ERP Survey Questionnaire

Thank you for your participation in the EDUCAUSE study of Enterprise Resource Planning (ERP) systems. The survey is a key part of a major study on ERP in higher education in North America being done by the EDUCAUSE Center for Applied Research (ECAR). The survey consists of nine sections. Our testing suggests that the survey will require approximately 45 minutes to complete. We appreciate your time and candor. The length is determined by how many ERP products your institution implemented. You will skip substantial portions of the survey if your institution did not implement an ERP product or if it only implemented one or two products.

The survey does not need to be completed at a single sitting. You can save your responses and return to it at times that are convenient for you. You may also wish to consult with colleagues about answers to particular questions, or if another person on your campus is better positioned to answer this survey, please forward the survey to that person.

As thanks for your time and valuable input, every participant will receive a summary of key findings. In addition, three survey respondents will be selected at random to receive a complimentary copy of the final report or, for ECAR subscribers, one additional complimentary admission to the first annual ECAR Research Symposium, November 5-7, 2002, at San Diego’s landmark Hotel Del Coronado. Full ECAR studies are available either through subscription or purchase at http://www.educause.edu/ecar/. If you have any questions or concerns, please e-mail ecar@educause.edu

Section 1

1. Please enter your Survey ID:

2. Since 7/1/1995, has your institution implemented purchased Enterprise Resource Planning (ERP) software for Student, Human Resources, or Financial systems?  
   (Single Select)
   1. Yes  [If 1, then 3-5]
   2. No   [If 2, then 424-450]
3. **Were you in your current position during your institution's ERP implementation?** Select the answer that best fits your circumstance:

*(Single Select)*
1. I was in my position before the planning for ERP began
2. I was in my position after planning, but before implementation began
3. I was hired during the implementation
4. I was hired after the product was implemented

4. **How would you describe your involvement in your institution's ERP implementation?**
1. I was the executive sponsor / co-sponsor for the project
2. I was the project leader
3. I was part of the management team
4. I served as a functional or technical specialist
5. I was partially involved
6. I was not directly involved

*End Section 1*

*Begin Section 2*

Please tell us which ERP product(s) your institution has installed. If you have partially installed a product (e.g., you have implemented most of your vendor's HR module, but not Payroll), please indicate that you have installed the package.

**Financial Information System (FIS)**

5. **Vendor** *(Single Select)*
1. Datatel
2. Jenzabar (CARS)
3. Oracle
4. PeopleSoft
5. SAP
6. SCT
7. Legacy System
8. Other (Please Fill in Below)
9. No enterprise software in use

   [If one of 5.1-5.6 or 5.8, then branch to add 6-11; 37-49; 122; 160-167; 290-298; 378-391]
   [If 5.7 or 5.9 then 6-11 and no additional FIS branching questions]

6. **If you answered “Other” to Vendor, please enter the name of the vendor**

7. **Version or Release Number Originally Implemented**

8. **Version or Release Number Currently Implemented**
9. In what year did you start your planning?
(Single Select)
1. Pre-1995
2. 1995
3. 1996
4. 1997
5. 1998
6. 1999
7. 2000
8. 2001
9. 2002
10. Don’t know

10. In what year did you purchase your software?
(Single Select)
1. Pre-1995
2. 1995
3. 1996
4. 1997
5. 1998
6. 1999
7. 2000
8. 2001
9. 2002
10. Don’t know

11. When did the first module of your ERP system go live (mm/yyyy)?

Human Resources Information System (HRIS)

12. Vendor
(Single Select)
1. Datatel
2. Jenzabar (CARS)
3. Oracle
4. PeopleSoft
5. SAP
6. SCT
7. Legacy System
8. Other (Please Fill in Below)
9. No enterprise software in use

[If one of 12.1-12.6 or 12.8, then branch to add 13-18; 50-72; 123; 168-175; 299-307; 392-405]
[If 12.7 or 12.9 then 13-18, and no additional HRIS branching questions]
13. If you answered "Other" to Vendor, please enter the name of the vendor

14. Version or Release Number Originally Implemented

15. Version or Release Number Currently Implemented

16. In what year did you start your planning?
   (Single Select)
   1. Pre-1995
   2. 1995
   3. 1996
   4. 1997
   5. 1998
   6. 1999
   7. 2000
   8. 2001
   9. 2002
   10. Don’t know

17. In what year did you purchase your software?
   (Single Select)
   1. Pre-1995
   2. 1995
   3. 1996
   4. 1997
   5. 1998
   6. 1999
   7. 2000
   8. 2001
   9. 2002
   10. Don’t know

18. When did the first module of your ERP system go live (mm/yyyy)?

Student Information System (SIS)

19. Vendor
   (Single Select)
   1. Datatel
   2. Exeter
   3. Jenzabar
   4. Oracle
   5. PeopleSoft
   6. SCT
   7. Legacy System
   8. Other (Please Fill in Below)
   9. No enterprise software in use

   [If one of 19.1-19.6 or 19.8, then branch to add 20-25; 73-90; 124; 176-183; 308-316; 406-418]
   [If 19.7 or 19.9 then 20-25, and no additional SIS branching questions]
20. If you answered “Other” to Vendor, please enter the name of the vendor

21. Version or Release Number Originally Implemented

22. Version or Release Number Currently Implemented

23. In what year did you start your planning?
   *(Single Select)*
   1. Pre-1995
   2. 1995
   3. 1996
   4. 1997
   5. 1998
   6. 1999
   7. 2000
   8. 2001
   9. 2002
   10. Don’t know

24. In what year did you purchase your software?
   *(Single Select)*
   1. Pre-1995
   2. 1995
   3. 1996
   4. 1997
   5. 1998
   6. 1999
   7. 2000
   8. 2001
   9. 2002
   10. Don’t know

25. When did the first module of your ERP system go live (mm/yyyy)?

26. If you answered “Legacy”, “Other”, Or “No enterprise software in use” to any of the previous, are you planning to implement an ERP package within the next two years for: (Select all that apply)
   *(Multiple Select)*
   1. Financials
   2. Human Resources
   3. Student Information System

   [If left blank, then branch to 29]
   [If one or more of 26.1-3 selected, then branch to add 27-29]
27. If you have decided not to implement packaged ERP software for one or more of your enterprise systems, why not? (Select all that apply)

(Multiple Select)
1. Our legacy system works
2. We have a staged implementation strategy
3. Didn’t see the value
4. The ERP solutions on the market did not seem to be a good fit with our institution’s needs
5. The experience of others raised red flags
6. The institution had other priorities
7. We were not ready - we had no collective agreement, and therefore, no plan to move forward
8. Unable to secure approval from senior management and/or the Board of Regents/Trustees
9. Wanted to wait for the product to mature
10. Want to wait for the product to come down in price
11. Other

28. If you have purchased ERP software and haven’t implemented all the modules, why have you waited? (Select all that apply)

(Multiple Select)
1. We are following a phased implementation plan, and haven’t installed that module(s) yet
2. We are waiting for the product to mature in a later release
3. We are seeking funding for implementation
4. We are seeking top management approval to proceed
5. We have conflicting projects / priorities and must complete them first
6. Other

29. Over the course of the project, did you change your ERP vendor(s)?

(Single Select)
1. Yes
2. No

30. If yes, why?

31. Why did your institution choose the ERP vendor(s) that you did? (Select all that apply)

(Multiple Select)
1. Product features and functionality best fit our requirements
2. Product architecture best fit with our IT strategy / goals
3. Product price
4. Vendor’s reputation
5. Vendor or product vision
6. Advice from our peers
7. Advice from a consultant or industry analyst
8. Previous experience with this vendor
9. Vendor’s ability to provide a complete solution for our needs
10. We were part of a larger purchasing group (e.g. state system) that selected the product
11. Other
We would like your opinions about ERP vendors for your institution. Use the following scale to answer these questions:

1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, 5=Don’t Know, and 6=Not Applicable

32. Overall, the ERP vendor(s) were responsive to my institution’s needs during the sales process.
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know
   6. Not Applicable

33. Overall, the ERP vendor(s) provided my institution with strong support after we purchased the product(s).
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know
   6. Not Applicable

End Section 2

Begin Section 3

34. Did you use outside consultants to assist with your implementation(s)?
   (Single Select)
   1. Yes       [If 1, then branch to 37]
   2. No        [If 2 then branch to add 35-36]

35. What was the primary reason you did you not use outside consultants?
   (Single Select)
   1. Previous experience(s) with consultants
   2. Perceived as too expensive
   3. Insufficient funds in the budget
   4. Possessed the internal capability
   5. Wanted to develop the internal expertise
   6. Institutional policy / culture
   7. Don’t Know
   8. Other

36. If you answered other, please explain:
For the Financial Information System module your institution implemented, please select the type and level of consulting support you used. The percentage indicates the approximate percentage of consultants making up the project team for that phase of the implementation, with internal resources making up the rest. The types of firms can be defined as:

**Large, General Purpose Consulting Firm** - A national or international firm which provides a broad range of services to clients in a number of industries

**Specialized Consulting Firm** - A firm which provides a focused range of services, such as higher education consulting, ERP consulting, or project management

**Independent Consultants** - Individual contractors filling key roles on an implementation, such as technical specialist, project manager, etc.

**Vendor Consultants** - Consulting practice which is owned by your software vendor

**Financial Information System**

37. **System Selection Support Type**  
  *(Single Select)*  
  1. Used a large general purpose consulting firm  
  2. Used a specialized consulting firm  
  3. Used one or more independent consultants  
  4. Used the vendor's consultants  
  5. Used multiple types of consulting firms  
  6. Used only internal resources  
  7. Don’t know  
  8. Did not formally conduct this activity

38. **System Selection Support Level**  
  *(Single Select)*  
  1. None  
  2. 1 to 25%  
  3. 26 to 50%  
  4. 51 to 75%  
  5. 76 to 90%  
  6. 91 to 100%  
  7. Don’t know

39. **Project Planning Support Type**  
  *(Single Select)*  
  1. Used a large general purpose consulting firm  
  2. Used a specialized consulting firm  
  3. Used one or more independent consultants  
  4. Used the vendor’s consultants  
  5. Used multiple types of consulting firms  
  6. Used only internal resources  
  7. Don’t know  
  8. Did not formally conduct this activity
40. **Project Planning Support Level**  
(*Single Select*)  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know  

41. **System Design Support Type**  
(*Single Select*)  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity  

42. **System Design Support Level**  
(*Single Select*)  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know  

43. **Project Management Support Type**  
(*Single Select*)  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity
44. **Project Management Support Level**  
*(Single Select)*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

45. **Technical Implementation Support Type**  
*(Single Select)*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

46. **Technical Implementation Support Level**  
*(Single Select)*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

47. **Process Redesign Support Type**  
*(Single Select)*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity
48. **Process Redesign Support Level**  
*(Single Select)*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

49. **Training Support Type**  
*(Single Select)*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

50. **Training Support Level**  
*(Single Select)*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

51. **Ongoing Support Type**  
*(Single Select)*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity
52. **Ongoing Support Level**  
* (Single Select)  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

53. **Upgrades Support Type**  
* (Single Select)  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

54. **Upgrades Support Level**  
* (Single Select)  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

For the Human Resource Information System module your institution implemented, please select the type and level of consulting support you used. The percentage indicates the approximate percentage of consultants making up the project team for that phase of the implementation, with internal resources making up the rest. The types of firms can be defined as:

**Large, General Purpose Consulting Firm** - A national or international firm which provides a broad range of services to clients in a number of industries

**Specialized Consulting Firm** - A firm which provides a focused range of services, such as higher education consulting, ERP consulting, or project management

**Independent Consultants** - Individual contractors filling key roles on an implementation, such as technical specialist, project manager, etc.

**Vendor Consultants** - Consulting practice which is owned by your software vendor
Human Resource Information System

55. System Selection Support Type
    (Single Select)
    1. Used a large general purpose consulting firm
    2. Used a specialized consulting firm
    3. Used one or more independent consultants
    4. Used the vendor’s consultants
    5. Used multiple types of consulting firms
    6. Used only internal resources
    7. Don’t know
    8. Did not formally conduct this activity

56. System Selection Support Level
    (Single Select)
    1. None
    2. 1 to 25%
    3. 26 to 50%
    4. 51 to 75%
    5. 76 to 90%
    6. 91 to 100%
    7. Don’t know

57. Project Planning Support Type
    (Single Select)
    1. Used a large general purpose consulting firm
    2. Used a specialized consulting firm
    3. Used one or more independent consultants
    4. Used the vendor’s consultants
    5. Used multiple types of consulting firms
    6. Used only internal resources
    7. Don’t know
    8. Did not formally conduct this activity

58. Project Planning Support Level
    (Single Select)
    1. None
    2. 1 to 25%
    3. 26 to 50%
    4. 51 to 75%
    5. 76 to 90%
    6. 91 to 100%
    7. Don’t know
59. **System Design Support Type**  
*(Single Select)*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

60. **System Design Support Level**  
*(Single Select)*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

61. **Project Management Support Type**  
*(Single Select)*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

62. **Project Management Support Level**  
*(Single Select)*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know
63. **Technical Implementation Support Type**  
*Single Select*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

64. **Technical Implementation Support Level**  
*Single Select*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

65. **Process Redesign Support Type**  
*Single Select*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

66. **Process Redesign Support Level**  
*Single Select*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know
67. **Training Support Type**  
*Single Select*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

68. **Training Support Level**  
*Single Select*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

69. **Ongoing Support Type**  
*Single Select*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

70. **Ongoing Support Level**  
*Single Select*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know
71. **Upgrades Support Type**  
*(Single Select)*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity

72. **Upgrades Support Level**  
*(Single Select)*  
1. None  
2. 1 to 25%  
3. 26 to 50%  
4. 51 to 75%  
5. 76 to 90%  
6. 91 to 100%  
7. Don’t know

For the Student Information System module your institution implemented, please select the type and level of consulting support you used. The percentage indicates the approximate percentage of consultants making up the project team for that phase of the implementation, with internal resources making up the rest. The types of firms can be defined as:

**Large, General Purpose Consulting Firm** - A national or international firm which provides a broad range of services to clients in a number of industries

**Specialized Consulting Firm** - A firm which provides a focused range of services, such as higher education consulting, ERP consulting, or project management

**Independent Consultants** - Individual contractors filling key roles on an implementation, such as technical specialist, project manager, etc.

**Vendor Consultants** - Consulting practice which is owned by your software vendor

**Student Information System**

73. **System Selection Support Type**  
*(Single Select)*  
1. Used a large general purpose consulting firm  
2. Used a specialized consulting firm  
3. Used one or more independent consultants  
4. Used the vendor’s consultants  
5. Used multiple types of consulting firms  
6. Used only internal resources  
7. Don’t know  
8. Did not formally conduct this activity
74. **System Selection Support Level**  
    *(Single Select)*  
    1. None  
    2. 1 to 25%  
    3. 26 to 50%  
    4. 51 to 75%  
    5. 76 to 90%  
    6. 91 to 100%  
    7. Don’t know

75. **Project Planning Support Type**  
    *(Single Select)*  
    1. Used a large general purpose consulting firm  
    2. Used a specialized consulting firm  
    3. Used one or more independent consultants  
    4. Used the vendor’s consultants  
    5. Used multiple types of consulting firms  
    6. Used only internal resources  
    7. Don’t know  
    8. Did not formally conduct this activity

76. **Project Planning Support Level**  
    *(Single Select)*  
    1. None  
    2. 1 to 25%  
    3. 26 to 50%  
    4. 51 to 75%  
    5. 76 to 90%  
    6. 91 to 100%  
    7. Don’t know

77. **System Design Support Type**  
    *(Single Select)*  
    1. Used a large general purpose consulting firm  
    2. Used a specialized consulting firm  
    3. Used one or more independent consultants  
    4. Used the vendor’s consultants  
    5. Used multiple types of consulting firms  
    6. Used only internal resources  
    7. Don’t know  
    8. Did not formally conduct this activity
78. System Design Support Level
   *(Single Select)*
   1. None
   2. 1 to 25%
   3. 26 to 50%
   4. 51 to 75%
   5. 76 to 90%
   6. 91 to 100%
   7. Don’t know

79. Project Management Support Type
   1. Used a large general purpose consulting firm
   2. Used a specialized consulting firm
   3. Used one or more independent consultants
   4. Used the vendor’s consultants
   5. Used multiple types of consulting firms
   6. Used only internal resources
   7. Don’t know
   8. Did not formally conduct this activity

80. Project Management Support Level
   *(Single Select)*
   1. None
   2. 1 to 25%
   3. 26 to 50%
   4. 51 to 75%
   5. 76 to 90%
   6. 91 to 100%
   7. Don’t know

81. Technical Implementation Support Type
   *(Single Select)*
   1. Used a large general purpose consulting firm
   2. Used a specialized consulting firm
   3. Used one or more independent consultants
   4. Used the vendor’s consultants
   5. Used multiple types of consulting firms
   6. Used only internal resources
   7. Don’t know
   8. Did not formally conduct this activity

82. Technical Implementation Support Level
   *(Single Select)*
   1. None
   2. 1 to 25%
   3. 26 to 50%
   4. 51 to 75%
   5. 76 to 90%
   6. 91 to 100%
   7. Don’t know
83. Process Redesign Support Type
   1. Used a large general purpose consulting firm
   2. Used a specialized consulting firm
   3. Used one or more independent consultants
   4. Used the vendor’s consultants
   5. Used multiple types of consulting firms
   6. Used only internal resources
   7. Don’t know
   8. Did not formally conduct this activity

84. Process Redesign Support Level
   1. None
   2. 1 to 25%
   3. 26 to 50%
   4. 51 to 75%
   5. 76 to 90%
   6. 91 to 100%
   7. Don’t know

85. Training Support Type
   (Single Select)
   1. Used a large general purpose consulting firm
   2. Used a specialized consulting firm
   3. Used one or more independent consultants
   4. Used the vendor’s consultants
   5. Used multiple types of consulting firms
   6. Used only internal resources
   7. Don’t know
   8. Did not formally conduct this activity

86. Training Support Level
   (Single Select)
   1. None
   2. 1 to 25%
   3. 26 to 50%
   4. 51 to 75%
   5. 76 to 90%
   6. 91 to 100%
   7. Don’t know

87. Ongoing Support Type
   (Single Select)
   1. Used a large general purpose consulting firm
   2. Used a specialized consulting firm
   3. Used one or more independent consultants
   4. Used the vendor's consultants
   5. Used multiple types of consulting firms
   6. Used only internal resources
   7. Don’t know
   8. Did not formally conduct this activity
88. Ongoing Support Level
   *(Single Select)*
   1. None
   2. 1 to 25%
   3. 26 to 50%
   4. 51 to 75%
   5. 76 to 90%
   6. 91 to 100%
   7. Don’t know

89. Upgrades Support Type
   *(Single Select)*
   1. Used a large general purpose consulting firm
   2. Used a specialized consulting firm
   3. Used one or more independent consultants
   4. Used the vendor’s consultants
   5. Used multiple types of consulting firms
   6. Used only internal resources
   7. Don’t know
   8. Did not formally conduct this activity

90. Upgrades Support Level
   *(Single Select)*
   1. None
   2. 1 to 25%
   3. 26 to 50%
   4. 51 to 75%
   5. 76 to 90%
   6. 91 to 100%
   7. Don’t know

91. Over the course of the project, did you change your lead consulting firm?
   *(Single Select)*
   1. Yes
   2. No

92. If yes, why, and for which modules?

93. How many total consulting firms did you work with to implement your ERP software?
   *(Single Select)*
   1. 1
   2. 2
   3. 3
   4. 4
   5. 5 or more
94. **Why did you hire consultants? (Select all that apply)**

(Multiple Select)
1. To be a strategic partner from planning through implementation
2. To provide project design and advice
3. To manage the implementation
4. To augment internal staff
5. To provide knowledge transfer
6. To provide training
7. To turn around an at-risk implementation
8. To outsource the bulk of implementation activities
9. Other

95. **Why did you select the consulting firm(s) that you did? (Select all that apply)**

(Multiple Select)
1. Strong expertise with the product we were implementing
2. Strong experience in higher education
3. Proven methodology
4. Availability of specific personnel
5. Cost
6. Size and proximity
7. Strategic thinking
8. Recommendation by customer
9. Worked with them previously
10. Recommended by software vendor
11. Other

We would like your opinions about ERP consultants for your institution. Use the following scale to answer these questions:

1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, and 5=Don’t Know

96. **Using consultants helped my institution achieve its implementation objectives.**

(Single Select)
1. 1
1. 1
2. 2
2. 2
3. 3
3. 3
4. 4
4. 4
5. 5
5. Don’t Know
97. My institution got the value we expected for the money spent on consulting services.
   (Single Select)
   1. 1
   1. 1
   2. 2
   2. 2
   3. 3
   3. 3
   4. 4
   4. 4
   5. 5
   5. Don’t Know

98. Overall, my institution did an excellent job of managing outside consultants.
   (Single Select)
   1. 1
   1. 1
   2. 2
   2. 2
   3. 3
   3. 3
   4. 4
   4. 4
   5. 5
   5. Don’t Know

99. What did you see as the benefit of working with consultants? (Select all that apply)
    (Multiple Select)
    1. Provided technical expertise unavailable internally
    2. Provided product expertise unavailable internally
    3. Provided project management expertise unavailable internally
    4. Brought methodology or insights from previous engagements
    5. Helped us meet our project timeline
    6. Helped us meet our project budget
    7. Allowed us to staff our project team without hiring new FTEs
    8. Helped us derive additional value from our ERP system
    9. Other
100. What aspects of working with consultants caused you the most concern? (Select all that apply) 
(Single Select)
1. Costs ended up higher than originally estimated
2. Personnel were not a good fit
3. Experience was overstated
4. Knowledge was not transferred to internal resources
5. Did not work well with internal resources
6. Did not understand higher education / institutional culture
7. Trained their personnel at our expense
8. Project resources were changed midstream
9. Price was not tied to achieving milestones and/or value
10. Other

End Section 3

Begin Section 4

Below are factors that led some schools to choose an ERP solution. Please rate the importance of each based on its influence on your institution’s decision to implement an ERP product. Use the following scale to answer these questions:

1=Very Important, 2=Important, 3=Not Important, 4=Not Relevant

101. Modernize the campus IT environment

102. Replace aging legacy systems 
(Single Select)
1. Very Important
2. Important
3. Not Important
4. Not Relevant

103. Efficiency (e.g. reduce cost, improve speed of transactions / processes) 
(Single Select)
1. Very Important
2. Important
3. Not Important
4. Not Relevant

104. Provide better management tools (e.g. decision-making, planning) 
(Single Select)
1. Very Important
2. Important
3. Not Important
4. Not Relevant
105. Increase customer satisfaction
   *(Single Select)*
   1. Very Important
   2. Important
   3. Not Important
   4. Not Relevant

106. Year 2000 Problem (Y2K)
   *(Single Select)*
   1. Very Important
   2. Important
   3. Not Important
   4. Not Relevant

107. Other
   *(Single Select)*
   1. Very Important
   2. Important
   3. Not Important
   4. Not Relevant

108. If Other, please specify:

109. At the time your institution chose an ERP product, which factor was the most important for your institution? *(Select one only)*
   *(Single Select)*
   1. Transform the way the institution operates
   2. Modernize the campus IT environment
   3. Replace aging legacy systems
   4. Increase efficiency
   5. Enhance accountability / regulatory compliance
   6. Provide better management tools
   7. Improve services for students, faculty & staff
   8. Keep institution competitive
   9. Year 2000 Problem (Y2K)
   10. Other

End Section 4

Begin Section 5

Use the following scale to answer these questions:

1=Very Easy, 2=Easy, 3=About the Same, 4=Difficult, 5=Very Difficult, 6=Didn’t Install, and 7=Don’t Know

Overall, how would you rate the difficulty of the initial implementation of your ERP product(s), compared to other large technology projects at your institution?
110. Financials  
*(Single Select)*  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know  

111. Human Resources  
*(Single Select)*  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know  

112. Student  
*(Single Select)*  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know  

Overall, how would you rate the difficulty of the technical aspects of your ERP implementation(s) of your ERP product(s), compared to other large technology projects at your institution?  

113. Financials  
*(Single Select)*  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know
114. Human Resources  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know  

115. Student  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know  

How would you rate the difficulty of the process change and organizational change aspects of your ERP implementation(s), compared to other large technology projects at your institution?

116. Financials  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know

117. Human Resources  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know
118. **Student**  
* (Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install

How would you rate the difficulty of the support (including upgrades) tasks associated with maintaining your ERP product(s) post-implementation, compared to other large technology projects at your institution?

119. **Financials**  
* (Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know

120. **Human Resources**  
* (Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know

121. **Student**  
* (Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. 5  
6. Didn’t Install  
7. Don’t Know

122. **Did you finish your Financials implementation on its original schedule?**  
* (Single Select)  
1. Earlier than scheduled  
2. On schedule  
3. Over schedule by up to 50%  
4. Over schedule by more than 50%
123. Did you finish your Human Resources implementation on its original schedule?
   (Single Select)
   1. Earlier than scheduled
   2. On schedule
   3. Over schedule by up to 50%
   4. Over schedule by more than 50%

124. Did you finish your Student implementation on its original schedule?
   (Single Select)
   1. Earlier than scheduled
   2. On schedule
   3. Over schedule by up to 50%
   4. Over schedule by more than 50%

If your implementation did not finish on schedule, what were the factors which caused your project to slip? (Select all that apply: 1=Financials, 2=HR, 3=Student)

125. Not Applicable
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

126. Project timeline was unrealistic
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

127. Initial project scope was expanded
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

128. Technical issues (e.g. hardware or database issues, scalability, systems integration, etc.)
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

129. Organizational issues (e.g. governance issues, resistance to change, process redesign, etc.)
   (Multiple Select)
   1. Financials
   2. HR
   3. Student
130. Data issues (e.g. reconciling multiple data sources, ensuring data integrity, etc.)
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

131. The vendor did not deliver promised functionality in a timely fashion
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

132. Resource constraints (e.g., budget, staffing)
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

133. Conflicts with other priorities (e.g., other projects, required campus activities, close of fiscal year, etc.)
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

134. Training issues
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

135. Other
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

136. If Other, please specify:

137. Not applicable (we haven’t purchased this module)
   (Multiple Select)
   1. Financials
   2. HR
   3. Student

What do you consider to be the most significant obstacles you had to overcome to successfully implement this product? (Select up to 3 for each system)
138. **Scope creep** *(Multiple Select)*
1. Financials
2. HR
3. Student

139. **Technical issues** *(Multiple Select)*
1. Financials
2. HR
3. Student

140. **Data issues** *(Multiple Select)*
1. Financials
2. HR
3. Student

141. **Lack of internal expertise** *(Multiple Select)*
1. Financials
2. HR
3. Student

142. **Lack of financial resources** *(Multiple Select)*
1. Financials
2. HR
3. Student

143. **Lack of consensus among the business owners** *(Multiple Select)*
1. Financials
2. HR
3. Student

144. **Lack of consensus among the institution's senior management** *(Multiple Select)*
1. Financials
2. HR
3. Student

145. **Quality of the software** *(Multiple Select)*
1. Financials
2. HR
3. Student
146. Lack of understanding of the software's capabilities
(Multiple Select)
1. Financials
2. HR
3. Student

147. Project schedule
(Multiple Select)
1. Financials
2. HR
3. Student

148. Conflicts with other priorities
(Multiple Select)
1. Financials
2. HR
3. Student

149. Inadequate training
(Multiple Select)
1. Financials
2. HR
3. Student

150. Inadequate communications strategy
(Multiple Select)
1. Financials
2. HR
3. Student

151. Resistance to change
(Multiple Select)
1. Financials
2. HR
3. Student

152. Alignment between software and business processes
(Multiple Select)
1. Financials
2. HR
3. Student

153. Customizations
(Multiple Select)
1. Financials
2. HR
3. Student
154. Issues in working with external consultants  
(Multiple Select)  
1. Financials  
2. HR  
3. Student  

155. Other (Please specify for each product)  
(Multiple Select)  
1. Financials  
2. HR  
3. Student  

156. If Other, please specify:  
Did your institution perform business process redesign as part of implementing your ERP package?  

157. Financials  
(Single Select)  
1. Not Applicable (We haven’t purchased this module)  
2. We reengineered these processes before selecting an ERP system  
3. We reengineered these processes after selecting an ERP system, but before beginning implementation  
4. We reengineered these processes as part of our ERP implementation  
5. We reengineered these processes after our ERP system was implemented  
6. We did not reengineer these processes  

158. Human Resources  
(Single Select)  
1. Not Applicable (We haven’t purchased this module)  
2. We reengineered these processes before selecting an ERP system  
3. We reengineered these processes after selecting an ERP system, but before beginning implementation  
4. We reengineered these processes as part of our ERP implementation  
5. We reengineered these processes after our ERP system was implemented  
6. We did not reengineer these processes  

159. Student  
(Single Select)  
1. Not Applicable (We haven’t purchased this module)  
2. We reengineered these processes before selecting an ERP system  
3. We reengineered these processes after selecting an ERP system, but before beginning implementation  
4. We reengineered these processes as part of our ERP implementation  
5. We reengineered these processes after our ERP system was implemented  
6. We did not reengineer these processes
160. How significantly did you customize your systems through changes to code for the Financials Module?
(Single Select)
1. No Customizations
2. Minor Customization (1-10% of Code Modified)
3. Some Customization (11-25% of Code Modified)
4. Significant Customization (26-50% of Code Modified)
5. Extremely Customized (Over 50% of Code Modified)

[If 160.1-160.2, then branch to 168]
[If 160.3-160.5, then branch to add 161-167]

Why did you customize the code for the Financials Module? Please use the following scale to indicate the degree of customization:

1=minor, 2=some, 3=significant, 4=very significant, and 5=none

161. To improve reporting capabilities
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none

162. To improve the look & feel or usability of screens
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none

163. To address gaps in functionality
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none

164. To integrate the product with other systems
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none
165. To conform with existing business rules and processes
   *(Single Select)*
   1. 1
   2. 2
   3. 3
   4. 4
   5. none

166. Other
   *(Single Select)*
   1. 1
   2. 2
   3. 3
   4. 4
   5. none

167. If Other, please specify

168. How significantly did you customize your systems through changes to code for the HR Module?
   *(Single Select)*
   1. No Customizations
   2. Minor Customization (1-10% of Code Modified)
   3. Some Customization (11-25% of Code Modified)
   4. Significant Customization (26-50% of Code Modified)
   5. Extremely Customized (Over 50% of Code Modified)

   [If 168.1-168.2, then branch to 176]
   [If 168.3-168.5, then branch to add 169-175]

Why did you customize the code for the HR Module? Please use the following scale to indicate the degree of customization:

1=minor, 2=some, 3=significant, 4=very significant, and 5=none

169. To improve reporting capabilities
   *(Single Select)*
   1. 1
   2. 2
   3. 3
   4. 4
   5. none

170. To improve the look & feel or usability of screens
   *(Single Select)*
   1. 1
   2. 2
   3. 3
   4. 4
   5. none
171. To address gaps in functionality

172. To integrate the product with other systems
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. none

173. To conform with existing business rules and processes
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. none

174. Other
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. none

175. If Other, please specify:

176. How significantly did you customize your systems through changes to code for the Student Module?
   (Single Select)
   1. No Customizations
   2. Minor Customization (1-10% of Code Modified)
   3. Some Customization (11-25% of Code Modified)
   4. Significant Customization (26-50% of Code Modified)
   5. Extremely Customized (Over 50% of Code Modified)

   [If 176.1-176.2, then branch to 184]
   [If 176.3-176.5, then branch to add 177-183]

Why did you customize the code for the Student Module? Please use the following scale to indicate the degree of customization:

1=minor, 2=some, 3=significant, 4=very significant, and 5=none

177. To improve reporting capabilities
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. none
178. To improve the look & feel or usability of screens
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none

179. To address gaps in functionality
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none

180. To integrate the product with other systems
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none

181. To conform with existing business rules and processes
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none

182. Other
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. none

183. If Other, please specify:

Use the following scale to answer these questions:
1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, and 5=Don’t Know
184. My institution had a structured/formal process for approving customizations

(Single Select)
1. 1
1. 1
2. 2
2. 2
3. 3
3. 3
4. 4
4. 4
5. 5
5. Don’t Know

185. My institution followed its process for approving customizations

(Single Select)
1. 1
1. 1
2. 2
2. 2
3. 3
3. 3
4. 4
4. 4
5. 5
5. Don’t Know

186. My institution’s ERP strategy was to implement the software with as few customizations as possible

(Single Select)
1. 1
1. 1
2. 2
2. 2
3. 3
3. 3
4. 4
4. 4
5. 5
5. Don’t Know
187. My institution reengineered its business processes to take advantage of the software’s capabilities

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

188. Who was the primary advocate for an ERP solution at your institution?

(Single Select)
1. Board of Trustees
2. President / Chancellor
3. System / District Office
4. Chief Academic Officer
5. Chief Information Officer
6. Chief Business / Financial Officer
7. Chief Human Resources Officer
8. Chief Student Affairs Officer
9. Other

189. If you answered Other, please specify:

190. Who served as the executive sponsor for the Financials module implementation?

(Single Select)
1. Board of Trustees
2. President / Chancellor
3. System / District Office
4. Chief Academic Officer
5. Chief Information Officer
6. Chief Business / Financial Officer
7. Chief Human Resources Officer
8. Chief Student Affairs Officer
9. Other

191. If you answered Other, please specify:

192. During the course of your implementation, was there a change in the executive sponsor?

(Single Select)
1. Yes
2. No
193. Who served as the executive sponsor for the Human Resources module implementation?
   (Single Select)
   1. Board of Trustees
   2. President / Chancellor
   3. System / District Office
   4. Chief Academic Officer
   5. Chief Information Officer
   6. Chief Business / Financial Officer
   7. Chief Human Resources Officer
   8. Chief Student Affairs Officer
   9. Other

194. If you answered Other, please specify:

195. During the course of your implementation, was there a change in the executive sponsor?
   (Single Select)
   1. Yes
   2. No

196. Who served as the executive sponsor for the Student module implementation?
   (Single Select)
   1. Board of Trustees
   2. President / Chancellor
   3. System / District Office
   4. Chief Academic Officer
   5. Chief Information Officer
   6. Chief Business / Financial Officer
   7. Chief Human Resources Officer
   8. Chief Student Affairs Officer
   9. Other

197. If you answered Other, please specify:

198. During the course of your implementation, was there a change in the executive sponsor?
   (Single Select)
   1. Yes
   2. No

199. Did you allocate a full-time project manager to the implementation?
   (Single Select)
   1. Yes [If 1, then branch to add 200-204]
   2. No [If 2, then branch to 205]

200. Was the project manager:
   (Single Select)
   1. Internal
   2. External
   3. Both (An internal project manager, as well as one from a consulting partner)
201. Did the project manager have previous experience implementing an ERP product?  
(Single Select)  
1. Yes  
2. No  

202. Did the project manager have previous experience implementing your specific product(s)?  
(Single Select)  
1. Yes  
2. No  

203. Comments:  

204. During the course of your implementation, was there a change in the project manager?  
(Single Select)  
1. Yes  
2. No  

205. Did your project have an oversight committee?  
(Single Select)  
1. Yes  
2. No  

206. What was the composition of your highest level oversight committee? (Select all that apply)  
(Multiple Select)  
1. Board of Trustees  
2. President / Chancellor  
3. System / District Office  
4. Chief Academic Officer  
5. Chief Information Officer  
6. Chief Business / Financial Officer  
7. Chief Human Resources Officer  
8. Chief Student Affairs Officer  
9. Dean(s)  
10. Auditor  
11. Consultants (if used)  
12. Vendor  
13. Faculty Member(s)  
14. Student Representative(s)  
15. Other  

How involved were the following institutional officers in the implementation? Please use the following scale:  

1=Not at All, 2=Minimal Involvement, 3=Some Involvement, 4=Active Involvement, and 5=Don’t Know
207. Board of Trustees
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know

208. President / Chancellor
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know

209. System / District Office
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know

210. Chief Academic Officer
    (Single Select)
    1. 1
    2. 2
    3. 3
    4. 4
    5. Don’t Know

211. Chief Information Officer
    (Single Select)
    1. 1
    2. 2
    3. 3
    4. 4
    5. Don’t Know

212. Chief Business / Financial Officer
    (Single Select)
    1. 1
    2. 2
    3. 3
    4. 4
    5. Don’t Know
213. Chief Human Resources Officer  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

214. Chief Student Affairs Officer  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

215. Dean(s)  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

216. Auditor  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

217. Consultants (if used)  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

218. Vendor  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know
219. Faculty Member(s)
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

220. Student Representative(s)
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

221. Other (Please specify)
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

222. If Other, please specify:

We would now like to solicit some of your opinions on your implementation. Use the following scale to answer these questions:

1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, and 5=Don’t Know

224. Our project had an excellent written implementation strategy.
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

224. The scope of the project was very well defined.
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know
225. Our project did an exemplary job of communicating project goals, status, and changes to our institution

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

226. We did an excellent job managing/assessing the magnitude of data conversion

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

227. Our project had excellent executive engagement

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

228. Our project had excellent budgeting/financial management

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

229. Our project had an excellent software rollout strategy

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

230. Our institution did an excellent job of identifying project outcomes

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know
231. Our institution did an excellent job of measuring and communicating project outcomes
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

232. Our institution provided timely training for all the users of our ERP system
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

233. Our training program provided users with an understanding of the full capabilities of the new system
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

234. The ERP vision was aligned with the future vision of the university
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

235. There was broad agreement on the benchmarks and metrics for the project
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

236. The senior business officers (e.g. CFO, VP of HR) were supportive of an Enterprise solution
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know
237. Department managers/directors were supportive of an ERP solution
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

238. At the conclusion of the project, the confidence in the CIO and the credibility of the IT office had been strengthened
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

239. If our institution had the opportunity to do this/these projects again, our approach would be largely the same
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

240. If you had to do the implementation over again, what would you change? (Select all that apply)
(Multiple Select)
1. Software Package
2. Project Manager
3. External Consultants
4. Internal Team Structure
5. Project Schedule
6. Project Scope
7. Project Governance
8. Project Budget
9. Communications
10. Training Process
11. Technology Infrastructure
12. Process Redesign
13. Software Customizations
14. Other

241. Describe one to three aspects of your ERP project that you consider the most exemplary or innovative.

End Section 5
Begin Section 6

242. Did you achieve the outcomes you expected?
   (Single Select)
   1. Yes
   2. No
   3. Partially

243. If you achieved at least some of your desired outcomes, how long after you went live did it take to achieve these results?
   (Single Select)
   1. Immediately
   2. Within 3 months
   3. Within 3 to 6 months
   4. Within 6 months to 1 year
   5. Over 1 year

244. Were the outcomes you planned to achieve actually the primary benefits your institution derived from ERP?
   (Single Select)
   1. Yes
   2. No

245. If not, what were some of the primary benefits you achieved?

We would now like your opinions about project outcomes for your institution. Use the following scale to answer these questions:

1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, and 5=Don’t Know

246. Our new systems have reduced our institution’s business risk
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know

247. Our new systems have enhanced our institution’s regulatory compliance
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know
248. Our new systems have made management information more accurate and accessible
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

249. Our new systems have allowed us to provide improved service to our faculty, staff, and students
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

250. Our new systems have allowed us to provide new services to our faculty, staff, and students
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

251. Our new systems removed some services our faculty, staff, and students valued
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

252. Our new systems have enhanced their primary users’ knowledge and skills
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

253. Our new systems have increased institutional accountability
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know
254. Our new systems have increased our stakeholders’ confidence in the institution
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

255. Our new systems have enhanced the support of our academic mission
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

256. Our new systems have enhanced our institutional processes
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

257. Our new systems have enhanced our institution’s business performance
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

258. Our new systems work is among our institution’s most important in the past seven years
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

259. Those participating directly in our project planning and/or implementation gained from this experience professionally
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know
260. Our new systems are less costly to maintain and operate than the system(s) that were replaced
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

261. Our new systems are less costly to enhance/upgrade than the system(s) that were replaced
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

262. Our new systems are less costly to integrate than the system(s) that were replaced
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

263. Our new systems make it easier to take advantage of new technology
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

Overall, what impact did installing ERP have on your institution’s productivity?

264. Immediately following the implementation, our productivity:
(Single Select)
1. Dropped Significantly
2. Dropped Somewhat
3. Stayed About the Same
4. Increased Somewhat
5. Increased Significantly

265. Today, our productivity has:
(Single Select)
1. Dropped Significantly
2. Dropped Somewhat
3. Stayed About the Same
4. Increased Somewhat
5. Increased Significantly
Please use the following scale to answer these questions:
1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, and 5=Don’t Know

266. The workload of our department / school / college has increased significantly
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

267. The workload of our department / school / college has decreased significantly
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

268. The workload of our central campus offices has increased significantly
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

269. The workload of our central campus offices has decreased significantly
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

270. The nature of the work of our department / school / college has changed significantly
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

271. The nature of the work of our central campus offices has changed significantly
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know
272. If the nature of the work changed, please describe up to three significant changes:

273. If you feel your productivity declined, please give up to three reasons you feel this happened:

What impact did installing ERP system(s) have on your institution’s major constituencies? Please use the following scale:

1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, and 5=Don’t Know

274. Our students benefited significantly from our ERP implementation
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know

275. Our staff benefited significantly from our ERP implementation
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know

276. Our faculty benefited significantly from our ERP implementation
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know

277. Our management benefited significantly from our ERP implementation
   (Single Select)
   1. 1
   2. 2
   3. 3
   4. 4
   5. Don’t Know

How were your project outcomes perceived by the following stakeholders? Please use the following scale:

1=Very Poor, 2=Poor, 3=Fair, 4=Good, 5=Very Good, 6=Excellent, and 7=Outstanding
278. How would you characterize the outcomes of your institution’s ERP project(s)?

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7

279. How would your students characterize the outcomes of your institution’s ERP project(s)?

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7

280. How would your staff characterize the outcomes of your institution’s ERP project(s)?

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7

281. How would your faculty characterize the outcomes of your institution’s ERP project(s)?

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7

282. How would your senior management characterize the outcomes of your institution’s ERP project(s)?

(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5
6. 6
7. 7
283. How would your Board of Regents/Trustees characterize the outcomes of your institution’s ERP projects?
   *(Single Select)*
   1. 1
   2. 2
   3. 3
   4. 4
   5. 5
   6. 6
   7. 7

284. Has implementing new ERP system(s) created any new issues for your institution?
   *(Single Select)*
   1. Yes
   2. No

285. If Yes, please describe:

286. What do you feel were the most interesting or important outcomes of your implementation?

End Section 6

Begin Section 7

What was the approximate total cost (in US dollars) of your ERP project(s), from design through the first time the system went live? Please include all costs which your institution associates with your project, including hardware, software, personnel costs, consulting services, etc.

287. Financials

288. HR

289. Student

For the Financials module, what percentages of your costs were spent on the following, from design through the first time the system(s) went live?

290. ERP Software

291. Other Software (e.g. Database, help desk, operating system systems management, etc.)

292. Hardware (e.g. Servers, desktop upgrades, storage, network upgrades, etc.)

293. Internal Staff (e.g. Project team, backfill for project resources, user training, etc.)

294. External Staff / Services

295. Project Overhead (e.g. Facilities & workspace, utilities, copying & printing, etc.)

296. Other

297. If Other, Please specify:
298. Did you complete your implementation within your original budget?
    (Single Select)
    1. Under budget
    2. On budget
    3. Over budget by up to 50%
    4. Over budget by more than 50%
    5. Not Applicable

For the Human Resources module, what percentages of your costs were spent on the following, from design through the first time the system(s) went live?

299. ERP Software

300. Other Software (e.g. Database, help desk, operating system systems management, etc.)

301. Hardware (e.g. Servers, desktop upgrades, storage, network upgrades, etc.)

302. Internal Staff (e.g. Project team, backfill for project resources, user training, etc.)

303. External Staff / Services

304. Project Overhead (e.g. Facilities & workspace, utilities, copying & printing, etc.)

305. Other

306. If Other, Please specify:

307. Did you complete your implementation within your original budget?
    (Single Select)
    1. Under budget
    2. On budget
    3. Over budget by up to 50%
    4. Over budget by more than 50%
    5. Not Applicable

For the Student module, what percentages of your costs were spent on the following, from design through the first time the system(s) went live?

308. ERP Software

309. Other Software (e.g. Database, help desk, operating system systems management, etc.)

310. Hardware (e.g. Servers, desktop upgrades, storage, network upgrades, etc.)

311. Internal Staff (e.g. Project team, backfill for project resources, user training, etc.)

312. External Staff / Services

313. Project Overhead (e.g. Facilities & workspace, utilities, copying & printing, etc.)

314. Other

315. If Other, Please specify:
316. Did you complete your implementation within your original budget?  
(Single Select)  
1. Under budget  
2. On budget  
3. Over budget by up to 50%  
4. Over budget by more than 50%  
5. Not Applicable

If your implementation came in over budget, what were the factors that caused your spending to grow? (Select all that apply: 1=Financials, 2=HR, 3=Student)

317. Not applicable  
(Multiple Select)  
1. Financials  
2. HR  
3. Student

318. Project budget was unrealistic  
(Multiple Select)  
1. Financials  
2. HR  
3. Student

319. Initial project scope was expanded  
(Multiple Select)  
1. Financials  
2. HR  
3. Student

320. Additional technology needed to be purchased to meet project goals  
(Multiple Select)  
1. Financials  
2. HR  
3. Student

321. Project staffing was underestimated in the initial budget  
(Multiple Select)  
1. Financials  
2. HR  
3. Student

322. Unanticipated technical or organizational issues caused additional costs  
(Multiple Select)  
1. Financials  
2. HR  
3. Student
323. Consulting fees were underestimated
(Multiple Select)
1. Financials
2. HR
3. Student

324. Consulting fees rose as the project schedule slipped
(Multiple Select)
1. Financials
2. HR
3. Student

325. Don’t know
(Multiple Select)
1. Financials
2. HR
3. Student

326. Other
(Multiple Select)
1. Financials
2. HR
3. Student

327. If Other, please specify:
How do your (ongoing) support costs compare pre-ERP to post-ERP? Did they increase, stay the same or decrease?

328. Staff / personnel
(Single Select)
1. Increased by over 100%
2. Increased by 51-100%
3. Increased by 26-50%
4. Increased by 10-25%
5. Stayed about the same
6. Decreased by 10-25%
7. Decreased by more than 25%

329. Packaged software (purchased products)
(Single Select)
1. Increased by over 100%
2. Increased by 51-100%
3. Increased by 26-50%
4. Increased by 10-25%
5. Stayed about the same
6. Decreased by 10-25%
7. Decreased by more than 25%
330. Database
   (Single Select)
   1. Increased by over 100%
   2. Increased by 51-100%
   3. Increased by 26-50%
   4. Increased by 10-25%
   5. Stayed about the same
   6. Decreased by 10-25%
   7. Decreased by more than 25%

331. Internal applications and code
   (Single Select)
   1. Increased by over 100%
   2. Increased by 51-100%
   3. Increased by 26-50%
   4. Increased by 10-25%
   5. Stayed about the same
   6. Decreased by 10-25%
   7. Decreased by more than 25%

332. Hardware and infrastructure
   (Single Select)
   1. Increased by over 100%
   2. Increased by 51-100%
   3. Increased by 26-50%
   4. Increased by 10-25%
   5. Stayed about the same
   6. Decreased by 10-25%
   7. Decreased by more than 25%

333. Desktop products and services
   (Single Select)
   1. Increased by over 100%
   2. Increased by 51-100%
   3. Increased by 26-50%
   4. Increased by 10-25%
   5. Stayed about the same
   6. Decreased by 10-25%
   7. Decreased by more than 25%

334. Training
   (Single Select)
   1. Increased by over 100%
   2. Increased by 51-100%
   3. Increased by 26-50%
   4. Increased by 10-25%
   5. Stayed about the same
   6. Decreased by 10-25%
   7. Decreased by more than 25%
335. Help desk and user support
(Single Select)
1. Increased by over 100%
2. Increased by 51-100%
3. Increased by 26-50%
4. Increased by 10-25%
5. Stayed about the same
6. Decreased by 10-25%
7. Decreased by more than 25%

336. System operations and management
(Single Select)
1. Increased by over 100%
2. Increased by 51-100%
3. Increased by 26-50%
4. Increased by 10-25%
5. Stayed about the same
6. Decreased by 10-25%
7. Decreased by more than 25%

337. Consulting
(Single Select)
1. Increased by over 100%
2. Increased by 51-100%
3. Increased by 26-50%
4. Increased by 10-25%
5. Stayed about the same
6. Decreased by 10-25%
7. Decreased by more than 25%

338. Has your institution encountered any unanticipated support costs? If so, what were they, and how did you address them?

How did your institution fund your ERP implementation? (Select all that apply)

For Recurring Funding:

339. Legislative allocation
(Multiple Select)
1. Yes
2. More than 25% of Funding

340. Central allocation of funds
(Multiple Select)
1. Yes
2. More than 25% of Funding

341. Internal relocation by specific units
(Multiple Select)
1. Yes
2. More than 25% of Funding
342. User fees
(Multiple Select)
1. Yes
2. More than 25% of Funding

343. Tax on budget of collegiate / departmental units
(Multiple Select)
1. Yes
2. More than 25% of Funding

344. Endowment
(Multiple Select)
1. Yes
2. More than 25% of Funding

345. Other
(Multiple Select)
1. Yes
2. More than 25% of Funding

346. If Other, please describe:

For One-Time Funding:

347. Legislative allocation
(Multiple Select)
1. Yes
2. More than 25% of Funding

348. State bonds
(Multiple Select)
1. Yes
2. More than 25% of Funding

349. Institutional bonds
(Multiple Select)
1. Yes
2. More than 25% of Funding

350. Central allocation of funds
(Multiple Select)
1. Yes
2. More than 25% of Funding

351. Internal relocation by specific units
(Multiple Select)
1. Yes
2. More than 25% of Funding

352. User fees
(Multiple Select)
1. Yes
2. More than 25% of Funding
353. Tax on budget of collegiate / departmental units
   (Multiple Select)
   1. Yes
   2. More than 25% of Funding
354. Institutional discretionary funds
   (Multiple Select)
   1. Yes
   2. More than 25% of Funding
355. Endowment
   (Multiple Select)
   1. Yes
   2. More than 25% of Funding
356. Other
   (Multiple Select)
   1. Yes
   2. More than 25% of Funding
357. If Other, please describe:
358. The ERP project was worth the money we spent on it
   (Single Select)
   1. Strongly Disagree
   2. Disagree
   3. Agree
   4. Strongly Agree
   5. Don’t Know

Which of the following capabilities or components is your institution planning to add to your ERP system?

(1=Already implemented; 2=Already implemented, and extending; 3=Currently implementing; 4=Will implement within 1 year; 5=May implement in 1 to 3 years; 6=May implement in 3 to 5 years; 7=Not under consideration at this time)

359. Adding additional or new modules of core applications
   (Single Select)
   1. Already implemented
   2. Already implemented, and extending
   3. Currently implementing
   4. Will implement within 1 year
   5. May implement in 1 to 3 years
   6. May implement in 3 to 5 years
   7. Not under consideration at this time
360. Adding / substituting best-of-breed applications to the core ERP

(Single Select)
1. Already implemented
2. Already implemented, and extending
3. Currently implementing
4. Will implement within 1 year
5. May implement in 1 to 3 years
6. May implement in 3 to 5 years
7. Not under consideration at this time

361. Archiving / Imaging

(Single Select)
1. Already implemented
2. Already implemented, and extending
3. Currently implementing
4. Will implement within 1 year
5. May implement in 1 to 3 years
6. May implement in 3 to 5 years
7. Not under consideration at this time

362. Constituent Relationship Management (CRM)

(Single Select)
1. Already implemented
2. Already implemented, and extending
3. Currently implementing
4. Will implement within 1 year
5. May implement in 1 to 3 years
6. May implement in 3 to 5 years
7. Not under consideration at this time

363. Data Warehousing / Data Mining

(Single Select)
1. Already implemented
2. Already implemented, and extending
3. Currently implementing
4. Will implement within 1 year
5. May implement in 1 to 3 years
6. May implement in 3 to 5 years
7. Not under consideration at this time

364. eCommerce / eProcurement

(Single Select)
1. Already implemented
2. Already implemented, and extending
3. Currently implementing
4. Will implement within 1 year
5. May implement in 1 to 3 years
6. May implement in 3 to 5 years
7. Not under consideration at this time
365. Mobile / Wireless
(Single Select)
1. Already implemented
2. Already implemented, and extending
3. Currently implementing
4. Will implement within 1 year
5. May implement in 1 to 3 years
6. May implement in 3 to 5 years
7. Not under consideration at this time

366. Portal
(Single Select)
1. Already implemented
2. Already implemented, and extending
3. Currently implementing
4. Will implement within 1 year
5. May implement in 1 to 3 years
6. May implement in 3 to 5 years
7. Not under consideration at this time

367. Workflow
(Single Select)
1. Already implemented
2. Already implemented, and extending
3. Currently implementing
4. Will implement within 1 year
5. May implement in 1 to 3 years
6. May implement in 3 to 5 years
7. Not under consideration at this time

368. Other (Please specify)

Are you planning to purchase the following from your core ERP vendor(s)?

369. Adding additional or new modules of core applications
(Single Select)
1. Yes
2. No
3. Don’t Know

370. Adding / substituting best-of-breed applications to the core ERP
(Single Select)
1. Yes
2. No
3. Don’t Know

371. Archiving / Imaging
(Single Select)
1. Yes
2. No
3. Don’t Know
372. Constituent Relationship Management (CRM)  
(Single Select)  
1. Yes  
2. No  
3. Don’t Know  

373. Data Warehousing / Data Mining  
(Single Select)  
1. Yes  
2. No  
3. Don’t Know  

374. eCommerce / eProcurement  
(Single Select)  
1. Yes  
2. No  
3. Don’t Know  

375. Mobile / Wireless  
(Single Select)  
1. Yes  
2. No  
3. Don’t Know  

376. Portal  
(Single Select)  
1. Yes  
2. No  
3. Don’t Know  

377. Workflow  
(Single Select)  
1. Yes  
2. No  
3. Don’t Know  

Is your institution outsourcing or considering outsourcing any components of ERP support for the Financials module?  

(1=Already outsourcing; 2=Currently in process of outsourcing; 3=Will outsource within 1 year; 4=May outsource in 1 to 3 years; 5=May outsource in 3 to 5 years; 6=Not under consideration at this time)  

378. Infrastructure (ASP models, external hosting, external hardware contracts, etc.)  
(Single Select)  
1. Already outsourcing  
2. Currently in process of outsourcing  
3. Will outsource within 1 year  
4. May outsource in 1 to 3 years  
5. May outsource in 3 to 5 years  
6. Not under consideration at this time
379. Applications Management (System maintenance, patches, upgrades, etc.)
   *(Single Select)*
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

380. Fully outsourced ERP management (Infrastructure and Applications)
   *(Single Select)*
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

381. Help desk and user support
   *(Single Select)*
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

382. Training
   *(Single Select)*
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

383. Full IT Outsourcing
   *(Single Select)*
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

384. Other (Please specify):
Is your institution participating or planning to participate in sharing ERP applications or support with other institutions for the Financials module?

(1=Already sharing; 2=Currently in process of sharing; 3=Will share within 1 year; 4=May share in 1 to 3 years; 5=May share in 3 to 5 years; 6=Not under consideration at this time)

385. Infrastructure (ASP models, shared hosting, shared hardware contracts, etc.)
   (Single Select)
   1. Already sharing
   2. Currently in process of sharing
   3. Will share within 1 year
   4. May share in 1 to 3 years
   5. May share in 3 to 5 years
   6. Not under consideration at this time

386. Applications Management (System maintenance, patches, upgrades, etc.)
   (Single Select)
   1. Already sharing
   2. Currently in process of sharing
   3. Will share within 1 year
   4. May share in 1 to 3 years
   5. May share in 3 to 5 years
   6. Not under consideration at this time

387. Fully shared ERP management (Infrastructure and Applications)
   (Single Select)
   1. Already sharing
   2. Currently in process of sharing
   3. Will share within 1 year
   4. May share in 1 to 3 years
   5. May share in 3 to 5 years
   6. Not under consideration at this time

388. Help desk and user support
   (Single Select)
   1. Already sharing
   2. Currently in process of sharing
   3. Will share within 1 year
   4. May share in 1 to 3 years
   5. May share in 3 to 5 years
   6. Not under consideration at this time

389. Training
   (Single Select)
   1. Already sharing
   2. Currently in process of sharing
   3. Will share within 1 year
   4. May share in 1 to 3 years
   5. May share in 3 to 5 years
   6. Not under consideration at this time
390. **Full sharing of IT resources**

*(Single Select)*

1. Already sharing
2. Currently in process of sharing
3. Will share within 1 year
4. May share in 1 to 3 years
5. May share in 3 to 5 years
6. Not under consideration at this time

391. **Other (Please specify):**

Is your institution outsourcing or considering outsourcing any components of ERP support for the Human Resources module?

(1=Already outsourcing; 2=Currently in process of outsourcing; 3=Will outsource within 1 year; 4=May outsource in 1 to 3 years; 5=May outsource in 3 to 5 years; 6=Not under consideration at this time)

392. **Infrastructure (ASP models, external hosting, external hardware contracts, etc.)**

*(Single Select)*

1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

393. **Applications Management (System maintenance, patches, upgrades, etc.)**

*(Single Select)*

1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

394. **Fully outsourced ERP management (Infrastructure and Applications)**

*(Single Select)*

1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time
395. Help desk and user support
(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

396. Training
(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

397. Full IT Outsourcing
(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

398. Other (Please specify):
Is your institution participating or planning to participate in sharing ERP applications or support with other institutions for the Human Resources module?

(1=Already sharing; 2=Currently in process of sharing; 3=Will share within 1 year; 4=May share in 1 to 3 years; 5=May share in 3 to 5 years; 6=Not under consideration at this time)

399. Infrastructure (ASP models, shared hosting, shared hardware contracts, etc.)
(Single Select)
1. Already sharing
2. Currently in process of sharing
3. Will share within 1 year
4. May share in 1 to 3 years
5. May share in 3 to 5 years
6. Not under consideration at this time
### 400. Applications Management (System maintenance, patches, upgrades, etc.)

*Single Select*

1. Already sharing
2. Currently in process of sharing
3. Will share within 1 year
4. May share in 1 to 3 years
5. May share in 3 to 5 years
6. Not under consideration at this time

### 401. Fully shared ERP management (Infrastructure and Applications)

*Single Select*

1. Already sharing
2. Currently in process of sharing
3. Will share within 1 year
4. May share in 1 to 3 years
5. May share in 3 to 5 years
6. Not under consideration at this time

### 402. Help desk and user support

*Single Select*

1. Already sharing
2. Currently in process of sharing
3. Will share within 1 year
4. May share in 1 to 3 years
5. May share in 3 to 5 years
6. Not under consideration at this time

### 403. Training

*Single Select*

1. Already sharing
2. Currently in process of sharing
3. Will share within 1 year
4. May share in 1 to 3 years
5. May share in 3 to 5 years
6. Not under consideration at this time

### 404. Full sharing of IT resources

*Single Select*

1. Already sharing
2. Currently in process of sharing
3. Will share within 1 year
4. May share in 1 to 3 years
5. May share in 3 to 5 years
6. Not under consideration at this time

### 405. Other (Please specify):
Is your institution outsourcing or considering outsourcing any components of ERP support for the Student module?

(1=Already outsourcing; 2=Currently in process of outsourcing; 3=Will outsource within 1 year; 4=May outsource in 1 to 3 years; 5=May outsource in 3 to 5 years; 6=Not under consideration at this time)

406. Infrastructure (ASP models, external hosting, external hardware contracts, etc.)
   (Single Select)
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

407. Applications Management (System maintenance, patches, upgrades, etc.)
   (Single Select)
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

408. Fully outsourced ERP management (Infrastructure and Applications)
   (Single Select)
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

409. Help desk and user support
   (Single Select)
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time

410. Training
   (Single Select)
   1. Already outsourcing
   2. Currently in process of outsourcing
   3. Will outsource within 1 year
   4. May outsource in 1 to 3 years
   5. May outsource in 3 to 5 years
   6. Not under consideration at this time
411. Full IT Outsourcing

(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

412. Other (Please specify):

Is your institution participating or planning to participate in sharing ERP applications or support with other institutions for the Student module?

(1=Already sharing; 2=Currently in process of sharing; 3=Will share within 1 year; 4=May share in 1 to 3 years; 5=May share in 3 to 5 years; 6=Not under consideration at this time)

413. Infrastructure (ASP models, shared hosting, shared hardware contracts, etc.)

(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

414. Applications Management (System maintenance, patches, upgrades, etc.)

(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

415. Fully shared ERP management (Infrastructure and Applications)

(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time
416. Help desk and user support
(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

417. Training
(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

418. Full sharing of IT resources
(Single Select)
1. Already outsourcing
2. Currently in process of outsourcing
3. Will outsource within 1 year
4. May outsource in 1 to 3 years
5. May outsource in 3 to 5 years
6. Not under consideration at this time

419. Other (Please specify):

We would like your opinion on some ERP trends. Please use the following scale:

1=Strongly Disagree, 2=Disagree, 3=No opinion, 4=Agree, and 5=Strongly Agree

420. The ERP system will cause many more processes to be integrated, with a high level of data integrity
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5

421. ERP will become an excellent decision support tool that will be extensively used by management
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5
422. Over time, we are finding new and innovative uses for our ERP system, which we hadn’t anticipated when we started
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5

423. If I were to do it again today, I would build rather than buy
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. 5

End Section 8

Begin Section 9

424. For what reason or reasons, has your institution not implemented a packaged ERP product since 7/1/1995? (Select all that apply)
(Multiple Select)
1. Our existing system works
2. Didn’t see the value
3. The ERP solutions on the market do not seem to be a good fit with our institution’s needs
4. The experience of others raised red flags
5. The institution has other priorities
6. We were not ready
7. Unable to secure approval from senior management and/or the Board of Regents/Trustees
8. Wanted to wait for the product to mature
9. Wanted to wait for the product to come down in price
10. ERP product innovation takes too long to reach the market (e.g. Web browser access)
11. Other

425. Which of these has been the most important reason for not implementing a packaged ERP product since 7/1/1995?
(Single Select)
1. Our existing system works
2. Didn’t see the value
3. The ERP solutions on the market do not seem to be a good fit with our institution’s needs
4. The experience of others raised red flags
5. The institution has other priorities
6. We were not ready
7. Unable to secure approval from senior management and/or the Board of Regents/Trustees
8. Wanted to wait for the product to mature
9. Wanted to wait for the product to come down in price
10. ERP product innovation takes too long to reach the market (e.g. Web browser access)
11. Other
426. Have you conducted a formal review of ERP solutions?
(Single Select)
1. Yes
2. No

Is your institution planning to implement a packaged ERP product for:

427. Financial Information Systems
(Single Select)
1. Currently implementing
2. Will implement within 1 year
3. Will implement in 1 to 3 years
4. May implement in 3 to 5 years
5. Not under consideration at this time

428. Human Resources Information Systems
(Single Select)
1. Currently implementing
2. Will implement within 1 year
3. Will implement in 1 to 3 years
4. May implement in 3 to 5 years
5. Not under consideration at this time

429. Student Information Systems
(Single Select)
1. Currently implementing
2. Will implement within 1 year
3. Will implement in 1 to 3 years
4. May implement in 3 to 5 years
5. Not under consideration at this time

430. If you are not planning to implement a packaged ERP solution, what would need to change in order for you to decide to purchase one? (Select all that apply)
(Multiple Select)
1. An insurmountable issue would have to emerge with our existing environment
2. The price of the software and associated maintenance costs would have to drop significantly
3. The costs and risks of implementation would need to drop significantly
4. The vendors would need to make significant changes to the software (please explain)
5. Strong success stories in the industry would need to emerge
6. Other competing priorities would need to be addressed
7. A strong project champion would need to emerge
8. Other

431. If you selected ‘The vendors would need to make significant changes to the software’ or Other, please explain:
432. Are you using any of the following approaches to extend the functionality of your existing administrative systems? (Select all that apply)
(Multiple Select)
1. Building web-based interfaces to replace older character or client/server based interfaces
2. Using data warehousing approaches to provide easier access to information
3. Using Enterprise Application Integration (EAI) tools to link disparate systems
4. Building or purchasing new components
5. Redesigning processes to more closely match the application’s capabilities
6. Other

433. Are you using any of the following approaches to extend the life of the technical environments of these systems? (Select all that apply)
(Multiple Select)
1. Restructuring the system to provide better maintainability and understandability by maintenance programming staff
2. Providing staff development to ensure competent maintenance programming staff for older technologies
3. Converting the underlying database technology to more supported, vendor-supplied database products
4. Re-hosting the systems to more modern hardware and software and programming language environments
5. Other

We would like your opinion on your institution’s experience with choosing a non-ERP solution

1=Strongly Disagree, 2=Disagree, 3=Agree, 4=Strongly Agree, and 5=Don’t Know

434. Our non-ERP solution has reduced our institution’s business risk
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

435. Our non-ERP solution has enhanced institutional productivity
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

436. Our non-ERP solution has increased our stakeholders’ confidence in the IT Office
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know
437. Our non-ERP work is among our institution’s most important in the past seven years  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

438. If our institution had the opportunity to implement a non-ERP solution again today, our approach would be largely the same  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

439. Our non-ERP solution is less costly to maintain and operate than an ERP package solution would be  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

440. Our non-ERP solution is less costly to enhance/upgrade than an ERP package solution would be  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know  

441. Our non-ERP solution is less costly to integrate with other systems than an ERP package solution would be  
(Single Select)  
1. 1  
2. 2  
3. 3  
4. 4  
5. Don’t Know
Our non-ERP solution has made it less difficult to recruit and retain IT staff than an ERP package solution would
(Single Select)
1. 1
2. 2
3. 3
4. 4
5. Don’t Know

End Section 9

Please fill out the following information:

443. Name of Institution:

444. Name of person filling out questionnaire:

445. Title:
(Single Select)
1. CIO (or equivalent)
2. Vice President / Vice Provost (Non-CIO)
3. Director of Administrative Computing
4. Project Manager
5. Other IT Management
6. Other Administrative Management
7. Other Academic Management

446. How many years have you been in your current position?
(Single Select)
1. Less than 1 year
2. 1 to 2 years
3. 2 to 5 years
4. 5 to 10 years
5. Over 10 years

447. How many years have you worked at your current institution?
(Single Select)
1. Less than 1 year
2. 1 to 2 years
3. 2 to 5 years
4. 5 to 10 years
5. Over 10 years

448. Do you wish to receive a copy of the Key Findings from this survey?
(Single Select)
1. Yes
2. No
449. May we contact you by phone to obtain further insights or clarifications on your responses?  
(Single Select)  
1. No  
2. Yes... my phone number is

450. If you have any other comments or insights about ERP implementations at your institution,  
please feel free to share them with us, below.

End