

Implementation Considerations: AACRAO-Sponsored Survey

Questions marked with an asterisk (*) are mandatory.

Members of your campus (and ten other campuses) have agreed to participate in this research project, being sponsored by AACRAO (the American Association of College Registrars and Admissions Officers). This survey (Part 1 of the research project) is partially based on the Good Work project®™ of Dr. Howard Gardner, Harvard University. The AACRAO-sponsored project examines how student information system implementations become "good work" for participants. As Gardner defines it, good work "is work that is at once exemplary in quality, reflects the core values of the profession, and contributes to the well-being of the broader community."

Information from each survey automatically becomes coded, and will only be considered in aggregate fashion. Your responses are confidential.

Thank you very much for your time and willingness to participate in this survey.

While answering these questions, please reflect on the implementation of a student information system in which you are currently involved on your campus. These questions have been designed to examine the implementation from different perspectives.

1

*Evaluate your experience during the implementation of your student information system by answering each of the items below:

5	4	3	2	1	Not applicable or don't know
Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied	

Overall satisfaction with the functionality of the software

5 4 3 2 1

Overall satisfaction with the implementation process

5 4 3 2 1

Overall satisfaction with the implementation results

5 4 3 2 1

Own increasing knowledge base during/as a result of the implementation

5 4 3 2 1

Collaboration among individuals working directly on the implementation from my original work unit

5 4 3 2 1

Collaboration among individuals working directly on the implementation from across campus

5 4 3 2 1

Buy-in of campus members to the implementation

5 4 3 2 1

Length of time the implementation took

5 4 3 2 1

Resources dedicated to the implementation

5 4 3 2 1

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2

*Please identify the primary role you are taking in the implementation.

- Member of Enrollment Management Unit (professional)
- Member of Enrollment Management Unit (clerical)
- Director of an Enrollment Management Unit
- Member of IT staff
- Director of IT (or an IT unit)
- Faculty member
- Member of academic department (clerical)
- Member of administrative department (professional staff)
- Member of administrative department (clerical)

- Member of implementation team (part time, technical)
- Member of implementation team (part time, functional)
- Member of implementation team (part time, other)
- Member of implementation team (full time, technical)
- Member of implementation team (full time, functional)
- Member of implementation team (full time, other)
- Manager of implementation project
- Campus Administrator
- Campus Administrator overseeing the project
- External consultant
- Other: please describe

3

*Have you been involved in project implementations like this one in the past?

YES

NO

4

*There are many different goals for implementation of a student information system. The primary one is to get the new system up and running smoothly. Other goals are of different importance to different people on campus. Select 2-3 primary goals for your work on the implementation.

- Contain costs (including resources and time)
- Collaborate with others on campus to implement the new student system
- Create a group of campus representatives able to support new system

- Establish/maintain campus buy-in to new system
- Other: please describe

5

*What 2-3 additional goals are relevant to the system implementation from your perspective? Indicate your answers below.

- Eliminate need for/use of previous system
- Handle political challenges related to the implementation
- Make/assist in safely making the transition from old system to new
- Set up and provide training and support system for campus to use new system
- Use the implementation to achieve other campus goals
- No additional goals
- Other: please describe

6

*Identify all the resources available during your implementation.

- Adequate staffing for implementation
- Campus buy-in
- Support from key campus administrator(s)
- Hiring: consultants
- Hiring: short term addition(s) to staff (backfill)

- Hiring: short term addition(s) to staff (supplementary)
- Hiring: long term addition(s) to staff
- Implementation team: full time team in place during project
- Purchases: additional hardware
- Purchases: additional software (in addition to student information system)
- Training: for IT staff (on or off campus)
- Training: for campus faculty and staff
- Vendor support
- Collaboration with other customers of the vendor
- Other: please describe

7

*Of all the resources you identified in question 6, which do you think is the most important in helping your campus complete the implementation? Select only one.

- Adequate staffing for implementation
- Campus buy-in
- Support from key campus administrator(s)
- Hiring: consultants
- Hiring: short term addition(s) to staff (backfill)
- Hiring: short term addition(s) to staff (supplementary)
- Hiring: long term addition(s) to staff
- Implementation team: full time team in place during project
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1 2 3

Being condescending

1 2 3

Consensus building

1 2 3

Being deceitful

1 2 3

Being efficient

1 2 3

Being focused

1 2 3

Being hesitant

1 2 3

Invested in own learning

1 2 3

Being manipulative

1 2 3

Not taking the easy way out

1 2 3

Being open-minded

1 2 3

Passive aggressive behavior

1 2 3

Problem-solving

1 2 3

Resistance to change

1 2 3

Staying true to one's belief system

1 2 3

Risks, reasonable ones taken

1 2 3

Risks, unreasonable ones taken

1 2 3

Turf-conscious

1 2 3

Underfunding/under-resourcing of the project

1 2 3

Underestimating commitment involved

1 2 3

9

Are there any other values, traits or behaviors that are present as you work on the implementation?

10

*Select 2-3 of the values, traits, or behaviors described in Question 8 or 9 that you see as most important. Please describe how they influenced the implementation project (either positively or negatively).

11

*Briefly describe a situation when individuals worked effectively together on the implementation. Explain what was key to the success of this situation from your perspective.

12

*Select 2-3 of the values, traits or behaviors described in Question 8 or 9, and describe how they held the implementation group back, made it harder to pursue project goals or complete tasks.

13

*Briefly describe a specific situation in which a challenge to the project got in the way of progress, and how it was handled.

Questions marked with an asterisk (*) are mandatory.

14

*Some things can help a group work toward accomplishing goals or completing tasks. Identify all items below that you believe can make a difference, whether or not they were part of your implementation.

- Clarity of purpose
- Collaboration with individuals from other campuses implementing the same product
- Using consultants who have relevant knowledge base
- Using consultants who provide timely assistance/resolution of problems
- Commitment of the campus to the implementation
- Determination/persistence
- Effectively working with campus governance leaders
- Full time team
- Incentives provided to individuals working on the implementation
- Increasing collaboration among implementation participants over the course of the implementation
- Leadership within the implementation group
- Match between software and campus business practices
- Resources provided to the project
- Software functionality is consistent
- Support from campus administrators
- Timing of the implementation
- Training provided to the implementation members
- Vendor support
- Willingness to adjust campus business practices to software
- Other: please describe

15

*Select one of the descriptors you identified as assisting your project in Question 14. How specifically did it positively influence the project?

16

Were there been turning points in the process of your implementation thus? If yes, briefly describe one of them.

17

*Who do you see as the primary audience(s) for your work? Check all that apply.

- Your peers in your campus office
- The people with whom you work on your implementation who had not originally been part of your campus office
- Your supervisor during the implementation (e.g., project manager)
- Your supervisor for your work who was not involved in the implementation
- Students on your campus
- Your campus/your institution at large
- Other campuses implementing/using the same product
- Other: please describe

18

*How often do you find yourself caught in differences of opinions between audiences for your work? Select one answer from the options below.

- At least daily
- At least weekly
- At least once a month
- Several times a year
- Only once or twice thus far during the implementation
- Not at all
- Other: please describe

19

*In what ways has your work on the implementation involved collaboration with people whose primary areas of responsibility were very different from yours?

1 Very frequently (at least weekly)	2 Somewhat frequently (at least monthly)	3 Occasionally (several times per year)	4 Never	Not applicable/don't know
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Met to work on implementation tasks

1 2 3 4

Sought help/advice to clarify or advance project tasks

1 2 3 4

Problem-solved together

1 2 3 4

Relied on them to accomplish certain tasks upon which project progress depends

1 2 3 4

Shared information unique to own area

1

2

3

4

Worked together to inform campus members about the implementation

1

2

3

4

Worked together to get information from the vendor/consultants

1

2

3

4

20

How did your campus routines work against this type of collaboration?

21

How did your campus routines support these collaborative activities?

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22

*This survey is nearing the end. The next few questions request information about you and your campus. Highest educational degree earned:

23

*Your age

24

*Your ethnicity

25

*Your gender

26

*Please provide some information about your campus: Size of student body

- Under 1,000
- 1,001 -- 2,500
- 2,501 -- 5,000
- 5,001 -- 7,500
- Larger than 7,500
- Other: please describe

27

*Type of campus

- Graduate only
- Public, 4 years or more
- Private, 4 years or more, non-profit
- Private, 4 years or more, for profit

- Public, 2 years
- Private, 2 years, non-profit
- Private, 2 years, for profit
- Other: please describe

28

*Looking back at your work on the implementation, consider its importance in your overall professional development.

1
Strongly agree
2
Agree
3
Disagree
4
Strongly disagree

Being part of the implementation was a career highlight.

1
 2
 3
 4

Being part of the implementation helped me gain new appreciation for the work done by others on campus.

1
 2
 3
 4

Implementing the new student information system was challenging.

1
 2
 3
 4

I valued the development of the skills I needed to participate in the implementation.

1
 2
 3
 4

Frustrations I experienced were worthwhile, in the long run.

1
 2
 3
 4

Working on the implementation was the most demanding responsibility I have had at work in the last five years.

1
 2
 3
 4

29

*What type of software did your campus implement?

- Mature product which has been on the market for several years
- Product in development which is still being released
- New version of "home grown" system
- Do not know
- Other: please describe

30

*Which of the following did you have access to as you conducted your implementation? Check all that apply.

- Software functionality that closely meets our business needs
- Support materials for end-users were available and useful
- Support materials for implementation members (technical) were available and useful
- Support materials for implementation members (functional) were available and useful
- Talented people on campus worked on the implementation
- Time commitment of individuals working on the implementation is reasonable
- None of the above
- Other: please describe

Thank you for completing this survey. There will be a follow-up phone call for clarification, and with a few additional questions. Within the next two-three business days, you will receive an e-mail from Sharon Cramer, with a request for

setting up the follow-up call. Thank you very much for your participation in this process.