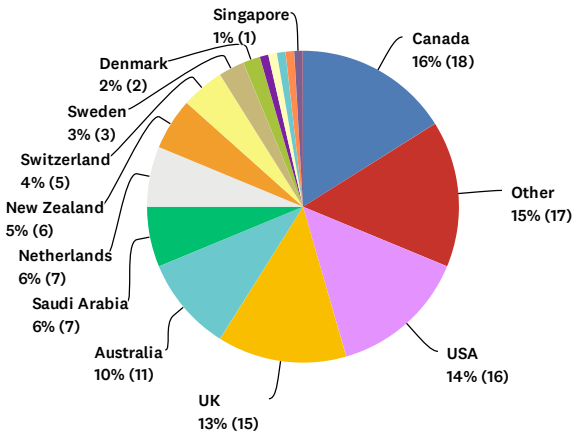
Q1 Do you consent to participate in this survey? * By clicking Yes, you consent that you are willing to answer the survey, but you always retain the right to withdraw at any time.

Answered: 115 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes	100.00%	115
No	0.00%	0
TOTAL		115

Q2 What is your country?

Answered: 112 Skipped: 3

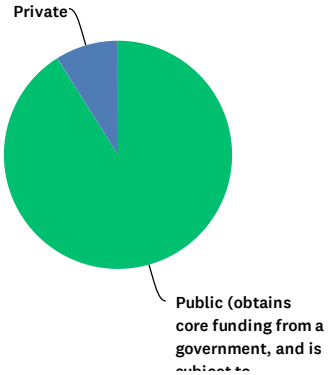


ANSWER CHOICES	RESPONSES	
Canada (1)	16%	18
Other	15%	17
USA	14%	16
UK	13%	15
Australia (4)	10%	11
Saudi Arabia (6)	6%	7
Netherlands (14)	6%	7
New Zealand (5)	5%	6
Switzerland (18)	4%	5
Sweden (17)	3%	3
Denmark (9)	2%	2
Finland (10)	1%	1
Germany (11)	1%	1
India (12)	1%	1
Ireland (13)	1%	1
Singapore (16)	1%	1
Austria (7)	0%	0
Belgium (8)	0%	0
Norway (15)	0%	0
TOTAL		112

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	19.00	4.00	7.62	6.84

Q3 Is your institution public or private?

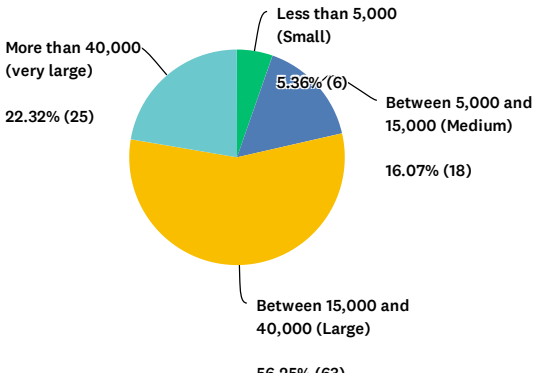
Answered: 112 Skipped: 3



ANSWER CHOICES	RESPONSES	
Public (obtains core funding from a government, and is subject to government regulation)	91.07%	102
Private	8.93%	10
TOTAL		112

Q4 How many students (undergraduate and graduate) are enrolled in your institution?

Answered: 112 Skipped: 3

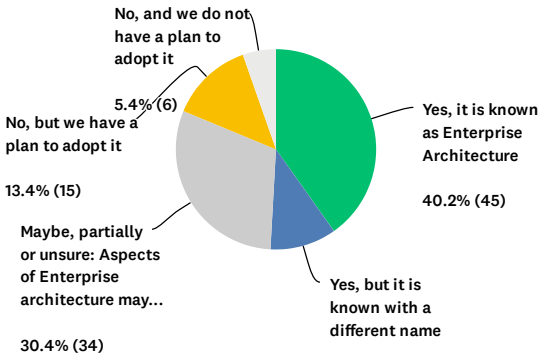


ANSWER CHOICES	RESPONSES	
Less than 5,000 (Small) (1)	5.36%	6
Between 5,000 and 15,000 (Medium) (2)	16.07%	18
Between 15,000 and 40,000 (Large) (3)	56.25%	63
More than 40,000 (very large) (4)	22.32%	25
TOTAL		112

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	4.00	3.00	2.96	0.77

Q5 Is Enterprise Architecture (EA) implemented in your institution?

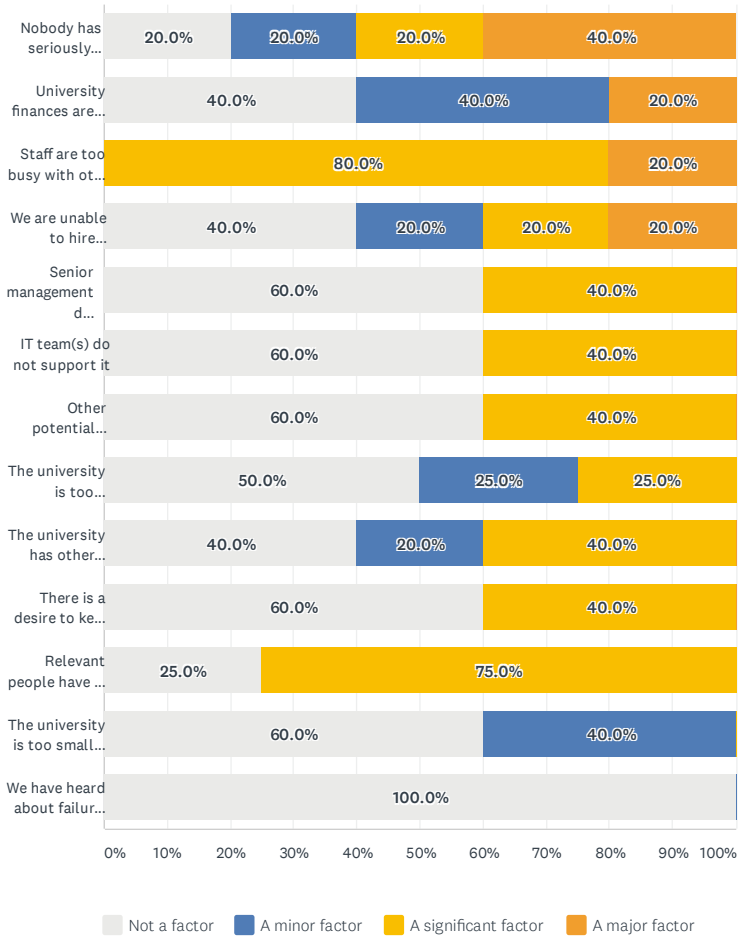
Answered: 112 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes, it is known as Enterprise Architecture	40.2%	45
Yes, but it is known with a different name	10.7%	12
Maybe, partially or unsure: Aspects of Enterprise architecture may be in place	30.4%	34
No, but we have a plan to adopt it	13.4%	15
No, and we do not have a plan to adopt it	5.4%	6
TOTAL		112

Q6 Please indicate the extent to which each of the following is a factor explaining why your institution is not planning on adopting enterprise architecture?

Answered: 5 Skipped: 110



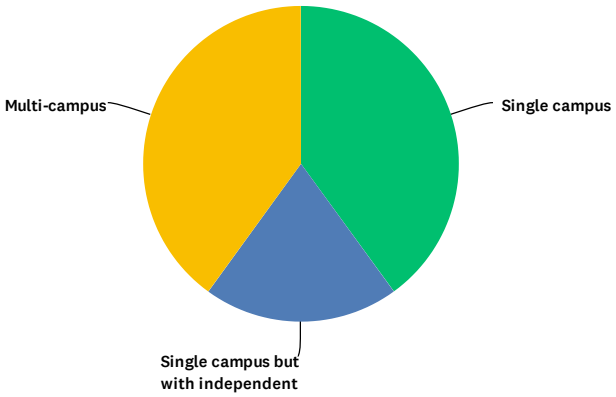
	NOT A FACTOR (1)	A MINOR FACTOR (2)	A SIGNIFICANT FACTOR (3)	A MAJOR FACTOR (4)	TOTAL
Nobody has seriously thought about it	20.0% 1	20.0% 1	20.0% 1	40.0% 2	5
University finances are too limited	40.0% 2	40.0% 2	0.0% 0	20.0% 1	5
Staff are too busy with other tasks	0.0% 0	0.0% 0	80.0% 4	20.0% 1	5
We are unable to hire sufficiently-knowledgeable staff	40.0% 2	20.0% 1	20.0% 1	20.0% 1	5
Senior management does not support it	60.0% 3	0.0% 0	40.0% 2	0.0% 0	5
IT team(s) do not support it	60.0% 3	0.0% 0	40.0% 2	0.0% 0	5
Other potential stakeholders do not support it	60.0% 3	0.0% 0	40.0% 2	0.0% 0	5
The university is too decentralized	50.0% 2	25.0% 1	25.0% 1	0.0% 0	4
The university has other processes in place to manage its assets, information and processes that ma	40.0% 2	20.0% 1	40.0% 2	0.0% 0	5
There is a desire to keep the amount of administrative work as small as possible	60.0% 3	0.0% 0	40.0% 2	0.0% 0	5
Relevant people have not yet learned enough about it	25.0% 1	0.0% 0	75.0% 3	0.0% 0	4
The university is too small, so it is considered unnecessary	60.0% 3	40.0% 2	0.0% 0	0.0% 0	5
We have heard about failures of EA (or experienced them)	100.0% 5	0.0% 0	0.0% 0	0.0% 0	5

BASIC STATISTICS

	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Staff are too busy with other tasks	3.00	4.00	3.00	3.20	0.40
Nobody has seriously thought about it	1.00	4.00	3.00	2.80	1.17
Relevant people have not yet learned enough about it	1.00	3.00	3.00	2.50	0.87
We are unable to hire sufficiently-knowledgeable staff	1.00	4.00	2.00	2.20	1.17
University finances are too limited	1.00	4.00	2.00	2.00	1.10
The university has other processes in place to manage its assets, information and processes that ma	1.00	3.00	2.00	2.00	0.89
Senior management does not support it	1.00	3.00	1.00	1.80	0.98
IT team(s) do not support it	1.00	3.00	1.00	1.80	0.98
Other potential stakeholders do not support it	1.00	3.00	1.00	1.80	0.98
There is a desire to keep the amount of administrative work as small as possible	1.00	3.00	1.00	1.80	0.98
The university is too decentralized	1.00	3.00	1.50	1.75	0.83
The university is too small, so it is considered unnecessary	1.00	2.00	1.00	1.40	0.49
We have heard about failures of EA (or experienced them)	1.00	1.00	1.00	1.00	0.00

Q7 How centralized is your institution?

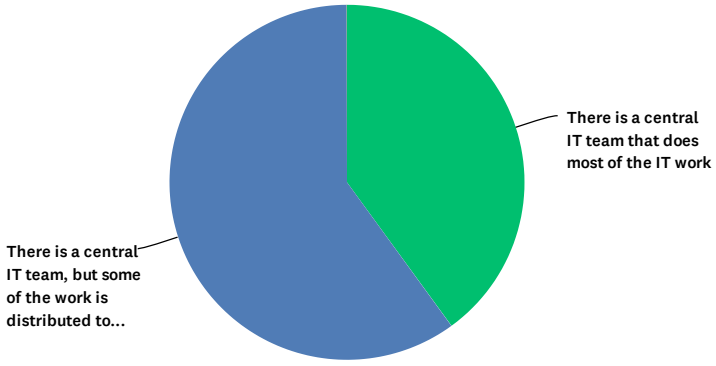
Answered: 15 Skipped: 100



ANSWER CHOICES	RESPONSES	
Single campus	40.00%	6
Single campus but with independent colleges (or similar)	20.00%	3
Multi-campus	40.00%	6
TOTAL		15

Q8 How centralized is your institution with regarding to its Information Technology (IT) team?

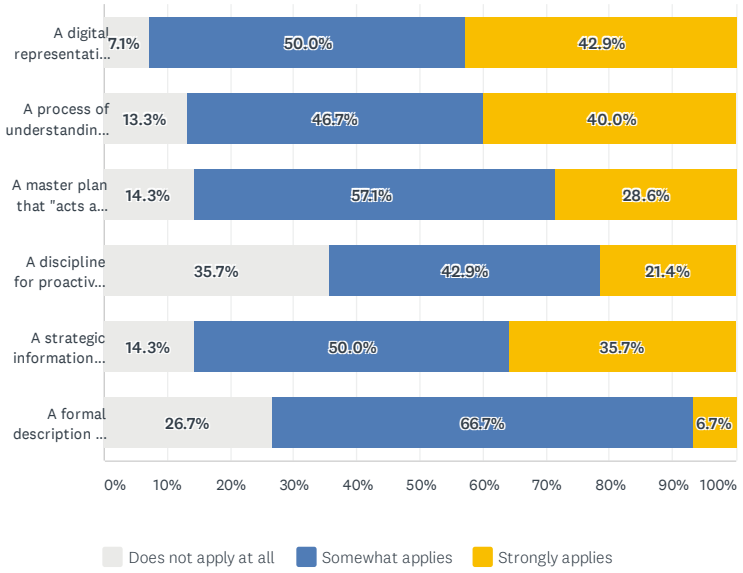
Answered: 15 Skipped: 100



ANSWER CHOICES	RESPONSES	
There is a central IT team that does most of the IT work	40.00%	6
There is a central IT team, but some of the work is distributed to departments, units, colleges or campuses	60.00%	9
There is a central IT team but most IT work is distributed	0.00%	0
Almost all IT work is distributed	0.00%	0
TOTAL		15

Q9 In your opinion, to what extent do each of the following definitions will apply to EA in your institution? Each of these definitions come either from the literature or from our interviews with Enterprise Architects. Enterprise Architecture is:

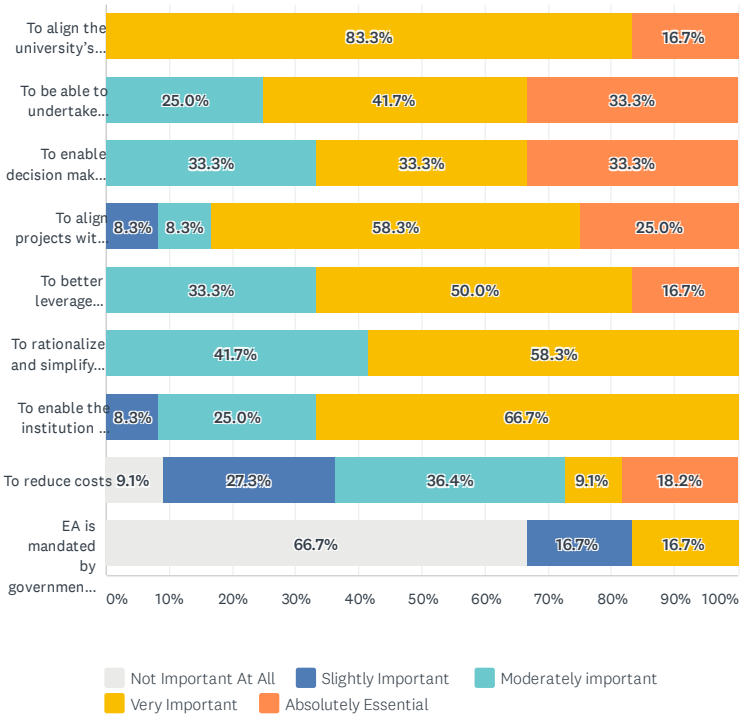
Answered: 15 Skipped: 100



	DOES NOT APPLY AT ALL	SOMEWHAT APPLIES	STRONGLY APPLIES	TOTAL	WEIGHTED AVERAGE
A digital representation of the organization's business and information technology landscape	7.1% 1	50.0% 7	42.9% 6	14	2.36
A process of understanding the different elements that go to make up the enterprise and how those elements are inter-related.	13.3% 2	46.7% 7	40.0% 6	15	2.27
A master plan that "acts as a collaboration force" between aspects of business planning, business operations, automation, and enabling technological infrastructure.	14.3% 2	57.1% 8	28.6% 4	14	2.14
A discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analyzing the execution of change toward desired business vision and outcomes.	35.7% 5	42.9% 6	21.4% 3	14	1.86
A strategic information asset base, which defines the mission, the information necessary to perform the mission, the technologies necessary to perform the mission, and the transitional processes for implementing new technologies in response to changing mission needs.	14.3% 2	50.0% 7	35.7% 5	14	2.21
A formal description of the current and future state(s) of an organization, and of managed change between these states to meet organization's stakeholders' goals and to create value in the organization.	26.7% 4	66.7% 10	6.7% 1	15	1.80

Q10 For each of the following motivations and objectives for Enterprise Architecture, please indicate the extent to which it is important for your institution:

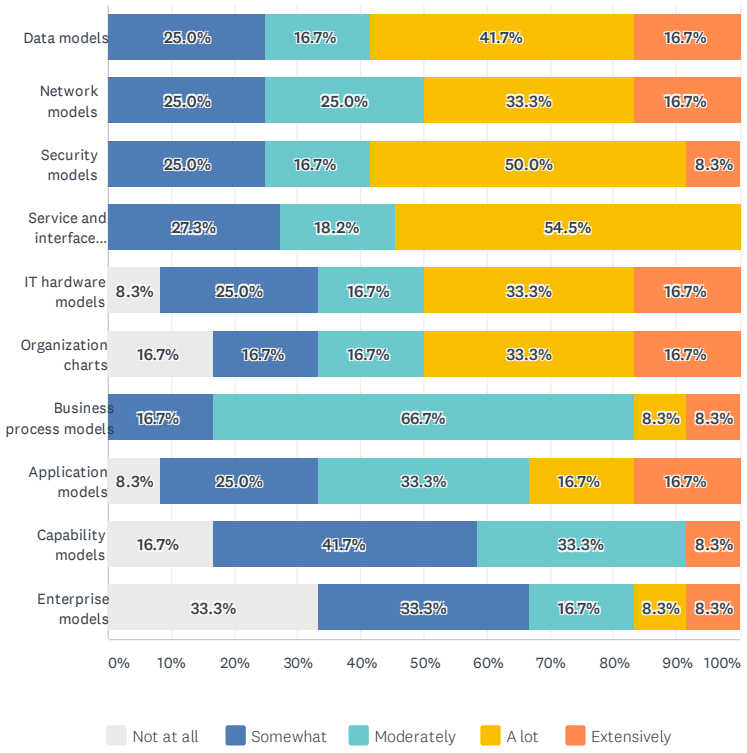
Answered: 12 Skipped: 103



	NOT IMPORTANT AT ALL	SLIGHTLY IMPORTANT	MODERATELY IMPORTANT	VERY IMPORTANT	ABSOLUTELY ESSENTIAL	TOTAL	WEIGHTED AVERAGE
To align the university's business and IT sectors.	0.0% 0	0.0% 0	0.0% 0	83.3% 10	16.7% 2	12	4.17
To be able to undertake digital transformation and to improve automation	0.0% 0	0.0% 0	25.0% 3	41.7% 5	33.3% 4	12	4.08
To enable decision making to be data driven	0.0% 0	0.0% 0	33.3% 4	33.3% 4	33.3% 4	12	4.00
To align projects with the university's goals	0.0% 0	8.3% 1	8.3% 1	58.3% 7	25.0% 3	12	4.00
To better leverage university assets	0.0% 0	0.0% 0	33.3% 4	50.0% 6	16.7% 2	12	3.83
To rationalize and simplify, including reducing duplication	0.0% 0	0.0% 0	41.7% 5	58.3% 7	0.0% 0	12	3.58
To enable the institution to be more adaptable	0.0% 0	8.3% 1	25.0% 3	66.7% 8	0.0% 0	12	3.58
To reduce costs	9.1% 1	27.3% 3	36.4% 4	9.1% 1	18.2% 2	11	3.00
EA is mandated by government for public sector organizations	66.7% 8	16.7% 2	0.0% 0	16.7% 2	0.0% 0	12	1.67

Q11 To what extent do you manage each of the following kinds of models even if they are not under the enterprise architecture umbrella?

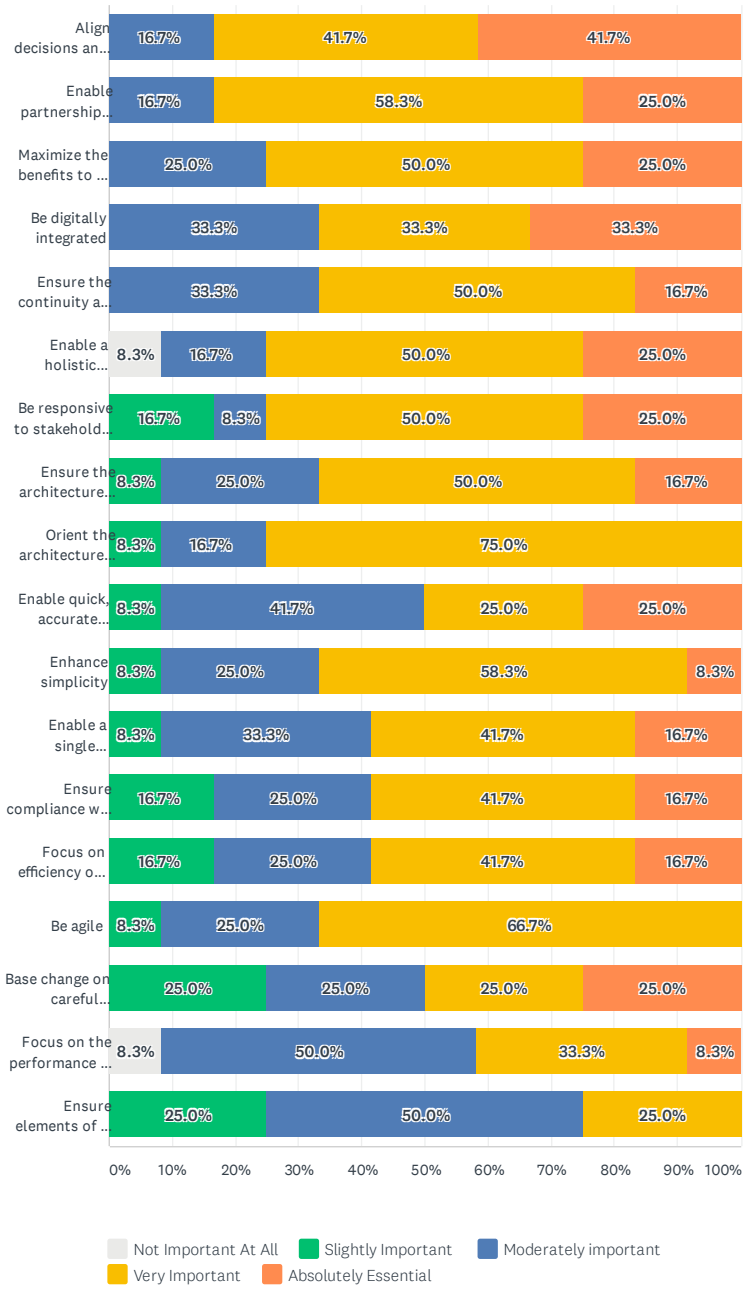
Answered: 12 Skipped: 103



	NOT AT ALL	SOMEWHAT	MODERATELY	A LOT	EXTENSIVELY	TOTAL	WEIGHTED AVERAGE
Data models	0.0% 0	25.0% 3	16.7% 2	41.7% 5	16.7% 2	12	3.50
Network models	0.0% 0	25.0% 3	25.0% 3	33.3% 4	16.7% 2	12	3.42
Security models	0.0% 0	25.0% 3	16.7% 2	50.0% 6	8.3% 1	12	3.42
Service and interface models	0.0% 0	27.3% 3	18.2% 2	54.5% 6	0.0% 0	11	3.27
IT hardware models	8.3% 1	25.0% 3	16.7% 2	33.3% 4	16.7% 2	12	3.25
Organization charts	16.7% 2	16.7% 2	16.7% 2	33.3% 4	16.7% 2	12	3.17
Business process models	0.0% 0	16.7% 2	66.7% 8	8.3% 1	8.3% 1	12	3.08
Application models	8.3% 1	25.0% 3	33.3% 4	16.7% 2	16.7% 2	12	3.08
Capability models	16.7% 2	41.7% 5	33.3% 4	0.0% 0	8.3% 1	12	2.42
Enterprise models	33.3% 4	33.3% 4	16.7% 2	8.3% 1	8.3% 1	12	2.25

Q12 For each of the following general principles, please indicate the extent to which it is important for your institution:

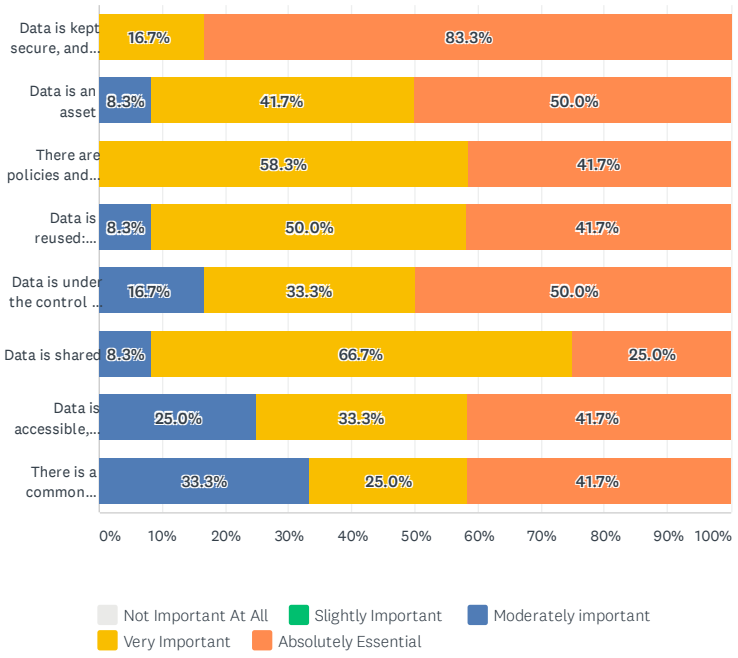
Answered: 12 Skipped: 103



	NOT IMPORTANT AT ALL	SLIGHTLY IMPORTANT	MODERATELY IMPORTANT	VERY IMPORTANT	ABSOLUTELY ESSENTIAL	TOTAL	WEIGHTED AVERAGE
Align decisions and architecture with the strategic mission, vision and values of the University.	0.0% 0	0.0% 0	16.7% 2	41.7% 5	41.7% 5	12	4.25
Enable partnership between business units and IT units	0.0% 0	0.0% 0	16.7% 2	58.3% 7	25.0% 3	12	4.08
Maximize the benefits to the university	0.0% 0	0.0% 0	25.0% 3	50.0% 6	25.0% 3	12	4.00
Be digitally integrated	0.0% 0	0.0% 0	33.3% 4	33.3% 4	33.3% 4	12	4.00
Ensure the continuity and recoverability of critical university operations	0.0% 0	0.0% 0	33.3% 4	50.0% 6	16.7% 2	12	3.83
Enable a holistic approach	8.3% 1	0.0% 0	16.7% 2	50.0% 6	25.0% 3	12	3.83
Be responsive to stakeholders as their needs change	0.0% 0	16.7% 2	8.3% 1	50.0% 6	25.0% 3	12	3.83
Ensure the architecture is maintainable	0.0% 0	8.3% 1	25.0% 3	50.0% 6	16.7% 2	12	3.75
Orient the architecture to provision of services	0.0% 0	8.3% 1	16.7% 2	75.0% 9	0.0% 0	12	3.67
Enable quick, accurate decision making support	0.0% 0	8.3% 1	41.7% 5	25.0% 3	25.0% 3	12	3.67
Enhance simplicity	0.0% 0	8.3% 1	25.0% 3	58.3% 7	8.3% 1	12	3.67
Enable a single federated enterprise-wide architecture	0.0% 0	8.3% 1	33.3% 4	41.7% 5	16.7% 2	12	3.67
Ensure compliance with laws, standards and policies	0.0% 0	16.7% 2	25.0% 3	41.7% 5	16.7% 2	12	3.58
Focus on efficiency of using resources	0.0% 0	16.7% 2	25.0% 3	41.7% 5	16.7% 2	12	3.58
Be agile	0.0% 0	8.3% 1	25.0% 3	66.7% 8	0.0% 0	12	3.58
Base change on careful requirements analysis	0.0% 0	25.0% 3	25.0% 3	25.0% 3	25.0% 3	12	3.50
Focus on the performance of the organization	8.3% 1	0.0% 0	50.0% 6	33.3% 4	8.3% 1	12	3.33
Ensure elements of the architecture are measurable.	0.0% 0	25.0% 3	50.0% 6	25.0% 3	0.0% 0	12	3.00

Q13 For each of the following data management principles, please indicate the extent to which it is important for your institution:

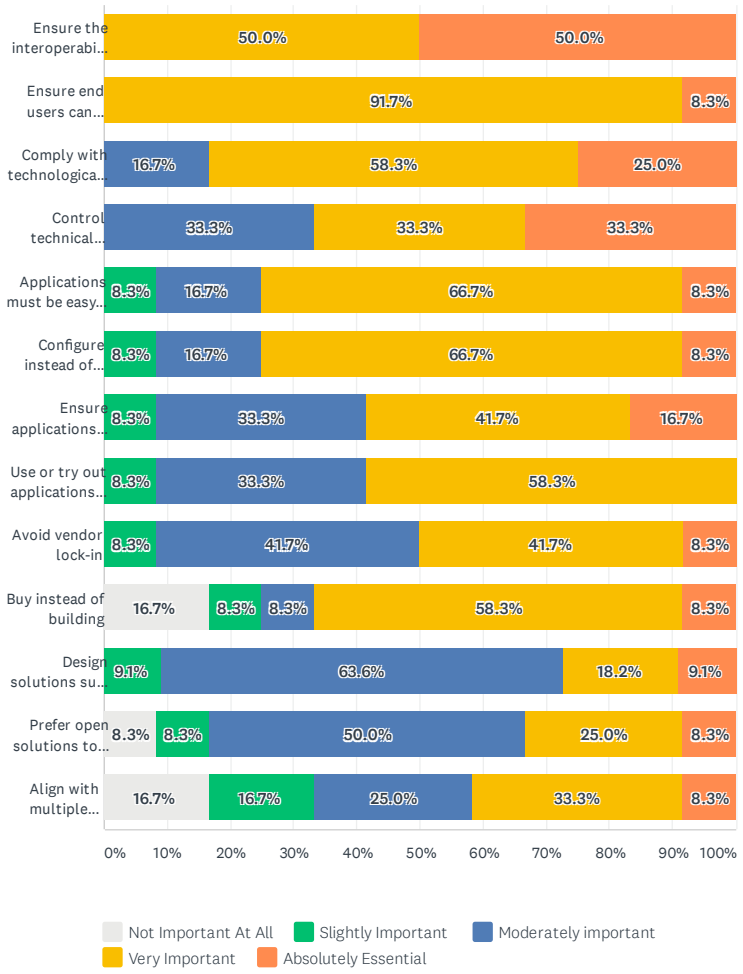
Answered: 12 Skipped: 103



	NOT IMPORTANT AT ALL	SLIGHTLY IMPORTANT	MODERATELY IMPORTANT	VERY IMPORTANT	ABSOLUTELY ESSENTIAL	TOTAL	WEIGHTED AVERAGE
Data is kept secure, and security risks are managed	0.0% 0	0.0% 0	0.0% 0	16.7% 2	83.3% 10	12	4.83
Data is an asset	0.0% 0	0.0% 0	8.3% 1	41.7% 5	50.0% 6	12	4.42
There are policies and data management guidelines for data	0.0% 0	0.0% 0	0.0% 0	58.3% 7	41.7% 5	12	4.42
Data is reused: duplication of data should be avoided	0.0% 0	0.0% 0	8.3% 1	50.0% 6	41.7% 5	12	4.33
Data is under the control of a trustee	0.0% 0	0.0% 0	16.7% 2	33.3% 4	50.0% 6	12	4.33
Data is shared	0.0% 0	0.0% 0	8.3% 1	66.7% 8	25.0% 3	12	4.17
Data is accessible, available and discoverable	0.0% 0	0.0% 0	25.0% 3	33.3% 4	41.7% 5	12	4.17
There is a common vocabulary and definitions for data	0.0% 0	0.0% 0	33.3% 4	25.0% 3	41.7% 5	12	4.08

Q14 For each of the following technology management principles, please indicate the extent to which it is important for your institution:

Answered: 12 Skipped: 103



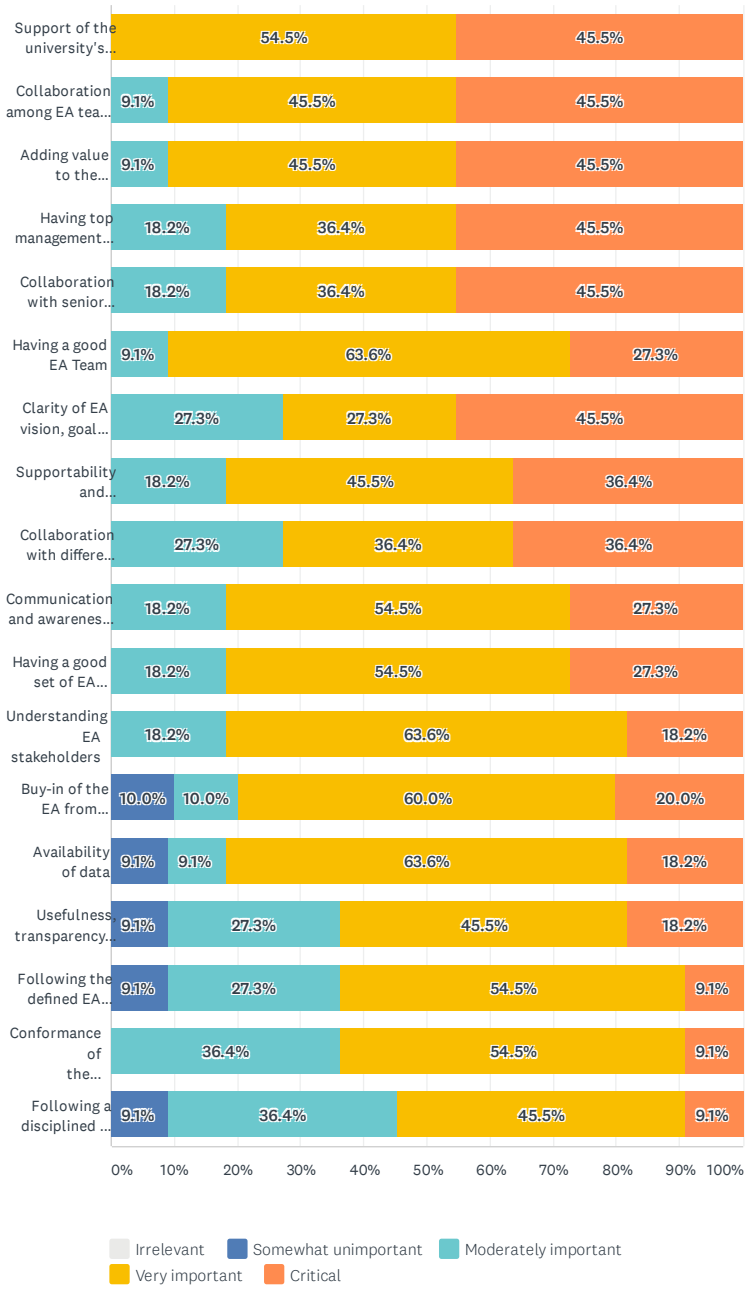
	NOT IMPORTANT AT ALL	SLIGHTLY IMPORTANT	MODERATELY IMPORTANT	VERY IMPORTANT	ABSOLUTELY ESSENTIAL	TOTAL	WEIGHTED AVERAGE
Ensure the interoperability of technological components	0.0% 0	0.0% 0	0.0% 0	50.0% 6	50.0% 6	12	4.50
Ensure end users can perform their work as efficiently as possible	0.0% 0	0.0% 0	0.0% 0	91.7% 11	8.3% 1	12	4.08
Comply with technological standards and policies	0.0% 0	0.0% 0	16.7% 2	58.3% 7	25.0% 3	12	4.08
Control technical diversity	0.0% 0	0.0% 0	33.3% 4	33.3% 4	33.3% 4	12	4.00
Applications must be easy to use	0.0% 0	8.3% 1	16.7% 2	66.7% 8	8.3% 1	12	3.75
Configure instead of customizing	0.0% 0	8.3% 1	16.7% 2	66.7% 8	8.3% 1	12	3.75
Ensure applications are independent of specific technology choices (e.g. databases, browsers, operating systems)	0.0% 0	8.3% 1	33.3% 4	41.7% 5	16.7% 2	12	3.67
Use or try out applications and technologies before buying	0.0% 0	8.3% 1	33.3% 4	58.3% 7	0.0% 0	12	3.50
Avoid vendor lock-in	0.0% 0	8.3% 1	41.7% 5	41.7% 5	8.3% 1	12	3.50
Buy instead of building	16.7% 2	8.3% 1	8.3% 1	58.3% 7	8.3% 1	12	3.33
Design solutions such that they are “good enough” in order to minimize costs and maximize value	0.0% 0	9.1% 1	63.6% 7	18.2% 2	9.1% 1	11	3.27
Prefer open solutions to commercial solutions	8.3% 1	8.3% 1	50.0% 6	25.0% 3	8.3% 1	12	3.17
Align with multiple products from a single vendor to best leverage that vendor's ecosystem	16.7% 2	16.7% 2	25.0% 3	33.3% 4	8.3% 1	12	3.00

Q15 If there are any very important principles that are not in the above lists, please provide them:

Answered: 0 Skipped: 115

Q16 In your opinion, to what extent is each of the following considered to be success factors in the EA process?

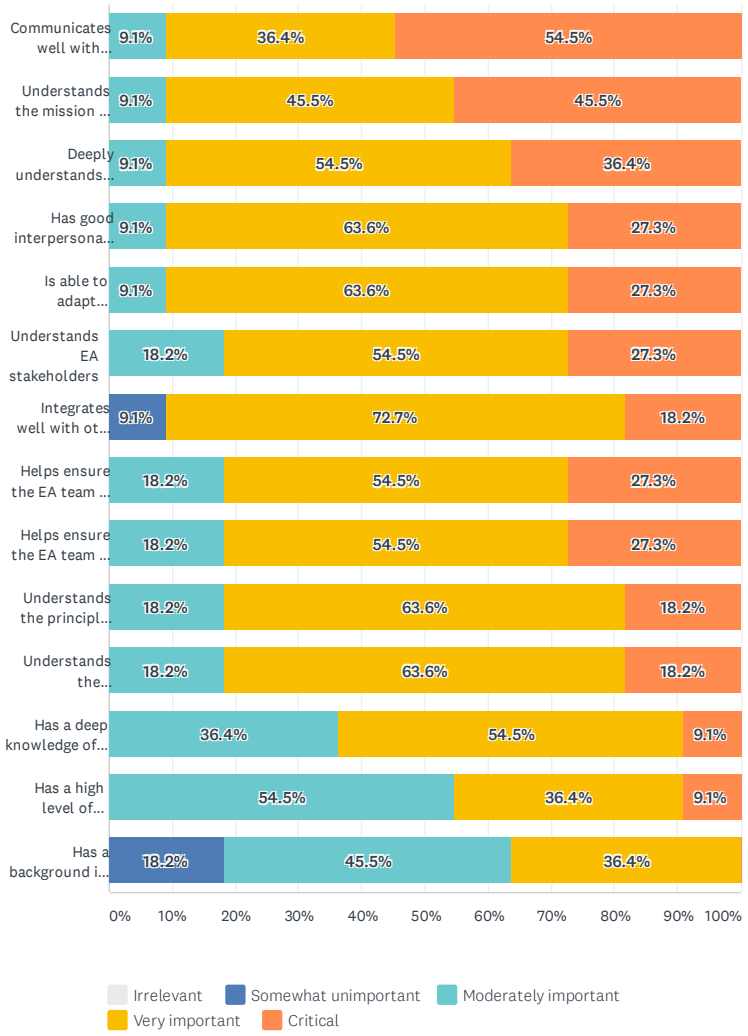
Answered: 11 Skipped: 104



	IRRELEVANT	SOMEWHAT UNIMPORTANT	MODERATELY IMPORTANT	VERY IMPORTANT	CRITICAL	TOTAL	WEIGHTED AVERAGE
Support of the university's mission and goals	0.0% 0	0.0% 0	0.0% 0	54.5% 6	45.5% 5	11	3.45
Collaboration among EA team members	0.0% 0	0.0% 0	9.1% 1	45.5% 5	45.5% 5	11	3.36
Adding value to the institution	0.0% 0	0.0% 0	9.1% 1	45.5% 5	45.5% 5	11	3.36
Having top management support, commitment & sponsorship	0.0% 0	0.0% 0	18.2% 2	36.4% 4	45.5% 5	11	3.27
Collaboration with senior management	0.0% 0	0.0% 0	18.2% 2	36.4% 4	45.5% 5	11	3.27
Having a good EA Team	0.0% 0	0.0% 0	9.1% 1	63.6% 7	27.3% 3	11	3.18
Clarity of EA vision, goals, and objectives	0.0% 0	0.0% 0	27.3% 3	27.3% 3	45.5% 5	11	3.18
Supportability and maintainability of the technological solutions	0.0% 0	0.0% 0	18.2% 2	45.5% 5	36.4% 4	11	3.18
Collaboration with different departments and units	0.0% 0	0.0% 0	27.3% 3	36.4% 4	36.4% 4	11	3.09
Communication and awareness of EA among all stakeholders	0.0% 0	0.0% 0	18.2% 2	54.5% 6	27.3% 3	11	3.09
Having a good set of EA principles	0.0% 0	0.0% 0	18.2% 2	54.5% 6	27.3% 3	11	3.09
Understanding EA stakeholders	0.0% 0	0.0% 0	18.2% 2	63.6% 7	18.2% 2	11	3.00
Buy-in of the EA from stakeholders	0.0% 0	10.0% 1	10.0% 1	60.0% 6	20.0% 2	10	3.00
Availability of data	0.0% 0	9.1% 1	9.1% 1	63.6% 7	18.2% 2	11	3.00
Usefulness, transparency & openness of EA itself	0.0% 0	9.1% 1	27.3% 3	45.5% 5	18.2% 2	11	2.82
Following the defined EA principles	0.0% 0	9.1% 1	27.3% 3	54.5% 6	9.1% 1	11	2.73
Conformance of the architecture to standards	0.0% 0	0.0% 0	36.4% 4	54.5% 6	9.1% 1	11	2.73
Following a disciplined EA process	0.0% 0	9.1% 1	36.4% 4	45.5% 5	9.1% 1	11	2.64

Q17 In your opinion, to what extent is each of the following considered to be success factors for individual EA team members? (These might be assessed when hiring or promoting such team members)

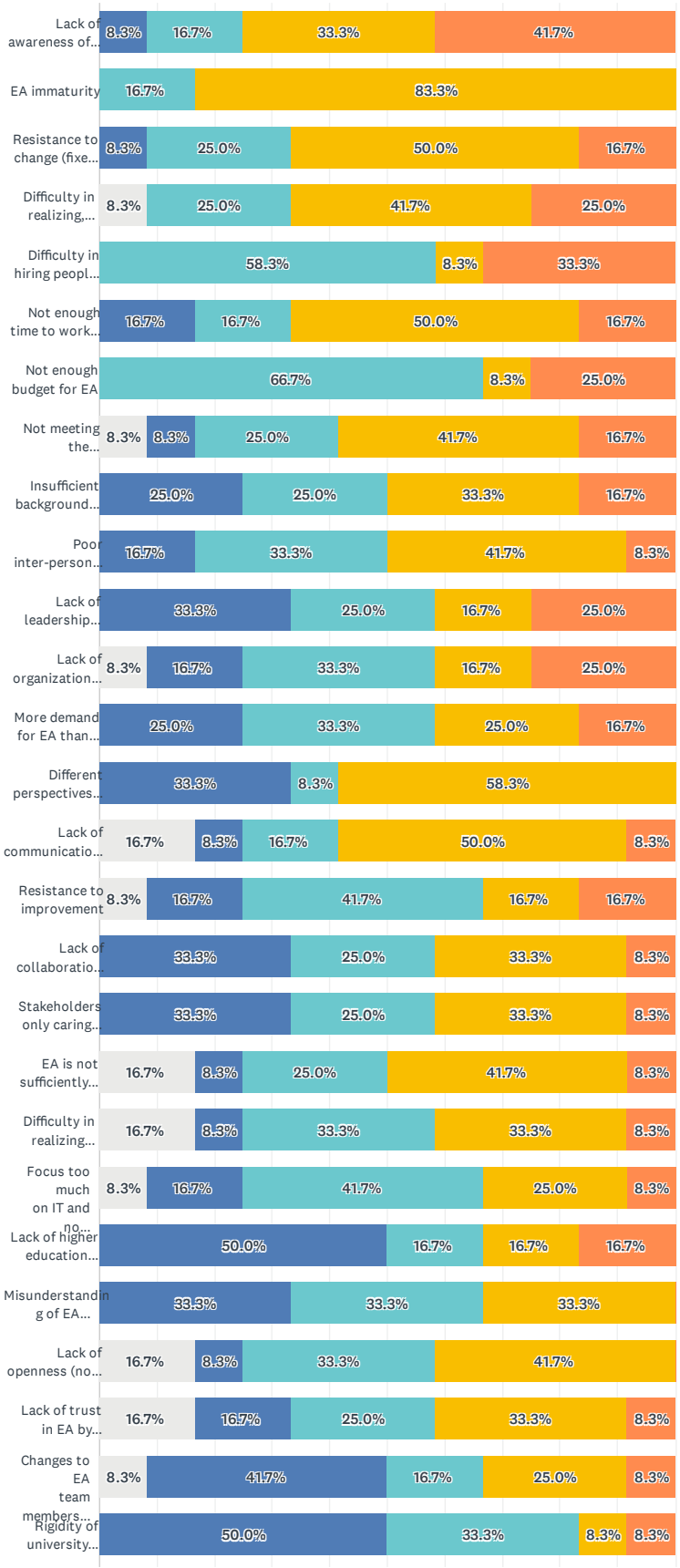
Answered: 11 Skipped: 104

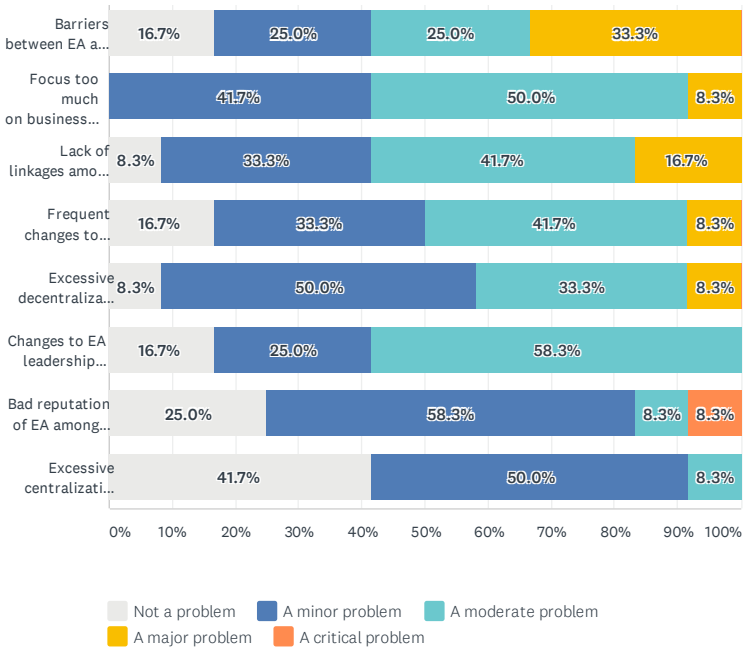


	IRRELEVANT	SOMEWHAT UNIMPORTANT	MODERATELY IMPORTANT	VERY IMPORTANT	CRITICAL	TOTAL	WEIGHTED AVERAGE
Communicates well with stakeholders	0.0% 0	0.0% 0	9.1% 1	36.4% 4	54.5% 6	11	3.45
Understands the mission of the university	0.0% 0	0.0% 0	9.1% 1	45.5% 5	45.5% 5	11	3.36
Deeply understands their domain(s)	0.0% 0	0.0% 0	9.1% 1	54.5% 6	36.4% 4	11	3.27
Has good interpersonal skills: Listens well and effectively manages conflicts with others	0.0% 0	0.0% 0	9.1% 1	63.6% 7	27.3% 3	11	3.18
Is able to adapt effectively to change	0.0% 0	0.0% 0	9.1% 1	63.6% 7	27.3% 3	11	3.18
Understands EA stakeholders	0.0% 0	0.0% 0	18.2% 2	54.5% 6	27.3% 3	11	3.09
Integrates well with other EA team members	0.0% 0	9.1% 1	0.0% 0	72.7% 8	18.2% 2	11	3.09
Helps ensure the EA team is doing the right work in the right manner at the right time	0.0% 0	0.0% 0	18.2% 2	54.5% 6	27.3% 3	11	3.09
Helps ensure the EA team is targeting the right goals	0.0% 0	0.0% 0	18.2% 2	54.5% 6	27.3% 3	11	3.09
Understands the principles of EA adopted by the institution	0.0% 0	0.0% 0	18.2% 2	63.6% 7	18.2% 2	11	3.00
Understands the perspectives and domains of other team members	0.0% 0	0.0% 0	18.2% 2	63.6% 7	18.2% 2	11	3.00
Has a deep knowledge of higher education in general	0.0% 0	0.0% 0	36.4% 4	54.5% 6	9.1% 1	11	2.73
Has a high level of education and training in EA	0.0% 0	0.0% 0	54.5% 6	36.4% 4	9.1% 1	11	2.55
Has a background in this particular institution	0.0% 0	18.2% 2	45.5% 5	36.4% 4	0.0% 0	11	2.36

Q18 In your opinion, to what extent does each of the following pose a challenge to EA?

Answered: 12 Skipped: 103



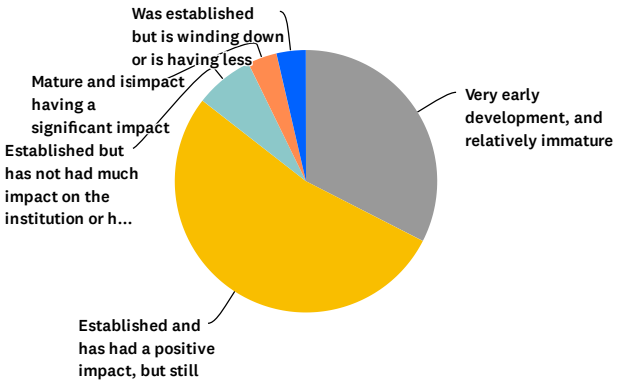

Barriers between EA a...
16.7%
25.0%
25.0%
33.3%
Focus too much on business...
41.7%
50.0%
8.3%
Lack of linkages amo...
8.3%
33.3%
41.7%
16.7%
Frequent changes to...
16.7%
33.3%
41.7%
8.3%
Excessive decentraliza...
8.3%
50.0%
33.3%
8.3%
Changes to EA leadership...
16.7%
25.0%
58.3%
Bad reputation of EA among...
25.0%
58.3%
8.3%
8.3%
Excessive centralizati...
41.7%
50.0%
8.3%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Not a problem
A minor problem
A moderate problem
A major problem
A critical problem

	NOT A PROBLEM	A MINOR PROBLEM	A MODERATE PROBLEM	A MAJOR PROBLEM	A CRITICAL PROBLEM	TOTAL	WEIGHTED AVERAGE
Lack of awareness of EA among university leadership and other stakeholders	0.0% 0	8.3% 1	16.7% 2	33.3% 4	41.7% 5	12	4.08
EA immaturity	0.0% 0	0.0% 0	16.7% 2	83.3% 10	0.0% 0	12	3.83
Resistance to change (fixed mindsets and habits)	0.0% 0	8.3% 1	25.0% 3	50.0% 6	16.7% 2	12	3.75
Difficulty in realizing, showing and delivering EA value	8.3% 1	0.0% 0	25.0% 3	41.7% 5	25.0% 3	12	3.75
Difficulty in hiring people for EA jobs	0.0% 0	0.0% 0	58.3% 7	8.3% 1	33.3% 4	12	3.75
Not enough time to work on EA	0.0% 0	16.7% 2	16.7% 2	50.0% 6	16.7% 2	12	3.67
Not enough budget for EA	0.0% 0	0.0% 0	66.7% 8	8.3% 1	25.0% 3	12	3.58
Not meeting the university's goals	8.3% 1	8.3% 1	25.0% 3	41.7% 5	16.7% 2	12	3.50
Insufficient background among EA team members to do required work	0.0% 0	25.0% 3	25.0% 3	33.3% 4	16.7% 2	12	3.42
Poor inter-personal relationships with stakeholders	0.0% 0	16.7% 2	33.3% 4	41.7% 5	8.3% 1	12	3.42
Lack of leadership skills	0.0% 0	33.3% 4	25.0% 3	16.7% 2	25.0% 3	12	3.33
Lack of organization buy-in	8.3% 1	16.7% 2	33.3% 4	16.7% 2	25.0% 3	12	3.33
More demand for EA than what the EA team can support	0.0% 0	25.0% 3	33.3% 4	25.0% 3	16.7% 2	12	3.33
Different perspectives and opinions from stakeholders on what they need and what they want to achieve	0.0% 0	33.3% 4	8.3% 1	58.3% 7	0.0% 0	12	3.25
Lack of communication skills	16.7% 2	8.3% 1	16.7% 2	50.0% 6	8.3% 1	12	3.25
Resistance to improvement	8.3% 1	16.7% 2	41.7% 5	16.7% 2	16.7% 2	12	3.17
Lack of collaboration with other university units and stakeholders	0.0% 0	33.3% 4	25.0% 3	33.3% 4	8.3% 1	12	3.17
Stakeholders only caring about tangible benefits of EA but not EA itself	0.0% 0	33.3% 4	25.0% 3	33.3% 4	8.3% 1	12	3.17
EA is not sufficiently helping the IT team to keep up with change	16.7% 2	8.3% 1	25.0% 3	41.7% 5	8.3% 1	12	3.17
Difficulty in realizing cost-saving or other benefits of EA	16.7% 2	8.3% 1	33.3% 4	33.3% 4	8.3% 1	12	3.08
Focus too much on IT and not enough on business aspects	8.3% 1	16.7% 2	41.7% 5	25.0% 3	8.3% 1	12	3.08
Lack of higher education experience by EA leadership or the CIO	0.0% 0	50.0% 6	16.7% 2	16.7% 2	16.7% 2	12	3.00
Misunderstanding of EA language & terminology	0.0% 0	33.3% 4	33.3% 4	33.3% 4	0.0% 0	12	3.00
Lack of openness (not inviting a broad spectrum of stakeholders to engage)	16.7% 2	8.3% 1	33.3% 4	41.7% 5	0.0% 0	12	3.00
Lack of trust in EA by stakeholders	16.7% 2	16.7% 2	25.0% 3	33.3% 4	8.3% 1	12	3.00
Changes to EA team members resulting in loss of corporate knowledge or experience	8.3% 1	41.7% 5	16.7% 2	25.0% 3	8.3% 1	12	2.83
Rigidity of university policies	0.0% 0	50.0% 6	33.3% 4	8.3% 1	8.3% 1	12	2.75
Barriers between EA and other business units	16.7% 2	25.0% 3	25.0% 3	33.3% 4	0.0% 0	12	2.75
Focus too much on business aspects and not enough on IT	0.0% 0	41.7% 5	50.0% 6	8.3% 1	0.0% 0	12	2.67
Lack of linkages among different types of EA information	8.3% 1	33.3% 4	41.7% 5	16.7% 2	0.0% 0	12	2.67
Frequent changes to management	16.7%	33.3%	41.7%	8.3%	0.0%		

structure	2	4	5	1	0	12	2.42
Excessive decentralization of the university	8.3% 1	50.0% 6	33.3% 4	8.3% 1	0.0% 0	12	2.42
Changes to EA leadership resulting in changes of direction	16.7% 2	25.0% 3	58.3% 7	0.0% 0	0.0% 0	12	2.42
Bad reputation of EA among stakeholders	25.0% 3	58.3% 7	8.3% 1	0.0% 0	8.3% 1	12	2.08
Excessive centralization of the university	41.7% 5	50.0% 6	8.3% 1	0.0% 0	0.0% 0	12	1.67

Q19 Which of the following best characterizes the state of implementation of EA in your organization?

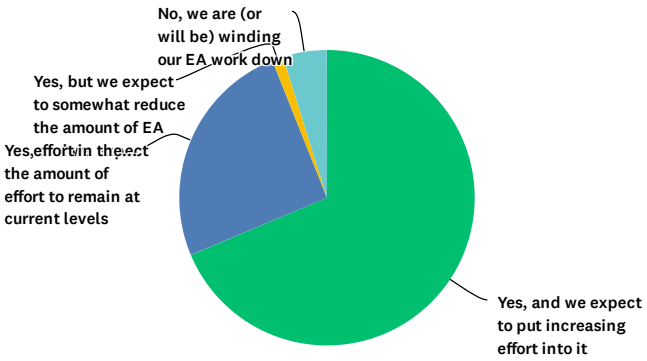
Answered: 83 Skipped: 32



ANSWER CHOICES	RESPONSES	
Very early development, and relatively immature	32.5%	27
Established and has had a positive impact, but still being actively developed	53.0%	44
Established but has not had much impact on the institution or has not been successful yet	7.2%	6
Mature and is having a significant impact	3.6%	3
Was established but is winding down or is having less impact	3.6%	3
TOTAL		83

Q20 Are you planning to continue your Enterprise Architecture work in the coming years?

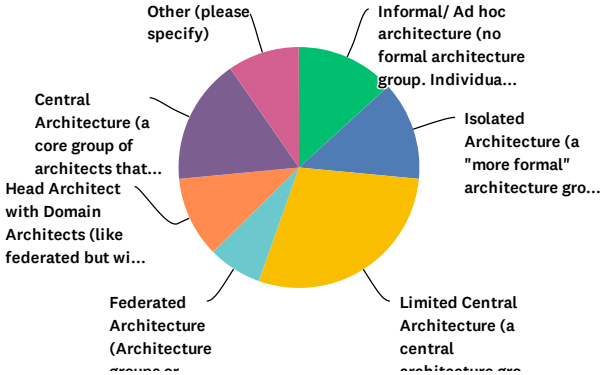
Answered: 83 Skipped: 32



ANSWER CHOICES	RESPONSES	
Yes, and we expect to put increasing effort into it	68.67%	57
Yes, and we expect the amount of effort to remain at current levels	25.30%	21
Yes, but we expect to somewhat reduce the amount of EA effort in the institution	1.20%	1
No, we are (or will be) winding our EA work down	4.82%	4
TOTAL		83

Q21 Which organizational model of EA best fits your institution?

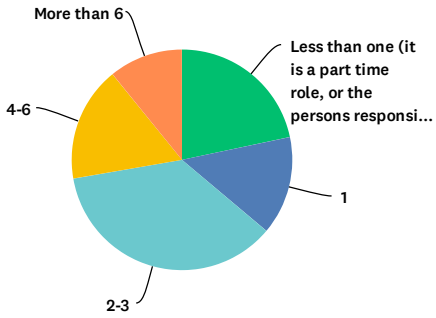
Answered: 83 Skipped: 32



ANSWER CHOICES	RESPONSES	
Informal/ Ad hoc architecture (no formal architecture group. Individuals acting as ad hoc architects in their areas)	13.3%	11
Isolated Architecture (a "more formal" architecture group but that group is focused on one or two departments)	13.3%	11
Limited Central Architecture (a central architecture group but with limited interaction in select areas and projects across campus or campuses)	28.9%	24
Federated Architecture (Architecture groups or individuals around campus or campuses working together to form a "enterprise architecture" group)	7.2%	6
Head Architect with Domain Architects (like federated but with a central lead architect(s) orchestrating the federation)	10.8%	9
Central Architecture (a core group of architects that review all projects in the institution)	16.9%	14
Other (please specify)	9.6%	8
TOTAL		83

Q22 What is the size of the EA team? (people who focus on EA only; not including people who focus on IT or related work)

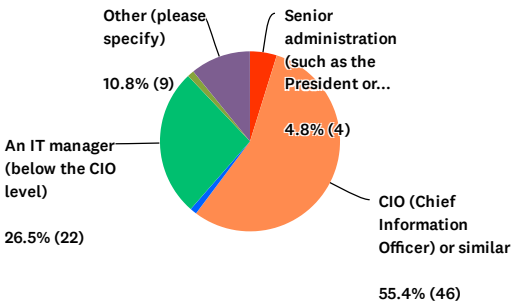
Answered: 83 Skipped: 32



ANSWER CHOICES	RESPONSES	
Less than one (it is a part time role, or the persons responsible have other tasks)	21.7%	18
1	14.5%	12
2-3	36.1%	30
4-6	16.9%	14
More than 6	10.8%	9
TOTAL		83

Q23 The head of the EA team (or those in charge of EA) reports to:

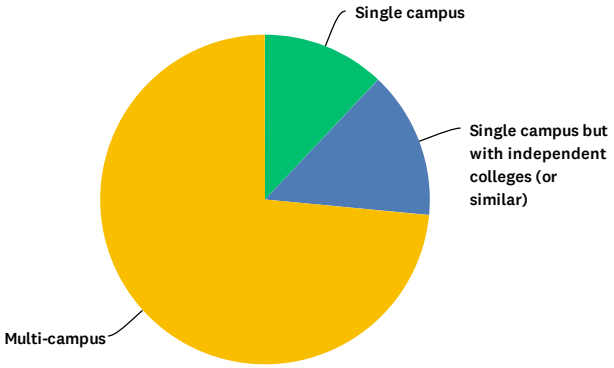
Answered: 83 Skipped: 32



ANSWER CHOICES	RESPONSES	
Senior administration (such as the President or Provost) directly	4.8%	4
CIO (Chief Information Officer) or similar	55.4%	46
A manager of a business-focused group such as a director of planning	1.2%	1
An IT manager (below the CIO level)	26.5%	22
A manager of a specialized IT area such as security	1.2%	1
Other (please specify)	10.8%	9
TOTAL		83

Q24 How centralized is your institution?

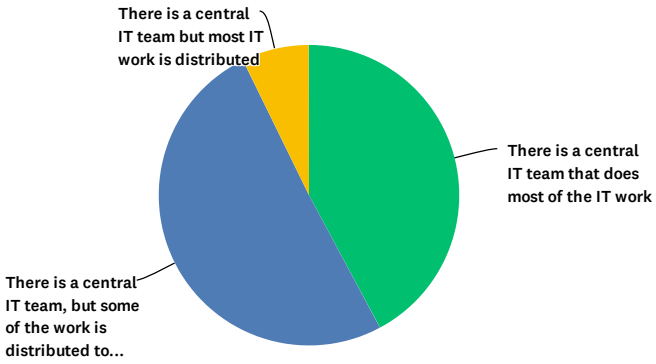
Answered: 83 Skipped: 32



ANSWER CHOICES	RESPONSES	
Single campus	12.0%	10
Single campus but with independent colleges (or similar)	14.5%	12
Multi-campus	73.5%	61
TOTAL		83

Q25 How centralized is your institution with regarding to its Information Technology (IT) team?

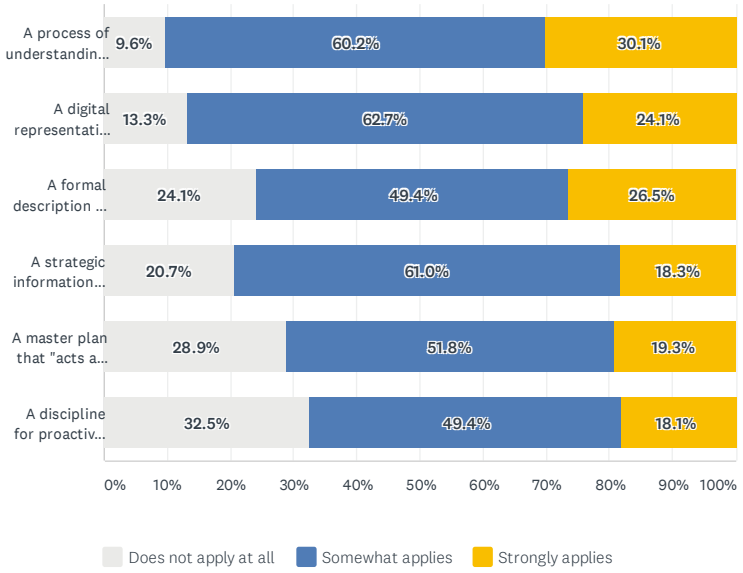
Answered: 83 Skipped: 32



ANSWER CHOICES	RESPONSES	
There is a central IT team that does most of the IT work	42.2%	35
There is a central IT team, but some of the work is distributed to departments, units, colleges or campuses	50.6%	42
There is a central IT team but most IT work is distributed	7.2%	6
Almost all IT work is distributed	0.0%	0
TOTAL		83

Q26 In your opinion, to what extent do each of the following definitions apply to EA in your institution? Each of these definitions come either from the literature or from our interviews with Enterprise Architects. Enterprise Architecture is:

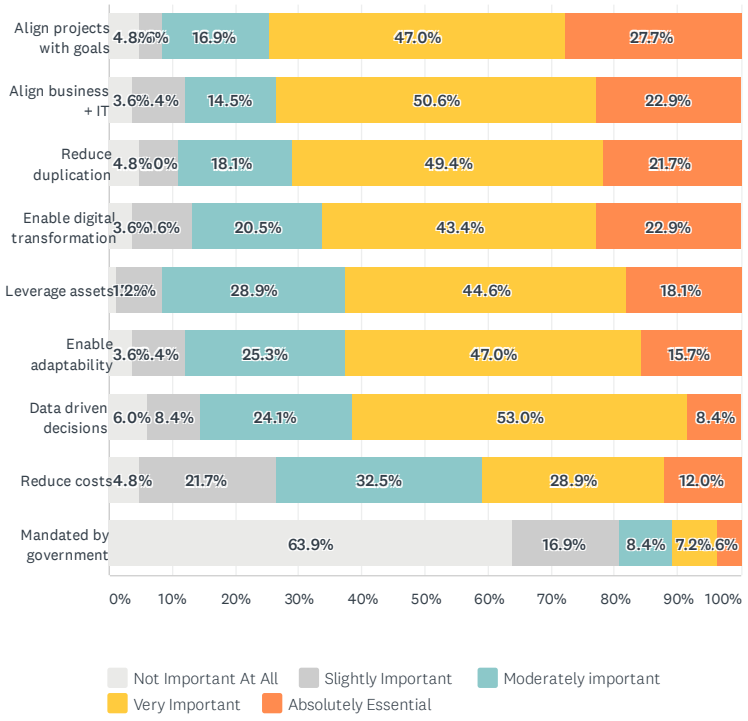
Answered: 83 Skipped: 32



	DOES NOT APPLY AT ALL	SOMEWHAT APPLIES	STRONGLY APPLIES	TOTAL	WEIGHTED AVERAGE
A process of understanding the different elements that go to make up the enterprise and how those elements are inter-related.	9.6% 8	60.2% 50	30.1% 25	83	2.20
A digital representation of the organization's business and information technology landscape	13.3% 11	62.7% 52	24.1% 20	83	2.11
A formal description of the current and future state(s) of an organization, and of managed change between these states to meet organization's stakeholders' goals and to create value in the organization.	24.1% 20	49.4% 41	26.5% 22	83	2.02
A strategic information asset base, which defines the mission, the information necessary to perform the mission, the technologies necessary to perform the mission, and the transitional processes for implementing new technologies in response to changing mission needs.	20.7% 17	61.0% 50	18.3% 15	82	1.98
A master plan that "acts as a collaboration force" between aspects of business planning, business operations, automation, and enabling technological infrastructure.	28.9% 24	51.8% 43	19.3% 16	83	1.90
A discipline for proactively and holistically leading enterprise responses to disruptive forces by identifying and analyzing the execution of change toward desired business vision and outcomes.	32.5% 27	49.4% 41	18.1% 15	83	1.86

Q27 For each of the following motivations and objectives for Enterprise Architecture, please indicate the extent to which it is important for your institution:

Answered: 83 Skipped: 32

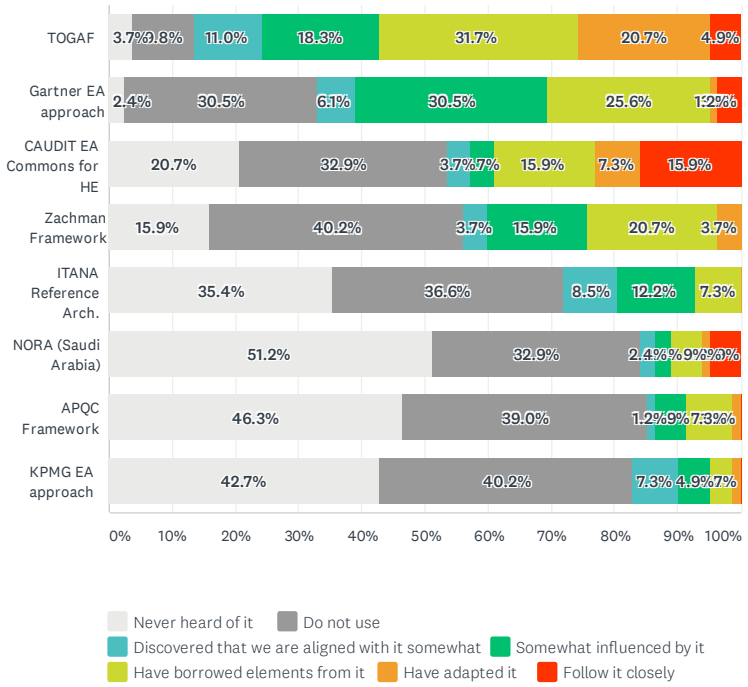


	NOT IMPORTANT AT ALL (1)	SLIGHTLY IMPORTANT (2)	MODERATELY IMPORTANT (3)	VERY IMPORTANT (4)	ABSOLUTELY ESSENTIAL (5)	TOTAL	WEIGHTED AVERAGE
Align projects with goals	4.8% 4	3.6% 3	16.9% 14	47.0% 39	27.7% 23	83	3.89
Align business + IT	3.6% 3	8.4% 7	14.5% 12	50.6% 42	22.9% 19	83	3.81
Reduce duplication	4.8% 4	6.0% 5	18.1% 15	49.4% 41	21.7% 18	83	3.77
Enable digital transformation	3.6% 3	9.6% 8	20.5% 17	43.4% 36	22.9% 19	83	3.72
Leverage assets	1.2% 1	7.2% 6	28.9% 24	44.6% 37	18.1% 15	83	3.71
Enable adaptability	3.6% 3	8.4% 7	25.3% 21	47.0% 39	15.7% 13	83	3.63
Data driven decisions	6.0% 5	8.4% 7	24.1% 20	53.0% 44	8.4% 7	83	3.49
Reduce costs	4.8% 4	21.7% 18	32.5% 27	28.9% 24	12.0% 10	83	3.22
Mandated by government	63.9% 53	16.9% 14	8.4% 7	7.2% 6	3.6% 3	83	1.70

BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Align projects with goals	1.00	5.00	4.00	3.89	1.01
Align business + IT	1.00	5.00	4.00	3.81	1.00
Reduce duplication	1.00	5.00	4.00	3.77	1.01
Enable digital transformation	1.00	5.00	4.00	3.72	1.03
Leverage assets	1.00	5.00	4.00	3.71	0.89
Enable adaptability	1.00	5.00	4.00	3.63	0.97
Data driven decisions	1.00	5.00	4.00	3.49	0.97
Reduce costs	1.00	5.00	3.00	3.22	1.06
Mandated by government	1.00	5.00	1.00	1.70	1.12

Q28 For each of the following frameworks or reference models, please indicate the extent to which it has influenced your EA process:

Answered: 82 Skipped: 33

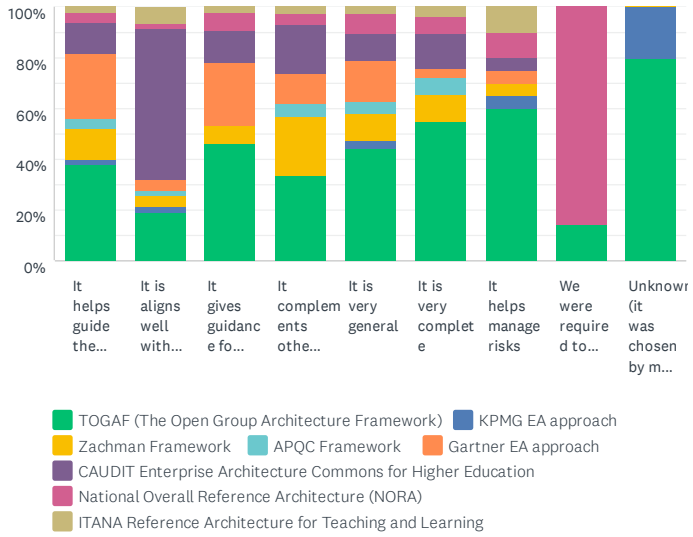


	NEVER HEARD OF IT (1)	DO NOT USE (2)	DISCOVERED THAT WE ARE ALIGNED WITH IT SOMEWHAT (3)	SOMEWHAT INFLUENCED BY IT (4)	HAVE BORROWED ELEMENTS FROM IT (5)	HAVE ADAPTED IT (6)	FOLLOW IT CLOSELY (7)	TOTAL	WEIGHTED AVERAGE
TOGAF	3.7% 3	9.8% 8	11.0% 9	18.3% 15	31.7% 26	20.7% 17	4.9% 4	82	4.46
Gartner EA approach	2.4% 2	30.5% 25	6.1% 5	30.5% 25	25.6% 21	1.2% 1	3.7% 3	82	3.65
CAUDIT EA Commons for HE	20.7% 17	32.9% 27	3.7% 3	3.7% 3	15.9% 13	7.3% 6	15.9% 13	82	3.46
Zachman Framework	15.9% 13	40.2% 33	3.7% 3	15.9% 13	20.7% 17	3.7% 3	0.0% 0	82	2.96
ITANA Reference Arch.	35.4% 29	36.6% 30	8.5% 7	12.2% 10	7.3% 6	0.0% 0	0.0% 0	82	2.20
NORA (Saudi Arabia)	51.2% 42	32.9% 27	2.4% 2	2.4% 2	4.9% 4	1.2% 1	4.9% 4	82	2.00
APQC Framework	46.3% 38	39.0% 32	1.2% 1	4.9% 4	7.3% 6	1.2% 1	0.0% 0	82	1.91
KPMG EA approach	42.7% 35	40.2% 33	7.3% 6	4.9% 4	3.7% 3	1.2% 1	0.0% 0	82	1.90

BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
TOGAF	1.00	7.00	5.00	4.46	1.48
Gartner EA approach	1.00	7.00	4.00	3.65	1.42
CAUDIT EA Commons for HE	1.00	7.00	2.00	3.46	2.19
Zachman Framework	1.00	6.00	2.00	2.96	1.53
ITANA Reference Arch.	1.00	5.00	2.00	2.20	1.24
NORA (Saudi Arabia)	1.00	7.00	1.00	2.00	1.58
APQC Framework	1.00	6.00	2.00	1.91	1.23
KPMG EA approach	1.00	6.00	2.00	1.90	1.10

Q29 Please indicate the main reasons that motivated your organization to choose the framework(s) identified in the last question (you may need to scroll to the right to see all the reasons).

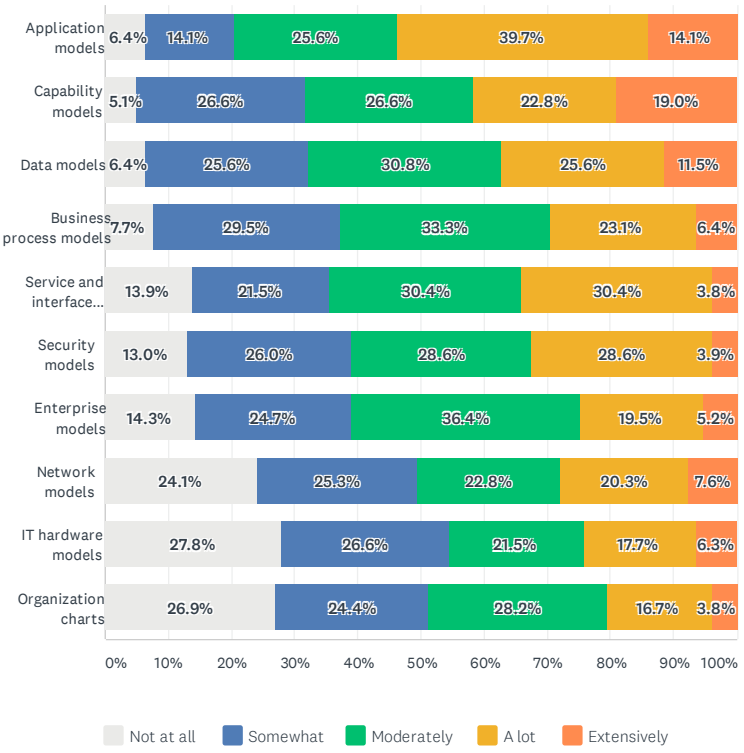
Answered: 66 Skipped: 49



	TOGAF (THE OPEN GROUP ARCHITECTURE FRAMEWORK)	KPMG EA APPROACH	ZACHMAN FRAMEWORK	APQC FRAMEWORK	GARTNER EA APPROACH	CAUDIT ENTERPRISE ARCHITECTURE COMMONS FOR HIGHER EDUCATION	NATIONAL OVERALL REFERENCE ARCHITECTURE (NORA)	ITANA REFERENCE ARCHITECTUR FOR TEACHIN AND LEARNIN
It helps guide the choice of IT and business solutions	38.0% 19	2.0% 1	12.0% 6	4.0% 2	26.0% 13	12.0% 6	4.0% 2	2.0
It is aligns well with the university's functions and challenges	19.1% 9	2.1% 1	4.3% 2	2.1% 1	4.3% 2	59.6% 28	2.1% 1	6.4
It gives guidance for organizing an EA team	46.7% 21	0.0% 0	6.7% 3	0.0% 0	24.4% 11	13.3% 6	6.7% 3	2.2
It complements other frameworks	33.3% 14	0.0% 0	23.8% 10	4.8% 2	11.9% 5	19.0% 8	4.8% 2	2.4
It is very general	44.7% 17	2.6% 1	10.5% 4	5.3% 2	15.8% 6	10.5% 4	7.9% 3	2.6
It is very complete	55.2% 16	0.0% 0	10.3% 3	6.9% 2	3.4% 1	13.8% 4	6.9% 2	3.4
It helps manage risks	60.0% 12	5.0% 1	5.0% 1	0.0% 0	5.0% 1	5.0% 1	10.0% 2	10.0
We were required to use it	14.3% 1	0.0% 0	0.0% 0	0.0% 0	0.0% 0	0.0% 0	85.7% 6	0.0
Unknown (it was chosen by my predecessors)	80.0% 4	20.0% 1	0.0% 0	0.0% 0	0.0% 0	0.0% 0	0.0% 0	0.0

Q30 To what extent do you manage each of the following kinds of models in your EA process?

Answered: 79 Skipped: 36

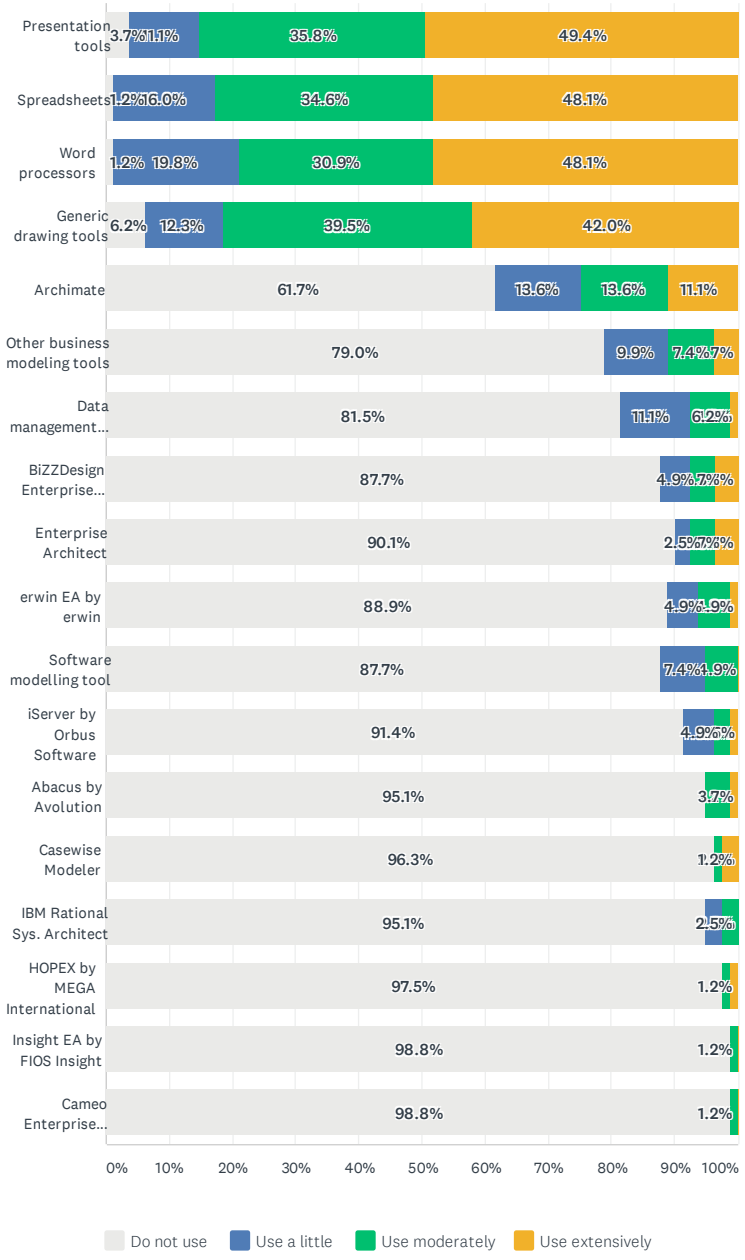


	NOT AT ALL (1)	SOMEWHAT (2)	MODERATELY (3)	A LOT (4)	EXTENSIVELY (5)	TOTAL	WEIGHTED AVERAGE
Application models	6.4% 5	14.1% 11	25.6% 20	39.7% 31	14.1% 11	78	3.41
Capability models	5.1% 4	26.6% 21	26.6% 21	22.8% 18	19.0% 15	79	3.24
Data models	6.4% 5	25.6% 20	30.8% 24	25.6% 20	11.5% 9	78	3.10
Business process models	7.7% 6	29.5% 23	33.3% 26	23.1% 18	6.4% 5	78	2.91
Service and interface models	13.9% 11	21.5% 17	30.4% 24	30.4% 24	3.8% 3	79	2.89
Security models	13.0% 10	26.0% 20	28.6% 22	28.6% 22	3.9% 3	77	2.84
Enterprise models	14.3% 11	24.7% 19	36.4% 28	19.5% 15	5.2% 4	77	2.77
Network models	24.1% 19	25.3% 20	22.8% 18	20.3% 16	7.6% 6	79	2.62
IT hardware models	27.8% 22	26.6% 21	21.5% 17	17.7% 14	6.3% 5	79	2.48
Organization charts	26.9% 21	24.4% 19	28.2% 22	16.7% 13	3.8% 3	78	2.46

BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Application models	1.00	5.00	4.00	3.41	1.09
Capability models	1.00	5.00	3.00	3.24	1.18
Data models	1.00	5.00	3.00	3.10	1.10
Business process models	1.00	5.00	3.00	2.91	1.04
Service and interface models	1.00	5.00	3.00	2.89	1.10
Security models	1.00	5.00	3.00	2.84	1.09
Enterprise models	1.00	5.00	3.00	2.77	1.08
Network models	1.00	5.00	3.00	2.62	1.26
IT hardware models	1.00	5.00	2.00	2.48	1.24
Organization charts	1.00	5.00	2.00	2.46	1.16

Q31 To what extent do you use each of the following tools to manage your EA?

Answered: 81 Skipped: 34

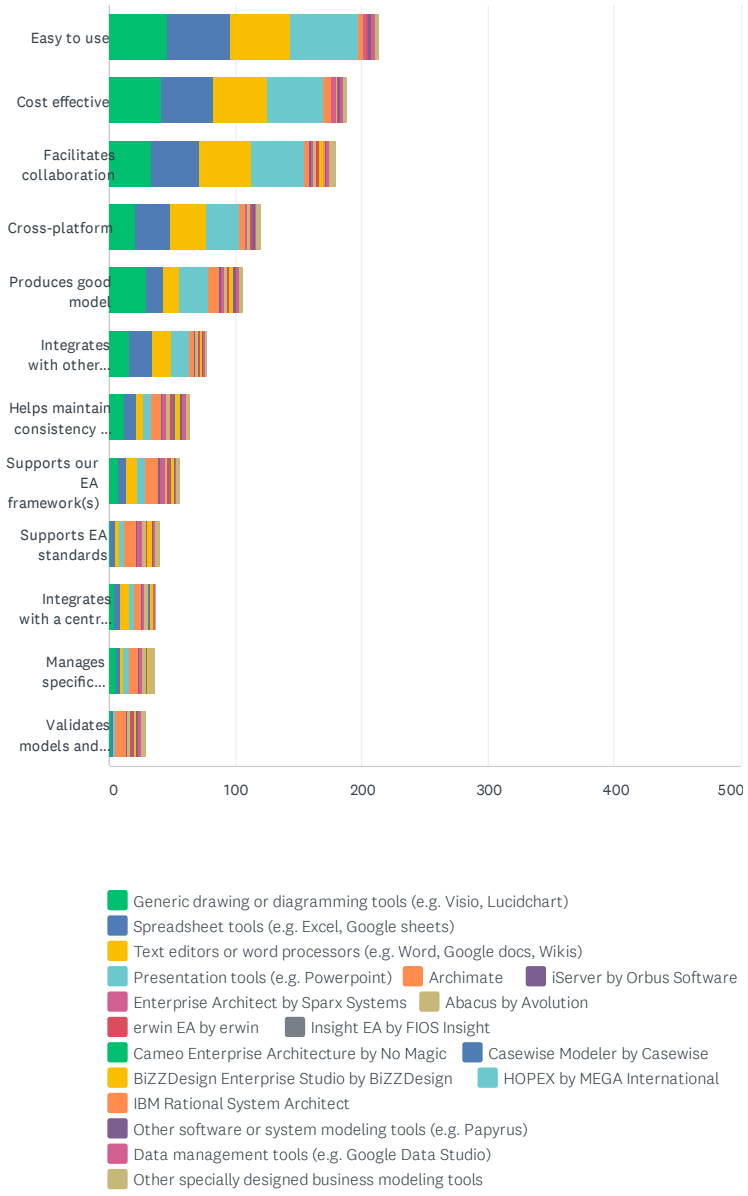


	DO NOT USE (1)	USE A LITTLE (2)	USE MODERATELY (3)	USE EXTENSIVELY (4)	TOTAL	WEIGHTED AVERAGE
Presentation tools	3.7% 3	11.1% 9	35.8% 29	49.4% 40	81	3.31
Spreadsheets	1.2% 1	16.0% 13	34.6% 28	48.1% 39	81	3.30
Word processors	1.2% 1	19.8% 16	30.9% 25	48.1% 39	81	3.26
Generic drawing tools	6.2% 5	12.3% 10	39.5% 32	42.0% 34	81	3.17
Archimate	61.7% 50	13.6% 11	13.6% 11	11.1% 9	81	1.74
Other business modeling tools	79.0% 64	9.9% 8	7.4% 6	3.7% 3	81	1.36
Data management tools	81.5% 66	11.1% 9	6.2% 5	1.2% 1	81	1.27
BiZZDesign Enterprise Studio	87.7% 71	4.9% 4	3.7% 3	3.7% 3	81	1.23
Enterprise Architect	90.1% 73	2.5% 2	3.7% 3	3.7% 3	81	1.21
erwin EA by erwin	88.9% 72	4.9% 4	4.9% 4	1.2% 1	81	1.19
Software modelling tool	87.7% 71	7.4% 6	4.9% 4	0.0% 0	81	1.17
iServer by Orbus Software	91.4% 74	4.9% 4	2.5% 2	1.2% 1	81	1.14
Abacus by Avolution	95.1% 77	0.0% 0	3.7% 3	1.2% 1	81	1.11
Casewise Modeler	96.3% 78	0.0% 0	1.2% 1	2.5% 2	81	1.10
IBM Rational Sys. Architect	95.1% 77	2.5% 2	2.5% 2	0.0% 0	81	1.07
HOPEX by MEGA International	97.5% 79	0.0% 0	1.2% 1	1.2% 1	81	1.06
Insight EA by FIOS Insight	98.8% 80	0.0% 0	1.2% 1	0.0% 0	81	1.02
Cameo Enterprise Architecture by No Magic	98.8% 80	0.0% 0	1.2% 1	0.0% 0	81	1.02

BASIC STATISTICS					
	MINIMUM	**MAXIMUM**	**MEDIAN**	**MEAN**	**STANDARD DEVIATION**
Presentation tools	1.00	4.00	3.00	3.31	0.81
Spreadsheets	1.00	4.00	3.00	3.30	0.78
Word processors	1.00	4.00	3.00	3.26	0.81
Generic drawing tools	1.00	4.00	3.00	3.17	0.87
Archimate	1.00	4.00	1.00	1.74	1.06
Other business modeling tools	1.00	4.00	1.00	1.36	0.77
Data management tools	1.00	4.00	1.00	1.27	0.63
BiZZDesign Enterprise Studio	1.00	4.00	1.00	1.23	0.69
Enterprise Architect	1.00	4.00	1.00	1.21	0.68
erwin EA by erwin	1.00	4.00	1.00	1.19	0.57
Software modelling tool	1.00	3.00	1.00	1.17	0.49
iServer by Orbus Software	1.00	4.00	1.00	1.14	0.49
Abacus by Avolution	1.00	4.00	1.00	1.11	0.50
Casewise Modeler	1.00	4.00	1.00	1.10	0.51
IBM Rational Sys. Architect	1.00	3.00	1.00	1.07	0.34
HOPEX by MEGA International	1.00	4.00	1.00	1.06	0.40
Insight EA by FIOS Insight	1.00	3.00	1.00	1.02	0.22
Cameo Enterprise Architecture by No Magic	1.00	3.00	1.00	1.02	0.22

Q32 What do you like about the tool(s) that you selected in the last question?

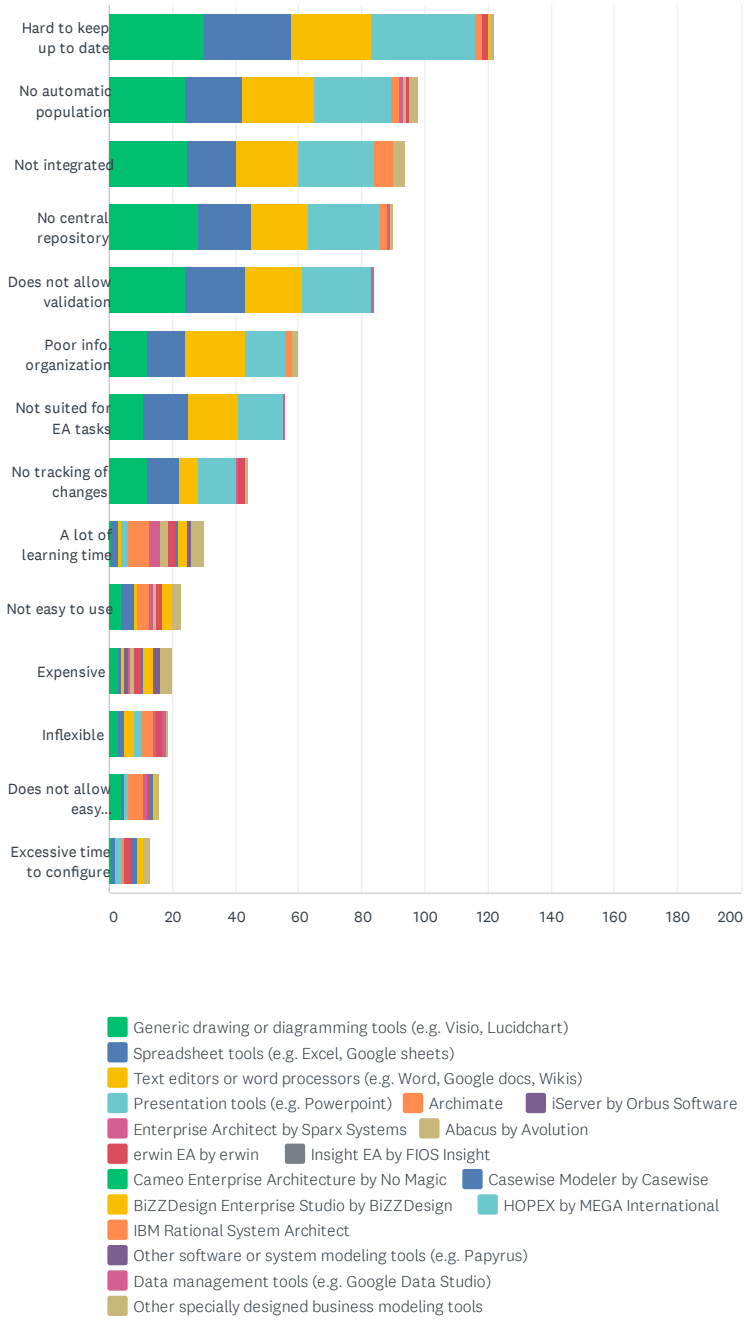
Answered: 74 Skipped: 41



	GENERIC DRAWING OR DIAGRAMMING TOOLS (E.G. VISIO, LUCIDCHART)	SPREADSHEET TOOLS (E.G. EXCEL, GOOGLE SHEETS)	TEXT EDITORS OR WORD PROCESSORS (E.G. WORD, GOOGLE DOCS, WIKIS)	PRESENTATION TOOLS (E.G. POWERPOINT)	ARCHIMATE	ISERVER BY ORBUS SOFTWARE	ENTERPRISE ARCHITECT BY SPARX SYSTEMS	ABACUS BY AVOLUTION	E E E
Easy to use	21.50% 46	22.90% 49	22.90% 49	24.77% 53	1.87% 4	0.00% 0	1.40% 3	0.00% 0	
Cost effective	21.69% 41	21.69% 41	23.28% 44	23.28% 44	3.17% 6	0.00% 0	2.12% 4	0.53% 1	
Facilitates collaboration	18.33% 33	21.11% 38	22.78% 41	23.89% 43	2.22% 4	0.56% 1	1.11% 2	1.11% 2	
Cross-platform	17.50% 21	22.50% 27	24.17% 29	21.67% 26	3.33% 4	0.00% 0	1.67% 2	1.67% 2	
Produces good model	27.36% 29	13.21% 14	11.32% 12	21.70% 23	8.49% 9	0.94% 1	2.83% 3	1.89% 2	
Integrates with other tools	20.78% 16	23.38% 18	19.48% 15	18.18% 14	5.19% 4	1.30% 1	0.00% 0	2.60% 2	
Helps maintain consistency of information	18.75% 12	14.06% 9	9.38% 6	9.38% 6	12.50% 8	1.56% 1	4.69% 3	4.69% 3	
Supports our EA framework(s)	12.50% 7	12.50% 7	14.29% 8	12.50% 7	17.86% 10	1.79% 1	7.14% 4	3.57% 2	
Supports EA standards	2.50% 1	10.00% 4	7.50% 3	10.00% 4	22.50% 9	2.50% 1	10.00% 4	7.50% 3	
Integrates with a central repository	10.81% 4	13.51% 5	18.92% 7	10.81% 4	13.51% 5	2.70% 1	5.41% 2	8.11% 3	
Manages specific representations	16.67% 6	8.33% 3	5.56% 2	13.89% 5	19.44% 7	2.78% 1	5.56% 2	8.33% 3	
Validates models and diagrams	6.90% 2	3.45% 1	0.00% 0	6.90% 2	27.59% 8	3.45% 1	0.00% 0	10.34% 3	

Q33 What do you dislike about the tool(s) that you use? (you may have to scroll right to see all columns)

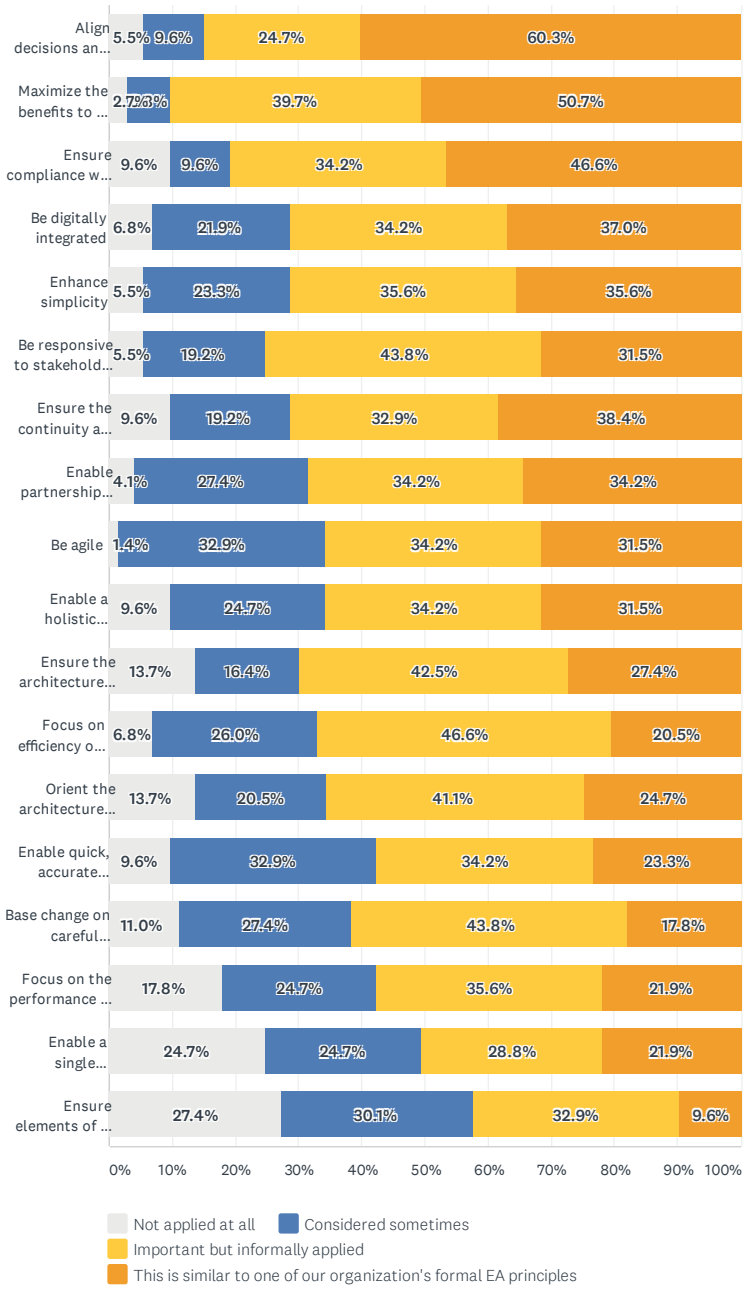
Answered: 70 Skipped: 45



	GENERIC DRAWING OR DIAGRAMMING TOOLS (E.G. VISIO, LUCIDCHART)	SPREADSHEET TOOLS (E.G. EXCEL, GOOGLE SHEETS)	TEXT EDITORS OR WORD PROCESSORS (E.G. WORD, GOOGLE DOCS, WIKIS)	PRESENTATION TOOLS (E.G. POWERPOINT)	ARCHIMATE	ISERVER BY ORBUS SOFTWARE	ENTERPRISE ARCHITECT BY SPARX SYSTEMS	ABACUS BY AVOLUTION	EI EA EI
Hard to keep up to date	24.59% 30	22.95% 28	20.49% 25	27.05% 33	1.64% 2	0.00% 0	0.00% 0	0.00% 0	1
No automatic population	24.49% 24	18.37% 18	23.47% 23	24.49% 24	3.06% 3	0.00% 0	1.02% 1	1.02% 1	1
Not integrated	26.60% 25	15.96% 15	21.28% 20	25.53% 24	5.32% 5	0.00% 0	0.00% 0	0.00% 0	0
No central repository	31.11% 28	18.89% 17	20.00% 18	25.56% 23	2.22% 2	0.00% 0	0.00% 0	0.00% 0	0
Does not allow validation	28.57% 24	22.62% 19	21.43% 18	26.19% 22	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
Poor info. organization	20.00% 12	20.00% 12	31.67% 19	21.67% 13	3.33% 2	0.00% 0	0.00% 0	0.00% 0	0
Not suited for EA tasks	19.64% 11	25.00% 14	28.57% 16	25.00% 14	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0
No tracking of changes	27.27% 12	22.73% 10	13.64% 6	27.27% 12	0.00% 0	0.00% 0	2.27% 1	0.00% 0	4
A lot of learning time	3.33% 1	6.67% 2	3.33% 1	6.67% 2	23.33% 7	0.00% 0	10.00% 3	10.00% 3	6
Not easy to use	17.39% 4	17.39% 4	4.35% 1	0.00% 0	17.39% 4	0.00% 0	4.35% 1	4.35% 1	8
Expensive	15.00% 3	5.00% 1	5.00% 1	0.00% 0	0.00% 0	5.00% 1	5.00% 1	5.00% 1	10
Inflexible	15.79% 3	10.53% 2	15.79% 3	10.53% 2	21.05% 4	0.00% 0	5.26% 1	0.00% 0	10
Does not allow easy collaboration or sharing	25.00% 4	6.25% 1	0.00% 0	6.25% 1	31.25% 5	0.00% 0	6.25% 1	0.00% 0	6
Excessive time to configure	7.69% 1	7.69% 1	0.00% 0	15.38% 2	7.69% 1	0.00% 0	0.00% 0	0.00% 0	15

Q34 For each of the following general enterprise architecture principles, please indicate the extent to which it is applied in your organization

Answered: 73 Skipped: 42

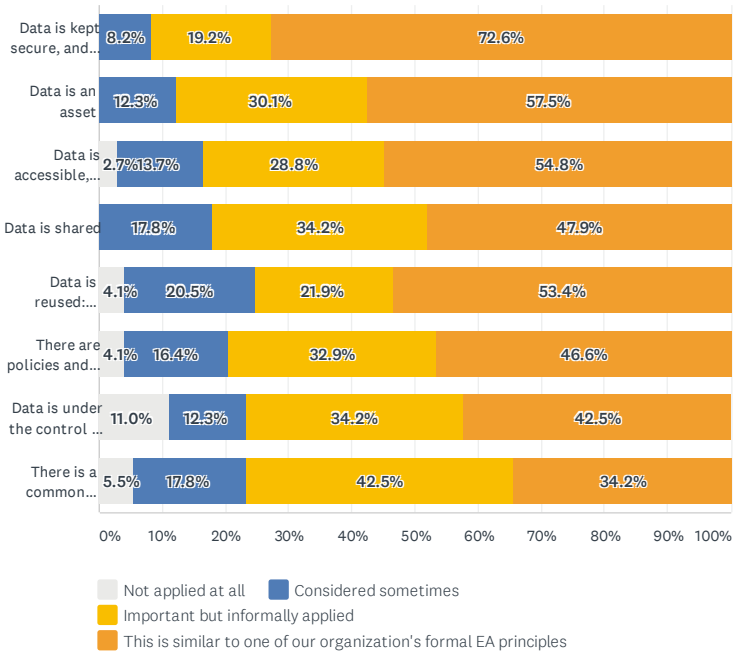


	NOT APPLIED AT ALL (1)	CONSIDERED SOMETIMES (2)	IMPORTANT BUT INFORMALLY APPLIED (3)	THIS IS SIMILAR TO ONE OF OUR ORGANIZATION'S FORMAL EA PRINCIPLES (4)	TOTAL	WEIGHTED AVERAGE
Align decisions and architecture with the strategic mission, vision and values of the University.	5.5% 4	9.6% 7	24.7% 18	60.3% 44	73	3.40
Maximize the benefits to the university	2.7% 2	6.8% 5	39.7% 29	50.7% 37	73	3.38
Ensure compliance with laws, standards and policies	9.6% 7	9.6% 7	34.2% 25	46.6% 34	73	3.18
Be digitally integrated	6.8% 5	21.9% 16	34.2% 25	37.0% 27	73	3.01
Enhance simplicity	5.5% 4	23.3% 17	35.6% 26	35.6% 26	73	3.01
Be responsive to stakeholders as their needs change	5.5% 4	19.2% 14	43.8% 32	31.5% 23	73	3.01
Ensure the continuity and recoverability of critical university operations	9.6% 7	19.2% 14	32.9% 24	38.4% 28	73	3.00
Enable partnership between business units and IT units	4.1% 3	27.4% 20	34.2% 25	34.2% 25	73	2.99
Be agile	1.4% 1	32.9% 24	34.2% 25	31.5% 23	73	2.96
Enable a holistic approach	9.6% 7	24.7% 18	34.2% 25	31.5% 23	73	2.88
Ensure the architecture is maintainable	13.7% 10	16.4% 12	42.5% 31	27.4% 20	73	2.84
Focus on efficiency of using resources	6.8% 5	26.0% 19	46.6% 34	20.5% 15	73	2.81
Orient the architecture to provision of services	13.7% 10	20.5% 15	41.1% 30	24.7% 18	73	2.77
Enable quick, accurate decision making support	9.6% 7	32.9% 24	34.2% 25	23.3% 17	73	2.71
Base change on careful requirements analysis	11.0% 8	27.4% 20	43.8% 32	17.8% 13	73	2.68
Focus on the performance of the organization	17.8% 13	24.7% 18	35.6% 26	21.9% 16	73	2.62
Enable a single federated enterprise-wide architecture	24.7% 18	24.7% 18	28.8% 21	21.9% 16	73	2.48
Ensure elements of the architecture are measurable.	27.4% 20	30.1% 22	32.9% 24	9.6% 7	73	2.25

BASIC STATISTICS					
	MINIMUM	**MAXIMUM**	**MEDIAN**	**MEAN**	**STANDARD DEVIATION**
Align decisions and architecture with the strategic mission, vision and values of the University.	1.00	4.00	4.00	3.40	0.87
Maximize the benefits to the university	1.00	4.00	4.00	3.38	0.73
Ensure compliance with laws, standards and policies	1.00	4.00	3.00	3.18	0.96
Be digitally integrated	1.00	4.00	3.00	3.01	0.93
Enhance simplicity	1.00	4.00	3.00	3.01	0.90
Be responsive to stakeholders as their needs change	1.00	4.00	3.00	3.01	0.85
Ensure the continuity and recoverability of critical university operations	1.00	4.00	3.00	3.00	0.98
Enable partnership between business units and IT units	1.00	4.00	3.00	2.99	0.88
Be agile	1.00	4.00	3.00	2.96	0.83
Enable a holistic approach	1.00	4.00	3.00	2.88	0.96
Ensure the architecture is maintainable	1.00	4.00	3.00	2.84	0.98
Focus on efficiency of using resources	1.00	4.00	3.00	2.81	0.84
Orient the architecture to provision of services	1.00	4.00	3.00	2.77	0.97
Enable quick, accurate decision making support	1.00	4.00	3.00	2.71	0.93
Base change on careful requirements analysis	1.00	4.00	3.00	2.68	0.89
Focus on the performance of the organization	1.00	4.00	3.00	2.62	1.02
Enable a single federated enterprise-wide architecture	1.00	4.00	3.00	2.48	1.09
Ensure elements of the architecture are measurable.	1.00	4.00	2.00	2.25	0.96

Q35 For each of the following data management principles, please indicate the extent to which is applied in your enterprise architecture

Answered: 73 Skipped: 42

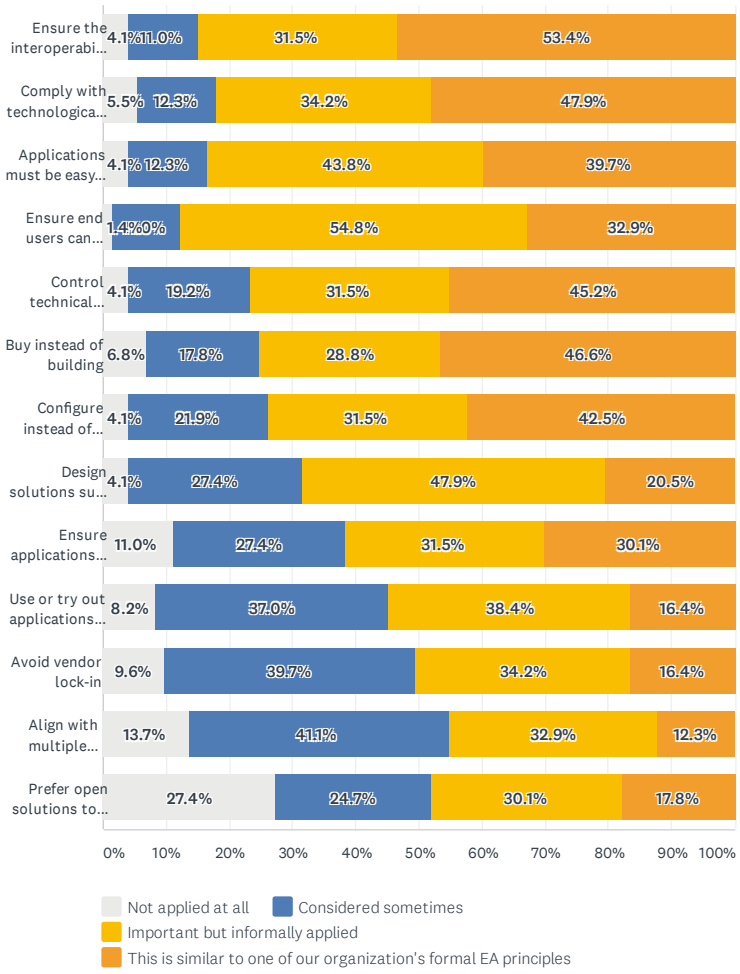


	NOT APPLIED AT ALL (1)	CONSIDERED SOMETIMES (2)	IMPORTANT BUT INFORMALLY APPLIED (3)	THIS IS SIMILAR TO ONE OF OUR ORGANIZATION'S FORMAL EA PRINCIPLES (4)	TOTAL	WEIGHTED AVERAGE
Data is kept secure, and security risks are managed	0.0% 0	8.2% 6	19.2% 14	72.6% 53	73	3.64
Data is an asset	0.0% 0	12.3% 9	30.1% 22	57.5% 42	73	3.45
Data is accessible, available and discoverable	2.7% 2	13.7% 10	28.8% 21	54.8% 40	73	3.36
Data is shared	0.0% 0	17.8% 13	34.2% 25	47.9% 35	73	3.30
Data is reused: duplication of data should be avoided	4.1% 3	20.5% 15	21.9% 16	53.4% 39	73	3.25
There are policies and data management guidelines for data	4.1% 3	16.4% 12	32.9% 24	46.6% 34	73	3.22
Data is under the control of a trustee	11.0% 8	12.3% 9	34.2% 25	42.5% 31	73	3.08
There is a common vocabulary and definitions for data	5.5% 4	17.8% 13	42.5% 31	34.2% 25	73	3.05

BASIC STATISTICS	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Data is kept secure, and security risks are managed	2.00	4.00	4.00	3.64	0.63
Data is an asset	2.00	4.00	4.00	3.45	0.70
Data is accessible, available and discoverable	1.00	4.00	4.00	3.36	0.82
Data is shared	2.00	4.00	3.00	3.30	0.75
Data is reused: duplication of data should be avoided	1.00	4.00	4.00	3.25	0.92
There are policies and data management guidelines for data	1.00	4.00	3.00	3.22	0.86
Data is under the control of a trustee	1.00	4.00	3.00	3.08	0.99
There is a common vocabulary and definitions for data	1.00	4.00	3.00	3.05	0.86

Q36 For each of the following technology management principles, please indicate the extent to which is applied in your enterprise architecture

Answered: 73 Skipped: 42



	NOT APPLIED AT ALL (1)	CONSIDERED SOMETIMES (2)	IMPORTANT BUT INFORMALLY APPLIED (3)	THIS IS SIMILAR TO ONE OF OUR ORGANIZATION'S FORMAL EA PRINCIPLES (4)	TOTAL	WEIGHTED AVERAGE
Ensure the interoperability of technological components	4.1% 3	11.0% 8	31.5% 23	53.4% 39	73	3.34
Comply with technological standards and policies	5.5% 4	12.3% 9	34.2% 25	47.9% 35	73	3.25
Applications must be easy to use	4.1% 3	12.3% 9	43.8% 32	39.7% 29	73	3.19
Ensure end users can perform their work as efficiently as possible	1.4% 1	11.0% 8	54.8% 40	32.9% 24	73	3.19
Control technical diversity	4.1% 3	19.2% 14	31.5% 23	45.2% 33	73	3.18
Buy instead of building	6.8% 5	17.8% 13	28.8% 21	46.6% 34	73	3.15
Configure instead of customizing	4.1% 3	21.9% 16	31.5% 23	42.5% 31	73	3.12
Design solutions such that they are “good enough” in order to minimize costs and maximize value	4.1% 3	27.4% 20	47.9% 35	20.5% 15	73	2.85
Ensure applications are independent of specific technology choices (e.g. databases, browsers, operating systems)	11.0% 8	27.4% 20	31.5% 23	30.1% 22	73	2.81
Use or try out applications and technologies before buying	8.2% 6	37.0% 27	38.4% 28	16.4% 12	73	2.63
Avoid vendor lock-in	9.6% 7	39.7% 29	34.2% 25	16.4% 12	73	2.58
Align with multiple products from a single vendor to best leverage that vendor's ecosystem	13.7% 10	41.1% 30	32.9% 24	12.3% 9	73	2.44
Prefer open solutions to commercial solutions	27.4% 20	24.7% 18	30.1% 22	17.8% 13	73	2.38

BASIC STATISTICS

	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Ensure the interoperability of technological components	1.00	4.00	4.00	3.34	0.83
Comply with technological standards and policies	1.00	4.00	3.00	3.25	0.87
Applications must be easy to use	1.00	4.00	3.00	3.19	0.81
Ensure end users can perform their work as efficiently as possible	1.00	4.00	3.00	3.19	0.68
Control technical diversity	1.00	4.00	3.00	3.18	0.88
Buy instead of building	1.00	4.00	3.00	3.15	0.95
Configure instead of customizing	1.00	4.00	3.00	3.12	0.89
Design solutions such that they are “good enough” in order to minimize costs and maximize value	1.00	4.00	3.00	2.85	0.79
Ensure applications are independent of specific technology choices (e.g. databases, browsers, operating systems)	1.00	4.00	3.00	2.81	0.99
Use or try out applications and technologies before buying	1.00	4.00	3.00	2.63	0.85
Avoid vendor lock-in	1.00	4.00	3.00	2.58	0.87
Align with multiple products from a single vendor to best leverage that vendor's ecosystem	1.00	4.00	2.00	2.44	0.88
Prefer open solutions to commercial solutions	1.00	4.00	2.00	2.38	1.07

Q37 If there are any very important principles that are not in the above lists, please provide them:

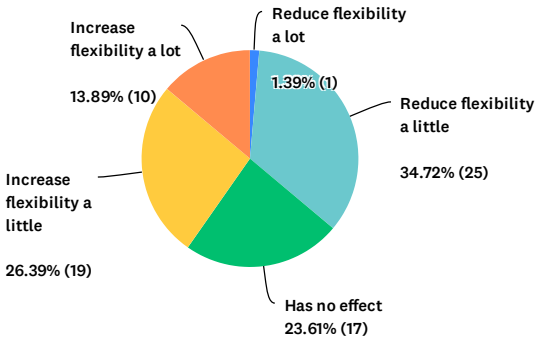
Answered: 15 Skipped: 100

Q38 If there is a resistance to following an EA principle please describe the nature of this resistence

Answered: 29 Skipped: 86

Q39 To what extent do your EA principles affect the flexibility of the architecture:

Answered: 72 Skipped: 43

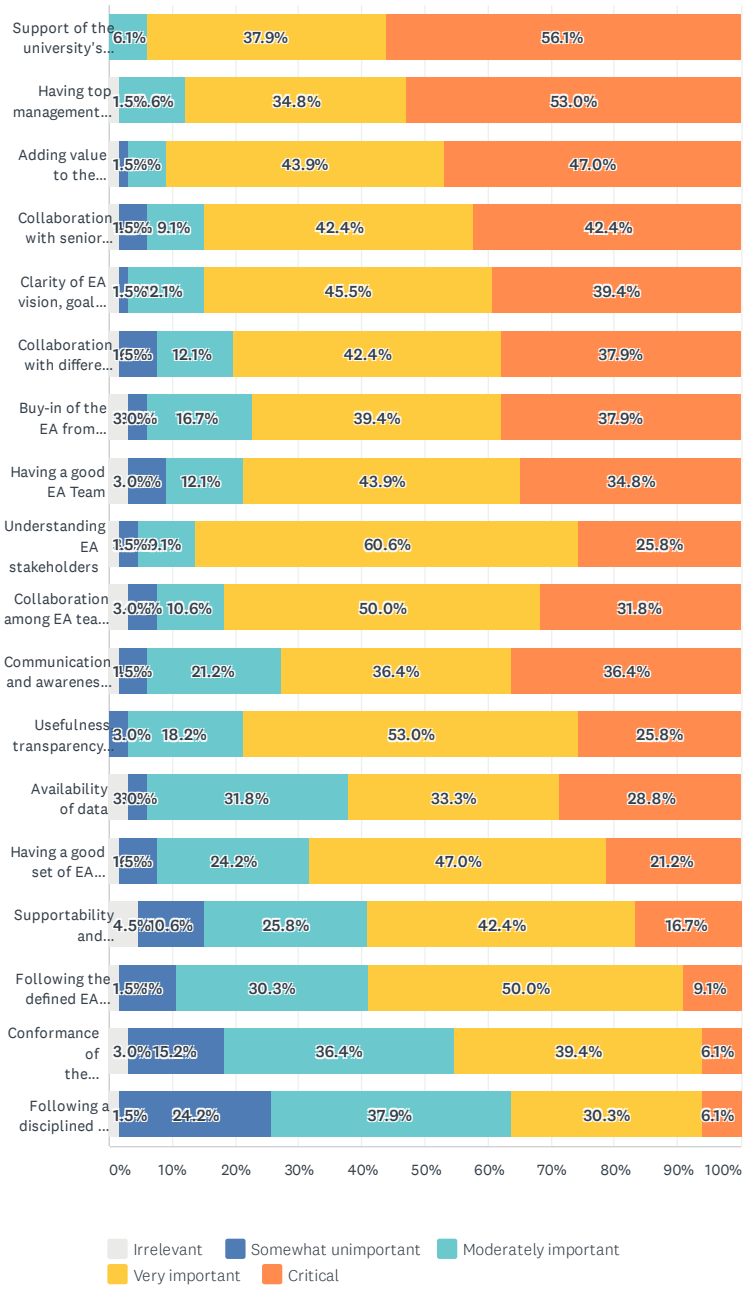


ANSWER CHOICES	RESPONSES	
Reduce flexibility a lot (1)	1.39%	1
Reduce flexibility a little (2)	34.72%	25
Has no effect (3)	23.61%	17
Increase flexibility a little (4)	26.39%	19
Increase flexibility a lot (5)	13.89%	10
TOTAL		72

BASIC STATISTICS				
Minimum	Maximum	Median	Mean	Standard Deviation
1.00	5.00	3.00	3.17	1.09

Q40 To what extent do you consider each of the following to be success factors in your EA process?

Answered: 66 Skipped: 49



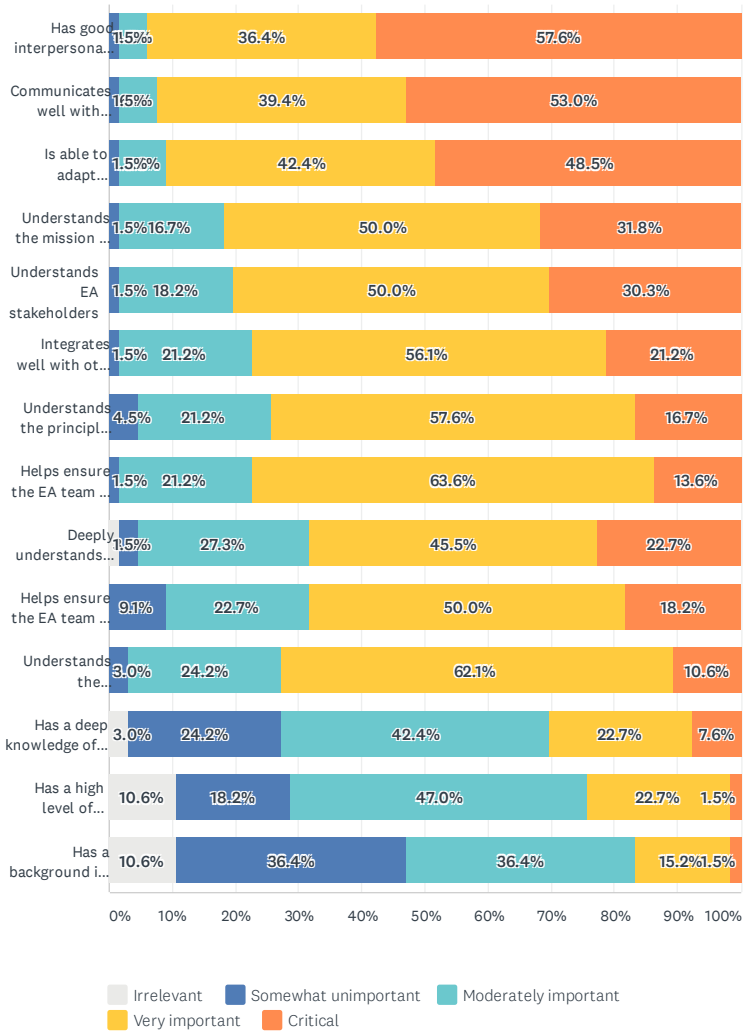
	IRRELEVANT (1)	SOMEWHAT UNIMPORTANT (2)	MODERATELY IMPORTANT (3)	VERY IMPORTANT (4)	CRITICAL (5)	TOTAL	WEIGHTED AVERAGE
Support of the university's mission and goals	0.0% 0	0.0% 0	6.1% 4	37.9% 25	56.1% 37	66	3.50
Having top management support, commitment & sponsorship	1.5% 1	0.0% 0	10.6% 7	34.8% 23	53.0% 35	66	3.39
Adding value to the institution	1.5% 1	1.5% 1	6.1% 4	43.9% 29	47.0% 31	66	3.36
Collaboration with senior management	1.5% 1	4.5% 3	9.1% 6	42.4% 28	42.4% 28	66	3.26
Clarity of EA vision, goals, and objectives	1.5% 1	1.5% 1	12.1% 8	45.5% 30	39.4% 26	66	3.23
Collaboration with different departments and units	1.5% 1	6.1% 4	12.1% 8	42.4% 28	37.9% 25	66	3.17
Buy-in of the EA from stakeholders	3.0% 2	3.0% 2	16.7% 11	39.4% 26	37.9% 25	66	3.12
Having a good EA Team	3.0% 2	6.1% 4	12.1% 8	43.9% 29	34.8% 23	66	3.11
Understanding EA stakeholders	1.5% 1	3.0% 2	9.1% 6	60.6% 40	25.8% 17	66	3.11
Collaboration among EA team members	3.0% 2	4.5% 3	10.6% 7	50.0% 33	31.8% 21	66	3.11
Communication and awareness of EA among all stakeholders	1.5% 1	4.5% 3	21.2% 14	36.4% 24	36.4% 24	66	3.08
Usefulness, transparency & openness of EA itself	0.0% 0	3.0% 2	18.2% 12	53.0% 35	25.8% 17	66	3.05
Availability of data	3.0% 2	3.0% 2	31.8% 21	33.3% 22	28.8% 19	66	2.88
Having a good set of EA principles	1.5% 1	6.1% 4	24.2% 16	47.0% 31	21.2% 14	66	2.88
Supportability and maintainability of the technological solutions	4.5% 3	10.6% 7	25.8% 17	42.4% 28	16.7% 11	66	2.71
Following the defined EA principles	1.5% 1	9.1% 6	30.3% 20	50.0% 33	9.1% 6	66	2.67
Conformance of the architecture to standards	3.0% 2	15.2% 10	36.4% 24	39.4% 26	6.1% 4	66	2.48
Following a disciplined EA process	1.5% 1	24.2% 16	37.9% 25	30.3% 20	6.1% 4	66	2.41

BASIC STATISTICS

	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Support of the university's mission and goals	3.00	5.00	5.00	4.50	0.61
Having top management support, commitment & sponsorship	1.00	5.00	5.00	4.38	0.79
Adding value to the institution	1.00	5.00	4.00	4.33	0.78
Collaboration with senior management	1.00	5.00	4.00	4.20	0.89
Clarity of EA vision, goals, and objectives	1.00	5.00	4.00	4.20	0.82
Collaboration with different departments and units	1.00	5.00	4.00	4.09	0.93
Understanding EA stakeholders	1.00	5.00	4.00	4.06	0.78
Buy-in of the EA from stakeholders	1.00	5.00	4.00	4.06	0.97
Collaboration among EA team members	1.00	5.00	4.00	4.03	0.94
Having a good EA Team	1.00	5.00	4.00	4.02	0.99
Usefulness, transparency & openness of EA itself	2.00	5.00	4.00	4.02	0.75
Communication and awareness of EA among all stakeholders	1.00	5.00	4.00	4.02	0.95
Availability of data	1.00	5.00	4.00	3.82	0.98
Having a good set of EA principles	1.00	5.00	4.00	3.80	0.89
Following the defined EA principles	1.00	5.00	4.00	3.56	0.84
Supportability and maintainability of the technological solutions	1.00	5.00	4.00	3.56	1.03
Conformance of the architecture to standards	1.00	5.00	3.00	3.30	0.90
Following a disciplined EA process	1.00	5.00	3.00	3.15	0.91

Q41 To what extent do you consider each of the following to be success factors for individual EA team members? (These might be assessed when hiring or promoting such team members)

Answered: 66 Skipped: 49

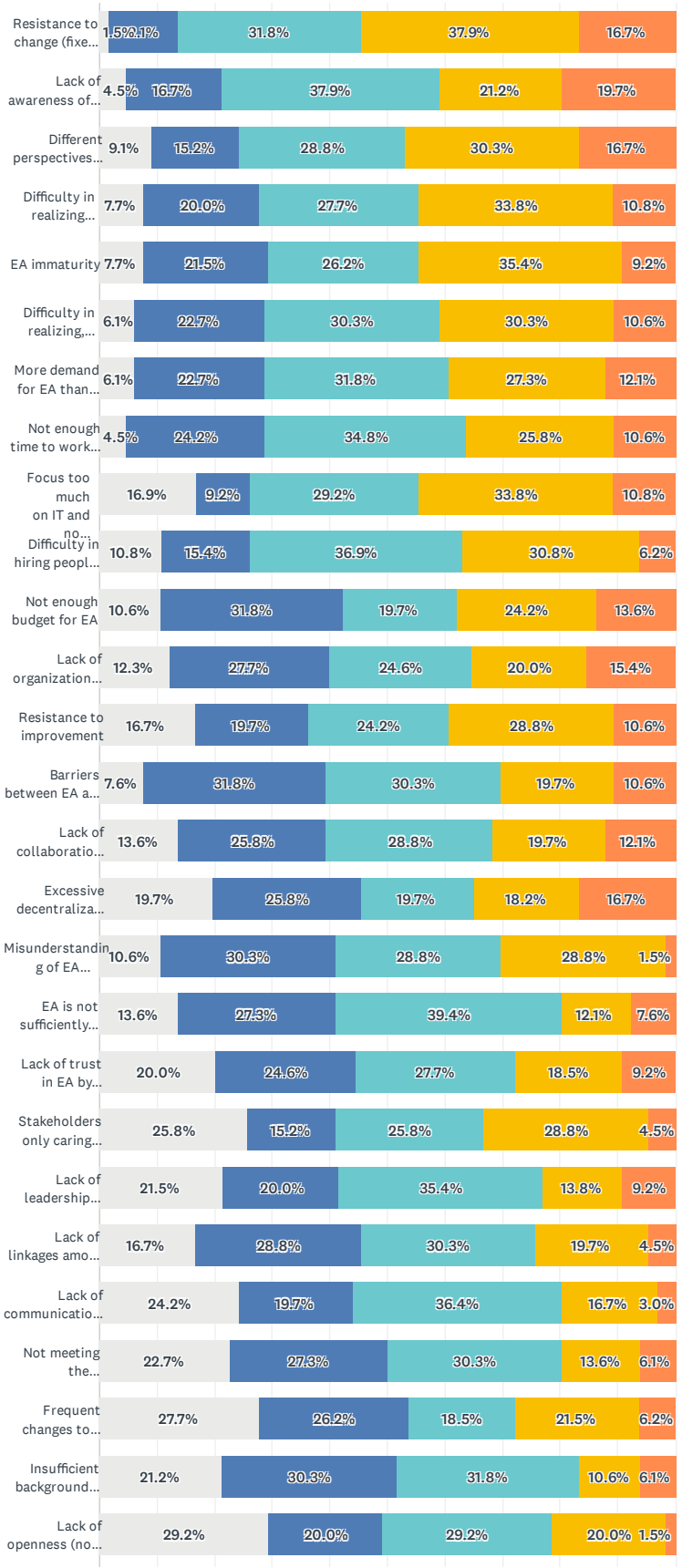


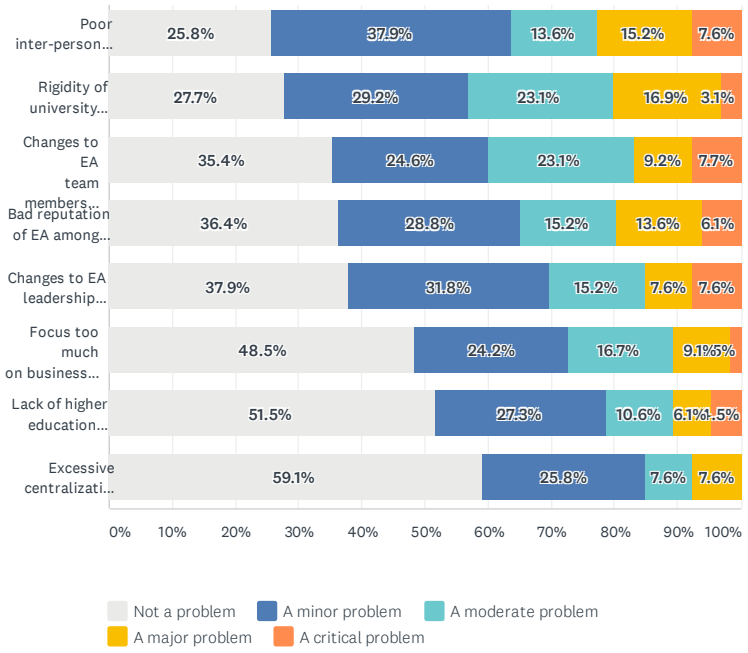
	IRRELEVANT (1)	SOMEWHAT UNIMPORTANT (2)	MODERATELY IMPORTANT (3)	VERY IMPORTANT (4)	CRITICAL (5)	TOTAL	WEIGHTED AVERAGE
Has good interpersonal skills: Listens well and effectively manages conflicts with others	0.0% 0	1.5% 1	4.5% 3	36.4% 24	57.6% 38	66	3.52
Communicates well with stakeholders	0.0% 0	1.5% 1	6.1% 4	39.4% 26	53.0% 35	66	3.45
Is able to adapt effectively to change	0.0% 0	1.5% 1	7.6% 5	42.4% 28	48.5% 32	66	3.39
Understands the mission of the university	0.0% 0	1.5% 1	16.7% 11	50.0% 33	31.8% 21	66	3.14
Understands EA stakeholders	0.0% 0	1.5% 1	18.2% 12	50.0% 33	30.3% 20	66	3.11
Integrates well with other EA team members	0.0% 0	1.5% 1	21.2% 14	56.1% 37	21.2% 14	66	2.98
Understands the principles of EA adopted by the institution	0.0% 0	4.5% 3	21.2% 14	57.6% 38	16.7% 11	66	2.91
Helps ensure the EA team is targeting the right goals	0.0% 0	1.5% 1	21.2% 14	63.6% 42	13.6% 9	66	2.91
Deeply understands their domain(s)	1.5% 1	3.0% 2	27.3% 18	45.5% 30	22.7% 15	66	2.89
Helps ensure the EA team is doing the right work in the right manner at the right time	0.0% 0	9.1% 6	22.7% 15	50.0% 33	18.2% 12	66	2.86
Understands the perspectives and domains of other team members	0.0% 0	3.0% 2	24.2% 16	62.1% 41	10.6% 7	66	2.83
Has a deep knowledge of higher education in general	3.0% 2	24.2% 16	42.4% 28	22.7% 15	7.6% 5	66	2.35
Has a high level of education and training in EA	10.6% 7	18.2% 12	47.0% 31	22.7% 15	1.5% 1	66	2.15
Has a background in this particular institution	10.6% 7	36.4% 24	36.4% 24	15.2% 10	1.5% 1	66	2.08

BASIC STATISTICS					
	MINIMUM	**MAXIMUM**	**MEDIAN**	**MEAN**	**STANDARD DEVIATION**
Has good interpersonal skills: Listens well and effectively manages conflicts with others	2.00	5.00	5.00	4.50	0.66
Communicates well with stakeholders	2.00	5.00	5.00	4.44	0.68
Is able to adapt effectively to change	2.00	5.00	4.00	4.38	0.69
Understands the mission of the university	2.00	5.00	4.00	4.12	0.73
Understands EA stakeholders	2.00	5.00	4.00	4.09	0.73
Integrates well with other EA team members	2.00	5.00	4.00	3.97	0.70
Helps ensure the EA team is targeting the right goals	2.00	5.00	4.00	3.89	0.63
Understands the principles of EA adopted by the institution	2.00	5.00	4.00	3.86	0.74
Deeply understands their domain(s)	1.00	5.00	4.00	3.85	0.86
Understands the perspectives and domains of other team members	2.00	5.00	4.00	3.80	0.66
Helps ensure the EA team is doing the right work in the right manner at the right time	2.00	5.00	4.00	3.77	0.85
Has a deep knowledge of higher education in general	1.00	5.00	3.00	3.08	0.94
Has a high level of education and training in EA	1.00	5.00	3.00	2.86	0.94
Has a background in this particular institution	1.00	5.00	3.00	2.61	0.92

Q42 To what extent does each of the following pose a challenge to your EA?

Answered: 66 Skipped: 49




Poor inter-person...
25.8%
37.9%
13.6%
15.2%
7.6%
Rigidity of university...
27.7%
29.2%
23.1%
16.9%
3.1%
Changes to EA team members...
35.4%
24.6%
23.1%
9.2%
7.7%
Bad reputation of EA among...
36.4%
28.8%
15.2%
13.6%
6.1%
Changes to EA leadership...
37.9%
31.8%
15.2%
7.6%
7.6%
Focus too much on business...
48.5%
24.2%
16.7%
9.1%
1.5%
Lack of higher education...
51.5%
27.3%
10.6%
6.1%
4.5%
Excessive centralizati...
59.1%
25.8%
7.6%
7.6%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Not a problem
A minor problem
A moderate problem
A major problem
A critical problem

	NOT A PROBLEM (1)	A MINOR PROBLEM (2)	A MODERATE PROBLEM (3)	A MAJOR PROBLEM (4)	A CRITICAL PROBLEM (5)	TOTAL	WEIGHTED AVERAGE
Resistance to change (fixed mindsets and habits)	1.5% 1	12.1% 8	31.8% 21	37.9% 25	16.7% 11	66	3.56
Lack of awareness of EA among university leadership and other stakeholders	4.5% 3	16.7% 11	37.9% 25	21.2% 14	19.7% 13	66	3.35
Different perspectives and opinions from stakeholders on what they need and what they want to achieve	9.1% 6	15.2% 10	28.8% 19	30.3% 20	16.7% 11	66	3.30
Difficulty in realizing cost-saving or other benefits of EA	7.7% 5	20.0% 13	27.7% 18	33.8% 22	10.8% 7	65	3.20
EA immaturity	7.7% 5	21.5% 14	26.2% 17	35.4% 23	9.2% 6	65	3.17
Difficulty in realizing, showing and delivering EA value	6.1% 4	22.7% 15	30.3% 20	30.3% 20	10.6% 7	66	3.17
More demand for EA than what the EA team can support	6.1% 4	22.7% 15	31.8% 21	27.3% 18	12.1% 8	66	3.17
Not enough time to work on EA	4.5% 3	24.2% 16	34.8% 23	25.8% 17	10.6% 7	66	3.14
Focus too much on IT and not enough on business aspects	16.9% 11	9.2% 6	29.2% 19	33.8% 22	10.8% 7	65	3.12
Difficulty in hiring people for EA jobs	10.8% 7	15.4% 10	36.9% 24	30.8% 20	6.2% 4	65	3.06
Not enough budget for EA	10.6% 7	31.8% 21	19.7% 13	24.2% 16	13.6% 9	66	2.98
Lack of organization buy-in	12.3% 8	27.7% 18	24.6% 16	20.0% 13	15.4% 10	65	2.98
Resistance to improvement	16.7% 11	19.7% 13	24.2% 16	28.8% 19	10.6% 7	66	2.97
Barriers between EA and other business units	7.6% 5	31.8% 21	30.3% 20	19.7% 13	10.6% 7	66	2.94
Lack of collaboration with other university units and stakeholders	13.6% 9	25.8% 17	28.8% 19	19.7% 13	12.1% 8	66	2.91
Excessive decentralization of the university	19.7% 13	25.8% 17	19.7% 13	18.2% 12	16.7% 11	66	2.86
Misunderstanding of EA language & terminology	10.6% 7	30.3% 20	28.8% 19	28.8% 19	1.5% 1	66	2.80
EA is not sufficiently helping the IT team to keep up with change	13.6% 9	27.3% 18	39.4% 26	12.1% 8	7.6% 5	66	2.73
Lack of trust in EA by stakeholders	20.0% 13	24.6% 16	27.7% 18	18.5% 12	9.2% 6	65	2.72
Stakeholders only caring about tangible benefits of EA but not EA itself	25.8% 17	15.2% 10	25.8% 17	28.8% 19	4.5% 3	66	2.71
Lack of leadership skills	21.5% 14	20.0% 13	35.4% 23	13.8% 9	9.2% 6	65	2.69
Lack of linkages among different types of EA information	16.7% 11	28.8% 19	30.3% 20	19.7% 13	4.5% 3	66	2.67
Lack of communication skills	24.2% 16	19.7% 13	36.4% 24	16.7% 11	3.0% 2	66	2.55
Not meeting the university's goals	22.7% 15	27.3% 18	30.3% 20	13.6% 9	6.1% 4	66	2.53
Frequent changes to management structure	27.7% 18	26.2% 17	18.5% 12	21.5% 14	6.2% 4	65	2.52
Insufficient background among EA team members to do required work	21.2% 14	30.3% 20	31.8% 21	10.6% 7	6.1% 4	66	2.50
Lack of openness (not inviting a broad spectrum of stakeholders to engage)	29.2% 19	20.0% 13	29.2% 19	20.0% 13	1.5% 1	65	2.45
Poor inter-personal relationships with stakeholders	25.8% 17	37.9% 25	13.6% 9	15.2% 10	7.6% 5	66	2.41
Rigidity of university policies	27.7% 18	29.2% 19	23.1% 15	16.9% 11	3.1% 2	65	2.38
Changes to EA team members resulting in loss of corporate knowledge or experience	35.4% 23	24.6% 16	23.1% 15	9.2% 6	7.7% 5	65	2.29
Bad reputation of EA among	36.4%	28.8%	15.2%	13.6%	6.1%		

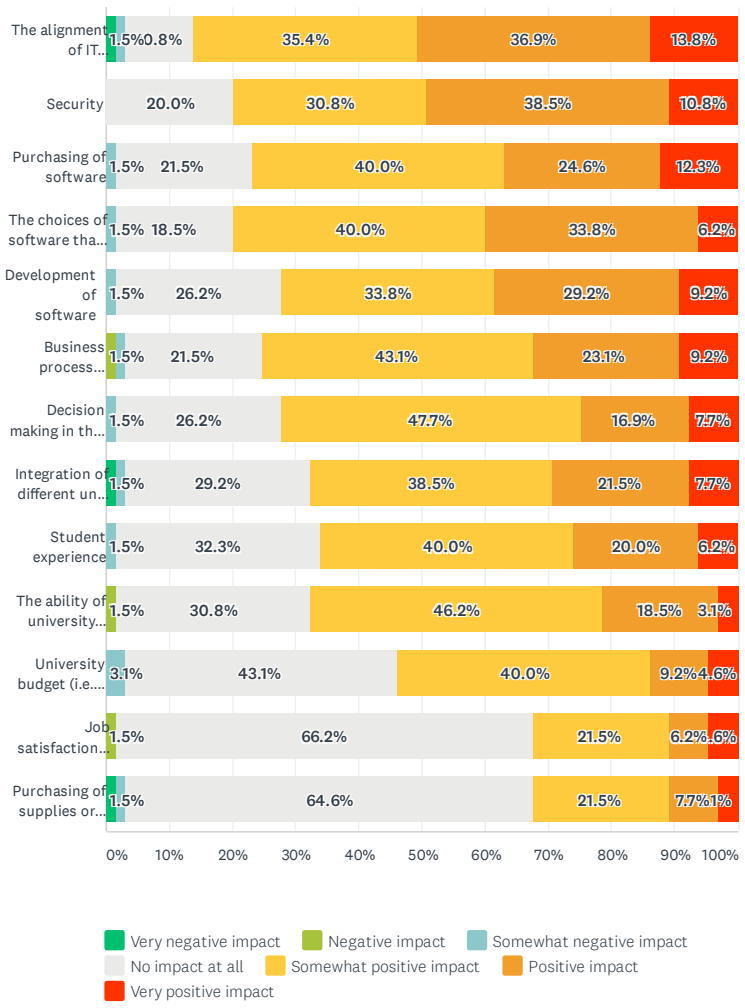
stakeholders	24	19	10	9	4	66	2.24
Changes to EA leadership resulting in changes of direction	37.9% 25	31.8% 21	15.2% 10	7.6% 5	7.6% 5	66	2.15
Focus too much on business aspects and not enough on IT	48.5% 32	24.2% 16	16.7% 11	9.1% 6	1.5% 1	66	1.91
Lack of higher education experience by EA leadership or the CIO	51.5% 34	27.3% 18	10.6% 7	6.1% 4	4.5% 3	66	1.85
Excessive centralization of the university	59.1% 39	25.8% 17	7.6% 5	7.6% 5	0.0% 0	66	1.64

BASIC STATISTICS	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
Resistance to change (fixed mindsets and habits)	1.00	5.00	4.00	3.56	0.96
Lack of awareness of EA among university leadership and other stakeholders	1.00	5.00	3.00	3.35	1.11
Different perspectives and opinions from stakeholders on what they need and what they want to achieve	1.00	5.00	3.00	3.30	1.18
Difficulty in realizing cost-saving or other benefits of EA	1.00	5.00	3.00	3.20	1.11
EA immaturity	1.00	5.00	3.00	3.17	1.10
Difficulty in realizing, showing and delivering EA value	1.00	5.00	3.00	3.17	1.08
More demand for EA than what the EA team can support	1.00	5.00	3.00	3.17	1.10
Not enough time to work on EA	1.00	5.00	3.00	3.14	1.04
Focus too much on IT and not enough on business aspects	1.00	5.00	3.00	3.12	1.23
Difficulty in hiring people for EA jobs	1.00	5.00	3.00	3.06	1.07
Not enough budget for EA	1.00	5.00	3.00	2.98	1.24
Lack of organization buy-in	1.00	5.00	3.00	2.98	1.26
Resistance to improvement	1.00	5.00	3.00	2.97	1.25
Barriers between EA and other business units	1.00	5.00	3.00	2.94	1.11
Lack of collaboration with other university units and stakeholders	1.00	5.00	3.00	2.91	1.22
Excessive decentralization of the university	1.00	5.00	3.00	2.86	1.37
Misunderstanding of EA language & terminology	1.00	5.00	3.00	2.80	1.02
EA is not sufficiently helping the IT team to keep up with change	1.00	5.00	3.00	2.73	1.08
Lack of trust in EA by stakeholders	1.00	5.00	3.00	2.72	1.23
Stakeholders only caring about tangible benefits of EA but not EA itself	1.00	5.00	3.00	2.71	1.25
Lack of leadership skills	1.00	5.00	3.00	2.69	1.21
Lack of linkages among different types of EA information	1.00	5.00	3.00	2.67	1.11
Lack of communication skills	1.00	5.00	3.00	2.55	1.12
Not meeting the university's goals	1.00	5.00	2.50	2.53	1.16
Frequent changes to management structure	1.00	5.00	2.00	2.52	1.27
Insufficient background among EA team members to do required work	1.00	5.00	2.00	2.50	1.12
Lack of openness (not inviting a broad spectrum of stakeholders to engage)	1.00	5.00	3.00	2.45	1.15
Poor inter-personal relationships with stakeholders	1.00	5.00	2.00	2.41	1.23
Rigidity of university policies	1.00	5.00	2.00	2.38	1.15
Changes to EA team members resulting in loss of corporate knowledge or experience	1.00	5.00	2.00	2.29	1.25
Bad reputation of EA among stakeholders	1.00	5.00	2.00	2.24	1.24
Changes to EA leadership resulting in changes of direction	1.00	5.00	2.00	2.15	1.22
Focus too much on business aspects and not enough on IT	1.00	5.00	2.00	1.91	1.07

Lack of higher education experience by EA leadership or the CIO	1.00	5.00	1.00	1.85	1.12
Excessive centralization of the university	1.00	4.00	1.00	1.64	0.92

Q43 To what extent has the EA team and its work had an impact on the following

Answered: 65 Skipped: 50

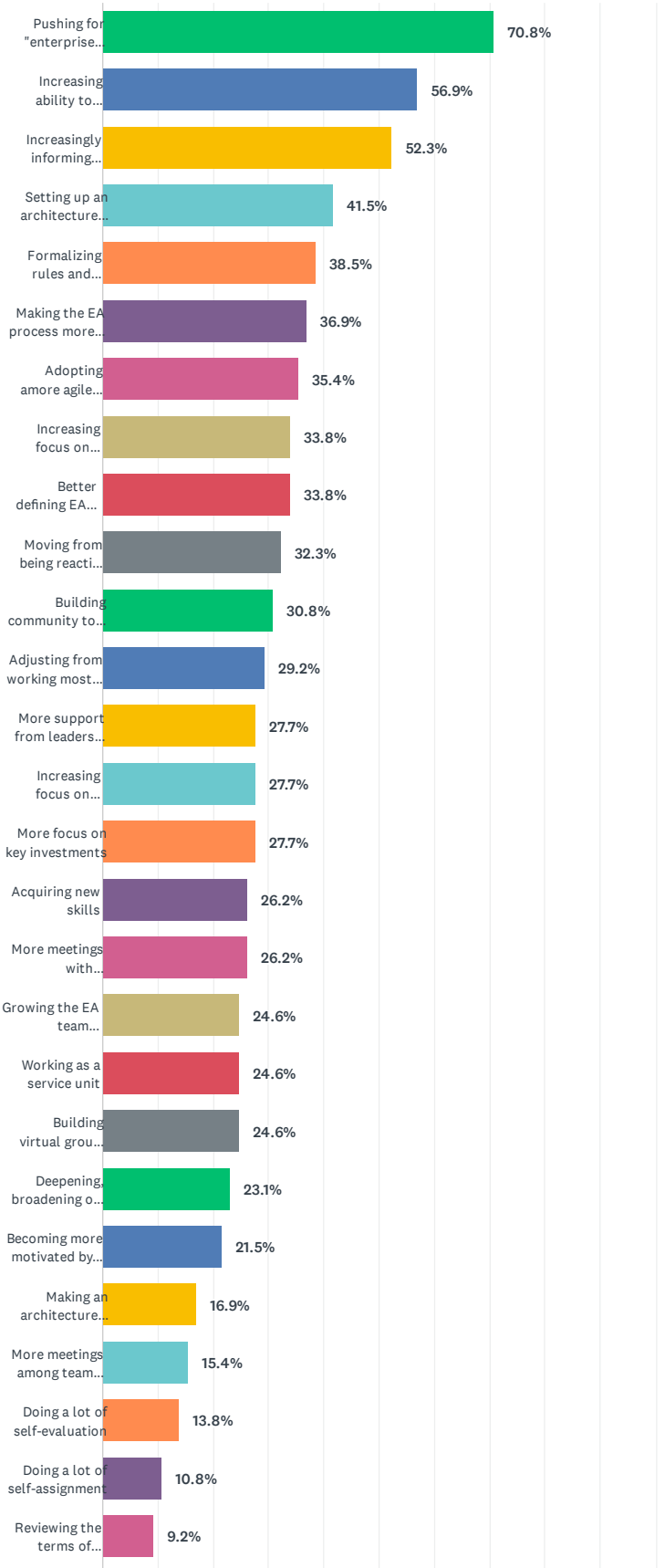


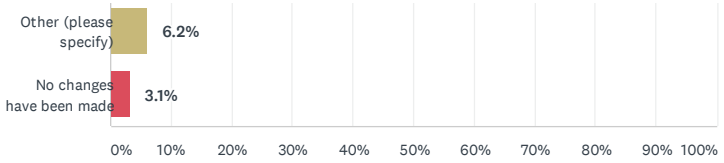
	VERY NEGATIVE IMPACT (1)	NEGATIVE IMPACT (2)	SOMEWHAT NEGATIVE IMPACT (3)	NO IMPACT AT ALL (4)	SOMEWHAT POSITIVE IMPACT (5)	POSITIVE IMPACT (6)	VERY POSITIVE IMPACT (7)	TOTAL	WEIGHTED AVERAGE
The alignment of IT strategies with the university's mission and goals	1.5% 1	0.0% 0	1.5% 1	10.8% 7	35.4% 23	36.9% 24	13.8% 9	65	1.45
Security	0.0% 0	0.0% 0	0.0% 0	20.0% 13	30.8% 20	38.5% 25	10.8% 7	65	1.40
Purchasing of software	0.0% 0	0.0% 0	1.5% 1	21.5% 14	40.0% 26	24.6% 16	12.3% 8	65	1.25
The choices of software that can be used by end users	0.0% 0	0.0% 0	1.5% 1	18.5% 12	40.0% 26	33.8% 22	6.2% 4	65	1.25
Development of software	0.0% 0	0.0% 0	1.5% 1	26.2% 17	33.8% 22	29.2% 19	9.2% 6	65	1.18
Business process improvement	0.0% 0	1.5% 1	1.5% 1	21.5% 14	43.1% 28	23.1% 15	9.2% 6	65	1.12
Decision making in the university as a whole	0.0% 0	0.0% 0	1.5% 1	26.2% 17	47.7% 31	16.9% 11	7.7% 5	65	1.03
Integration of different units of the university	1.5% 1	0.0% 0	1.5% 1	29.2% 19	38.5% 25	21.5% 14	7.7% 5	65	0.98
Student experience	0.0% 0	0.0% 0	1.5% 1	32.3% 21	40.0% 26	20.0% 13	6.2% 4	65	0.97
The ability of university employees to work efficiently	0.0% 0	1.5% 1	0.0% 0	30.8% 20	46.2% 30	18.5% 12	3.1% 2	65	0.89
University budget (i.e. what has the impact been on the 'bottom line')	0.0% 0	0.0% 0	3.1% 2	43.1% 28	40.0% 26	9.2% 6	4.6% 3	65	0.69
Job satisfaction of university employees	0.0% 0	1.5% 1	0.0% 0	66.2% 43	21.5% 14	6.2% 4	4.6% 3	65	0.45
Purchasing of supplies or assets (other than software)	1.5% 1	0.0% 0	1.5% 1	64.6% 42	21.5% 14	7.7% 5	3.1% 2	65	0.40

BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
The alignment of IT strategies with the university's mission and goals	1.00	7.00	6.00	5.45	1.07
Security	4.00	7.00	5.00	5.40	0.92
Purchasing of software	3.00	7.00	5.00	5.25	0.98
The choices of software that can be used by end users	3.00	7.00	5.00	5.25	0.88
Development of software	3.00	7.00	5.00	5.18	0.97
Business process improvement	2.00	7.00	5.00	5.12	1.00
Decision making in the university as a whole	3.00	7.00	5.00	5.03	0.89
Integration of different units of the university	1.00	7.00	5.00	4.98	1.06
Student experience	3.00	7.00	5.00	4.97	0.91
The ability of university employees to work efficiently	2.00	7.00	5.00	4.89	0.86
University budget (i.e. what has the impact been on the 'bottom line')	3.00	7.00	5.00	4.69	0.86
Job satisfaction of university employees	2.00	7.00	4.00	4.45	0.86
Purchasing of supplies or assets (other than software)	1.00	7.00	4.00	4.40	0.89

Q44 Pick up to 10 of the most prominent changes that have been made to EA at your university since its establishment

Answered: 65 Skipped: 50

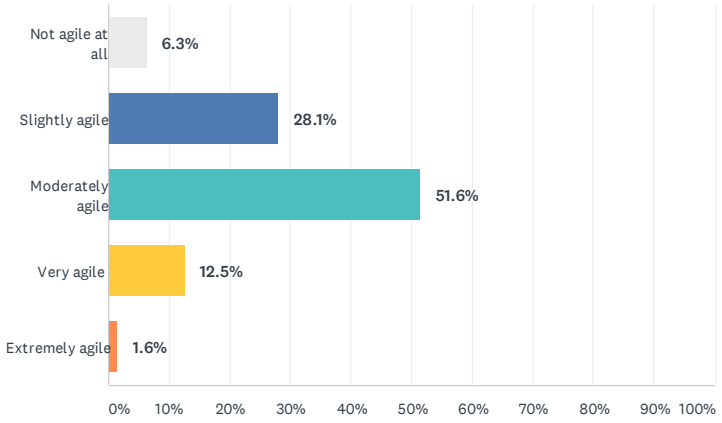




ANSWER CHOICES	RESPONSES	
Pushing for "enterprise thinking"	70.8%	46
Increasing ability to share information across different systems	56.9%	37
Increasingly informing technology and business decisions	52.3%	34
Setting up an architecture board	41.5%	27
Formalizing rules and responsibilities	38.5%	25
Making the EA process more disciplined	36.9%	24
Adopting amore agile approach to EA	35.4%	23
Increasing focus on Information and technology management	33.8%	22
Better defining EA program needs and goals	33.8%	22
Moving from being reactive to being proactive	32.3%	21
Building community to work closely with other university's departments	30.8%	20
Adjusting from working mostly on projects to leading strategies	29.2%	19
More support from leadership of the university	27.7%	18
Increasing focus on application and technology domains within IT unit(s)	27.7%	18
More focus on key investments	27.7%	18
Acquiring new skills	26.2%	17
More meetings with stakeholders	26.2%	17
Growing the EA team substantially	24.6%	16
Working as a service unit	24.6%	16
Building virtual groups of architects and business analysts	24.6%	16
Deepening, broadening or increasing the validity of the overall architecture	23.1%	15
Becoming more motivated by visions derived from business units	21.5%	14
Making an architecture board open to everyone	16.9%	11
More meetings among team members	15.4%	10
Doing a lot of self-evaluation	13.8%	9
Doing a lot of self-assignment	10.8%	7
Reviewing the terms of reference	9.2%	6
Other (please specify)	6.2%	4
No changes have been made	3.1%	2
Total Respondents: 65		

Q45 To what extent do you feel your EA process is agile (agility means that the models can be easily changed, and that the EA can help the organization make rapid changes if needed)?

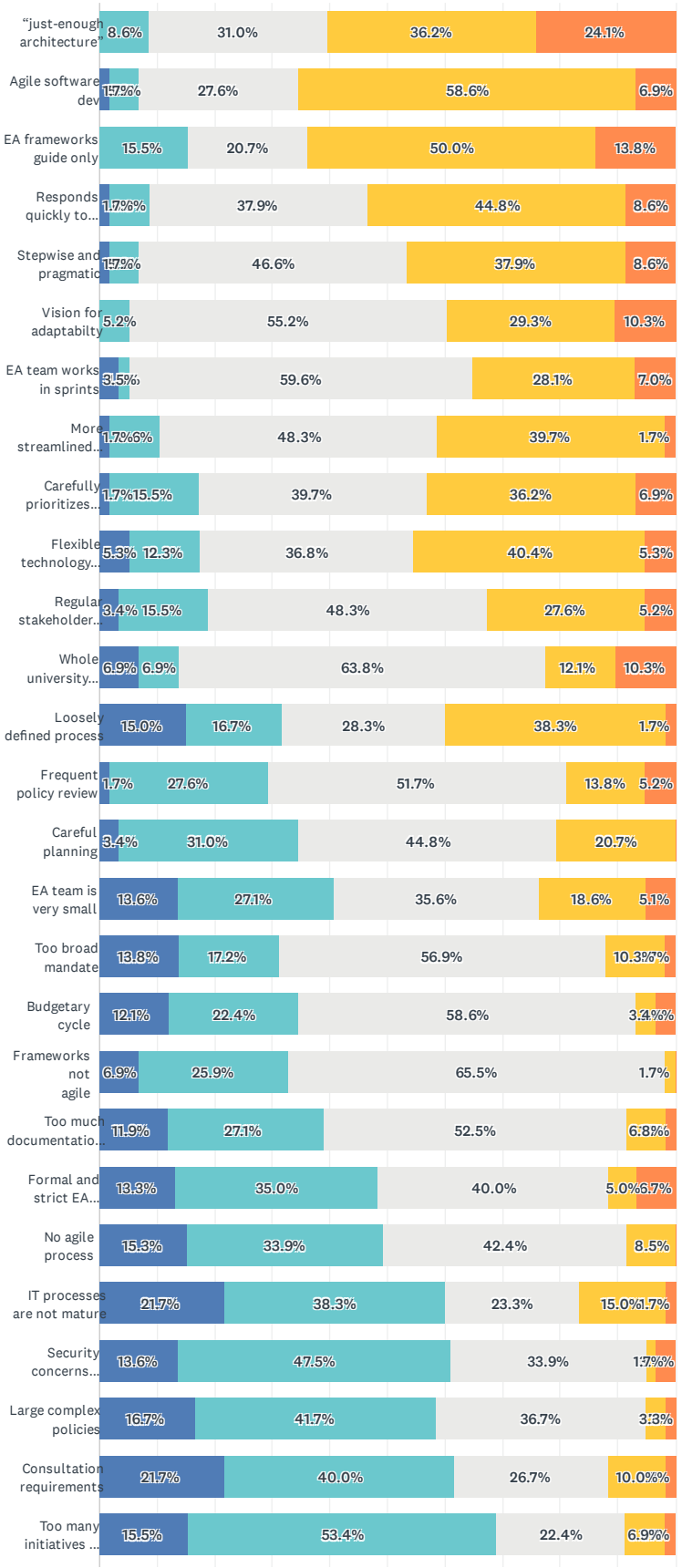
Answered: 64 Skipped: 51

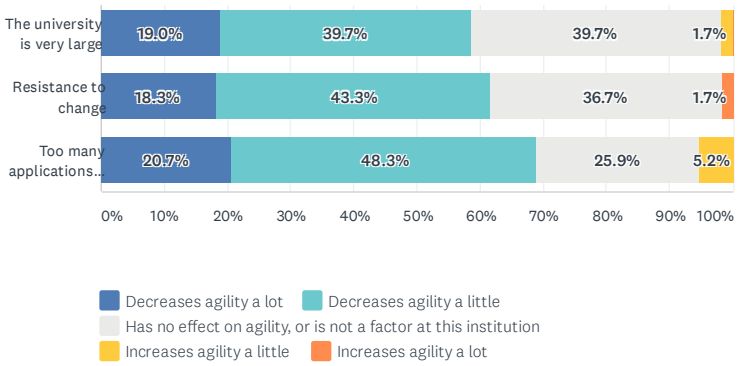


ANSWER CHOICES	RESPONSES	
Not agile at all	6.3%	4
Slightly agile	28.1%	18
Moderately agile	51.6%	33
Very agile	12.5%	8
Extremely agile	1.6%	1
TOTAL		64

Q46 For the following aspects, please indicate how each of them affects the agility of EA at your institution?

Answered: 60 Skipped: 55




The university is very large
19.0%
39.7%
39.7%
1.7%
Resistance to change
18.3%
43.3%
36.7%
1.7%
Too many applications...
20.7%
48.3%
25.9%
5.2%
0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Decreases agility a lot
Decreases agility a little
Has no effect on agility, or is not a factor at this institution
Increases agility a little
Increases agility a lot

	DECREASES AGILITY A LOT (1)	DECREASES AGILITY A LITTLE (2)	HAS NO EFFECT ON AGILITY, OR IS NOT A FACTOR AT THIS INSTITUTION (3)	INCREASES AGILITY A LITTLE (4)	INCREASES AGILITY A LOT (5)	TOTAL	WEIGHTED AVERAGE
“just-enough architecture”	0.0% 0	8.6% 5	31.0% 18	36.2% 21	24.1% 14	58	0.76
Agile software dev	1.7% 1	5.2% 3	27.6% 16	58.6% 34	6.9% 4	58	0.64
EA frameworks guide only	0.0% 0	15.5% 9	20.7% 12	50.0% 29	13.8% 8	58	0.62
Responds quickly to business	1.7% 1	6.9% 4	37.9% 22	44.8% 26	8.6% 5	58	0.52
Stepwise and pragmatic	1.7% 1	5.2% 3	46.6% 27	37.9% 22	8.6% 5	58	0.47
Vision for adaptabilty	0.0% 0	5.2% 3	55.2% 32	29.3% 17	10.3% 6	58	0.45
EA team works in sprints	3.5% 2	1.8% 1	59.6% 34	28.1% 16	7.0% 4	57	0.33
More streamlined process	1.7% 1	8.6% 5	48.3% 28	39.7% 23	1.7% 1	58	0.31
Carefully prioritizes tasks	1.7% 1	15.5% 9	39.7% 23	36.2% 21	6.9% 4	58	0.31
Flexible technology mindset	5.3% 3	12.3% 7	36.8% 21	40.4% 23	5.3% 3	57	0.28
Regular stakeholder meetings	3.4% 2	15.5% 9	48.3% 28	27.6% 16	5.2% 3	58	0.16
Whole university agile	6.9% 4	6.9% 4	63.8% 37	12.1% 7	10.3% 6	58	0.12
Loosely defined process	15.0% 9	16.7% 10	28.3% 17	38.3% 23	1.7% 1	60	-0.05
Frequent policy review	1.7% 1	27.6% 16	51.7% 30	13.8% 8	5.2% 3	58	-0.07
Careful planning	3.4% 2	31.0% 18	44.8% 26	20.7% 12	0.0% 0	58	-0.17
EA team is very small	13.6% 8	27.1% 16	35.6% 21	18.6% 11	5.1% 3	59	-0.25
Too broad mandate	13.8% 8	17.2% 10	56.9% 33	10.3% 6	1.7% 1	58	-0.31
Budgetary cycle	12.1% 7	22.4% 13	58.6% 34	3.4% 2	3.4% 2	58	-0.36
Frameworks not agile	6.9% 4	25.9% 15	65.5% 38	1.7% 1	0.0% 0	58	-0.38
Too much documentation to maintain	11.9% 7	27.1% 16	52.5% 31	6.8% 4	1.7% 1	59	-0.41
Formal and strict EA process	13.3% 8	35.0% 21	40.0% 24	5.0% 3	6.7% 4	60	-0.43
No agile process	15.3% 9	33.9% 20	42.4% 25	8.5% 5	0.0% 0	59	-0.56
IT processes are not mature	21.7% 13	38.3% 23	23.3% 14	15.0% 9	1.7% 1	60	-0.63
Security concerns regarding information and IT infrastructure	13.6% 8	47.5% 28	33.9% 20	1.7% 1	3.4% 2	59	-0.66
Large complex policies	16.7% 10	41.7% 25	36.7% 22	3.3% 2	1.7% 1	60	-0.68
Consultation requirements	21.7% 13	40.0% 24	26.7% 16	10.0% 6	1.7% 1	60	-0.70
Too many initiatives and projects	15.5% 9	53.4% 31	22.4% 13	6.9% 4	1.7% 1	58	-0.74
The university is very large	19.0% 11	39.7% 23	39.7% 23	1.7% 1	0.0% 0	58	-0.76
Resistance to change	18.3% 11	43.3% 26	36.7% 22	0.0% 0	1.7% 1	60	-0.77
Too many applications and technologies	20.7% 12	48.3% 28	25.9% 15	5.2% 3	0.0% 0	58	-0.84

BASIC STATISTICS					
	MINIMUM	MAXIMUM	MEDIAN	MEAN	STANDARD DEVIATION
“just-enough architecture”	2.00	5.00	4.00	3.76	0.92
Agile software dev	1.00	5.00	4.00	3.64	0.76
EA frameworks guide only	2.00	5.00	4.00	3.62	0.91
Responds quickly to business	1.00	5.00	4.00	3.52	0.81
Stepwise and pragmatic	1.00	5.00	3.00	3.47	0.79
Vision for adaptabilty	2.00	5.00	3.00	3.45	0.75
EA team works in sprints	1.00	5.00	3.00	3.33	0.78
More streamlined process	1.00	5.00	3.00	3.31	0.72
Carefully prioritizes tasks	1.00	5.00	3.00	3.31	0.88
Flexible technology mindset	1.00	5.00	3.00	3.28	0.93
Regular stakeholder meetings	1.00	5.00	3.00	3.16	0.87
Whole university agile	1.00	5.00	3.00	3.12	0.93
Loosely defined process	1.00	5.00	3.00	2.95	1.10
Frequent policy review	1.00	5.00	3.00	2.93	0.83
Careful planning	1.00	4.00	3.00	2.83	0.79
EA team is very small	1.00	5.00	3.00	2.75	1.07
Too broad mandate	1.00	5.00	3.00	2.69	0.89
Budgetary cycle	1.00	5.00	3.00	2.64	0.86
Frameworks not agile	1.00	4.00	3.00	2.62	0.64
Too much documentation to maintain	1.00	5.00	3.00	2.59	0.85
Formal and strict EA process	1.00	5.00	3.00	2.57	1.01
No agile process	1.00	4.00	3.00	2.44	0.85
IT processes are not mature	1.00	5.00	2.00	2.37	1.03
Security concerns regarding information and IT infrastructure	1.00	5.00	2.00	2.34	0.86
Large complex policies	1.00	5.00	2.00	2.32	0.85
Consultation requirements	1.00	5.00	2.00	2.30	0.97
Too many initiatives and projects	1.00	5.00	2.00	2.26	0.86
The university is very large	1.00	4.00	2.00	2.24	0.77
Resistance to change	1.00	5.00	2.00	2.23	0.80
Too many applications and technologies	1.00	4.00	2.00	2.16	0.81

Q47 Please provide any other comments you may have relating to the questions about EA in this Survey

Answered: 14 Skipped: 101