are "moderately confident" that their institution's practices can prevent ransomware attacks (51 percent).
- Most CIOs agree that their institution is struggling to hire new technology employees, and nearly two-thirds (62 percent) agree that their institution is struggling to retain its current technology employees. Respondents cite better salaries (99 percent) and more flexible remote work policies at other organizations (53 percent) as the top reasons they are struggling to retain or hire technology employees.
- Nearly 8 in 10 respondents strongly agree that their institution has technology that makes remote/flexible work viable for their overall workforce. Seventy percent strongly agree (23 percent somewhat agree) that employees at their institution expect more flexibility to work when and where they want now than before the pandemic. But only half agree that their institution has policies that encourage remote/flexible work.

KEY FINDINGS (CONT.)

- CIOs are generally satisfied with the quality of the digital learning opportunities at their institution. Most respondents agree that their institution's ability to offer high-quality hybrid (84 percent) and online (78 percent) courses has significantly improved since the pandemic began. More than three-quarters agree that their institution will sustain its ability to offer high-quality online courses (80 percent).
- The majority of CIOs agree that their institution provides technical support for teaching and for creating online courses. Over three-quarters of respondents agree that their institution invests in technology and instructional design resources to improve teaching and learning (78 percent), but only 34 percent strongly agree. Fewer agree that their institution rewards faculty and staff for contributions made to digital pedagogy (35 percent) or consider teaching with technology in promotion and tenure decisions (38 percent).
- Nearly two-thirds of respondents indicate that their institution had a business continuity plan in place before the pandemic began. More than a quarter (27 percent) indicate that it does not have a business continuity plan in place, but intends to create one in the future. About a third of respondents indicate that their institution created an academic continuity plan after the pandemic began (34 percent), while nearly 4 in 10 (39 percent) say their institution still does not have such a plan.
- About three-quarters of CIOs indicate that their institution uses data to support student success. However, fewer indicate that their institution uses data as a means of improving internal processes (54 percent).
- More than half of technology leaders (57 percent) indicate that their institution has a centralized data warehouse to store institutional data.

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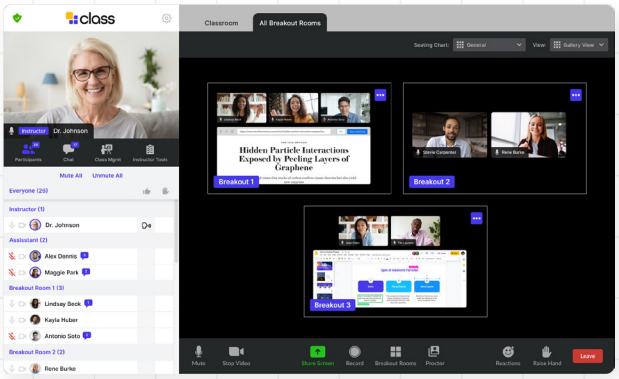

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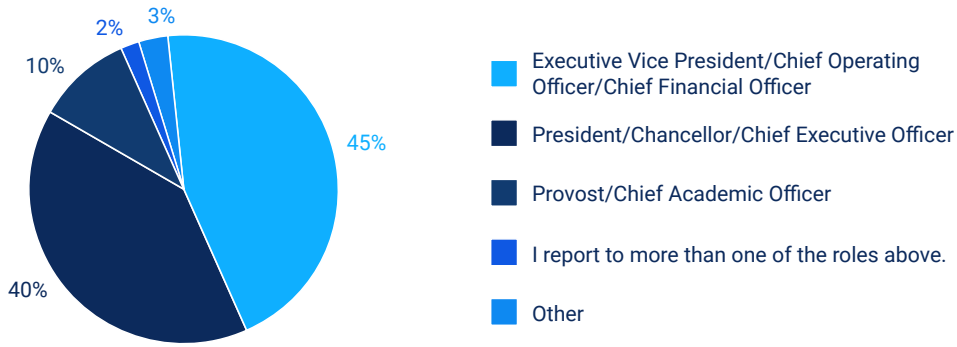
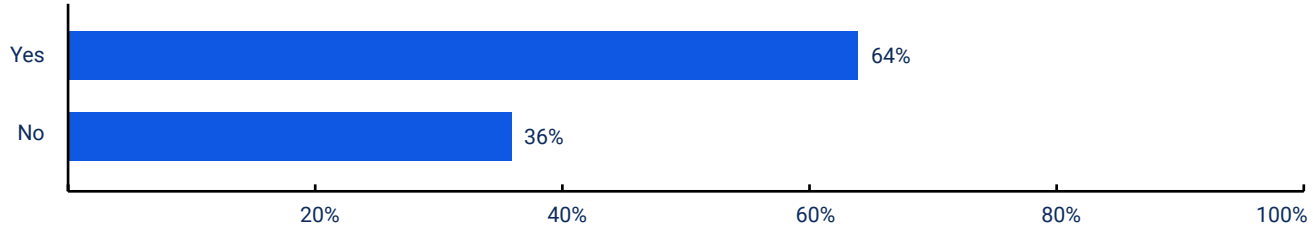
REPORTING LINES

Forty-five percent of technology leaders report to the senior administrative officer (executive vice president/chief operating officer/chief financial officer) at their institution, while most of the rest (40 percent) report to the president or chancellor. Ten percent report to the provost, and 5 percent to someone else.

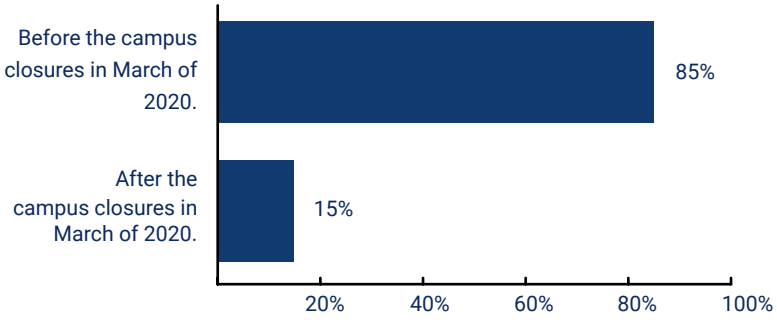
Nearly two-thirds of CIOs indicate that they are on the executive cabinet or council at their institution, with technology officers at public doctoral institutions (79 percent) far likelier than their peers to answer that way. Most of those respondents (85 percent) indicate that they were added to the executive cabinet/council before campuses closed in March 2020, and 94 percent say they expect to remain on the executive cabinet/council going forward.



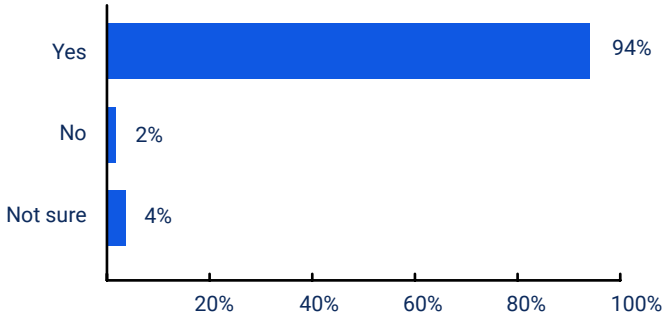
Are you on the president's/chancellor's executive cabinet or council at your institution? (n=175)



When were you added to the executive cabinet/council? (n=112)



Do you expect to remain on the executive cabinet/council going forward? (n=112)



Note: Only respondents who reported that they are on the president's/chancellor's executive cabinet or council at their institution saw the bottom two questions.

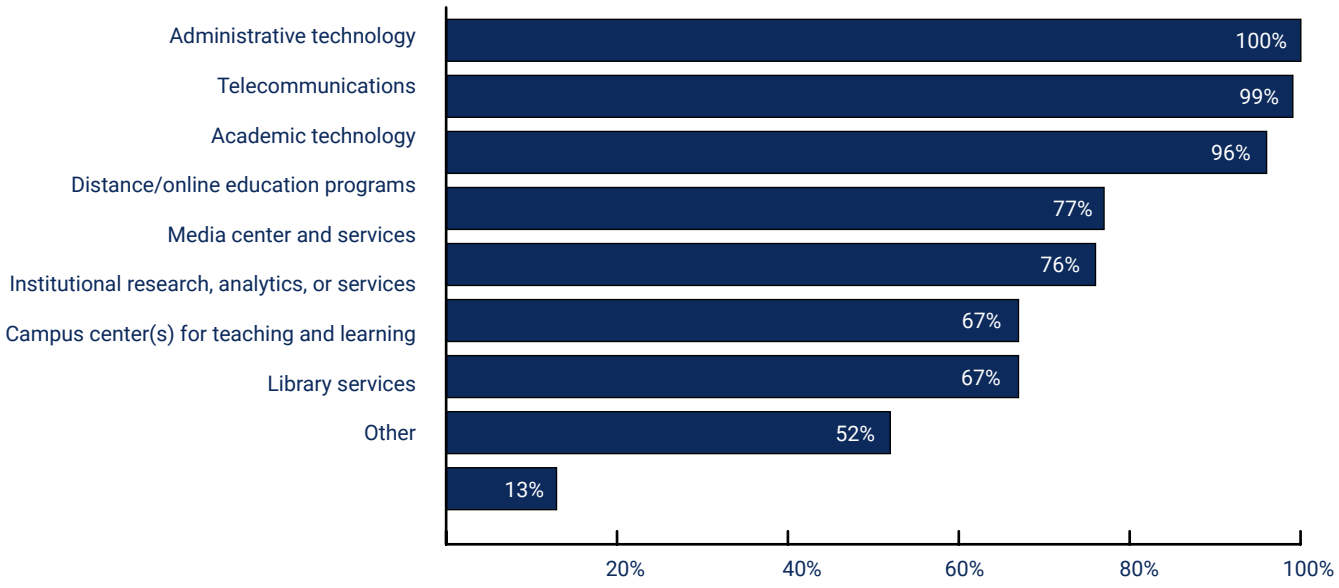
STRUCTURE, REPORTING LINES AND RESPONSIBILITIES

AREAS OF RESPONSIBILITY

Nearly all CIOs indicate that they provide support for administrative technology, telecommunications and academic technology. More than three-quarters say they support distance/online education programs (77 percent) and media center and services (76 percent).

Fewer respondents at private baccalaureate institutions than in other sectors say they provide support for online/distance education (62 percent) and campus teaching and learning centers (59 percent).

Which of these academic or operational units do you support? Please select all that apply. (n=175)

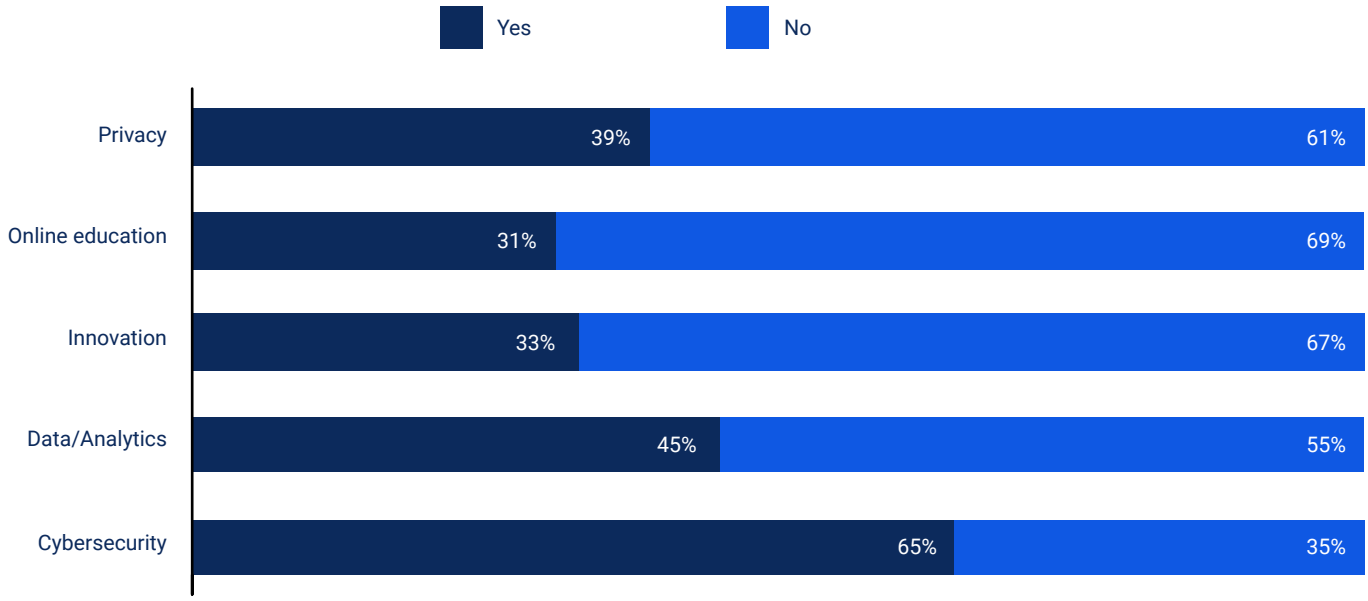


AREAS OF RESPONSIBILITY (CONT.)

About two-thirds of CIOs indicate that their institution has a chief or senior technology officer who is primarily responsible for overseeing cybersecurity. Fewer than half say their institution has an officer who is primarily responsible for overseeing online education (31 percent), innovation (33 percent), and privacy (39 percent).

Significantly more CIOs in the West (68 percent) than the Midwest (31 percent) report that their institution has a chief or senior technology officer who is primarily responsible for overseeing data/analytics.

Does your institution have a chief or senior technology officer who is primarily responsible for overseeing any of the following areas?

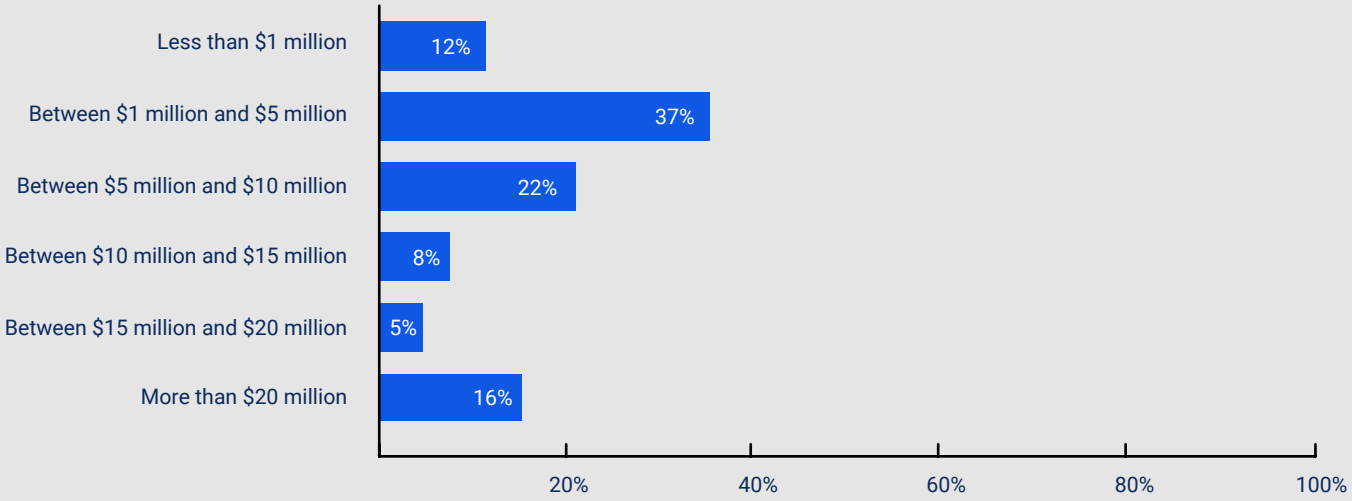


2021-22 BUDGET

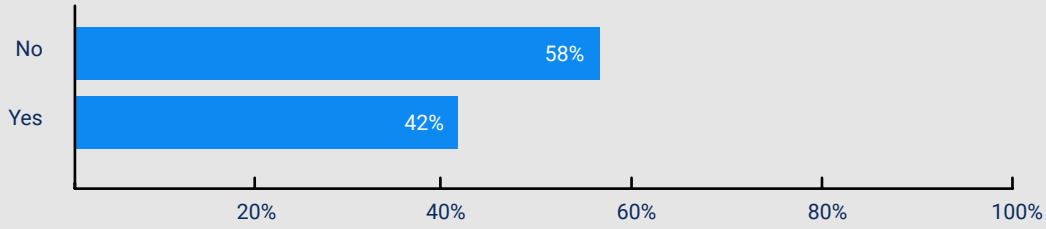
About half of CIOs indicate that the total budget for central IT operations and services at their institution for the 2021-22 fiscal year was less than $5 million. Nearly a quarter of respondents (22 percent) indicate that theirs was between $5 million and $10 million. More than two-thirds of technology leaders at public doctoral institutions reported budgets of more than $20 million, while majorities of CIOs at private master's and baccalaureate colleges and community colleges said their budgets were under $5 million.

About 4 in 10 CIOs (42 percent) report that their institution's central IT budget was cut back during the course of the 2021-22 year.

What was the total budget for central information technology operations and services (e.g., personnel, equipment, operations, projects, software) at your institution for the 2021-22 fiscal year? (n=171)



Did the central IT budget have any cutbacks during the course of the 2021-22 year? (n=171)

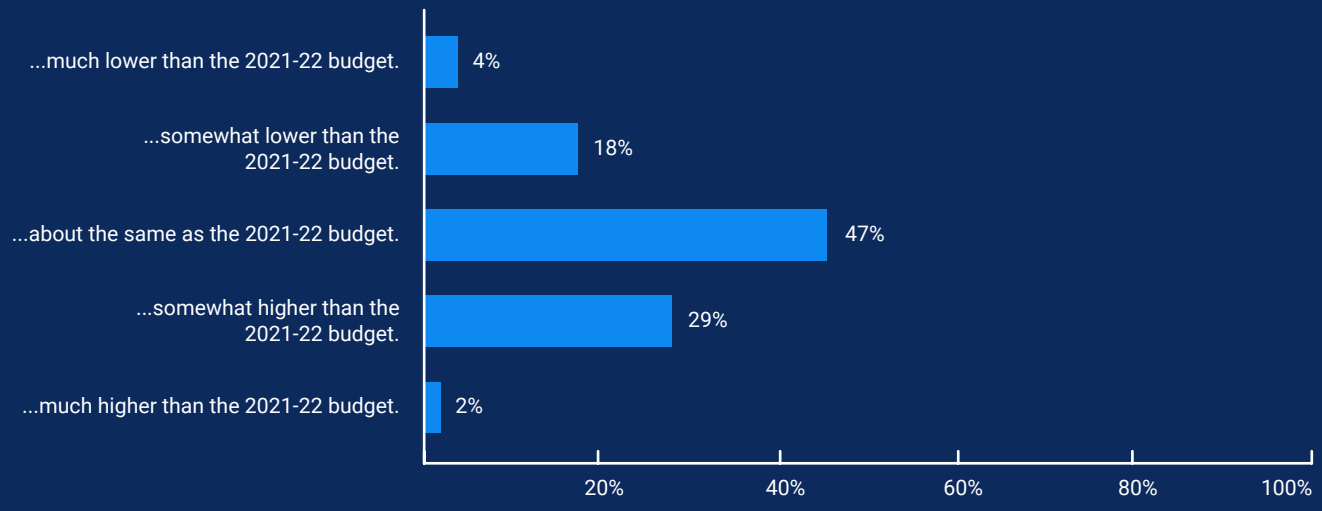


EXPECTED 2022-23 BUDGET

Nearly half of CIOs expect the 2022-23 central IT budget at their institution to be about the same as the 2021-22 budget. More technology leaders (31 percent) expect their budget in 2022-23 to be higher than expect it to decline (22 percent).

Public master's/baccalaureate CIOs are the only group that is likelier to expect a decline (35 percent) than an increase (15 percent).

I expect the 2022-23 central IT budget to be... (n=171)



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BUDGET AND RESOURCES

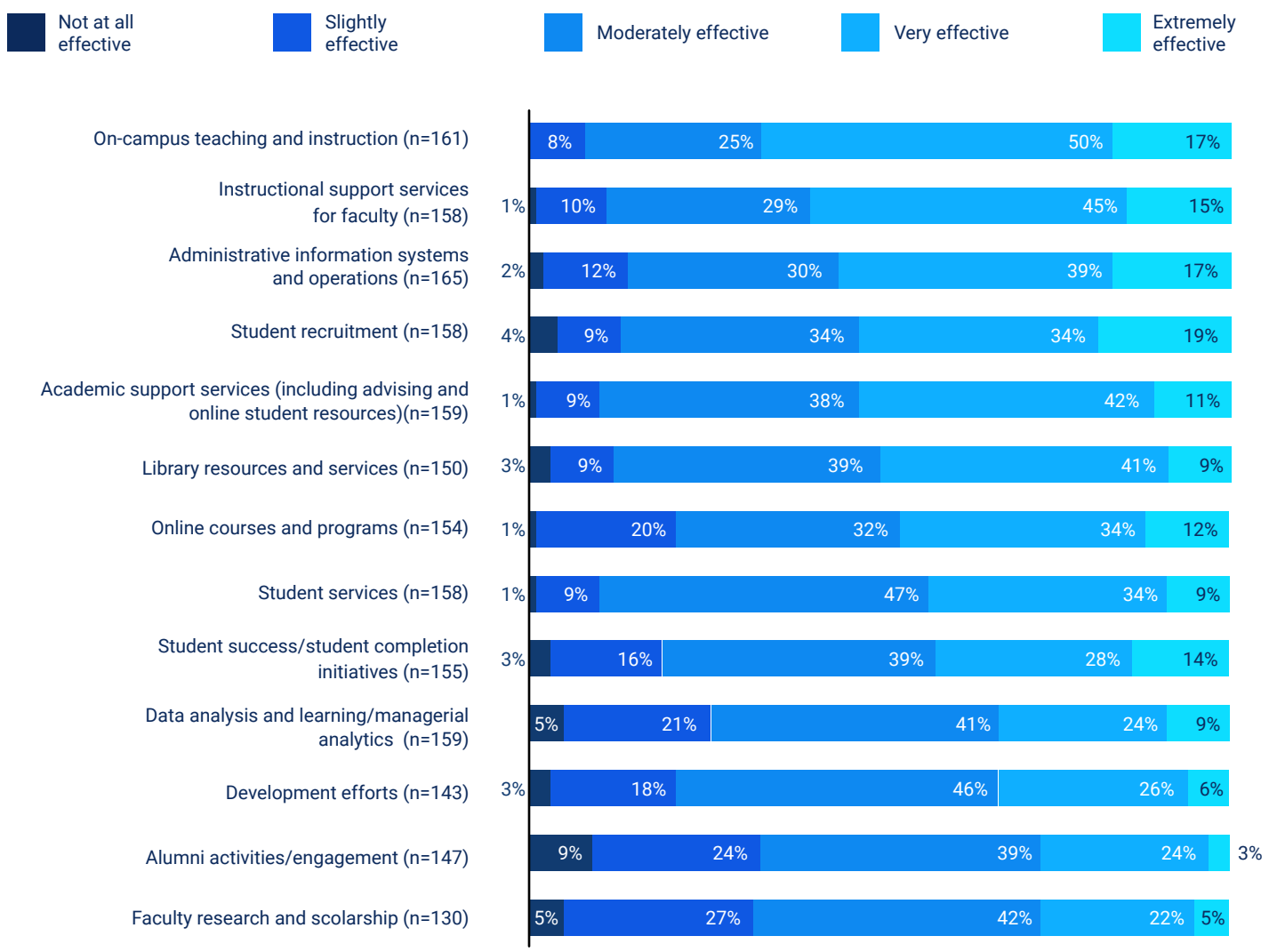
EFFECTIVENESS OF TECHNOLOGY INVESTMENTS

Asked to assess the effectiveness of their institution's IT investments in various areas, CIOs give the highest rating to their investment in on-campus teaching and instruction (67 percent very or extremely effective), followed by their investment in instructional support services for professors (60 percent) and administrative information systems and operations (56 percent "very" or "extremely effective").

Far fewer rate as highly effective their institution's investment in development efforts (32 percent), alumni activities/engagement (28 percent), and faculty research and scholarship (27 percent).

About 4 in 10 technology leaders rate their institution's investment in student success and completion as very or extremely effective, and about a third say that about their technology investments in data analysis.

How would you rate the effectiveness of your institution's investment in IT resources and services in the following areas?

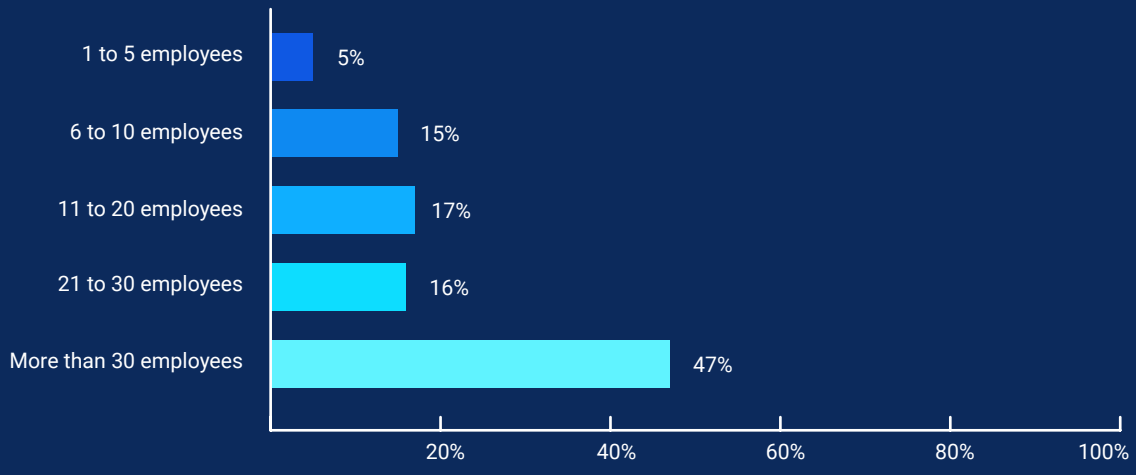


SHARE OF MANAGEMENT BETWEEN CENTRAL IT AND INDIVIDUAL DEPARTMENTS

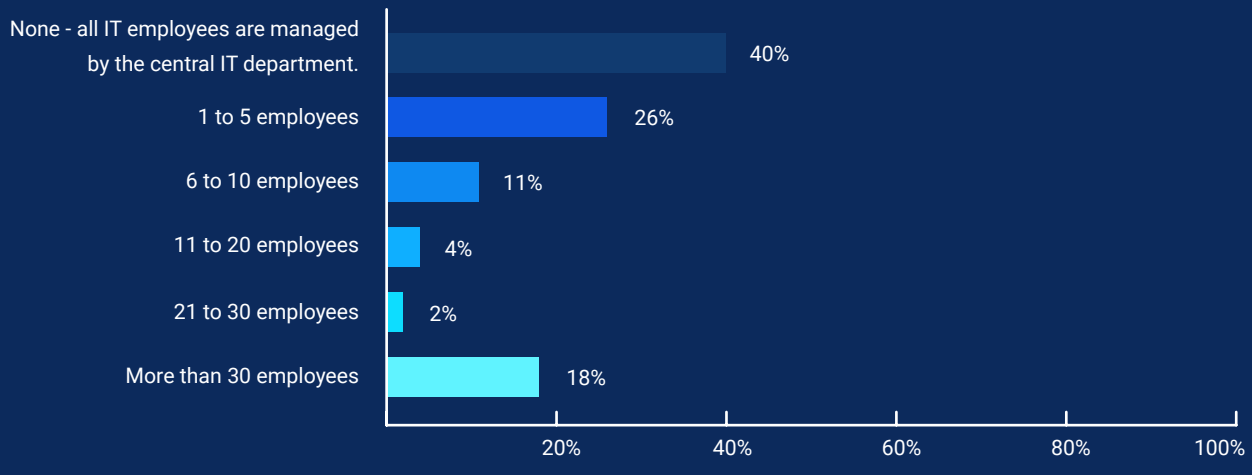
Nearly half of respondents indicate that more than 30 employees are managed by their institution's central IT department (rather than by individual departments or schools). Further, 40 percent of respondents indicate that no IT employees are managed by individual schools, academic departments, or administrative departments.

About two-thirds of CIOs from public institutions (65 percent) indicate that more than 30 employees are managed by their institution's central IT department, compared to only 30 percent of CIOs from private institutions.

How many employees are managed by your institution's central IT department (rather than by individual departments or schools)? (n=165)



How many employees are managed by individual schools, academic departments, or administrative departments (rather than by the central IT department)? (n=164)

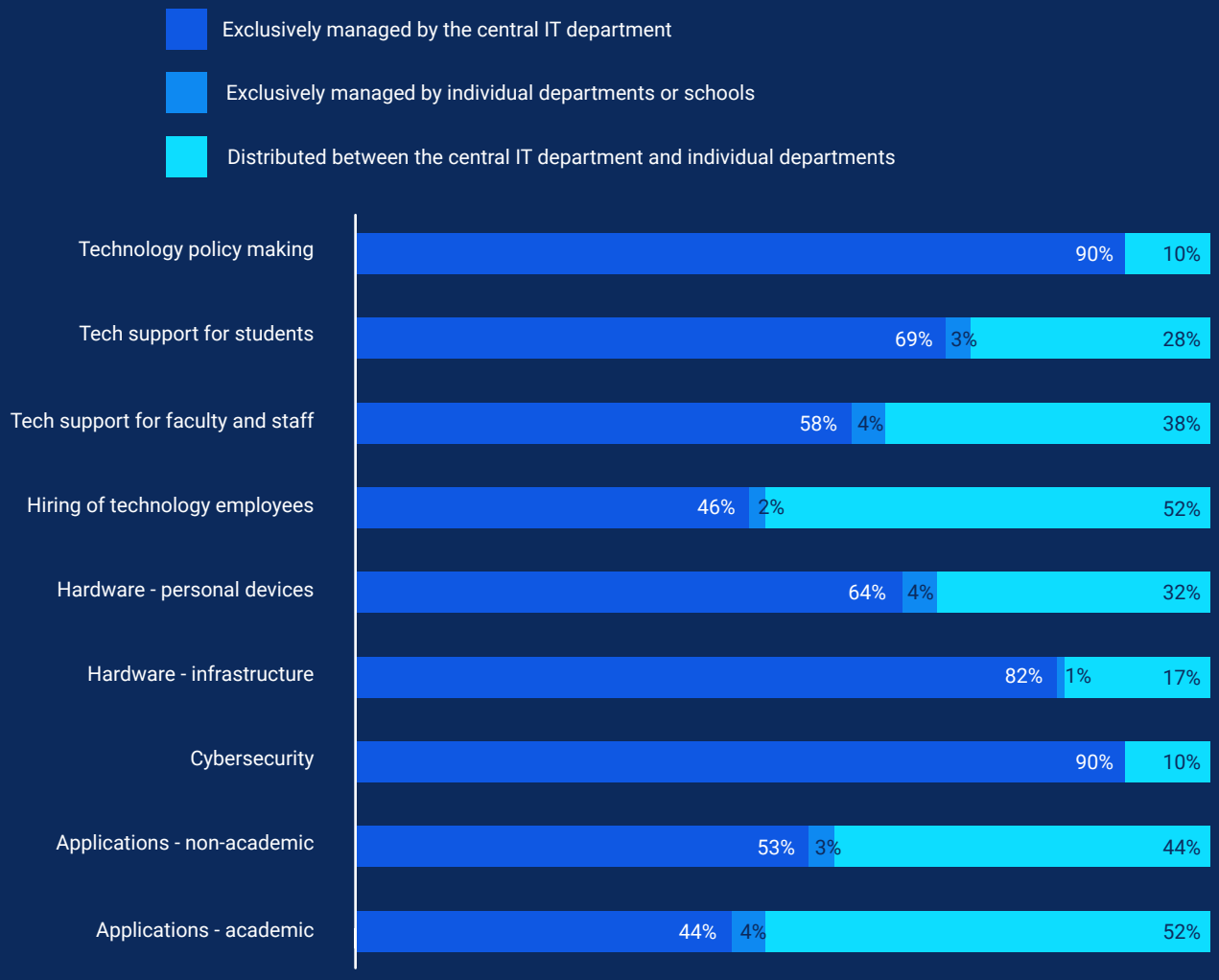


SHARE OF MANAGEMENT BETWEEN CENTRAL IT AND INDIVIDUAL DEPARTMENTS (CONT.)

Technology leaders report that most IT functions are exclusively managed by the central IT department. However, more than half of CIOs report that hiring of technology employees (52 percent) and applications for academic units (52 percent) are distributed between the central IT department and individual departments. Very few of the surveyed IT functions are exclusively managed by individual departments or schools (0-4 percent).

More CIOs from private nonprofit institutions indicate that tech support for faculty and staff (75 percent) and tech support for students (85 percent) are exclusively managed by the central IT department than is true for CIOs from public institutions (40 percent and 52 percent, respectively).

To what extent are each of the following IT functions largely managed by your institution's central IT department or by individual departments or schools? (n=99)

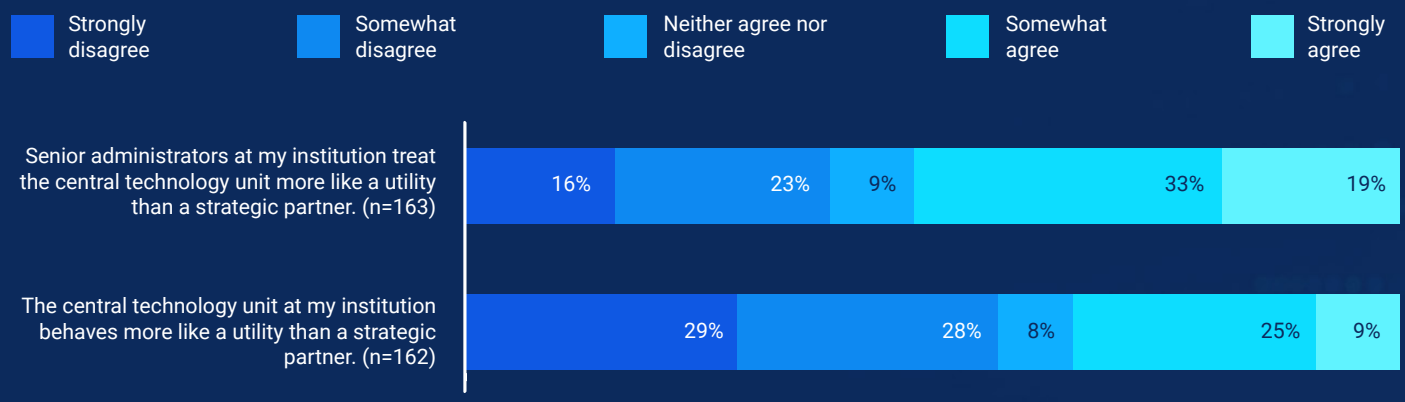


PERCEPTION OF CENTRAL IT DEPARTMENT

About a third of CIOs (34 percent) agree that the central technology unit at their institution behaves more like a utility than a strategic partner. But more than half agree that senior administrators at their institution treat the central technology unit more like a utility than a strategic partner (52 percent).

Nearly two-thirds of technology leaders at public master's/baccalaureate institutions strongly or somewhat agree both that the central IT unit behaves like a utility (64 percent) and that senior administrators view it that way (63 percent).

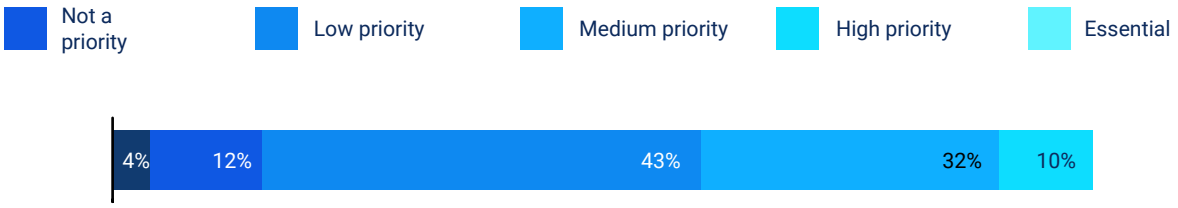
To what extent do you agree or disagree with the following statements related to your institution's central IT department:



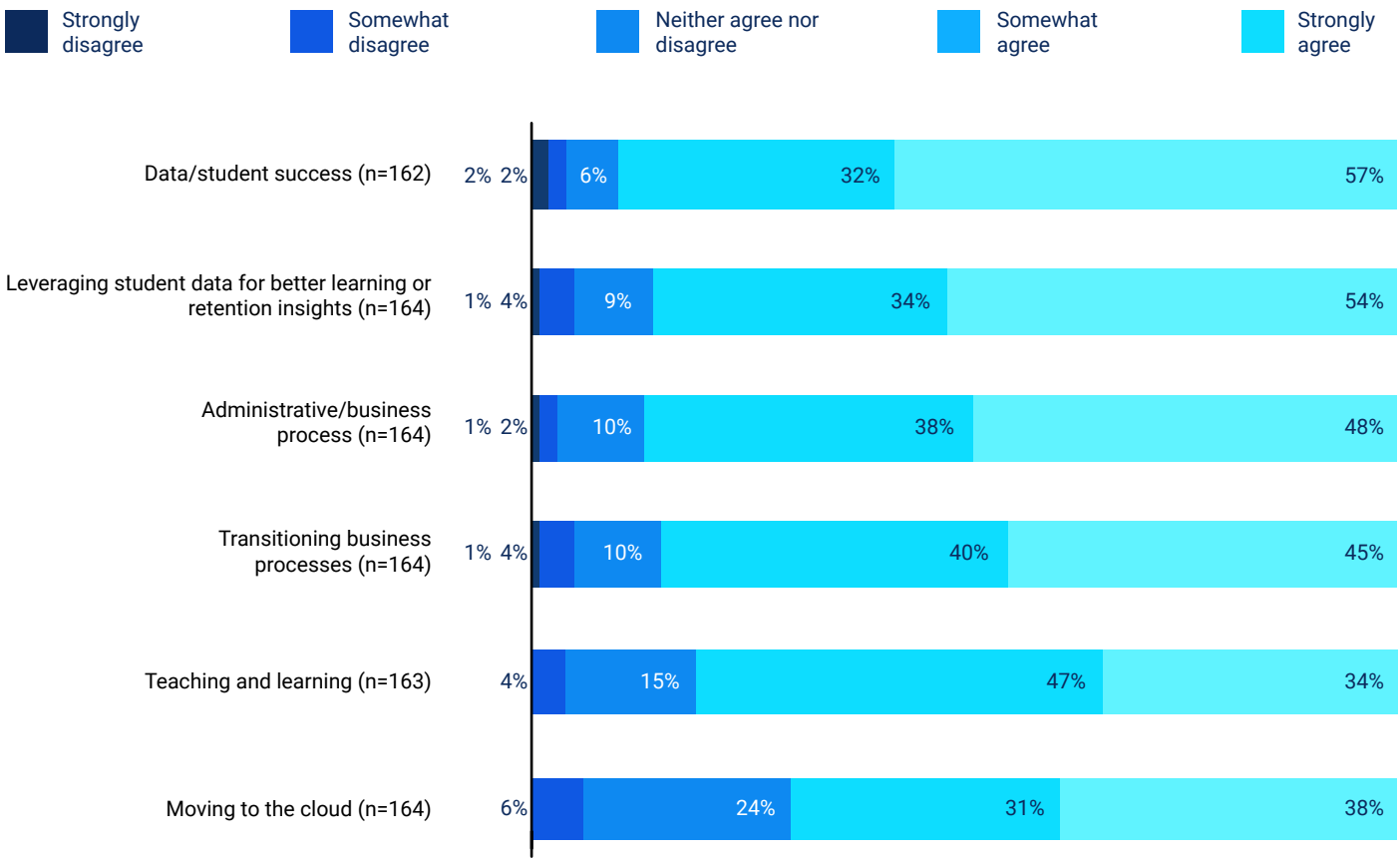
IMPORTANCE OF DIGITAL TRANSFORMATION

Fewer than half of CIOs indicate that digital transformation is a “high priority” or “essential” for leaders at their institution. However, majorities strongly agree that their institution is prioritizing data for student success (57 percent) and leveraging student data for better learning or retention insights (54 percent).

How important is digital transformation for leaders at your institution? (n=164)



How much of a priority are the following focal areas in terms of digital transformation efforts?

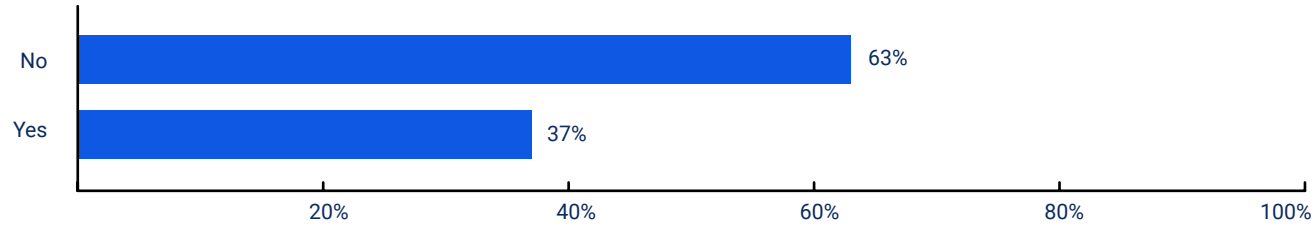


DIGITAL TRANSFORMATION GOALS

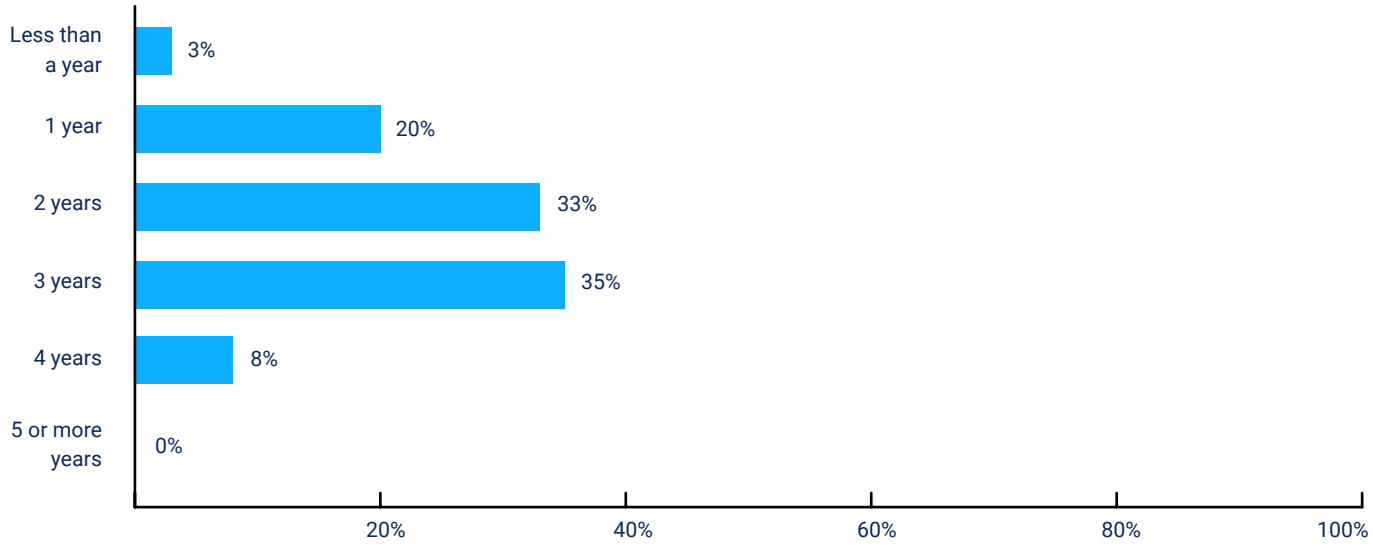
Nearly two-thirds of CIOs indicate that their institution has not set specific goals for digital transformation. Of those whose institutions did set specific goals for digital transformation, most indicate that it will take 1-3 years (~88%) to make progress on the most pressing goals.

CIOs at public master's/baccalaureate institutions are least likely (21 percent) to say their institution has set goals for digital transformation, followed by those at community colleges (31 percent).

Has your institution set specific goals for digital transformation? (n=164)



How long will it take to make progress on the most pressing goals? (n=60)

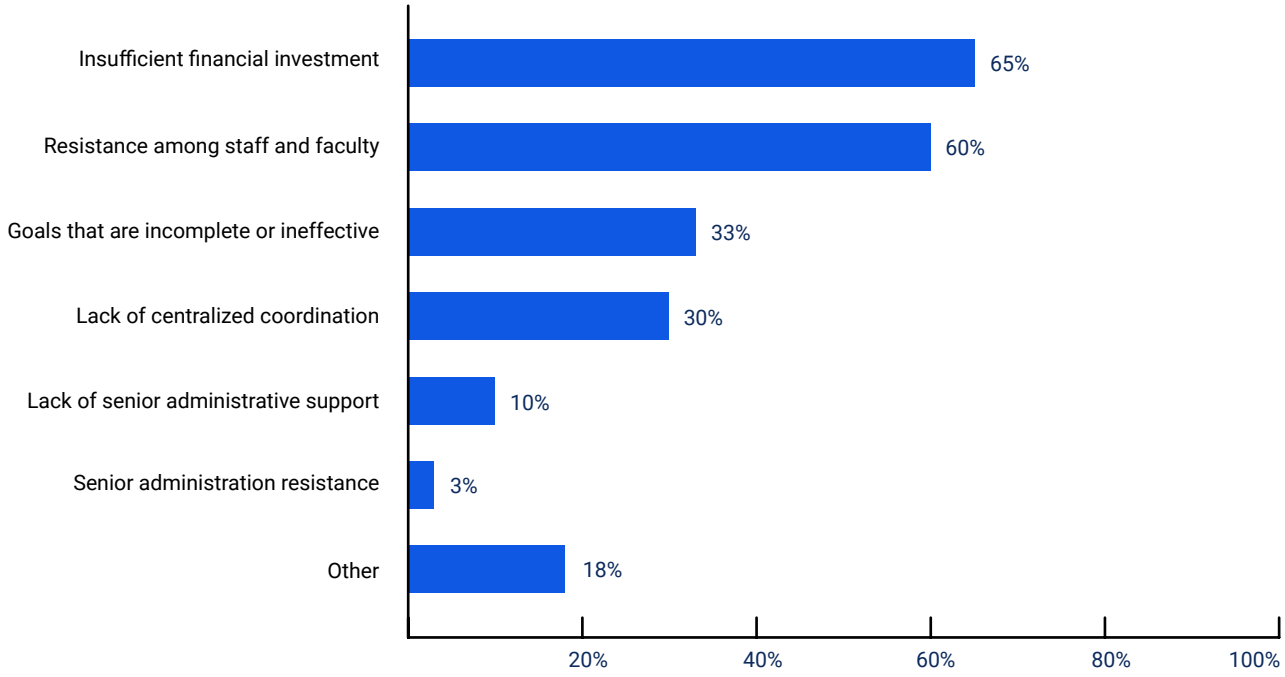


Note: Only CIOs whose institution set specific goals for digital transformation saw the bottom question.

DIGITAL TRANSFORMATION CHALLENGES

The biggest challenges for institutions when it comes to achieving their digital goals are insufficient financial investment and resistance among staff and faculty members, CIOs report. Fewer respondents indicate that "goals that are incomplete or ineffective" (33 percent) and "lack of centralized coordination" (30 percent) are challenges when it comes to achieving digital goals.

What are your institution's biggest challenges when it comes to achieving its digital goals? Please select up to three options. (n=60)



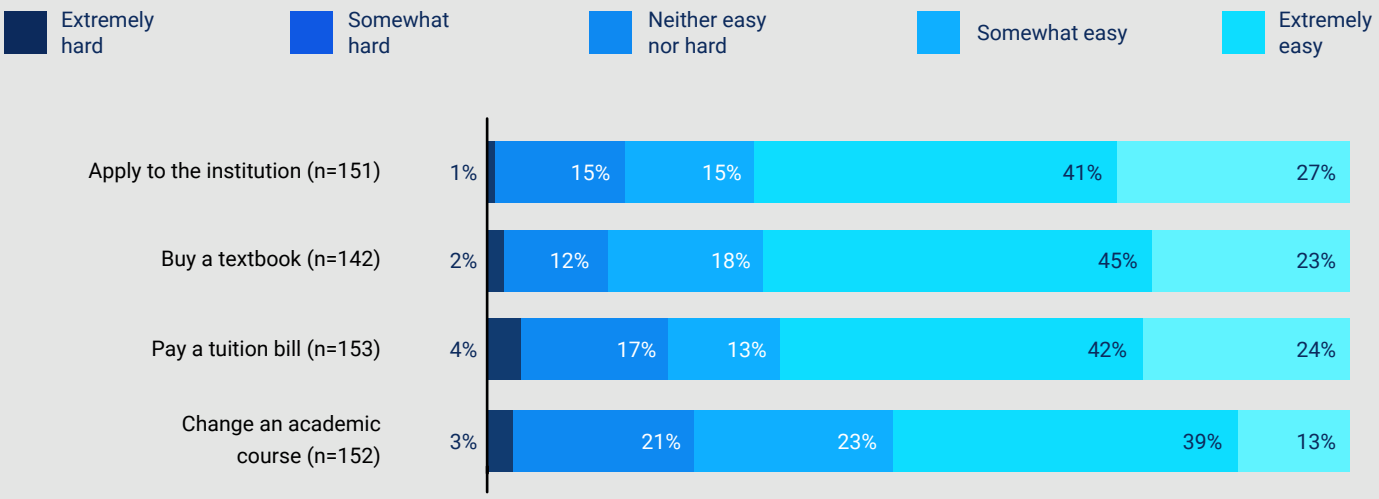
Note: Only CIOs whose institution set specific goals for digital transformation saw this question.

DIGITAL TRANSFORMATION

MOBILE PROCESSES

At least two-thirds of respondents report that applying to the institution, buying a textbook, and paying a tuition bill are “somewhat” or “extremely” easy to do via a mobile device. Slightly fewer respondents indicate that changing an academic course is easy to do via a mobile device (53 percent).

How would you rate the difficulty of the following certain activities via a mobile device?



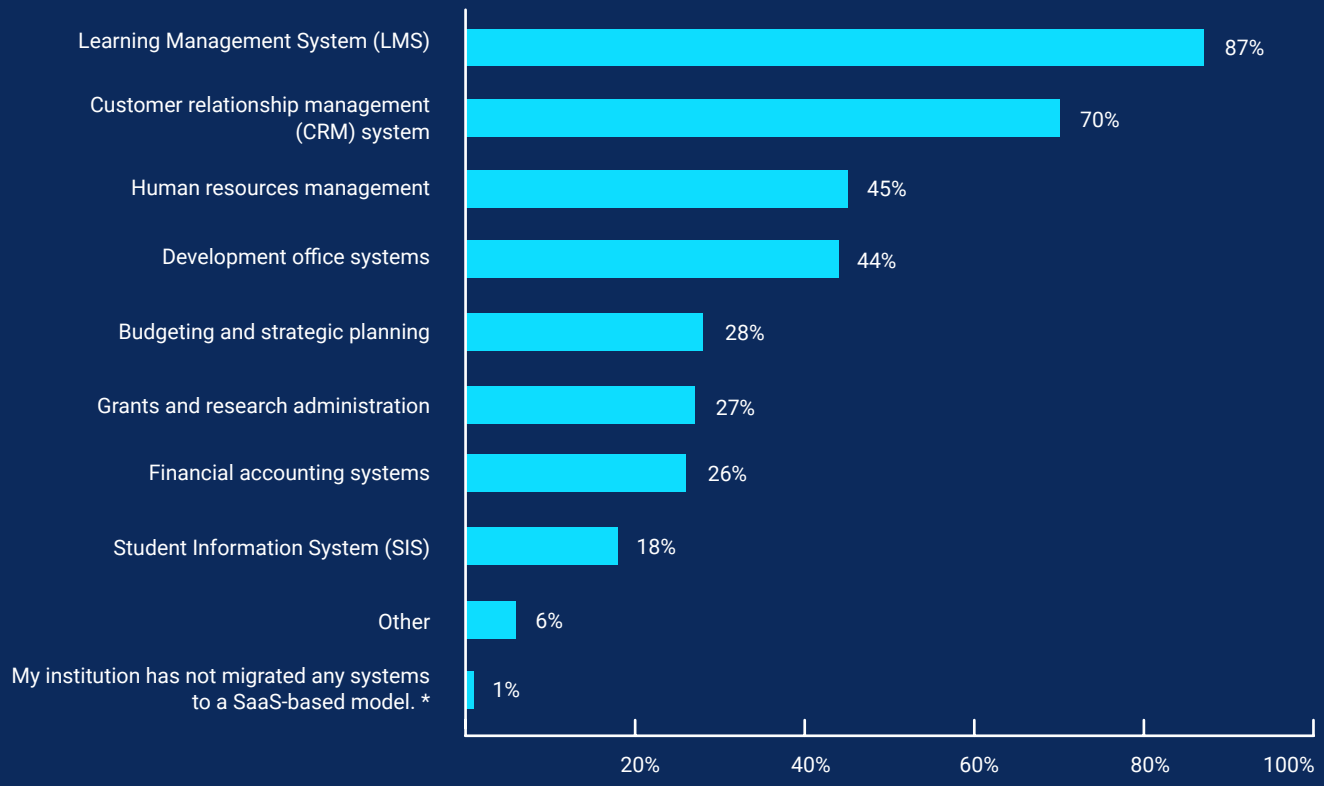
DIGITAL TRANSFORMATION – SAAS-BASED MODEL

Most CIOs indicate that they have migrated their institution's learning management system (LMS) and the customer relationship management (CRM) system to a SaaS-based model. Nearly half of respondents indicate that they migrated human resources management (45 percent) and development office systems (44 percent) to a SaaS-based model.

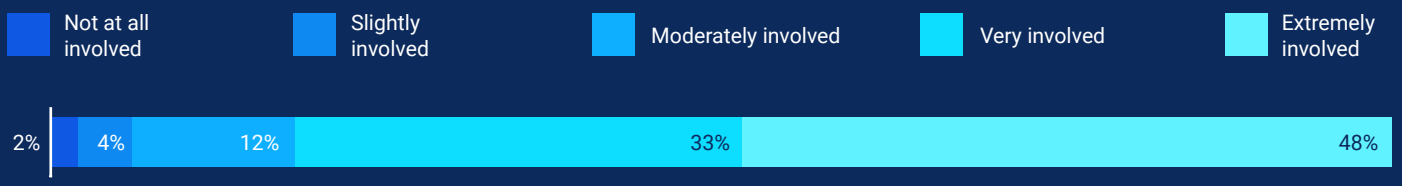
Far fewer have made such a move for technologies related to budgeting, grants and research administration, financial accounting, and student information.

Of those whose institution has migrated at least one core enterprise system to a SaaS-based model, most indicate that they have been "very" or "extremely involved" in overseeing that migration (81 percent).

Which of the following core enterprise systems have you migrated to a SaaS-based model? Please select all that apply. (n=164)



To what extent have you been involved in overseeing the migration of these systems to a Software as a Service (Saas)-based model? (n=162)

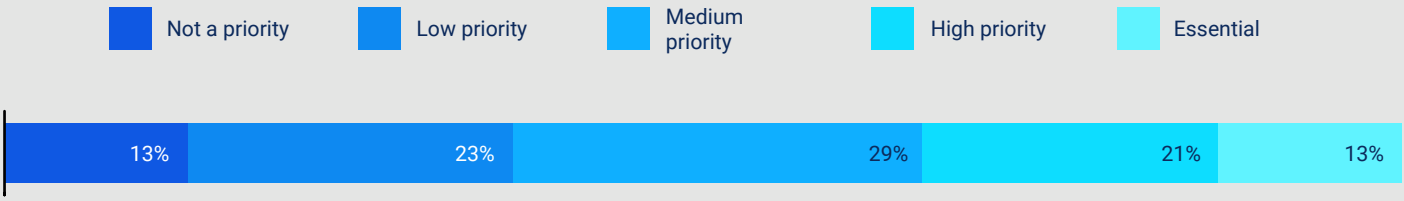


Note: Only CIOs who have at least migrated one core enterprise system to a SaaS-based model saw the bottom question.

DIGITAL TRANSFORMATION - CLOUD

Only about one-third of CIOs indicate that it was a "high priority" or "essential" for their institution to migrate their technology services to the cloud following campus closures in March 2020.

Immediately following school closures in March of 2020, how important was it for your institution to migrate your technology services to the cloud? (n=163)

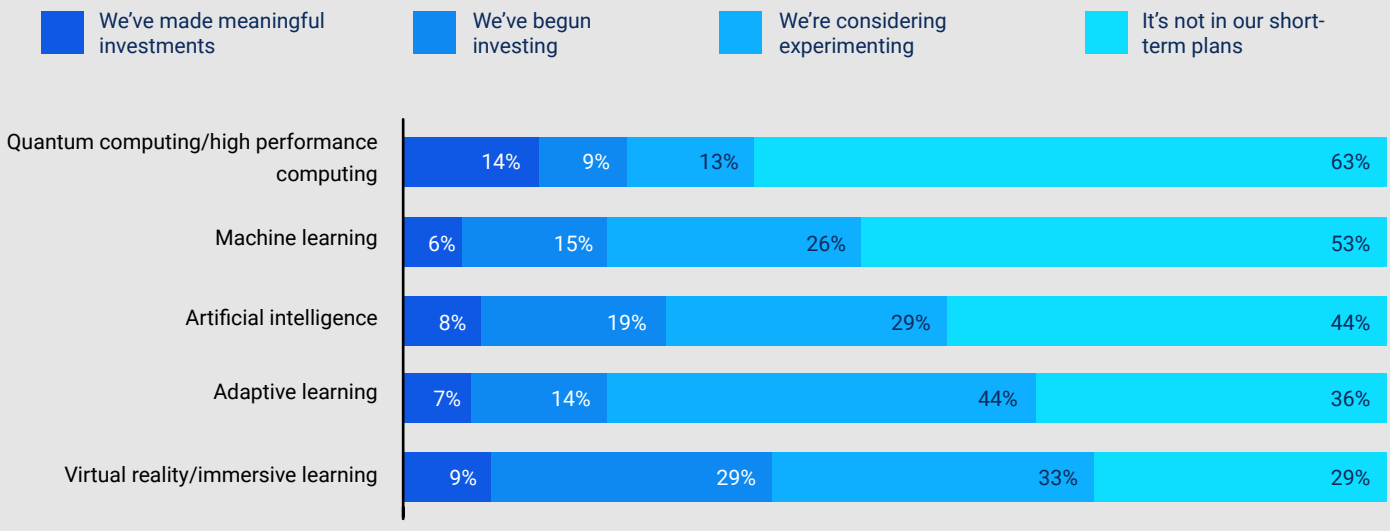


EMERGING TECHNOLOGIES

Few CIOs report that their institution has made meaningful investments in cutting-edge technologies. Nearly four in 10 (38 percent) say they have at least begun investing in virtual reality or immersive learning, while 44 percent report that they are considering investing in adaptive learning technologies.

CIOs at public doctoral institutions are likelier than their peers in other sectors to have made investments in these technologies, especially in high-performance computing (63 percent) and artificial intelligence (26 percent).

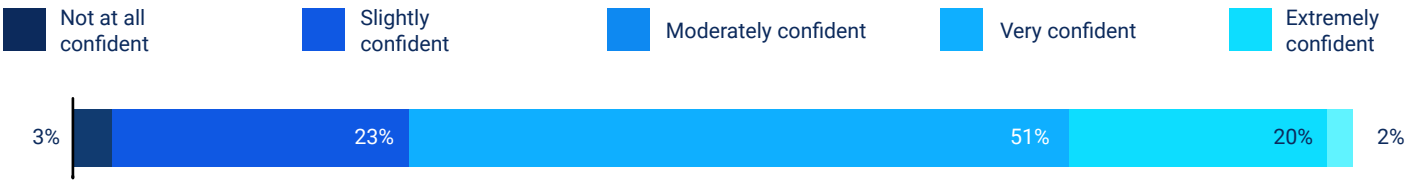
Which of the following best describes your institution's experimentation/ investment in some new technologies? (n=163)



CYBERSECURITY

Less than a quarter of CIOs are "very" or "extremely confident" that their institution's cybersecurity practices can prevent ransomware attacks. Nearly half of respondents indicate that they are "moderately confident" that their institution's practices can prevent ransomware attacks (51 percent).

How confident are you that your institution's practices can prevent ransomware attacks? (n=163)

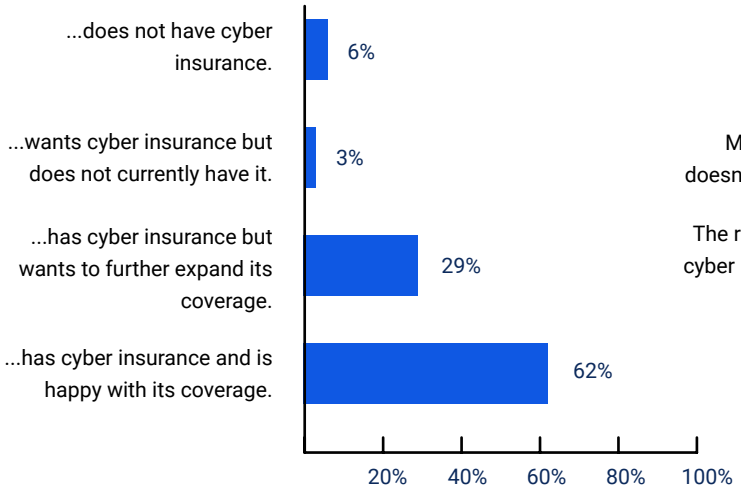


CYBER INSURANCE

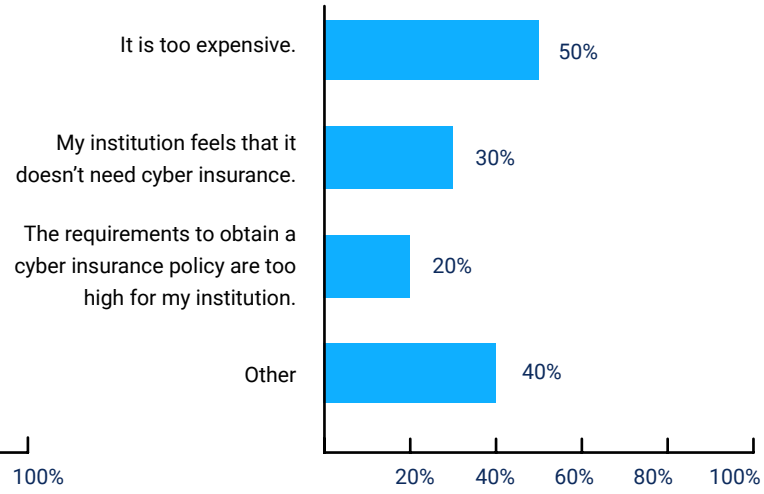
The vast majority of chief technology officers report that their institution has cyber insurance. A majority say that their institution is happy with its coverage. Nearly 3 in 10 respondents (29 percent) say their institution has cyber insurance but wants to further expand its coverage.

Of the small number of CIOs whose institution does not have cyber insurance, half indicate that is because it is too expensive.

Which of the following best describes your institution's approach to cyber insurance?
My institution... (n=163)



Why does your institution not have cyber insurance?* Please select all that apply.
(n=10)



Note: Only CIOs whose institution does not have cyber insurance saw the question on the right.

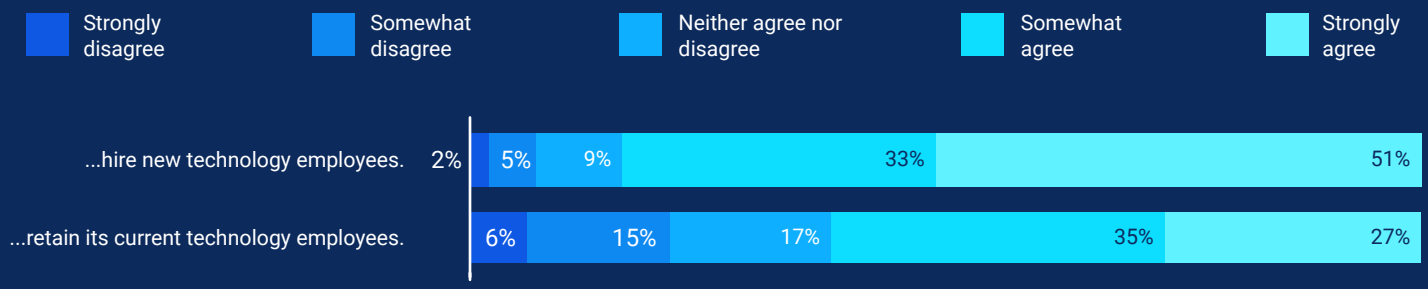
HIRING AND RETENTION

Most CIOs agree that their institution is struggling to hire new technology employees, and nearly two-thirds (62 percent) agree that their institution is struggling to retain its current technology employees.

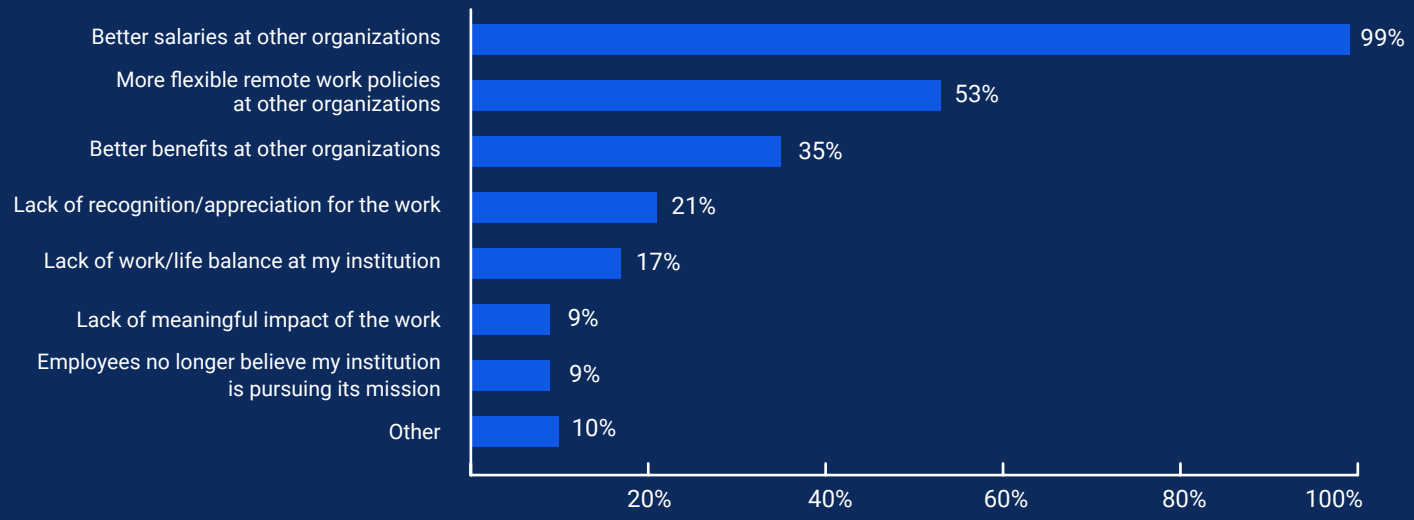
Respondents cite better salaries (99 percent) and more flexible remote work policies at other organizations (53 percent) as the top reasons for their difficulty retaining or hiring technology employees.

Technology leaders at public master's/baccalaureate institutions (69 percent), community colleges (67 percent), and in the South (63 percent) are more likely than their peers to cite more flexible remote work policies at other organizations as a factor in their difficulty hiring or retaining technology employees.

To what extent do you agree or disagree with the following statements related to hiring and retention at your institution? My institution is struggling to... (n=162)



Which of the following factors do you believe are responsible for your institution's difficulties retaining or hiring technology employees? Please select all that apply. (n=140)



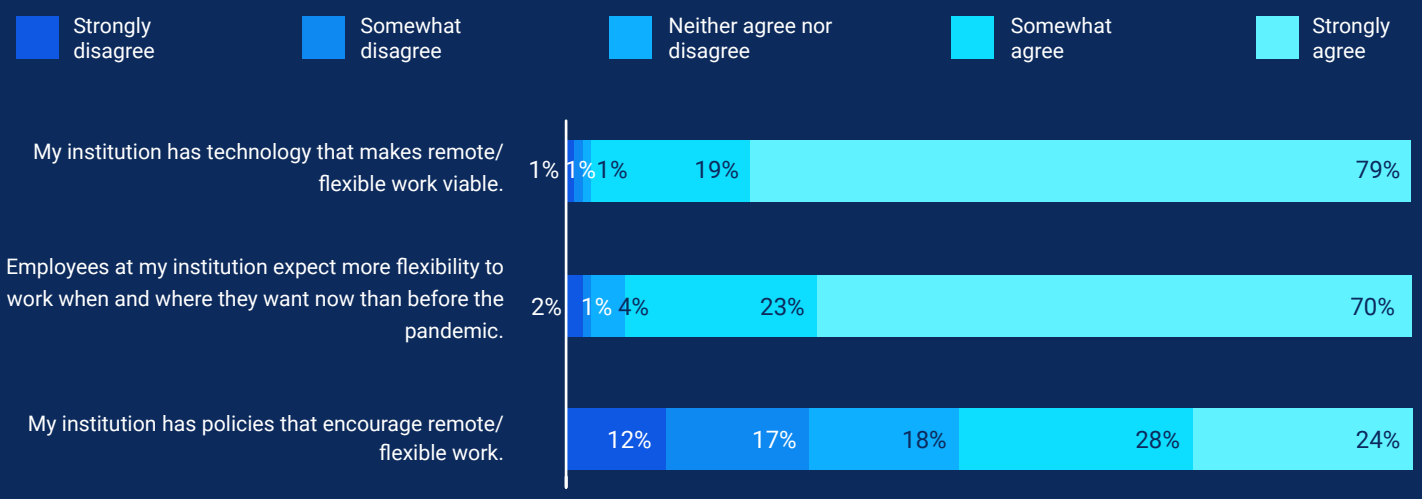
Note: Only CIOs who at least "somewhat agree" that their institution is struggling to hire or retain technology employees saw the bottom question.

FLEXIBLE/REMOTE WORK

When it comes to the broad workforce at their institutions, nearly 8 in 10 respondents strongly agree that their institution has technology that makes remote/flexible work viable. Seventy percent strongly agree (23 percent somewhat agree) that employees at their institution expect more flexibility to work when and where they want now than before the pandemic.

About half agree that their institution has policies that encourage remote/flexible work. Technology leaders at public master's/baccalaureate (33 percent) and private master's universities (38 percent) are less likely than those at other institutions to agree that their institutions have flexible-work friendly policies.

For the following question, please keep your institution's overall workforce in mind (not just technology employees).To what extent do you agree or disagree with the following statements related to remote work at your institution? (n=162)

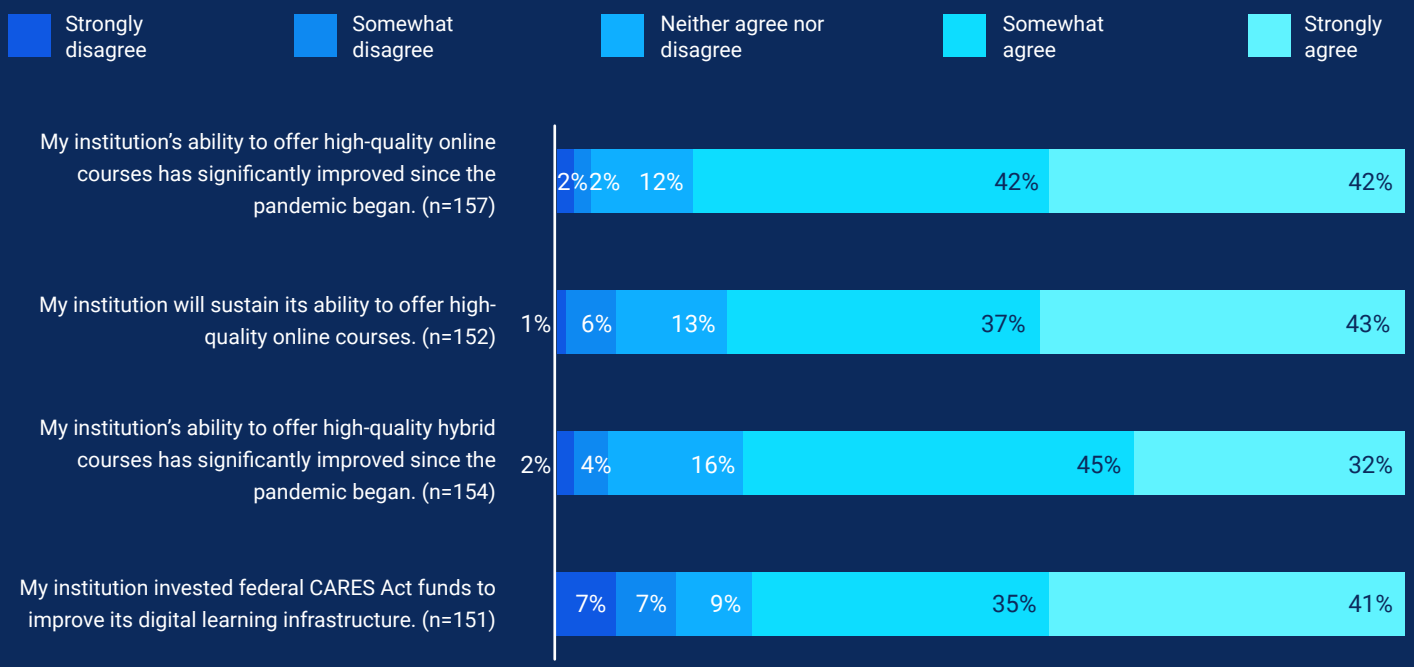


DIGITAL LEARNING OFFERINGS

CIOs are generally satisfied with the quality of the digital learning opportunities at their institution. Most respondents agree that their institution's ability to offer high-quality hybrid (84 percent) and online (78 percent) courses has significantly improved since the pandemic began. More than three-quarters agree that their institution will sustain its ability to offer high-quality online courses (80 percent).

More respondents from public institutions (84 percent) than from private institutions (68 percent) indicate that their institution invested federal CARES Act funds to improve its digital learning infrastructure. More CIOs in the South (88 percent) than CIOs in the West (69 percent) and Northeast (68 percent) agree that their institution's ability to offer high-quality online courses has significantly improved since the pandemic.

To what extent do you agree or disagree with the following statements related to digital learning at your institution?

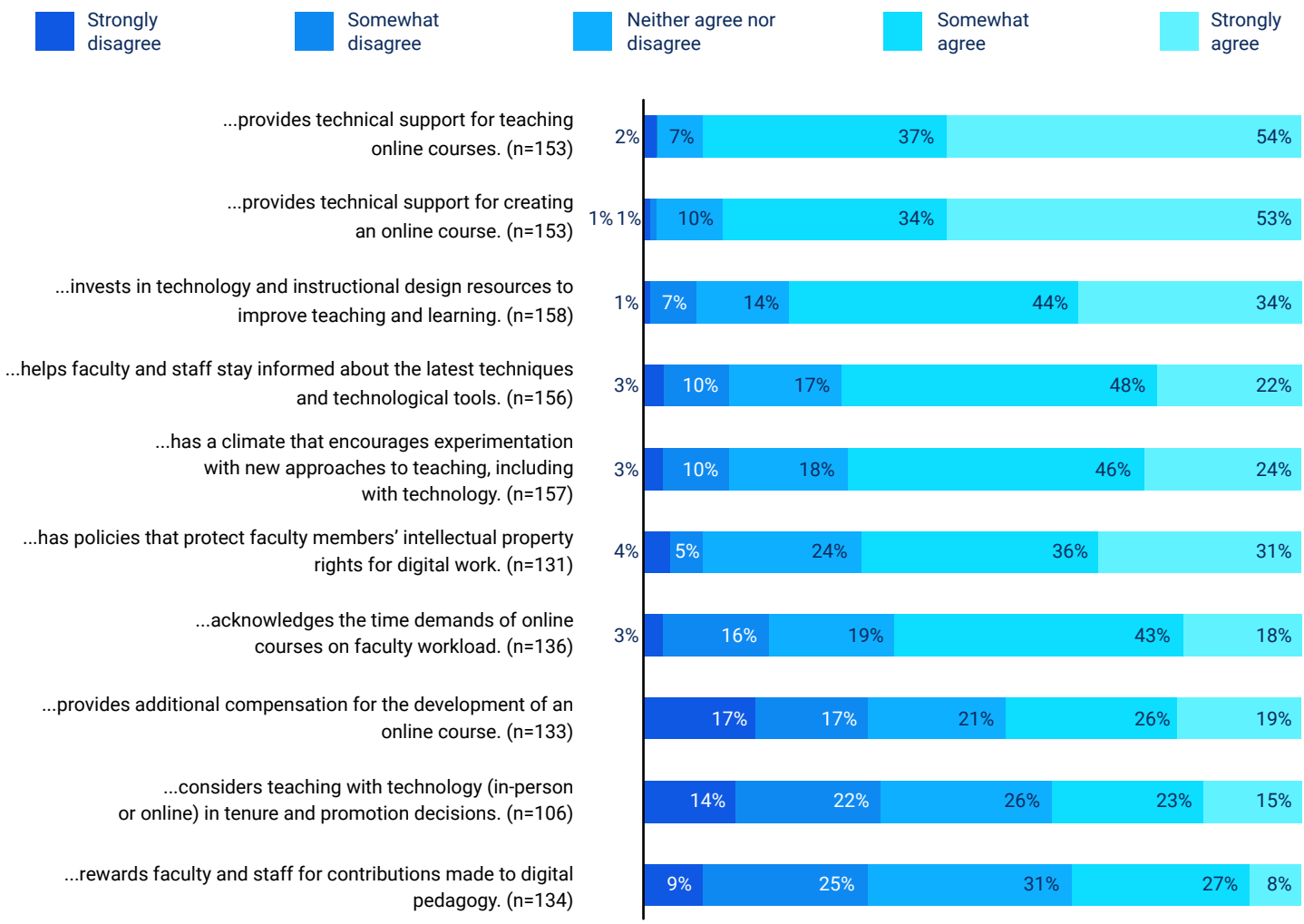


SUPPORT FOR DIGITAL LEARNING

The majority of CIOs agree that their institution provides technical support for teaching and for creating online courses. Over three-quarters of respondents agree that their institution invests in technology and instructional design resources to improve teaching and learning (78 percent), but only 34 percent strongly agree. Fewer agree that their institution rewards faculty and staff for contributions made to digital pedagogy (35 percent) or consider teaching with technology in promotion and tenure decisions (38 percent).

Nearly three-quarters of CIOs from public institutions agree that their institution acknowledges the time demands of online courses on faculty workload (74 percent), compared to less than half of those from private institutions (48 percent). Additionally, significantly more CIOs in the South (84 percent) than in the Midwest (54 percent) agree that their institution helps faculty and staff stay informed about the latest techniques and technological tools.

To what extent do you agree or disagree with the following statements about your institution's support for using technology in teaching? My institution...

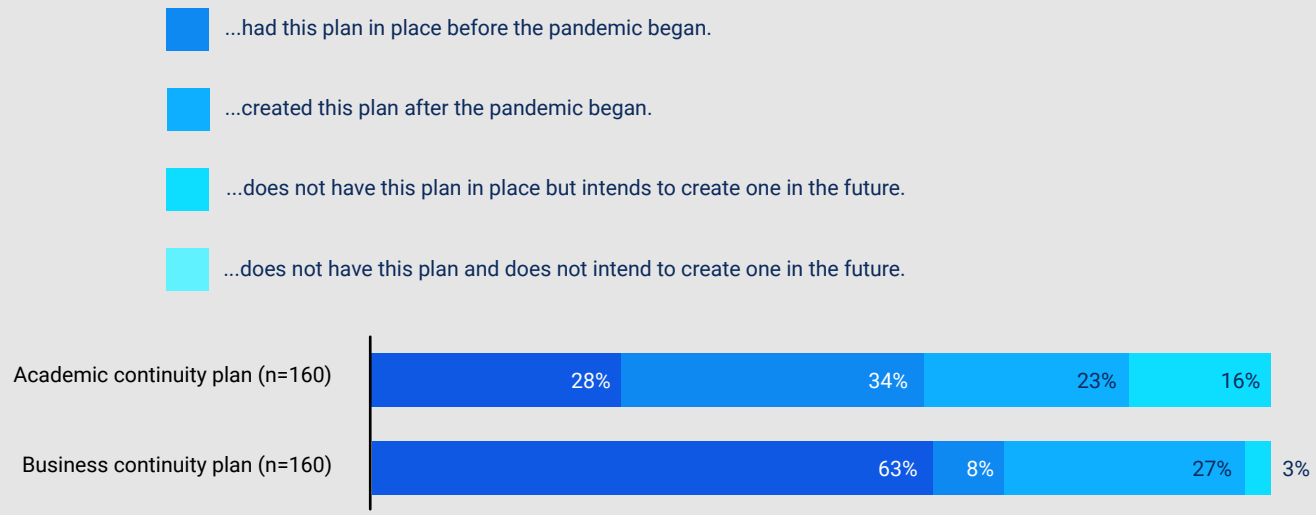


BUSINESS AND ACADEMIC CONTINUITY

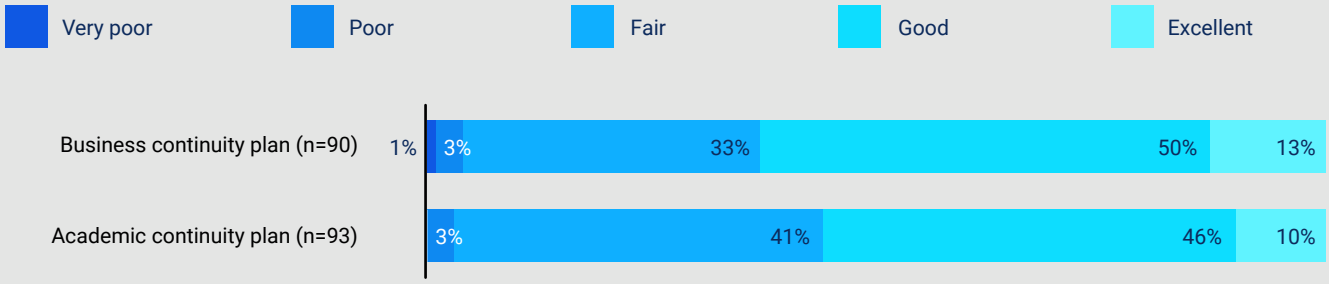
Nearly two-thirds of respondents indicate that their institution had a business continuity place in place before the pandemic began. More than a quarter (27 percent) indicate that it does not have a business continuity plan in place, but intends to create one in the future. About a third of respondents indicate that their institution created an academic continuity plan after the pandemic began (34 percent), while nearly 4 in 10 (39 percent) say their institution still does not have such a plan.

More than half of technology leaders rate the business (63 percent) and academic (56 percent) continuity plans as "good" or "excellent."

Which of the following best describes your institution when it comes to each of these plans?



How would you rate the quality of the plan(s) you have in place now?



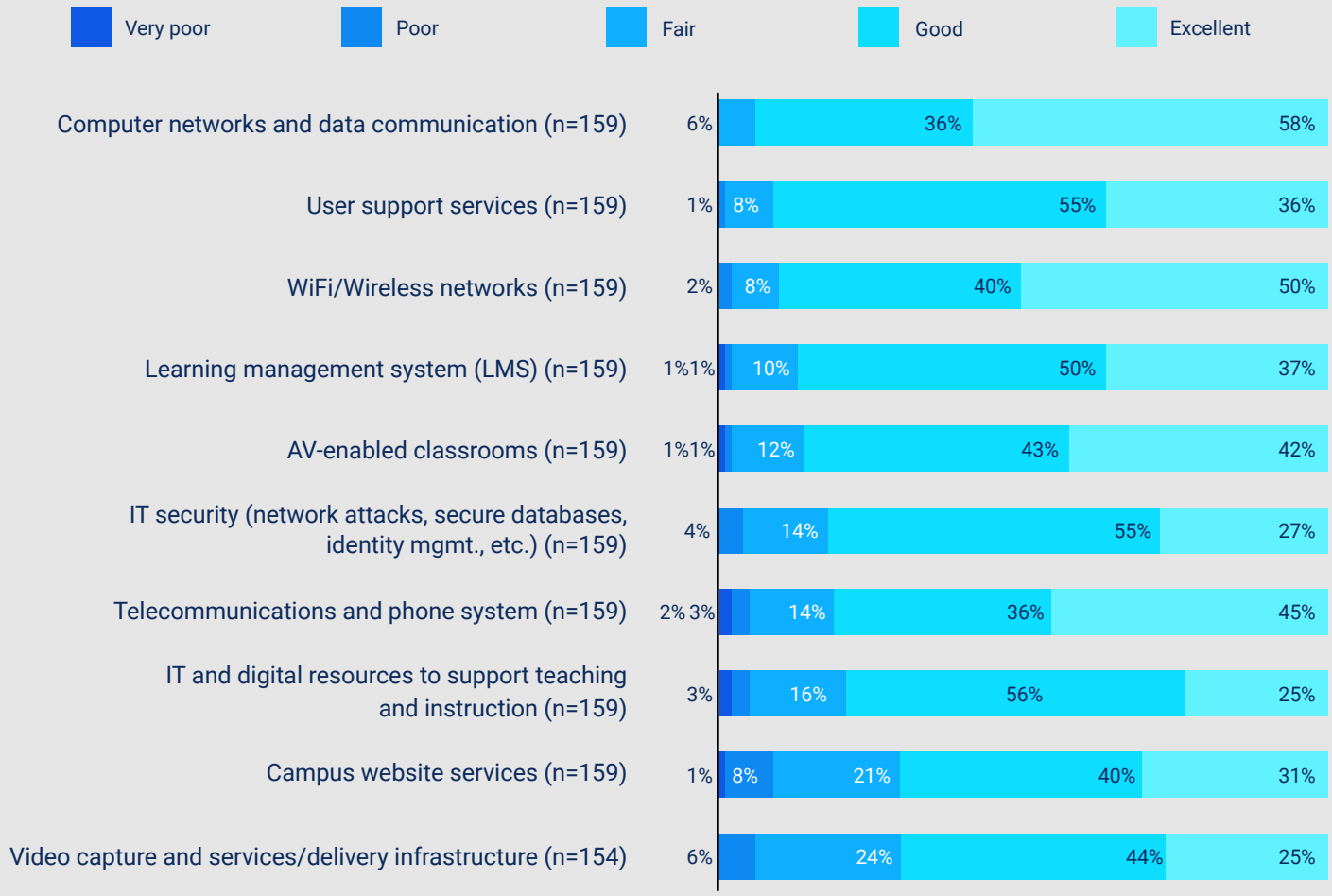
Note: Only CIOs whose institution has a business and/or academic continuity plan saw the bottom question.

TECHNOLOGICAL INFRASTRUCTURE

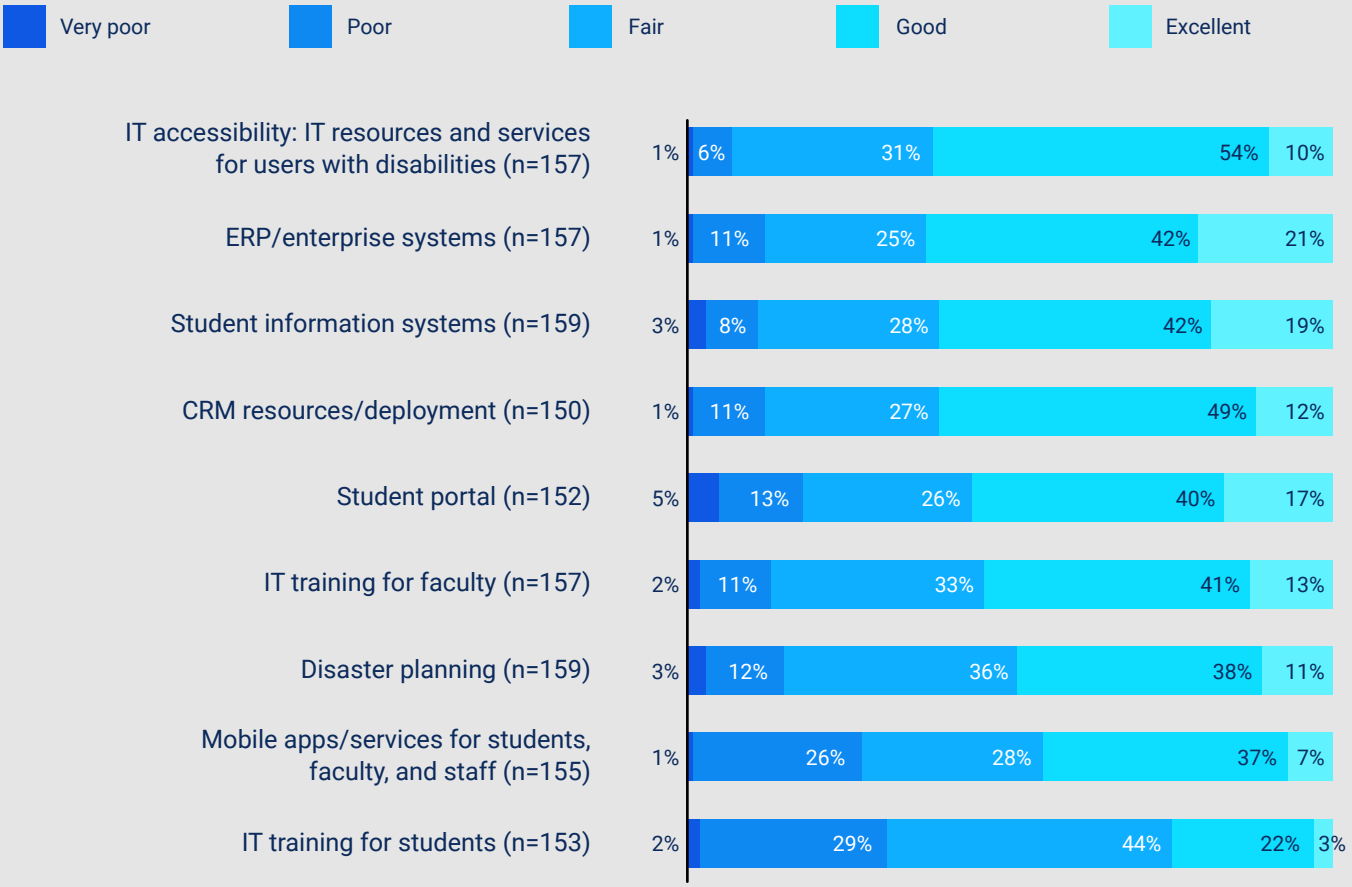
CIOs are satisfied with many components of the technology infrastructure at their institution but with significant variation. Overwhelming majorities of CIOs rate the computer networks and data communication (94 percent), user support services (91 percent), and the WiFi/ wireless networks (90 percent) at their institution as “good” or “excellent.” Fewer respondents rate the mobile apps/services for students, faculty and staff (45 percent) and the IT training for students (24 percent) as positively.

Technology training for faculty members, customer-relationship management software and IT accessibility resources earn middling ratings from technology leaders.

How would you rate the following components of the technology infrastructure at your institution?



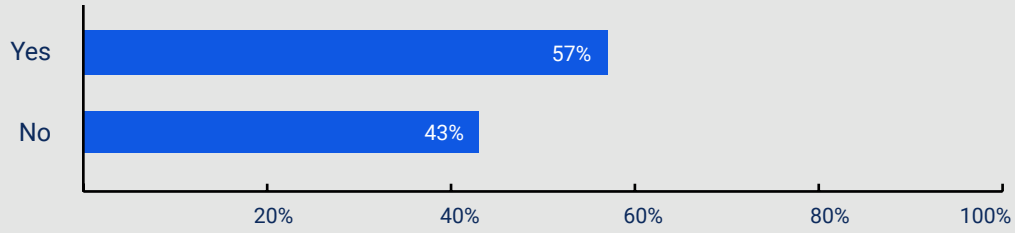
TECHNOLOGICAL INFRASTRUCTURE (CONT.)



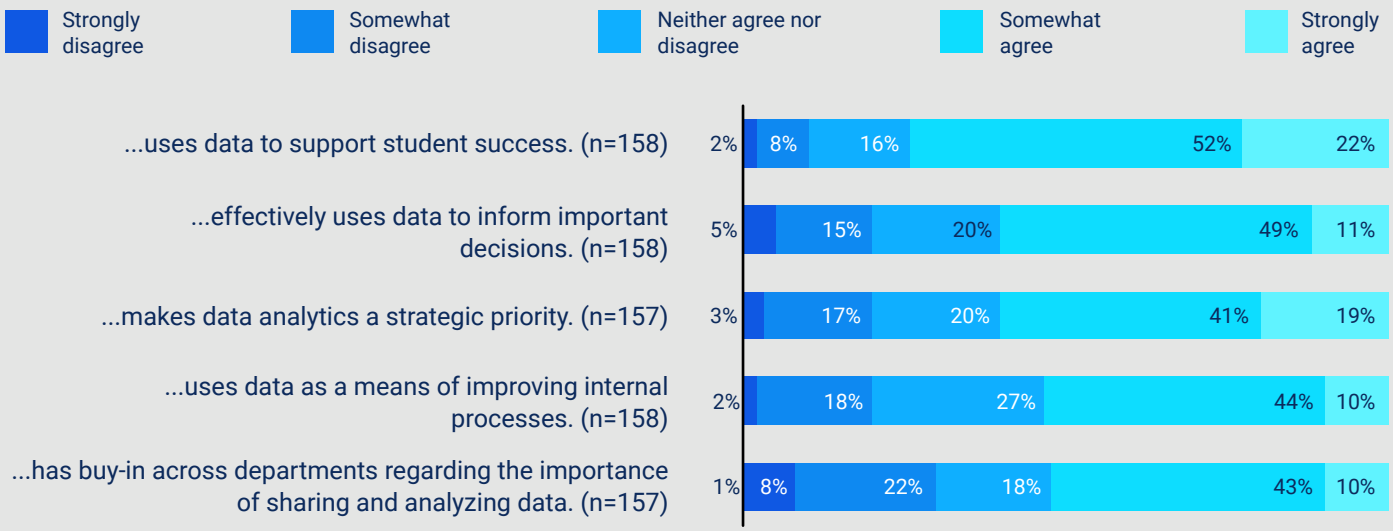
DATA ANALYTICS

About three-quarters of CIOs indicate that their institution uses data to support student success. However, fewer indicate that their institution uses data as a means of improving internal processes (54 percent). And more than half of technology leaders (57 percent) indicate that their institution has a centralized data warehouse to store institutional data.

Does your institution have a centralized data warehouse to store institutional data? (n=159)



To what extent do you agree or disagree with the following statements? My institution...

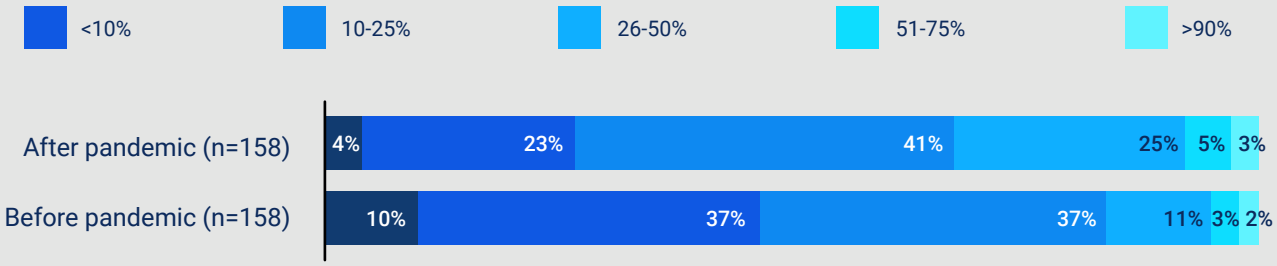


ACADEMIC TECHNOLOGY

CIOs indicate that they spend significantly more time on academic technology-related matters now than they did before the pandemic. About a third of technology leaders said they spend at least 50 percent of their time on academic technology matters now, compared to 16 percent who said that was the case before the pandemic.

More than half of community college CIOs (57 percent) and 45 percent of technology leaders at public master's/baccalaureate universities said they spent more than half their time on academic technology.

Approximately what percentage of your time have you spent on academic technology-related matters before the pandemic vs. today?



DETAILED TABLES

To whom do you report at your institution?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Executive Vice President/Chief Operating Officer/ Chief Financial Officer	45	39	50	17	45	54	57	48	46
% President/Chancellor/ Chief Executive Officer	39	40	39	52	30	37	30	41	44
% Provost/Chief Academic Officer	10	13	8	24	20	0	13	4	8
% I report to more than one of the roles above.	2	4	0	7	0	3	0	0	0
% Other	3	4	3	0	5	6	0	7	3

Are you on the president's/chancellor's executive cabinet or council at your institution?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Yes	64	68	60	79	65	60	65	59	59
% No	36	32	40	21	35	40	35	41	41

When were you added to the executive cabinet/council?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Before the school closures in March of 2020.	85	84	85	91	69	86	87	88	83
% After the school closures in March of 2020.	15	16	15	9	31	14	13	13	17

Do you expect to remain on the executive cabinet/council going forward?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Yes	94	95	93	100	85	95	93	94	91
% No	2	2	2	0	8	0	7	0	0
% Not sure	4	4	6	0	8	5	0	6	9

For which of these academic or operational units do you support IT? Please select all that apply.									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Administrative technology	100	100	100	100	100	100	100	100	100
% Telecommunications	99	99	100	100	100	97	100	100	100
% Academic technology	96	94	98	97	100	89	96	96	100
% Distance/online education programs	77	79	74	72	85	80	83	85	62
% Media center and services	76	71	80	59	80	77	83	85	74
% Institutional research, analytics, or services	67	67	68	55	70	74	52	74	72
% Campus center(s) for teaching and learning	67	68	66	66	70	69	65	74	59
% Library services	52	51	52	24	75	60	48	59	49
% Other	13	15	10	17	15	14	17	4	10

Does your institution have a chief or senior technology officer who is primarily responsible for overseeing any of the following areas?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Cybersecurity									
% Yes	65	72	58	89	70	59	78	48	53
% No	35	28	42	11	30	41	22	52	47
Data/Analytics									
% Yes	45	45	45	50	50	38	52	37	47
% No	55	55	55	50	50	62	48	63	53
Innovation									
% Yes	33	38	28	39	40	35	30	30	26
% No	67	62	72	61	60	65	70	70	74
Instruction and learning									
% Yes	44	43	44	46	55	32	48	30	53
% No	56	57	56	54	45	68	52	70	47
Online education									
% Yes	31	30	30	43	25	24	35	30	29
% No	69	70	70	57	75	76	65	70	71
Privacy									
% Yes	39	40	37	50	35	35	43	30	39
% No	61	60	63	50	65	65	57	70	61

What was the total budget for central information technology operations and services (e.g., personnel, equipment, operations, projects, software) at your institution for the 2021-22 fiscal year?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Less than 1 million dollars	12	10	15	0	10	18	0	15	24
% Between 1 and 5 million dollars	37	26	47	0	40	39	22	67	50
% Between 5 and 10 million dollars	22	19	25	14	35	12	30	19	24
% Between 10 and 15 million dollars	8	12	3	11	15	12	13	0	0
% Between 15 and 20 million dollars	5	5	4	7	0	6	13	0	3
% More than 20 million dollars	16	28	6	68	0	12	22	0	0

Did the central IT budget have any cutbacks during the course of the 2021-22 year?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% No	58	54	61	57	35	64	43	59	71
% Yes	42	46	39	43	65	36	57	41	29

I expect the 2022-23 central IT budget to be...	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% ...much lower than the 2021-22 budget.	4	2	4	0	0	6	9	4	3
% ...somewhat lower than the 2021-22 budget.	18	21	16	18	35	15	17	19	13
% ...about the same as the 2021-22 budget.	47	44	51	39	50	45	57	48	47
% ...somewhat higher than the 2021-22 budget.	29	31	27	43	10	33	13	30	34
% ...much higher than the 2021-22 budget.	2	1	2	0	5	0	4	0	3

Over the past two decades, colleges and universities have made significant investments in information technology to enhance instruction and scholarship and to improve services and administrative operations. How would you rate the effectiveness of your institution's investment in IT resources and services in the following areas?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Academic support services (including advising and online student resources)									
% Not at all effective	1	0	1	0	0	0	0	4	0
% Slightly effective	9	8	11	4	6	13	9	8	16
% Moderately effective	38	33	43	35	50	22	39	42	47
% Very effective	42	49	34	54	39	50	39	35	28
% Extremely effective	11	11	11	8	6	16	13	12	9
Administrative information systems and operations									
% Not at all effective	2	0	3	0	0	0	0	4	6
% Slightly effective	12	8	15	7	21	0	13	15	17
% Moderately effective	30	29	31	33	26	28	26	27	39
% Very effective	39	42	36	44	26	50	43	42	25
% Extremely effective	17	21	14	15	26	22	17	12	14
Alumni activities/engagement									
% Not at all effective	9	11	7	8	0	19	0	4	15
% Slightly effective	24	22	27	4	40	27	32	32	21
% Moderately effective	39	37	41	50	40	23	41	40	39
% Very effective	24	28	21	33	13	31	23	20	21
% Extremely effective	3	3	4	4	7	0	5	4	3
Data analysis and learning/managerial analytics									
% Not at all effective	5	3	7	0	0	6	9	8	6
% Slightly effective	21	16	27	15	17	16	35	12	32
% Moderately effective	41	40	42	54	50	23	39	52	38
% Very effective	24	31	17	15	22	48	9	20	18
% Extremely effective	9	11	7	15	11	6	9	8	6
Development efforts									
% Not at all effective	3	0	6	0	0	0	10	4	6
% Slightly effective	18	9	26	0	21	11	24	29	25
% Moderately effective	46	50	44	52	43	52	38	38	53
% Very effective	26	34	18	43	29	30	24	21	9
% Extremely effective	6	6	6	4	7	7	5	8	6

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Faculty research and scholarship									
% Not at all effective	5	0	9	0	0	0	14	5	7
% Slightly effective	27	19	34	20	12	24	33	38	32
% Moderately effective	42	47	37	28	65	59	38	38	36
% Very effective	22	25	17	40	12	18	14	14	21
% Extremely effective	5	8	3	12	12	0	0	5	4
Instructional support services for faculty									
% Not at all effective	1	1	0	0	0	3	0	0	0
% Slightly effective	10	7	13	8	6	6	9	19	12
% Moderately effective	29	36	23	38	44	29	23	23	24
% Very effective	45	44	45	46	39	45	55	38	42
% Extremely effective	15	12	18	8	11	16	14	19	21
Library resources and services									
% Not at all effective	3	0	5	0	0	0	9	4	3
% Slightly effective	9	4	14	9	0	3	18	13	12
% Moderately effective	39	40	38	36	44	40	32	38	44
% Very effective	41	49	33	45	50	50	27	42	29
% Extremely effective	9	7	10	9	6	7	14	4	12
On-campus teaching and instruction									
% Not at all effective	0	0	0	0	0	0	0	0	0
% Slightly effective	8	5	11	4	11	3	13	12	9
% Moderately effective	25	25	26	19	17	35	26	31	23
% Very effective	50	52	47	65	56	39	48	42	49
% Extremely effective	17	17	16	12	17	23	13	15	20
Online courses and programs									
% Not at all effective	1	0	3	0	0	0	0	4	4
% Slightly effective	20	17	23	15	18	19	22	35	14
% Moderately effective	32	32	32	42	35	22	39	19	39
% Very effective	34	36	32	35	35	38	35	27	32
% Extremely effective	12	15	10	8	12	22	4	15	11

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Student recruitment									
% Not at all effective	4	1	6	0	0	3	4	0	12
% Slightly effective	9	10	10	8	18	6	9	12	9
% Moderately effective	34	37	32	28	47	39	39	38	24
% Very effective	34	37	30	40	29	39	22	27	35
% Extremely effective	19	15	23	24	6	13	26	23	21
Student services									
% Not at all effective	1	0	1	0	0	0	0	0	3
% Slightly effective	9	7	12	15	0	3	4	12	19
% Moderately effective	47	43	51	38	56	39	57	54	47
% Very effective	34	39	29	35	33	45	35	31	22
% Extremely effective	9	12	6	12	11	13	4	4	9
Student success/ student completion initiatives									
% Not at all effective	3	1	5	0	0	3	4	4	7
% Slightly effective	16	15	18	23	12	9	9	12	31
% Moderately effective	39	32	46	19	47	34	52	50	38
% Very effective	28	33	23	35	29	34	26	27	14
% Extremely effective	14	19	9	23	12	19	9	8	10

How many employees are managed by your institution's central IT department (rather than by individual departments or schools)?

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% None - all IT employees are managed by individual departments or schools.	0	0	0	0	0	0	0	0	0
% 1 to 5 employees	5	4	7	0	0	9	0	8	11
% 6 to 10 employees	15	12	17	0	16	19	4	19	25
% 11 to 20 employees	17	13	21	0	11	25	9	23	28
% 21 to 30 employees	16	6	24	0	16	6	22	31	19
% More than 30 employees	47	65	30	100	58	41	65	19	17

How many employees are managed by individual schools, academic departments, or administrative departments (rather than by the central IT department)?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% None - all IT employees are managed by the central IT department.	40	36	44	11	26	63	17	54	51
% 1 to 5 employees	26	21	31	0	58	16	17	38	34
% 6 to 10 employees	11	8	14	7	0	13	39	8	3
% 11 to 20 employees	4	5	4	4	11	3	0	0	9
% 21 to 30 employees	2	4	0	11	0	0	0	0	0
% More than 30 employees	18	27	8	67	5	6	26	0	3

To what extent are each of the following IT functions largely managed by your institution's central IT department or by individual departments or schools?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Applications - academic									
% Exclusively managed by the central IT department	44	44	44	25	57	67	42	58	35
% Exclusively managed by individual departments or schools	4	4	4	0	0	17	0	8	6
% Distributed between the central IT department and individual departments	52	52	52	75	43	17	58	33	59
Applications - non-academic									
% Exclusively managed by the central IT department	53	54	50	33	71	75	58	58	35
% Exclusively managed by individual departments or schools	3	2	4	0	0	8	0	8	6
% Distributed between the central IT department and individual departments	44	44	46	67	29	17	42	33	59

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Cybersecurity									
% Exclusively managed by the central IT department	90	84	96	71	100	92	95	92	100
% Exclusively managed by individual departments or schools	0	0	0	0	0	0	0	0	0
% Distributed between the central IT department and individual departments	10	16	4	29	0	8	5	8	0
Hardware - infrastructure									
% Exclusively managed by the central IT department	82	68	96	42	100	83	89	100	100
% Exclusively managed by individual departments or schools	1	2	0	0	0	8	0	0	0
% Distributed between the central IT department and individual departments	17	30	4	58	0	8	11	0	0
Hardware - personal devices									
% Exclusively managed by the central IT department	64	52	75	29	71	75	58	83	88
% Exclusively managed by individual departments or schools	4	6	2	4	0	17	5	0	0
% Distributed between the central IT department and individual departments	32	42	23	67	29	8	37	17	12
Hiring of technology employees									
% Exclusively managed by the central IT department	46	30	63	4	43	67	53	75	65
% Exclusively managed by individual departments or schools	2	2	2	0	0	8	0	8	0
% Distributed between the central IT department and individual departments	52	68	35	96	57	25	47	17	35
Tech support for faculty and staff									
% Exclusively managed by the central IT department	58	40	75	17	71	50	58	92	82
% Exclusively managed by individual departments or schools	4	8	0	4	0	25	0	0	0
% Distributed between the central IT department and individual departments	38	52	25	79	29	25	42	8	18

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Tech support for students									
% Exclusively managed by the central IT department	69	52	85	33	86	50	84	83	88
% Exclusively managed by individual departments or schools	3	2	4	0	0	8	0	8	6
% Distributed between the central IT department and individual departments	28	46	10	67	14	42	16	8	6
Technology policy making									
% Exclusively managed by the central IT department	90	90	90	96	100	67	84	83	100
% Exclusively managed by individual departments or schools	0	0	0	0	0	0	0	0	0
% Distributed between the central IT department and individual departments	10	10	10	4	0	33	16	17	0

How important is digital transformation for leaders at your institution?

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Not a priority	4	1	6	4	0	0	9	8	3
% Low priority	12	12	12	7	11	16	4	19	11
% Medium priority	43	44	41	41	53	41	43	42	37
% High priority	32	35	31	30	37	38	22	23	43
% Essential	10	9	11	19	0	6	22	8	6

How much of a priority are the following focal areas in terms of digital transformation efforts?

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Administrative/business process									
% Strongly disagree	1	0	2	0	0	0	4	4	0
% Somewhat disagree	2	0	4	0	0	0	0	4	6
% Neither agree nor disagree	10	9	11	0	11	16	13	12	9
% Somewhat agree	38	42	35	44	42	41	43	31	34
% Strongly agree	48	49	48	56	47	44	39	50	51

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Data/student success									
% Strongly disagree	2	1	2	0	0	3	0	4	3
% Somewhat disagree	2	0	5	0	0	0	0	12	3
% Neither agree nor disagree	6	5	7	0	6	9	4	4	12
% Somewhat agree	32	27	37	37	22	22	39	38	35
% Strongly agree	57	66	49	63	72	66	57	42	47
Leveraging student data for better learning or retention insights									
% Strongly disagree	1	0	1	0	0	0	0	0	3
% Somewhat disagree	4	1	5	4	0	0	0	4	9
% Neither agree nor disagree	9	5	12	0	5	9	13	8	14
% Somewhat agree	34	32	35	33	37	28	43	31	34
% Strongly agree	54	62	47	63	58	63	43	58	40
Moving to the cloud									
% Strongly disagree	0	0	0	0	0	0	0	0	0
% Somewhat disagree	6	6	6	4	5	9	0	0	11
% Neither agree nor disagree	24	18	31	19	16	19	35	42	20
% Somewhat agree	31	42	21	44	47	38	22	23	20
% Strongly agree	38	33	42	33	32	34	43	35	49
Teaching and learning									
% Strongly disagree	0	0	0	0	0	0	0	0	0
% Somewhat disagree	4	3	5	7	0	0	0	4	9
% Neither agree nor disagree	15	13	18	7	16	16	26	15	15
% Somewhat agree	47	53	42	56	53	50	52	46	32
% Strongly agree	34	32	36	30	32	34	22	35	44
Transitioning business processes									
% Strongly disagree	1	0	1	0	0	0	4	0	0
% Somewhat disagree	4	1	5	4	0	0	0	8	6
% Neither agree nor disagree	10	10	11	4	16	13	9	19	6
% Somewhat agree	40	42	39	37	42	47	39	50	31
% Strongly agree	45	46	45	56	42	41	48	23	57

Has your institution set specific goals for digital transformation?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% No	63	68	60	59	79	69	57	62	60
% Yes	37	32	40	41	21	31	43	38	40

How long will it take to make progress on the most pressing goals?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Less than a year	3	0	6	0	0	0	10	0	7
% 1 year	20	24	15	18	25	30	10	30	7
% 2 years	33	44	26	45	50	40	40	20	21
% 3 years	35	16	50	9	25	20	40	40	64
% 4 years	8	16	3	27	0	10	0	10	0
% 5 or more years	0	0	0	0	0	0	0	0	0

How would you rate the difficulties of the following certain activities via a mobile device?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Apply to the institution									
% Extremely hard	1	1	1	4	0	0	0	4	0
% Somewhat hard	15	23	8	20	22	25	9	8	7
% Neither easy nor hard	15	17	13	16	22	16	18	8	11
% Somewhat easy	41	32	49	40	39	22	59	36	56
% Extremely easy	27	27	28	20	17	38	14	44	26
Buy a textbook									
% Extremely hard	2	1	3	0	0	3	0	4	4
% Somewhat hard	12	14	10	9	27	13	5	0	22
% Neither easy nor hard	18	16	21	13	20	16	20	17	26
% Somewhat easy	45	46	44	65	33	38	50	48	33
% Extremely easy	23	23	23	13	20	31	25	30	15

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Change an academic course									
% Extremely hard	3	3	4	4	0	3	0	4	7
% Somewhat hard	21	23	19	24	31	19	9	20	27
% Neither easy nor hard	23	23	23	12	38	25	23	28	20
% Somewhat easy	39	34	44	44	25	31	55	40	37
% Extremely easy	13	16	10	16	6	22	14	8	10
Pay a tuition bill									
% Extremely hard	4	1	6	4	0	0	0	8	6
% Somewhat hard	17	23	11	21	28	23	9	4	19
% Neither easy nor hard	13	12	14	8	17	13	14	16	13
% Somewhat easy	42	37	47	54	22	32	59	40	45
% Extremely easy	24	26	22	13	33	32	18	32	16

What are your institution's biggest challenges when it comes to achieving its digital goals? Please select up to three options.

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Insufficient financial investment	65	60	71	55	75	60	70	70	71
% Resistance among staff and faculty	60	68	56	64	100	60	60	50	57
% Goals that are incomplete or ineffective	33	36	32	45	25	30	40	40	21
% Lack of centralized coordination	30	40	24	45	0	50	10	20	36
% Lack of senior administrative support	10	8	12	9	0	10	20	0	14
% Senior administration resistance	3	0	3	0	0	0	0	0	7
% Other	18	24	15	27	0	30	20	10	14
% My institution does not face any challenges in completing our digital goals.	0	0	0	0	0	0	0	0	0

Which of the following core enterprise systems have you migrated to a SaaS-based model? Please select all that apply.	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Learning Management System (LMS)	87	88	86	96	84	84	87	96	77
% Customer relationship management (CRM) system	70	63	78	78	53	56	83	77	74
% Human resources management	45	42	48	33	37	53	39	50	51
% Development office systems	44	29	56	41	21	25	57	54	57
% Budgeting and strategic planning	28	24	31	33	16	22	39	23	29
% Grants and research administration	27	32	24	52	26	19	35	15	20
% Financial accounting systems	26	28	25	15	42	31	22	23	26
% Student Information System (SIS)	18	17	19	0	16	31	13	15	26
% Other	6	5	7	7	5	3	13	0	9
% My institution has not migrated any systems to a SaaS-based model.	1	3	0	0	5	3	0	0	0

To what extent have you been involved in overseeing the migration of these systems to a Software as a Service (Saas)-based model?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Not at all involved	2	3	2	0	6	3	0	4	3
% Slightly involved	4	8	1	0	17	10	4	0	0
% Moderately involved	12	11	13	4	22	10	4	8	23
% Very involved	33	36	32	48	28	29	26	35	34
% Extremely involved	48	43	52	48	28	48	65	54	40

Immediately following school closures in March of 2020, how important was it for your institution to migrate your technology services to the cloud?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Not a priority	13	14	13	15	5	19	9	8	17
% Low priority	23	23	23	37	21	13	32	35	9
% Medium priority	29	32	26	15	42	41	32	23	26
% High priority	21	19	24	15	26	19	23	27	23
% Essential	13	12	14	19	5	9	5	8	26

How much of a priority are the following focal areas in terms of digital transformation efforts?	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Adaptive learning									
% We've made meaningful investments	7	9	5	15	5	6	5	4	6
% We've begun investing	14	18	11	22	11	19	14	8	11
% We're considering experimenting	44	47	39	41	53	50	41	50	29
% It's not in our short-term plans	36	26	45	22	32	25	41	38	54
Artificial intelligence									
% We've made meaningful investments	8	12	5	26	5	3	14	0	3
% We've begun investing	19	21	18	33	11	16	27	19	9
% We're considering experimenting	29	26	32	19	16	38	32	31	34
% It's not in our short-term plans	44	42	45	22	68	44	27	50	54
Machine learning									
% We've made meaningful investments	6	10	2	22	5	3	5	0	3
% We've begun investing	15	14	15	30	11	3	27	8	14
% We're considering experimenting	26	29	24	26	21	38	27	31	17
% It's not in our short-term plans	53	46	58	22	63	56	41	62	66

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Quantum computing/high performance computing									
% We've made meaningful investments	14	22	7	63	0	0	9	0	11
% We've begun investing	9	8	11	7	16	3	23	0	11
% We're considering experimenting	13	15	12	4	26	19	18	0	17
% It's not in our short-term plans	63	55	70	26	58	78	50	100	60
Virtual reality/immersive learning									
% We've made meaningful investments	9	8	11	19	0	3	14	8	11
% We've begun investing	29	36	24	41	37	31	14	23	31
% We're considering experimenting	33	31	33	30	37	28	41	38	23
% It's not in our short-term plans	29	26	32	11	26	38	32	31	34

To what extent do you agree or disagree with the following statements related to your institution's central IT department:

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Senior administrators at my institution treat the central technology unit more like a utility than a strategic partner.									
% Strongly disagree	16	14	18	22	5	13	23	19	11
% Somewhat disagree	23	22	25	26	21	19	27	23	26
% Neither agree nor disagree	9	6	11	4	11	6	14	15	6
% Somewhat agree	33	41	25	37	58	34	9	19	40
% Strongly agree	19	17	21	11	5	28	27	23	17
The central technology unit at my institution behaves more like a utility than a strategic partner.									
% Strongly disagree	29	27	31	44	16	19	45	23	26
% Somewhat disagree	28	29	28	37	16	31	32	23	29
% Neither agree nor disagree	8	6	10	4	5	9	5	19	6
% Somewhat agree	25	24	25	15	53	16	9	27	35
% Strongly agree	9	13	6	0	11	25	9	8	3

How confident are you that your institution's practices can prevent ransomware attacks?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Not at all confident	3	3	4	0	5	3	0	4	6
% Slightly confident	23	19	27	26	21	13	14	38	26
% Moderately confident	51	54	48	52	63	50	68	46	37
% Very confident	20	22	19	22	11	28	14	12	29
% Extremely confident	2	3	2	0	0	6	5	0	3

"Which of the following best describes your institution's approach to cyber insurance? My institution..."									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% ...does not have cyber insurance.	6	12	1	7	21	9	0	0	0
% ...wants cyber insurance but does not currently have it.	3	5	1	4	11	3	5	0	0
% ...has cyber insurance but wants to further expand its coverage.	29	23	33	37	21	13	36	42	26
% ...has cyber insurance and is happy with its coverage.	62	60	64	52	47	75	59	58	74

Why does your institution not have cyber insurance? Please select all that apply.									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% It is too expensive.	50	44	100	0	75	33	0	0	0
% My institution feels that it doesn't need cyber insurance.	30	22	100	0	50	0	0	0	0
% The requirements to obtain a cyber insurance policy are too high for my institution.	20	22	0	0	50	0	0	0	0
% There's a high correlation between having cyberinsurance and the ransom demanded in attacks.	0	0	0	0	0	0	0	0	0
% Other	40	44	0	100	0	67	0	0	0

To what extent do you agree or disagree with the following statements related to hiring and retention at your institution?My institution is struggling to...	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
...hire new technology employees.									
% Strongly disagree	2	1	4	0	6	0	5	4	3
% Somewhat disagree	5	4	6	7	6	0	0	12	6
% Neither agree nor disagree	9	6	11	0	0	16	9	19	3
% Somewhat agree	33	32	32	33	22	38	27	31	37
% Strongly agree	51	56	48	59	67	47	59	35	51
...retain its current technology employees.									
% Strongly disagree	6	4	7	4	6	3	5	4	11
% Somewhat disagree	15	16	15	15	11	19	14	12	17
% Neither agree nor disagree	17	14	20	7	6	25	9	38	14
% Somewhat agree	35	35	35	33	50	28	36	27	40
% Strongly agree	27	31	23	41	28	25	36	19	17

Which of the following factors do you believe are responsible for your institution's difficulties retaining or hiring technology employees? Please select all that apply.	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Better salaries at other organizations	99	100	97	100	100	100	100	100	94
% More flexible remote work policies at other organizations	53	59	46	46	69	67	52	50	39
% Better benefits at other organizations	35	23	46	27	13	26	43	50	45
% Lack of recognition/ appreciation for the work	21	25	17	23	13	33	33	17	6
% Lack of work/life balance at my institution	17	14	19	8	25	15	14	28	16
% Lack of meaningful impact of the work	9	9	7	8	0	15	14	6	3
% Employees no longer believe my institution is pursuing its mission	9	6	11	4	6	7	24	6	6
% Other	10	10	10	19	13	0	10	6	13

For the following question, please keep your institution's overall workforce in mind (not just technology employees).To what extent do you agree or disagree with the following statements related to remote work at your institution?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Employees at my institution expect more flexibility to work when and where they want now than before the pandemic.									
% Strongly disagree	2	1	2	0	0	3	5	0	3
% Somewhat disagree	1	3	0	0	6	3	0	0	0
% Neither agree nor disagree	4	5	4	4	0	9	0	12	0
% Somewhat agree	23	18	27	4	33	22	18	31	31
% Strongly agree	70	73	67	93	61	63	77	58	66
My institution has policies that encourage remote/flexible work.									
% Strongly disagree	12	12	13	0	33	9	14	15	11
% Somewhat disagree	17	13	21	11	11	16	14	31	20
% Neither agree nor disagree	18	17	18	11	22	19	14	15	20
% Somewhat agree	28	34	24	41	22	34	23	19	29
% Strongly agree	24	25	24	37	11	22	36	19	20
My institution has technology that makes remote/flexible work viable.									
% Strongly disagree	1	0	1	0	0	0	0	4	0
% Somewhat disagree	1	0	1	0	0	0	0	0	3
% Neither agree nor disagree	1	0	2	0	0	0	5	0	3
% Somewhat agree	19	22	14	15	28	25	14	15	14
% Strongly agree	79	78	81	85	72	75	82	81	80

To what extent do you agree or disagree with the following statements related to digital learning at your institution?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
My institution invested federal CARES Act funds to improve its digital learning infrastructure.									
% Strongly disagree	7	4	11	12	0	0	10	4	18
% Somewhat disagree	7	1	14	0	6	0	10	16	14
% Neither agree nor disagree	9	11	8	19	11	3	14	8	4
% Somewhat agree	35	36	35	27	50	34	33	36	36
% Strongly agree	41	49	32	42	33	63	33	36	29
My institution will sustain its ability to offer high-quality online courses.									
% Strongly disagree	1	0	1	0	0	0	0	4	0
% Somewhat disagree	6	3	9	0	6	3	9	4	15
% Neither agree nor disagree	13	13	13	19	25	3	14	8	19
% Somewhat agree	37	35	39	26	25	47	45	42	33
% Strongly agree	43	49	37	56	44	47	32	42	33
My institution's ability to offer high-quality hybrid courses has significantly improved since the pandemic began.									
% Strongly disagree	2	1	3	0	0	3	0	4	3
% Somewhat disagree	2	0	4	0	0	0	0	4	7
% Neither agree nor disagree	12	13	11	7	28	9	9	12	10
% Somewhat agree	42	47	38	59	39	41	36	54	27
% Strongly agree	42	39	44	33	33	47	55	27	53
My institution's ability to offer high-quality online courses has significantly improved since the pandemic began.									
% Strongly disagree	2	1	3	4	0	0	0	4	3
% Somewhat disagree	4	7	1	7	0	9	0	0	3
% Neither agree nor disagree	16	16	17	19	24	9	18	12	21
% Somewhat agree	45	42	49	41	35	47	55	60	38
% Strongly agree	32	34	30	30	41	34	27	24	34

To what extent do you agree or disagree with the following statements about your institution's support for using technology in teaching? My institution...	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
...acknowledges the time demands of online courses on faculty workload.									
% Strongly disagree	3	0	6	0	0	0	0	10	8
% Somewhat disagree	16	14	18	9	24	13	10	14	29
% Neither agree nor disagree	19	12	27	14	12	10	45	19	21
% Somewhat agree	43	52	33	59	47	50	45	38	21
% Strongly agree	18	22	15	18	18	27	0	19	21
...considers teaching with technology (in-person or online) in tenure and promotion decisions.									
% Strongly disagree	14	11	17	13	9	12	18	15	18
% Somewhat disagree	22	21	23	31	9	19	24	31	18
% Neither agree nor disagree	26	26	27	38	45	12	29	15	32
% Somewhat agree	23	19	25	19	18	19	18	38	23
% Strongly agree	15	23	8	0	18	38	12	0	9
...has a climate that encourages experimentation with new approaches to teaching, including with technology.									
% Strongly disagree	3	3	2	0	0	6	0	4	3
% Somewhat disagree	10	7	12	7	13	3	18	12	9
% Neither agree nor disagree	18	18	20	19	25	13	36	15	12
% Somewhat agree	46	47	45	52	50	42	36	58	42
% Strongly agree	24	26	21	22	13	35	9	12	33
...has policies that protect faculty members' intellectual property rights for digital work.									
% Strongly disagree	4	2	6	0	0	4	0	0	13
% Somewhat disagree	5	3	6	0	14	0	6	5	6
% Neither agree nor disagree	24	16	30	9	14	24	39	45	16
% Somewhat agree	36	43	30	41	50	40	33	30	29
% Strongly agree	31	36	28	50	21	32	22	20	35
...helps faculty and staff stay informed about the latest techniques and technological tools.									
% Strongly disagree	3	1	4	0	0	3	0	8	3
% Somewhat disagree	10	7	12	0	13	10	14	12	12
% Neither agree nor disagree	17	14	21	22	6	10	27	20	18
% Somewhat agree	48	55	41	48	63	58	36	36	45
% Strongly agree	22	23	22	30	19	19	23	24	21

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
...invests in technology and instructional design resources to improve teaching and learning.									
% Strongly disagree	1	1	1	0	0	3	0	0	3
% Somewhat disagree	7	3	11	0	0	6	9	12	12
% Neither agree nor disagree	14	17	11	15	35	9	32	4	3
% Somewhat agree	44	41	46	48	41	34	41	56	42
% Strongly agree	34	38	31	37	24	47	18	28	39
...provides additional compensation for the development of an online course.									
% Strongly disagree	17	14	19	14	14	14	6	24	25
% Somewhat disagree	17	8	27	5	7	10	28	19	32
% Neither agree nor disagree	21	25	18	36	36	10	28	14	14
% Somewhat agree	26	32	19	27	29	38	22	14	21
% Strongly agree	19	22	16	18	14	28	17	29	7
...provides technical support for creating an online course.									
% Strongly disagree	1	0	3	0	0	0	0	4	3
% Somewhat disagree	1	0	3	0	0	0	0	4	3
% Neither agree nor disagree	10	9	10	4	18	10	9	0	20
% Somewhat agree	34	31	38	33	12	39	50	32	33
% Strongly agree	53	60	47	63	71	52	41	60	40
...provides technical support for teaching online courses.									
% Strongly disagree	2	0	4	0	0	0	0	4	7
% Somewhat disagree	0	0	0	0	0	0	0	0	0
% Neither agree nor disagree	7	5	9	0	6	9	14	4	10
% Somewhat agree	37	41	34	33	47	44	24	35	41
% Strongly agree	54	54	53	67	47	47	62	58	41
...rewards faculty and staff for contributions made to digital pedagogy.									
% Strongly disagree	9	3	14	0	0	7	17	9	18
% Somewhat disagree	25	22	28	32	21	14	11	35	32
% Neither agree nor disagree	31	34	28	36	43	29	39	22	25
% Somewhat agree	27	31	23	27	29	36	33	22	18
% Strongly agree	8	9	7	5	7	14	0	13	7

How satisfied do you believe faculty are with your institution's learning management system?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Completely dissatisfied	4	4	5	4	11	0	9	4	3
% Somewhat dissatisfied	11	8	13	4	11	9	14	12	15
% Neither satisfied nor dissatisfied	16	14	18	15	6	19	9	8	32
% Somewhat satisfied	51	60	43	67	50	59	45	46	38
% Completely satisfied	18	14	20	11	22	13	23	31	12

Which of the following best describes your institution when it comes to each of these plans?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Academic continuity plan									
% ...had this plan in place before the pandemic began.	28	36	18	41	28	38	33	15	12
% ...created this plan after the pandemic began.	34	31	37	41	22	28	24	38	44
% ...does not have this plan in place but intends to create one in the future.	23	23	23	11	44	22	14	27	24
% ...does not have this plan and does not intend to create one in the future.	16	9	22	7	6	13	29	19	21
Business continuity plan									
% ...had this plan in place before the pandemic began.	63	65	60	78	56	59	71	58	56
% ...created this plan after the pandemic began.	8	6	9	7	6	6	10	8	9
% ...does not have this plan in place but intends to create one in the future.	27	25	29	7	39	31	19	35	29
% ...does not have this plan and does not intend to create one in the future.	3	4	2	7	0	3	0	0	6

How would you rate the quality of the plan(s) you have in place now?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Academic continuity plan									
% Very poor	0	0	0	0	0	0	0	0	0
% Poor	3	2	5	0	11	0	8	0	6
% Fair	41	43	40	29	78	42	33	54	33
% Good	46	45	49	67	11	37	50	46	50
% Excellent	10	10	7	5	0	21	8	0	11
Business continuity plan									
% Very poor	1	0	2	0	0	0	0	0	6
% Poor	3	6	0	0	10	11	0	0	0
% Fair	33	25	42	13	40	32	31	64	33
% Good	50	54	47	74	30	42	62	36	44
% Excellent	13	15	9	13	20	16	8	0	17

How would you rate the following components of the technology infrastructure at your institution?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
AV-enabled classrooms									
% Very poor	1	0	2	0	0	0	0	0	6
% Poor	1	1	1	4	0	0	0	4	0
% Fair	12	12	12	4	22	13	10	12	12
% Good	43	36	49	41	39	31	43	54	52
% Excellent	42	51	35	52	39	56	48	31	30
Campus website services									
% Very poor	1	0	1	0	0	0	0	4	0
% Poor	8	4	11	0	6	6	19	12	6
% Fair	21	18	25	15	22	19	29	8	36
% Good	40	44	36	56	44	34	19	54	30
% Excellent	31	34	27	30	28	41	33	23	27

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Computer networks and data communication									
% Very poor	0	0	0	0	0	0	0	0	0
% Poor	0	0	0	0	0	0	0	0	0
% Fair	6	4	9	4	11	0	10	4	12
% Good	36	32	40	15	50	38	43	50	27
% Excellent	58	64	52	81	39	63	48	46	61
CRM resources/deployment									
% Very poor	1	1	0	4	0	0	0	0	0
% Poor	11	11	10	7	18	12	10	8	13
% Fair	27	29	25	33	35	19	33	12	31
% Good	49	51	48	52	47	54	43	52	47
% Excellent	12	7	16	4	0	15	14	28	9
Disaster planning									
% Very poor	3	4	1	0	11	3	0	0	3
% Poor	12	12	12	7	11	16	14	8	12
% Fair	36	34	38	37	39	28	33	46	36
% Good	38	36	41	33	28	44	48	42	36
% Excellent	11	14	7	22	11	9	5	4	12
ERP/enterprise systems									
% Very poor	1	0	3	0	0	0	0	4	3
% Poor	11	8	14	8	6	9	14	15	13
% Fair	25	22	28	23	33	16	33	19	31
% Good	42	45	40	46	33	50	33	46	41
% Excellent	21	25	16	23	28	25	19	15	13
IT accessibility: IT resources and services for users with disabilities									
% Very poor	1	0	1	0	0	0	0	0	3
% Poor	6	4	7	0	11	3	19	0	6
% Fair	31	23	38	12	28	29	24	50	39
% Good	54	59	49	62	56	58	48	46	52
% Excellent	10	15	4	27	6	10	10	4	0

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
IT and digital resources to support teaching and instruction									
% Very poor	0	0	0	0	0	0	0	0	0
% Poor	3	3	4	0	6	3	5	4	3
% Fair	16	14	19	11	17	16	19	15	21
% Good	56	53	59	59	50	50	62	65	55
% Excellent	25	30	19	30	28	31	14	15	21
IT security (network attacks, secure databases, identity mgmt., etc.)									
% Very poor	0	0	0	0	0	0	0	0	0
% Poor	4	4	4	0	6	6	0	0	6
% Fair	14	9	19	7	11	9	19	23	15
% Good	55	52	59	41	44	66	62	65	55
% Excellent	27	35	19	52	39	19	19	12	24
IT training for faculty									
% Very poor	2	0	4	0	0	0	0	8	3
% Poor	11	14	9	7	29	13	0	20	6
% Fair	33	32	35	41	24	28	52	24	30
% Good	41	43	39	37	29	56	33	40	42
% Excellent	13	11	14	15	18	3	14	8	18
IT training for students									
% Very poor	2	3	1	0	6	3	0	4	0
% Poor	29	29	30	23	39	29	25	28	35
% Fair	44	36	53	38	44	29	60	48	52
% Good	22	29	14	35	6	39	15	20	10
% Excellent	3	3	1	4	6	0	0	0	3
Learning management system (LMS)									
% Very poor	1	3	0	0	6	3	0	0	0
% Poor	1	3	0	0	6	3	0	0	0
% Fair	10	5	15	7	6	3	14	12	18
% Good	50	49	52	41	50	56	38	50	61
% Excellent	37	40	33	52	33	34	48	38	21

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Mobile apps/services for students, faculty, and staff									
% Very poor	1	1	1	0	0	3	0	0	3
% Poor	26	21	31	15	22	25	29	23	37
% Fair	28	29	28	23	39	28	29	19	37
% Good	37	34	40	38	28	34	43	58	23
% Excellent	7	14	0	23	11	9	0	0	0
Student information systems									
% Very poor	3	3	2	7	0	0	0	8	0
% Poor	8	6	10	7	0	9	10	15	6
% Fair	28	27	28	33	28	22	24	15	39
% Good	42	42	43	26	50	50	38	46	45
% Excellent	19	22	16	26	22	19	29	15	9
Student portal									
% Very poor	5	4	5	8	6	0	5	8	3
% Poor	13	13	12	23	22	0	5	15	10
% Fair	26	24	28	23	22	25	32	12	41
% Good	40	38	43	35	28	47	47	54	31
% Excellent	17	21	12	12	22	28	11	12	14
Telecommunications and phone system									
% Very poor	2	1	2	0	6	0	0	0	6
% Poor	3	4	2	4	6	3	0	4	3
% Fair	14	12	16	4	17	16	19	19	12
% Good	36	30	42	37	28	25	38	50	36
% Excellent	45	53	37	56	44	56	43	27	42
User support services									
% Very poor	0	0	0	0	0	0	0	0	0
% Poor	1	1	1	0	0	3	5	0	0
% Fair	8	9	7	0	22	9	10	8	6
% Good	55	55	56	52	39	66	57	54	55
% Excellent	36	35	36	48	39	22	29	38	39

	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
Video capture and services/delivery infrastructure									
% Very poor	0	0	0	0	0	0	0	0	0
% Poor	6	6	7	0	17	6	5	13	3
% Fair	24	22	26	19	22	25	24	25	30
% Good	44	39	49	44	33	38	48	42	53
% Excellent	25	32	18	37	28	31	24	21	13
WiFi/Wireless networks									
% Very poor	0	0	0	0	0	0	0	0	0
% Poor	2	3	1	0	11	0	0	4	0
% Fair	8	5	11	4	6	6	14	8	9
% Good	40	40	40	33	50	41	29	42	45
% Excellent	50	52	48	63	33	53	57	46	45

Does your institution have a centralized data warehouse to store institutional data?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
% Yes	57	61	52	81	50	50	62	46	48
% No	43	39	48	19	50	50	38	54	52

To what extent do you agree or disagree with the following statements? My institution...	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
...effectively uses data to inform important decisions.									
% Strongly disagree	5	4	6	4	0	6	0	8	9
% Somewhat disagree	15	13	16	8	11	19	29	12	12
% Neither agree nor disagree	20	16	23	23	11	13	24	23	21
% Somewhat agree	49	49	49	46	72	38	48	50	52
% Strongly agree	11	18	5	19	6	25	0	8	6
...has buy-in across departments regarding the importance of sharing and analyzing data.									
% Strongly disagree	8	4	11	4	6	3	19	8	9
% Somewhat disagree	22	21	22	27	12	22	24	31	15
% Neither agree nor disagree	18	19	19	4	29	25	24	15	18
% Somewhat agree	43	45	40	54	41	41	33	38	45
% Strongly agree	10	11	9	12	12	9	0	8	12
...makes data analytics a strategic priority.									
% Strongly disagree	3	1	5	4	0	0	5	4	6
% Somewhat disagree	17	16	19	12	12	22	24	19	15
% Neither agree nor disagree	20	20	20	23	29	13	19	31	12
% Somewhat agree	41	37	43	38	47	31	43	35	48
% Strongly agree	19	25	14	23	12	34	10	12	18
...uses data as a means of improving internal processes.									
% Strongly disagree	2	1	2	4	0	0	0	4	3
% Somewhat disagree	18	18	17	23	22	13	19	8	24
% Neither agree nor disagree	27	20	33	12	17	28	43	23	33
% Somewhat agree	44	45	42	46	56	38	38	54	36
% Strongly agree	10	16	5	15	6	22	0	12	3
...uses data to support student success.									
% Strongly disagree	2	0	4	0	0	0	5	4	3
% Somewhat disagree	8	7	10	8	6	6	10	8	12
% Neither agree nor disagree	16	9	22	0	0	22	43	4	24
% Somewhat agree	52	55	48	54	83	41	24	62	55
% Strongly agree	22	29	16	38	11	31	19	23	6

Approximately what percentage of your time have you spent on academic technology-related matters before the pandemic vs. today?									
	All Institutions, by Sector			Public			Private Nonprofit		
	All	Public	Private Nonprofit	Doctoral	Master's/ Bacc.	Assoc.	Doctoral	Master's	Bacc.
After pandemic									
% <10%	4	1	7	0	0	3	0	12	9
% 10-25%	23	13	32	12	17	13	43	35	21
% 26-50%	41	45	37	69	39	28	29	38	42
% 51-75%	25	30	19	19	28	41	19	15	21
% 76-90%	5	9	1	0	17	13	0	0	3
% >90%	3	1	4	0	0	3	10	0	3
Before pandemic									
% <10%	10	5	15	0	11	6	10	15	18
% 10-25%	37	32	42	38	28	28	52	46	30
% 26-50%	37	45	31	54	44	38	24	27	39
% 51-75%	11	13	7	8	6	22	5	8	9
% 76-90%	3	5	1	0	11	6	0	4	0
% >90%	2	0	4	0	0	0	10	0	3
What is your age?									
% Under 30	0	0	0	0	0	0	0	0	0
% 30 to 39	5	5	5	0	0	13	0	12	3
% 40 to 49	28	24	33	12	28	31	5	35	48
% 50 to 59	46	50	41	54	50	47	67	38	27
% 60 to 69	18	20	17	31	22	9	29	15	12
% 70 and older	0	0	0	0	0	0	0	0	0
% Prefer not to respond	3	1	4	4	0	0	0	0	9
What is your gender?									
% Male	73	74	72	77	50	84	81	73	64
% Female	23	25	22	19	50	16	19	23	24
% Non-binary/Gender non-conforming	0	0	0	0	0	0	0	0	0
% Not listed/Prefer to self-describe (specify, if desired):	1	0	1	0	0	0	0	0	3
% Prefer not to respond	3	1	5	4	0	0	0	4	9

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