Capability and Technology Deployment

This module contains maturity and deployment indexes that can be used to measure progress on campuswide strategic initiatives. This is an **optional** module.

In responding to the survey questions in this module, please enter data that describe your institution as of June 30, 2017.

NOTES:
- Throughout the survey, "central IT" refers to the centralized information technology services and support organization reporting to the highest-ranking information technology administrator/officer in the institution.
- For CDS participants from central offices of multicampus systems and community college districts, "institution" refers to the central office only, not the entire multicampus entity. For all other participants, "institution" refers to the individual college or university (typically referred to as a "campus").
- Please refer to the [CDS glossary](#) for definitions of other terms in the survey.

**Capability and Technology Deployment**

- Q1 | Student Success Technologies Maturity
- Q2 | Student Success Technologies Deployment
- Q3 | IT Governance, Risk, and Compliance Maturity
- Q4–5 | Supplemental Information
- Q6–9 | Module Feedback

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Q1 | Student Success Technologies Maturity

Capability and Technology Deployment

1a. Please characterize each of the following items as it relates to the state of student success technologies at your institution as of June 30, 2017.

NOTES:
- This section is best completed by your institution's CIO or other officer knowledgeable about your student success technologies environment.
- For assistance with completing this question, please refer to the Student Success Technologies Maturity rubric: [https://library.educause.edu/~/media/files/library/2017/7/studentsuccrubric.pdf](https://library.educause.edu/~/media/files/library/2017/7/studentsuccrubric.pdf)

<table>
<thead>
<tr>
<th>1. PROCESS AND DECISION MAKING</th>
<th>Not achieved (0–5%)</th>
<th>Slightly achieved (&gt;5–35%)</th>
<th>Partially achieved (&gt;35–65%)</th>
<th>Largely achieved (&gt;65–95%)</th>
<th>Fully achieved (&gt;95–100%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1) Our institution provides and maintains a student advising process that effectively supports our student success goals.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>1.2) Our institution provides support services available to students (e.g., tutoring, mentoring, career planning, programs for special populations) to effectively support our student success goals.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>1.3) Our institution uses analytics to effect continuous improvement of student success initiatives.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>1.4) Our institution uses analytics to predictively inform student success initiatives.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>1.5) Our institution develops and maintains options and processes for student opt-out scenarios.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

2. DEFINED OUTCOMES

| 2.1) Our institution has defined student success goals. | 1 | 2 | 3 | 4 | 5 |
| 2.2) Our institution has defined student success metrics and measures. | ○ | ○ | ○ | ○ | ○ |
| 2.3) Our institution has clearly documented degree requirements in academic programs. | ○ | ○ | ○ | ○ | ○ |
| 2.4) Our institution identifies the key institutional student success outcomes that we are trying to improve upon. | ○ | ○ | ○ | ○ | ○ |

3. LEADERSHIP SUPPORT

| 3.1) Senior leaders are publicly committed to initiatives designed to improve student success. | ○ | ○ | ○ | ○ | ○ |
| 3.2) Our institution ensures alignment among senior leadership about the initiatives designed to improve student success. | ○ | ○ | ○ | ○ | ○ |

| 3.3) Our institution ensures alignment among senior leadership between student success initiatives and the technologies available. | 1 | 2 | 3 | 4 | 5 |
| 3.4) Our institution has developed an adequate funding model to support institutional student success efforts. | ○ | ○ | ○ | ○ | ○ |
| 3.5) Our institution has developed an adequate funding model to support student success technology initiatives. | ○ | ○ | ○ | ○ | ○ |

4. COLLABORATION AND CULTURE

| 4.1) Our institution includes faculty on committees related to defining, implementing, and sharing data related to student success goals and measures. | ○ | ○ | ○ | ○ | ○ |
| 4.2) Our institution includes student leaders on committees related to defining and implementing student success goals and measures. | ○ | ○ | ○ | ○ | ○ |
4.3) Our institution supports collaboration among people from different departments/units to effectively support student success initiatives.

1 2 3 4 5

4.4) Our institution collects and uses input from multiple stakeholders (e.g., IT, faculty, institutional research, students, staff, student affairs) when making decisions about student success technologies.

1 2 3 4 5

4.5) Student success goals are accepted and supported throughout our institution.

4.6) Our institution supports faculty’s adoption and use of information systems that support student success (e.g., early alerts, advising systems, degree progress tracking).

4.7) Our institution supports advisors’ adoption and use of information systems that support student success (e.g., early alerts, advising systems, degree progress tracking).

4.8) Our institution makes sure the use of data to make decisions is accepted throughout.

5. TECHNOLOGY

5.1) Our institution provides tools (e.g., dashboards, portals) to ensure that appropriate staff can create reports and communicate the status of student success metrics and initiatives in a timely manner.

1 2 3 4 5

5.2) Our institution develops and maintains policies and practices that are sufficiently robust to safeguard data, both institutional and student-level, used for student success analytics (e.g., specification of privileges and responsibilities for data access and storage, ethics of data use).

5.3) Our institution has the technology needed to identify and intervene with students at academic risk (e.g., tracking student progress, identifying potential obstacles to degree or credential completion).

5.4) Our institution has the technology needed to help students and advisors plan a detailed course of study through degree or credential completion.

5.5) Our institution effectively shares data related to student success among technology systems (e.g., SIS, LMS, advising, analytics).

5.6) Our institution provides training for faculty and advisors to make effective use of student technology systems on an ongoing basis (continued training, updates, etc.).

5.7) Our institution has the right kinds of data to support our student success outcomes and analytics needs.

Capability and Technology Deployment

Q1 | Student Success Technologies Maturity

1b. For analysis purposes, please select the title(s) of the individual who completed and approved the responses for the student success technologies maturity index. (Check all that apply.)

- Chief information officer (CIO)
- Chief technology officer (CTO)
- Chief information technology officer (CITO)
- Chief learning officer (CLO)
- Chief digital officer (CDO)
- Vice president
- Vice chancellor
- Vice provost
- Associate provost

- Associate vice president
- Associate vice chancellor
- Associate vice provost
- Assistant vice president
- Dean
- Executive director
- Director
- Other (please specify)
1c. For analysis purposes, please select the areas of responsibility of the individual who completed and approved the responses for the student success technologies maturity index. Include all areas this person oversees regardless of whether they are in-sourced or outsourced. (Check all that apply.)

- Executive IT leadership
- Information security and services
- Academic computing/instructional technology
- Networks and systems
- Research computing/cyberinfrastructure
- Administrative/enterprise IT
- IT operations and service delivery
- Desktop services or client support
- Applications development or operations
- Data, analytics, and business intelligence
- Design, media, and web
- Library/library services
- Institutional research
- Other (please specify)

Q2 | Student Success Technologies Deployment

Capability and Technology Deployment

Q2 | Student Success Technologies Deployment

2. Please describe the status of the following systems and technologies as they relate to student success technologies at your institution as of June 30, 2017, using the following scale:

1. **No deployment.** None of this technology or service is in place and no work is under way or resources committed for this technology or service.
2. **Tracking.** Staff are assigned but are restricted to monitoring and understanding this technology or service (much more than just reading articles).
3. **Planning, piloting, and initial deployment.** This technology or service is not yet available to users, but meaningful planning for deployment is under way. A plan for deployment is either in development or in place. Staff are investing significant time (multiple person-weeks of effort) and resources planning to deploy this technology or service. This includes evaluating options with an expectation of deployment within a defined timeframe. Evaluation involves at least multiple person-weeks of staff time developing options, a proposal for required funding, and possibly piloting the technology or service.
4. **Deployment to parts of the institution.** Full production-quality technical capability or service is in place, including ongoing maintenance, funding, etc., with potential access by selected users, but not institution-wide.
5. **Deployment institution-wide.** Full production-quality technical capability or service is in place, including ongoing maintenance, funding, etc., with deployment supporting potential access institution-wide.

<table>
<thead>
<tr>
<th></th>
<th>No deployment</th>
<th>Tracking</th>
<th>Planning, piloting, and initial deployment</th>
<th>Deployment to parts of the institution</th>
<th>Deployment institution-wide</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Degree auditing</td>
<td>○</td>
<td></td>
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<td>○</td>
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<tr>
<td>b. Advising center management</td>
<td>○</td>
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<tr>
<td>c. Advising case management system for student interaction tracking</td>
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<td>○</td>
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<tr>
<td>d. Education plan creation/tracking system</td>
<td>○</td>
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<tr>
<td>e. Credit transfer/articulation system/dual enrollment</td>
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<tr>
<td>f. Academic early alert system</td>
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<tr>
<td>g. Course/program recommendation system</td>
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<tr>
<td>h. Student extracurricular activities management system</td>
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<tr>
<td>i. Student co-curricular activities management system</td>
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<tr>
<td>j. Student self-service referral to social/community resources</td>
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<td>○</td>
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<tr>
<td>k. Student success analytics dashboards</td>
<td>○</td>
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</tbody>
</table>
### Q3 | IT Governance, Risk, and Compliance Maturity

#### Capability and Technology Deployment

#### Q3 | IT Governance, Risk, and Compliance Maturity

3a. Please characterize each of the following items as it relates to the state of IT governance, risk, and compliance at your institution as of June 30, 2017.

<table>
<thead>
<tr>
<th>Item</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>l. Student success data warehouse/operational data store</td>
<td></td>
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<tr>
<td>m. Student success analytics system (i.e. predictive modeling)</td>
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<tr>
<td>n. Application for students to access their data (e.g., current academic standing, tips for improvement, resources)</td>
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</tr>
<tr>
<td>o. Consent platform for students to opt in/out of data collection/analytics</td>
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</tr>
</tbody>
</table>

#### 1. STRATEGY

1.1) Our institution has a formal IT governance structure in place.  

1.2) Our institution has a formal IT risk management structure in place.  

1.3) Our institution has a formal IT compliance program in place.  

1.4) Our IT compliance program is part of an institutional compliance program.

#### 2. INVESTMENT

2.1) We have adequate resources (e.g., staff, budget, training) devoted to IT governance.  

2.2) We have adequate resources (e.g., staff, budget, training) devoted to IT risk management.  

2.3) We have adequate resources (e.g., staff, budget, training) devoted to IT compliance.

#### 3. PROCESS

3.1) Our IT governance process assigns clear responsibility/accountability for IT strategy.  

3.2) Our IT governance process prioritizes IT investment in accordance with institutional goals.  

3.3) We use standards or frameworks (e.g., COBIT, ITIL, ISO) to guide our IT governance process.  

3.4) Our IT governance process reaches decisions quickly enough to avoid unnecessary delays in projects or initiatives.  

3.5) We effectively track and report IT risks.  

3.6) We effectively implement policies and controls in response to IT risk analysis.  

3.7) We have a process in place for reviewing and updating our IT risk management practices.  

3.8) We continuously monitor IT risk policies and controls for effectiveness.  

3.9) Our IT compliance process assigns clear responsibility/accountability for decision making about IT compliance activities.  

3.10) We have a process in place for reviewing and updating our IT compliance practices.
4. COMMUNICATION AND PARTICIPATION

4.1) Our IT governance process draws committed participation from campus stakeholders.

4.2) Our IT governance process manages or coordinates distributed IT efforts outside of central IT.

4.3) Our IT governance process influences institutional leadership decisions.

4.4) Our IT governance process makes decisions in a transparent manner that builds community understanding and creates a campus-wide view of technology standards and services.

4.5) Campus stakeholders are not resistant to IT risk management policies and controls.

4.6) Our IT compliance process manages or coordinates distributed IT compliance outside of central IT.

Capability and Technology Deployment

Q3 I IT Governance, Risk, and Compliance Maturity

3b. For analysis purposes, please select the title(s) of the individual who completed and approved the responses for the ITGRC maturity index. (Check all that apply.)

- Chief information officer (CIO)
- Chief technology officer (CTO)
- Chief information technology officer (CITO)
- Chief learning officer (CLO)
- Chief digital officer (CDO)
- Vice president
- Vice chancellor
- Vice provost
- Associate provost
- Associate vice president
- Associate vice chancellor
- Associate vice provost
- Assistant vice president
- Dean
- Executive director
- Director
- Other (please specify)

3c. For analysis purposes, please select the areas of responsibility of the individual who completed and approved the responses for the ITGRC maturity index. Include all areas this person oversees regardless of whether they are in-sourced or outsourced. (Check all that apply.)

- Executive IT leadership
- Information security and services
- Academic computing/instructional technology
- Networks and systems
- Research computing/cyberinfrastructure
- Administrative/enterprise IT
- IT operations and service delivery
- Desktop services or client support
- Applications development or operations
- Data, analytics, and business intelligence
- Design, media, and web
- Library/library services
- Institutional research
- Other (please specify)

Q4–5 I Supplemental Information

Capability and Technology Deployment
Q4–5 | Supplemental Information

4. Please provide, in a paragraph or two, any background information about faculty use of educational technology in your institution that could be useful to other CDS participants who may be using your data in their benchmarking. Examples: We are engaged in a yearlong assessment of learning outcomes related to IT investments; we have just received a grant to provide prizes for faculty innovation in instructional technology. (optional)

5. Please provide the name and e-mail address of the person to contact regarding your institution's responses to this module of the CDS survey. (optional)

Q6–9 | Module Feedback

Capability and Technology Deployment

Q6–9 | Module Feedback

6. EDUCAUSE welcomes your feedback on this survey module. Please let us know of any technologies, innovations, or challenges important to your institution that are not addressed or are inadequately addressed in this year's survey. We'd also like to know if any questions in this module are not relevant to your institution. How else could this module of the CDS survey be improved? (optional)

7. How many people participated in preparing and completing the answers to the questions in this module? (optional)
   - 1
   - 2–4
   - 5+

8. Approximately how much time did you spend on the following? (optional)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Number of hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquiring and processing question data prior to entering data into the survey</td>
<td></td>
</tr>
<tr>
<td>Entering data into the survey</td>
<td></td>
</tr>
</tbody>
</table>

9. How easy was it for you to complete this module? Please take into consideration the amount of time it took, the ease of gathering information needed to answer the questions, the ease of identifying people at your institution to supply the answers, the clarity of the questions, etc. (optional)
   - Very difficult
Difficult
Somewhat difficult
Somewhat easy
Easy
Very easy