

**Division of Student Affairs
Department of Information Technology
Business Relationship Management Model Survey
2021**

Purpose of Assessment

Division of Student Affairs (DSA) department directors and staff who are members of the DSA Department of Information Technology (DoIT) Liaison committee during the 2020-2021 academic year were surveyed for feedback regarding their relationship with DoIT services, as defined by four core discipline components of the Business Relationship Management (BRM) model. This is the first time Student Life Studies helped DoIT assess departmental feedback regarding progress towards an optimum relationship with each DSA departments using the BRM model.

Key Findings with Recommendations

Student Life Studies identified several key findings and developed actionable recommendations the department may take based on the results. However, DoIT staff may identify other findings using their knowledge and understanding of the community. Staff members are strongly encouraged to read all the results and qualitative comments to gain a fuller understanding of their clients' experiences.

- The overall BRM mean result for all responding DSA departments and areas serviced by DoIT was 3.42 out of a maximum mean of 5. The overall mean of each core discipline of the BRM model was above 3; however, the overall mean of Value Harvesting was the highest and that of Exploring was the lowest.
 - Within the Exploring core discipline, one-quarter or more of respondents disagreed, strongly disagreed, or did not know that their department involved DoIT in their planning process and that DoIT interfaced with other IT departments to provide them with new opportunities. Improvement of this discipline could involve DoIT liaisons communicating those opportunities (and their origin) and DoIT's availability to interact with departments during their planning processes.
 - Within the Servicing core discipline, one-quarter or more of respondents disagreed, strongly disagreed or did not know that their department involved DoIT in their improvement processes nor had a good idea what business improvement services DoIT offered. Improvement of this discipline could involve DoIT liaisons communicating the process improvement services DoIT offers, and clarify for representatives how these services could benefit each specific department or area.
- The BRM survey was lacking representation from two DSA departments; one due to lack of survey response and the other due to no representation within the survey distribution list as DoIT did not include their own department. Some DSA areas or departments had more than two representatives sent the survey and others only one, and these numbers did not correlate with the size of the departments or areas. To ensure equitable response representation in the future, DoIT may want to identify others within larger departments and service areas, outside of the DoIT liaison committee and directors, to include in the survey distribution who could well inform the progress of DoIT towards the BRM model maturity.

Method and Sample

The survey was produced using Qualtrics®, a software program that creates web-based surveys and databases. The survey contained 20 quantitative questions and four qualitative questions. Due to branching technology, not all respondents saw all of the questions. The data were analyzed using SPSS®, a statistical software package, and Microsoft Excel®.

The survey link was sent through email beginning July 12, 2021, to 46 DSA staff members, including DSA department directors and members of the DSA IT Liaison committee. Non-respondents received up to three email reminders before the survey closed on August 25, 2021. Thirty-four staff members completed at least one question of the survey, yielding a 72% response rate.

Results

Results are reported as means, standard deviations (sd), and frequency percentages for the number of people (n) who responded to the question. For ease of reading, frequency percentages are rounded to the nearest whole percent, so totals may not add up to exactly 100%. All items within tables are listed in descending mean order unless otherwise specified. The Likert agreement scale used was as follows: 0=I don't know, 1=Strongly disagree, 2=Disagree, 3=Neither agree nor disagree, 4=Agree, 5=Strongly agree. Summary themes are reported; the entire list can be found in a separate document. Results by department and service area response are provided in separate documents.

The first section of the survey asked respondents a series of questions regarding DoIT's relationship with their department defined as the Business Relationship Management (BRM) model role of Exploring. Exploring was defined as a BRM role that helps sense business and technology trends and facilitates innovations involving technology that have great potential for departments' operational processes. As shown in Table 1, respondents' overall level of agreement was lowest regarding DoIT interfacing with other IT departments to provide the DSA departments new opportunities, and highest agreement level regarding departments getting fresh insights into potential emerging technologies.

Exploring:	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	I don't know (0)	2021 Mean (sd) n=31
[Department name] gets fresh insights into the potential of emerging technologies from your liaison from DoIT.	10%	45%	32%	13%	--	--	3.52 (.85)
[Department name] operational strategies and information technology strategies are aligned.	3%	58%	23%	16%	--	--	3.48 (.81)
DoIT is involved in our department's planning process.	7%	42%	19%	26%	3%	3%	3.13 (1.18)
DoIT interfaces with other IT departments (DivIT, PITO, EIS, etc.) to provide us (our department) with new opportunities.	3%	29%	42%	16%	--	10%	2.90 (1.22)

Table 1: Exploring

Respondents who answered “DoIT is involved in our department’s planning process” as strongly agree, agree, or neither agree nor disagree were asked for their level of agreement or disagreement regarding their department involving DoIT in their department’s brainstorming during planning. As shown in Table 2, over half responding agreed or strongly agreed that DoIT was involved with their department’s brainstorming during planning.

Exploring- DoIT is involved in our department’s planning process:	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	I don’t know (0)	2021 Mean (sd) n=21
Our department involves DoIT in our department’s brainstorming during our planning process.	10%	52%	24%	10%	5%	--	3.52 (.98)

Table 2: DoIT Involvement in Brainstorming

When asked to share additional thoughts related to their department’s experience with DoIT and the BRM core discipline of Exploring, eleven responded with comment. The comments varied, a few commonly noted that due to each department’s unique business they did not expect DoIT to be aware of new technology regarding their specific business needs, and others noted the division nor DoIT had the resources (human) to provide insights and new opportunities for each department. Others noted they would like DoIT to update them on technological platforms already available in the division that also may service their department’s needs.

The next section of the survey asked respondents a series of questions regarding DoIT’s relationship with their department defined as the Business Relationship Management (BRM) model’s core discipline role of Demand Shaping. Demand Shaping was defined as a BRM role that helps identify, rationalize, consolidate, and organize the demand for information technology products and services, so DoIT can best support the strategic direction of a department. It also assists DoIT in leveraging the capabilities of information technology helps sense business and technology trends and facilitates innovations involving technology that have great potential for departments’ operational processes. Table 3, on the next page, shows more than half agreed or strongly agreed to each of the statements defining the Demand Shaping role.

Demand Shaping	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	I don't know (0)	2021 Mean (sd) [n]
The advice DoIT offers about information technology fit our department's needs.	10%	58%	29%	3%	--	3%	3.65 (.95) [31]
The advice DoIT provides helps us make appropriate information technology decisions for our Department.	13%	58%	15%	3%	--	7%	3.61 (1.17) [31]
DoIT is sensitive to our department's capacity for information technology change at any given time.	23%	37%	20%	13%	7%	--	3.57 (1.19) [30]
The advice DoIT provides helps us make timely information technology decisions for our department.	13%	52%	19%	10%	--	7%	3.48 (1.24) [31]
DoIT is working on the things which are useful or add value to my department.	7%	53%	23%	3%	--	13%	3.23 (1.43) [30]

Table 3: Demand Shaping

Again, respondents were asked to share any additional thoughts related to their department's experience with DoIT and the BRM core discipline of Demand Shaping. Ten respondents provided comment; some noted the length of time to take action regarding technological needs as long and unreasonable for the need. A few of the comments indicated that they did not expect DoIT to provide advisement regarding information technology to fit their needs, as they expect to find that elsewhere.

The next section of the survey asked respondents a series of questions regarding DoIT's relationship with their department defined as the Business Relationship Management (BRM) model's core discipline role of Servicing. Servicing was defined as a BRM role that connects departments to DoIT by coordinating resources, managing expectations, facilitating good IT services portfolio management, and assisting with departments' operations improvements through technical expertise. As noted in Table 4, on the next page, respondents most agreed that DoIT provided clarity when technology was confusing.

Servicing	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	I don't know (0)	2021 Mean (sd) [n]
When technology is confusing, DoIT provides clarity.	27%	47%	17%	7%	3%	--	3.87 (1.01) [30]
DoIT acts as a sounding-board to help think through process improvement ideas.	7%	65%	10%	16%	3%	--	3.55 (.96) [31]
We involve DoIT in our department's process improvement process.	3%	42%	26%	23%	3%	3%	3.10 (1.11) [31]
Our department has a good idea what business improvement services DoIT offers.	7%	42%	19%	26%	--	7%	3.10 (1.25) [31]

Table 4: Servicing

Those who answered strongly agree, agree or neither agree nor disagree to “Our department has a good idea what business improvement services DoIT offers” were then asked their level of agreement or disagreement with the statement “Our department knows how to invoke the business improvement services that DoIT offers.” As shown in Table 5, over three-quarters agreed with the statement.

Servicing – department has a good idea what business improvement services DoIT offers:	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	I don't know (0)	2021 Mean (sd) n=21
Our department knows how to invoke the business improvement services that DoIT offers.	--	76%	14%	10%	--	--	3.67 (.66)

Table 5: Department Awareness of Invoking DoIT Business Improvement Services

Respondents were asked to share any additional thoughts related to their department’s experience with DoIT and the BRM core discipline of Servicing. Those who responded noted that DoIT troubleshoots technological issues well through the help tickets and provides follow-up through the liaisons. However, some indicated that due to the dominance of the troubleshooting follow-up, time taken to discuss and work on process improvement is lacking. Others indicated not needing DoIT to provide business or process improvement services, or they do not know when to involve business improvement services DoIT may offer.

The next section of the survey asked respondents a series of questions regarding DoIT’s relationship with their department defined as the Business Relationship Management (BRM) role of Value Harvesting. The Value Harvesting role helps ensure that change initiatives involving technology yield value for departments, both initially and on an on-going basis. Shown in Table 6, nearly three-quarters of respondents agreed or strongly agreed that their department expected good returns from major initiatives involving information technology, although, fewer agreed or strongly agreed to the remaining four Value Harvesting statements.

Value Harvesting	Strongly Agree (5)	Agree (4)	Neither Agree nor Disagree (3)	Disagree (2)	Strongly Disagree (1)	I don't know (0)	2021 Mean (sd) [n]
Our department expects good returns from major initiatives that involve information technology.	29%	42%	19%	3%	--	7%	3.77 (1.28) [31]
Our department usually gets good returns from major initiatives that involve information technology.	13%	52%	26%	7%	--	3%	3.61 (1.02) [31]
We have a good understanding of the information technology services DoIT offers that are useful to our operational processes.	10%	58%	10%	19%	--	3%	3.48 (1.12) [31]
DoIT helps our department navigate effectively through important operational changes in our department.	13%	37%	37%	10%	--	3%	3.43 (1.07) [30]
Our department has a process to involve DoIT in our department operational changes.	7%	45%	32%	13%	--	3%	3.35 (1.02) [31]

Table 6: Value Harvesting

Respondents were asked to share any additional thoughts related to their department's experience with DoIT and the BRM core discipline of Value Harvesting. The comments varied, but some indicated relying on DoIT primarily for IT infrastructure support and servicing and stressed the importance of these services provided by IT.

The DSA Department of Information Technology (DoIT) requested that one mean for each BRM core discipline component be determined, as well as an overall mean representing all core disciplines of the BRM model as a way to capture the level of BRM Management. The individual core discipline component means were weighted, with weighting determined by the number of responses per statement included in each BRM core discipline component role section of the survey. The overall mean is an unweighted mean of those four discipline component means. While all means fell between the "neither agree nor disagree" and "agree" range, as shown in Table 7, the Exploring component rated the lowest mean and Value Harvesting rated the highest. Component and overall means by responding DSA departments and areas serviced by DoIT can be found in the attached documents.

	Exploring	Demand Shaping	Servicing	Value Harvesting	Overall Mean
Mean	3.26	3.51	3.40	3.53	3.42

Table 7: 2020-21 Mean by BRM Core Discipline Component Role and Overall Mean

Respondents' DSA department or area serviced by DoIT are noted on the next page in Table 8. Data given is in descending order by percentage of survey responses. One department sent the survey was not represented among respondents.

Department:	Percentage of Respondents (n=34)
Student Health Services	9%
Counseling and Psychological Services	9%
Multicultural Services	9%
Residence Life	6%
Corps of Cadets	6%
Veteran Resource and Support Center	6%
Recreational Sports	6%
Student Activities	6%
Office of the Vice President for Student Affairs	6%
Student Life Studies	6%
Disability Resources	6%
Music Activities	6%
University Center and Special Events	6%
DSA Business Office	3%
Offices of the Dean of Student Life	3%
Memorial Student Center	3%
Becky Gates Children's Center	3%
DSA Marketing & Communications	3%
University Art Galleries	0%

Table 8: Respondent by DSA Areas and Departments Served by DoIT

Department Background

The Department of Information Technology (DoIT) in the Division of Student Affairs (DSA) lists its purpose on its website (<http://doit.tamu.edu/strategic-plan>) as “We create an environment for student success by providing specialized and dependable technology solutions for student affairs professionals.”

Project Details

The Department of Student Life Studies provides quality assessment services, resources and assessment training for departments in the Texas A&M University Division of Student Affairs and student organizations. Services by Student Life Studies are funded, in part, by the Texas A&M University Advancement Fee. Results of this project and other assessment projects done through Student Life Studies can be found at <https://studentlifestudies.tamu.edu/results/>. Additionally, division staff can follow Student Life Studies on Facebook.

To work with Student Life Studies for future assessment projects, please fill out the Assessment Questionnaire at <https://slsform.dsaapps.tamu.edu/>.

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