
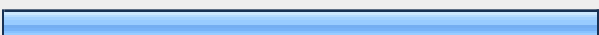


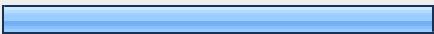
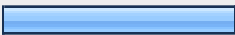
1. What institution are you answering for

| | Response Count |
|--------------------------|----------------|
| | 97 |
| <i>answered question</i> | 97 |
| <i>skipped question</i> | 0 |



2. May we contact you for further input?

| | Response Percent | Response Count |
|---|------------------|----------------|
| No  | 9.7% | 9 |
| Yes. Please enter an email address  | 90.3% | 84 |
| <i>answered question</i> | | 93 |
| <i>skipped question</i> | | 4 |



3. Is your institution a public or private institution?

| | Response Percent | Response Count |
|---|------------------|----------------|
| Public  | 64.9% | 61 |
| Private  | 35.1% | 33 |
| <i>answered question</i> | | 94 |
| <i>skipped question</i> | | 3 |

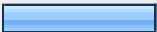





4. Do you have professional schools (Executive MBA, Professional Engineering, etc)?

| | Response Percent | Response Count |
|--|------------------|----------------|
| Yes  | 76.6% | 72 |
| No  | 23.4% | 22 |
| <i>answered question</i> | | 94 |
| <i>skipped question</i> | | 3 |



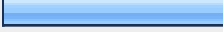
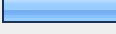

5. Do you have a Medical School?

| | Response Percent | Response Count |
|---|------------------|----------------|
| Yes  | 50.0% | 47 |
| No  | 50.0% | 47 |
| <i>answered question</i> | | 94 |
| <i>skipped question</i> | | 3 |



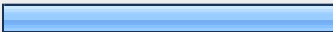

6. How many undergraduate and graduate students (Full time) attend your institution?

| | Response Percent | Response Count |
|---|------------------|----------------|
| Less than 5000  | 22.6% | 21 |
| 5000 to 10,000  | 10.8% | 10 |
| 10,000 to 20,000  | 25.8% | 24 |
| 20,000 to 30,000  | 15.1% | 14 |
| 30,000 to 40,000  | 6.5% | 6 |
| More than 40,000  | 19.4% | 18 |
| <i>answered question</i> | | 93 |
| <i>skipped question</i> | | 4 |

7. How would you best describe your institutions overall Information Technology budget, priority and decision making processes?

| | Response Percent | Response Count |
|---|------------------|----------------|
| 1 = Very Top-Down, Centrally Controlled  | 11.8% | 11 |
| 2  | 33.3% | 31 |
| 3  | 33.3% | 31 |
| 4  | 17.2% | 16 |
| 5 = Very decentralized little central control  | 4.3% | 4 |
| answered question | | 93 |
| skipped question | | 4 |


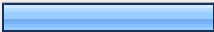


8. Which model most closely matches your organizations over-all operating model:

| | Response Percent | Response Count |
|--|------------------|----------------|
| <p>Distributed (few common business processes and little data integration) - Your institution has many silos which operate independently. Each silo has its own business processes and they share little data between the silos.</p>  | 15.6% | 14 |
| <p>Replicated (common business processes with little data integration) - Your institution has many silos which operate independently. Each silo follows a common set of business process but they share little data between the silos.</p>  | 14.4% | 13 |
| <p>Coordinated (few common business processes with high data integration) - Your institution has many silos which operate together. Each silo follows a its own set of business process but there are high levels of shared data between the silos.</p>  | 50.0% | 45 |
| <p>Unified (common business process with high data integration) - Your institution operates as a mostly unified enterprise. There is a common set of business processes and there are high levels of shared data between the various parts of the institution.</p>  | 20.0% | 18 |
| Other (please specify) | | 6 |
| answered question | | 90 |
| skipped question | | 7 |


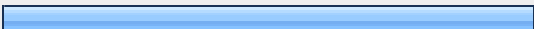

9. Are there other aspects of your institution that affect the way that Enterprise Architecture is/is not implemented on your campus?

| | Response Count |
|--------------------------|----------------|
| | 38 |
| <i>answered question</i> | 38 |
| <i>skipped question</i> | 59 |





10. As a general rule is your institutions preference to build or buy software:

| | Response Percent | Response Count |
|---|------------------|----------------|
| Build Exclusively | 0.0% | 0 |
| Build Mostly  | 4.3% | 4 |
| Even mix of buy and build  | 31.5% | 29 |
| Buy Mostly  | 59.8% | 55 |
| Buy Exclusively  | 4.3% | 4 |
| <i>answered question</i> | | 92 |
| <i>skipped question</i> | | 5 |

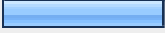
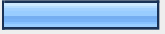
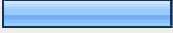
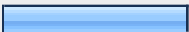
11. How would you describe your institutions approach when acquiring solutions:

| | Response Percent | Response Count |
|--|------------------|----------------|
| We pick Best-of-breed solutions  | 16.3% | 15 |
| Some best-of-breed some single vendor integrated solutions  | 80.4% | 74 |
| We pick single-vendor integrated solutions  | 3.3% | 3 |
| <i>answered question</i> | | 92 |
| <i>skipped question</i> | | 5 |





12. Do you outsource activities like development, hosting of services, etc.

| | Response Percent | Response Count |
|---|------------------|----------------|
| Significant Outsourcing  | 4.3% | 4 |
| Some Outsourcing  | 32.6% | 30 |
| Little Outsourcing  | 57.6% | 53 |
| No Outsourcing  | 5.4% | 5 |
| <i>answered question</i> | | 92 |
| <i>skipped question</i> | | 5 |

13. What extent are you actively pursuing "Cloud Computing" or Software-As-A-Service (SaaS) solutions?

| | | Response Percent | Response Count |
|---|---|------------------|----------------|
| We have implemented Cloud Computing or SaaS solutions |  | 24.2% | 22 |
| We are moving to implement Cloud Computing or SaaS solutions now |  | 23.1% | 21 |
| Cloud Computing or SaaS solutions are on our strategic plan but we haven't begun implementation |  | 25.3% | 23 |
| We are watching and waiting to see what becomes of Cloud Computing and SaaS |  | 27.5% | 25 |
| We are not considering Cloud Computing or SaaS | | 0.0% | 0 |
| <i>answered question</i> | | | 91 |
| <i>skipped question</i> | | | 6 |

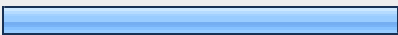
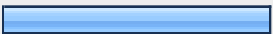
14. Do many of your programming activities include use of open source software (OSS) products?

| | | Response Percent | Response Count |
|---|---|------------------|----------------|
| Significant portions are Open Source Software based |  | 22.8% | 21 |
| Some portions are Open Source Software based |  | 45.7% | 42 |
| Few portions are Open Source Software based |  | 27.2% | 25 |
| No portions are Open Source Software based |  | 4.3% | 4 |
| <i>answered question</i> | | | 92 |
| <i>skipped question</i> | | | 5 |



15. What factors affect your open source vs. vendor source choices?

| | Response Count |
|--------------------------|----------------|
| | 69 |
| <i>answered question</i> | 69 |
| <i>skipped question</i> | 28 |

16. Do you have a multi-year Technology and Services Portfolio/Roadmap/Blueprint?

| | Response Percent | Response Count |
|---|------------------|----------------|
| Yes  | 59.8% | 55 |
| No  | 40.2% | 37 |
| <i>answered question</i> | | 92 |
| <i>skipped question</i> | | 5 |

17. Is it aligned with your budget?

| | Response Percent | Response Count |
|--|------------------|----------------|
| Yes  | 77.4% | 41 |
| No  | 22.6% | 12 |
| <i>answered question</i> | | 53 |
| <i>skipped question</i> | | 44 |

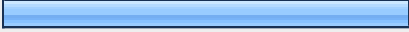

18. Who is responsible for maintaining the plan or roadmap?

| | Response Count |
|--------------------------|----------------|
| | 51 |
| <i>answered question</i> | 51 |
| <i>skipped question</i> | 46 |




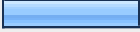

19. How is it aligned with the Institute's multi-year business plan?

| | Response Count |
|--------------------------|----------------|
| | 44 |
| <i>answered question</i> | 44 |
| <i>skipped question</i> | 53 |



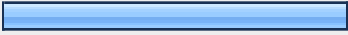
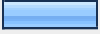


20. Do you have an Enterprise Architecture / Information Technology Architecture / Infrastructure Architecture group (EA Group)?

| | Response Percent | Response Count |
|---|------------------|----------------|
| Yes  | 61.5% | 56 |
| No  | 38.5% | 35 |
| <i>answered question</i> | | 91 |
| <i>skipped question</i> | | 6 |

21. How long have you had an Enterprise Architecture (EA) group?

| | Response Percent | Response Count |
|--|---------------------------------|----------------|
| Less than 1 year  | 14.3% | 7 |
| 1 - 3 years  | 46.9% | 23 |
| 3 - 5 years  | 12.2% | 6 |
| 5 - 10 years  | 20.4% | 10 |
| more than 10 years  | 6.1% | 3 |
| | <i>answered question</i> | 49 |
| | <i>skipped question</i> | 48 |

22. Which Organizational Model of EA best fits your institution

| | Response Percent | Response Count |
|--|------------------|----------------|
| Informal/ Ad hoc architecture - no formal architecture group. Individuals acting as ad hoc architects in their areas  | 8.0% | 4 |
| Isolated Architecture - a "more formal" architecture group but that group is focused on one or two departments  | 6.0% | 3 |
| Limited Central Architecture - a central architecture group but with limited interaction in select areas and projects across campus  | 52.0% | 26 |
| Federated Architecture - Architecture groups or individuals around campus working together to form a "enterprise architecture" group  | 14.0% | 7 |
| Head Architect with Domain Architects - like federated but with a central lead architect(s) orchestrating the federation  | 8.0% | 4 |
| Central Architecture - a core group of architects that review all projects in the enterprise  | 12.0% | 6 |
| Other (please specify) | 0.0% | 0 |
| <i>answered question</i> | | 50 |
| <i>skipped question</i> | | 47 |

23. Where does your EA group report (check all that apply):

| | Response Percent | Response Count |
|---|------------------|----------------|
| Manager <input type="checkbox"/> | 14.3% | 7 |
| Director <input type="checkbox"/> | 32.7% | 16 |
| Deputy CIO <input type="checkbox"/> | 16.3% | 8 |
| CIO <input type="checkbox"/> | 44.9% | 22 |
| Vice Provost <input type="checkbox"/> | 4.1% | 2 |
| Provost <input type="checkbox"/> | 2.0% | 1 |
| Other (please specify) <input type="checkbox"/> | 8.2% | 4 |
| answered question | | 49 |
| skipped question | | 48 |

24. Which choice most closely matches their range of effect? Projects in a:

| | Response Percent | Response Count |
|---|------------------|----------------|
| Group <input type="checkbox"/> | 2.1% | 1 |
| Department <input type="checkbox"/> | 4.3% | 2 |
| Multiple departments in a single organizational unit <input type="checkbox"/> | 21.3% | 10 |
| Some/select projects across campus <input type="checkbox"/> | 59.6% | 28 |
| All projects on campus <input type="checkbox"/> | 12.8% | 6 |
| Other (please specify) | | 6 |
| answered question | | 47 |
| skipped question | | 50 |

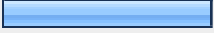


25. When do they usually engage with projects? (check all that apply)

| | | Response Percent | Response Count |
|--------------------------------------|------------------------|------------------|----------------|
| At inception | | 60.0% | 27 |
| During requirements gathering | | 71.1% | 32 |
| During Construction | | 40.0% | 18 |
| During Roll-out | | 22.2% | 10 |
| After Launch | | 20.0% | 9 |
| Along the whole lifecycle | | 35.6% | 16 |
| | Other (please specify) | | 6 |
| answered question | | | 45 |
| skipped question | | | 52 |

26. How would you best describe their method of engagement (pick all that apply)

| | | Response Percent | Response Count |
|---|------------------------|------------------|----------------|
| Making Recommendations | | 76.6% | 36 |
| Adding/Reviewing Requirements | | 80.9% | 38 |
| Project Facilitation / Project Management | | 34.0% | 16 |
| Project Review | | 34.0% | 16 |
| Project Gate (i.e. can stop a project) | | 27.7% | 13 |
| | Other (please specify) | | 3 |
| answered question | | | 47 |
| skipped question | | | 50 |





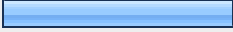
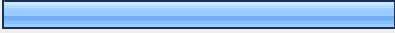
27. How would you best describe the growth or change in the view of Enterprise/I.T. Architecture on your campus:

| | | Response Percent | Response Count |
|--|---|------------------|----------------|
| It is viewed the same as has been for the past three years |  | 31.3% | 15 |
| It has lost importance over the past three years |  | 8.3% | 4 |
| It has gained importance over the past three years |  | 60.4% | 29 |
| <i>answered question</i> | | | 48 |
| <i>skipped question</i> | | | 49 |





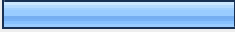

28. How important all the following factors in driving the change in EA on your campus:

| | Very Important | Somewhat Important | Not Important | Response Count |
|-----------------------------------|-------------------|--------------------|-------------------|----------------|
| Budget | 56.5% (26) | 34.8% (16) | 8.7% (4) | 46 |
| Complexity of I.T. systems | 75.6% (34) | 20.0% (9) | 4.4% (2) | 45 |
| Rate of change of I.T. | 46.7% (21) | 44.4% (20) | 8.9% (4) | 45 |
| Personnel Issues | 6.7% (3) | 42.2% (19) | 53.3% (24) | 45 |
| Increased business silos | 6.7% (3) | 37.8% (17) | 55.6% (25) | 45 |
| Decreased business silos | 18.2% (8) | 50.0% (22) | 31.8% (14) | 44 |
| Security | 43.5% (20) | 50.0% (23) | 6.5% (3) | 46 |
| Privacy | 35.6% (16) | 51.1% (23) | 13.3% (6) | 45 |
| Risk management/reduction | 42.2% (19) | 51.1% (23) | 6.7% (3) | 45 |
| Large projects | 48.9% (22) | 40.0% (18) | 11.1% (5) | 45 |
| Other factors that were important | | | | 11 |
| <i>answered question</i> | | | | 47 |
| <i>skipped question</i> | | | | 50 |

29. In which areas do you think EA has been MOST effective (select all that apply):

| | | Response Percent | Response Count |
|---|---|------------------|----------------|
| Identity and Access Management |  | 67.3% | 33 |
| ERP implementations |  | 28.6% | 14 |
| Business Process improvements |  | 24.5% | 12 |
| Security / Information Protection |  | 28.6% | 14 |
| Portfolio Management (helping to understand and/or manage the I.T. portfolio) |  | 34.7% | 17 |
| Complexity Management (helping understand and/or reduce the complexity) |  | 59.2% | 29 |
| | Other (please specify) | | 7 |
| answered question | | | 49 |
| skipped question | | | 48 |



30. In which areas do you think EA has been LEAST effective (select all that apply):

| | Response Percent | Response Count |
|---|---------------------------------|----------------|
| Identity and Access Management  | 16.3% | 7 |
| ERP implementations  | 34.9% | 15 |
| Business Process improvements  | 58.1% | 25 |
| Security / Information Protection  | 25.6% | 11 |
| Portfolio Management (helping to understand and/or manage the I.T. portfolio)  | 34.9% | 15 |
| Complexity Management (helping understand and/or reduce the complexity)  | 16.3% | 7 |
| Other (please specify) | | 3 |
| | <i>answered question</i> | 43 |
| | <i>skipped question</i> | 54 |


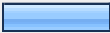
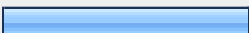


31. As a CIO, if Enterprise Architecture could have one effect on your campus; what would that effect be?

| | Response Count |
|--|---------------------------------|
| | 39 |
| | <i>answered question</i> |
| | 39 |
| | <i>skipped question</i> |
| | 58 |

32. Do you have an Architectural Review Board? An IT Architecture Review Board is a group of IT architects and/or other senior technical personnel, formally convened in order to provide input on project plans and/or on specific domain architectures designed for your institution.

| | Response Percent | Response Count |
|---|------------------|----------------|
| Yes  | 38.8% | 19 |
| No  | 61.2% | 30 |
| <i>answered question</i> | | 49 |
| <i>skipped question</i> | | 48 |

33. Which choice most closely matches their range of effect? Projects in a:

| | Response Percent | Response Count |
|---|------------------|----------------|
| Group  | 0.0% | 0 |
| Department  | 15.8% | 3 |
| Multiple departments in a single organizational unit  | 36.8% | 7 |
| Some/select projects across campus  | 36.8% | 7 |
| All projects on campus  | 10.5% | 2 |
| Other (please specify) | | 3 |
| <i>answered question</i> | | 19 |
| <i>skipped question</i> | | 78 |


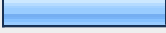
34. When do they usually engage with projects? (check all that apply)

| | Response Percent | Response Count |
|-------------------------------|------------------|----------------|
| At inception | 50.0% | 9 |
| During requirements gathering | 44.4% | 8 |
| During Construction | 33.3% | 6 |
| During Roll-out | 16.7% | 3 |
| After Launch | 11.1% | 2 |
| Along the whole lifecycle | 38.9% | 7 |
| Other (please specify) | | 6 |
| answered question | | 18 |
| skipped question | | 79 |

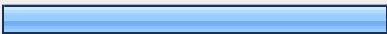

35. How would you best describe their method of engagement (pick all that apply)

| | Response Percent | Response Count |
|---|------------------|----------------|
| Making Recommendations | 80.0% | 16 |
| Adding/Reviewing Requirements | 80.0% | 16 |
| Project Facilitation / Project Management | 15.0% | 3 |
| Project Review | 60.0% | 12 |
| Project Gate (i.e. can stop a project) | 35.0% | 7 |
| Other (please specify) | | 0 |
| answered question | | 20 |
| skipped question | | 77 |



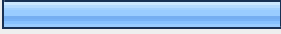
36. Are you planning to implement an Enterprise Architecture group in the next year or two?

| | | Response Percent | Response Count |
|--|--|------------------|----------------|
| No |  | 75.7% | 28 |
| Yes. Briefly describe what you hope to gain. |  | 24.3% | 9 |
| <i>answered question</i> | | | 37 |
| <i>skipped question</i> | | | 60 |




37. Do you have a Project Management Office or Portfolio Management Process?

| | | Response Percent | Response Count |
|--------------------------|---|------------------|----------------|
| Yes |  | 58.1% | 50 |
| No |  | 41.9% | 36 |
| <i>answered question</i> | | | 86 |
| <i>skipped question</i> | | | 11 |

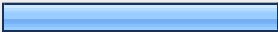


38. Which do you have?

| | | Response Percent | Response Count |
|------------------------------|---|------------------|----------------|
| Project Management Office |  | 36.0% | 18 |
| Portfolio Management Process |  | 22.0% | 11 |
| Both |  | 42.0% | 21 |
| <i>answered question</i> | | | 50 |
| <i>skipped question</i> | | | 47 |

39. Does the Project Management Office / Portfolio Management Process work closely with EA?

| | Response Percent | Response Count |
|--|------------------|----------------|
| Yes  | 46.9% | 23 |
| No  | 28.6% | 14 |
| Don't have an EA group  | 24.5% | 12 |
| answered question | | 49 |
| skipped question | | 48 |

40. Does the Project Management Office / Portfolio Management Process help reinforce EA?

| | Response Percent | Response Count |
|---|------------------|----------------|
| Yes  | 41.7% | 20 |
| No  | 35.4% | 17 |
| Don't have an EA group.  | 22.9% | 11 |
| answered question | | 48 |
| skipped question | | 49 |