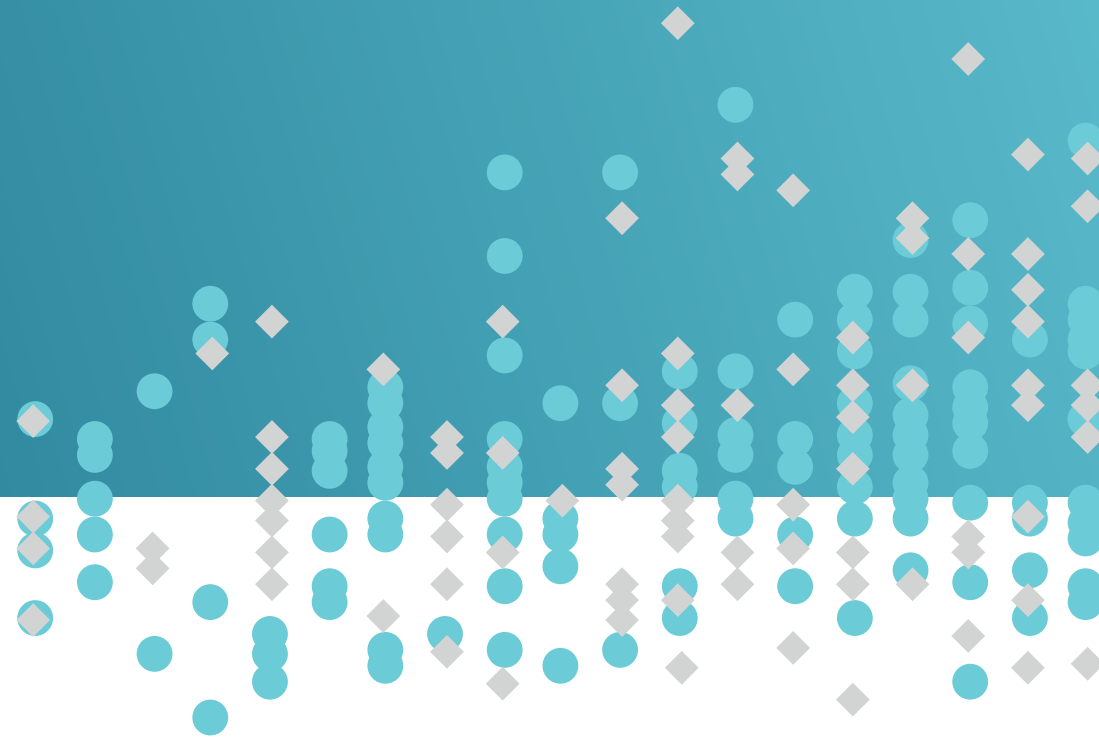


2021 AIR National Survey of Institutional Research Offices

Survey Data Report
by Total Student FTE



ASSOCIATION
FOR INSTITUTIONAL
RESEARCH

Response Rates

The 2021 AIR National Survey of IR Offices attempted to survey IR office leaders at more than 3,000 postsecondary degree-granting institutions. Institutions of all sectors, types of control, and sizes were included in the sample. In total, responses were collected from 1,142 institutions, and 554 of those institutions completed the survey in full. To ensure comparable results, incomplete responses are excluded from this report. In addition, responses from for-profit institutions, administrative units, international institutions, private not-for-profit 2-year institutions, and institutions in U.S. territories are excluded due to low response rates.

The findings presented in this report are based on 520 responses that represent U.S. postsecondary, degree-granting institutions at public 4-year (146 institutions), public 2-year (125 institutions), or private not-for-profit 4-year institutions (249 institutions).

Report Structure

This report has six sections:

Section 1: Office Structure

Section 2: Staffing the Office

Section 3: Evaluation of Office

Section 4: Data Use, Literacy, and Capacity

Section 5: Maturity of the Data Environment

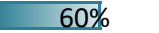
Section 6: Office Work

To learn more about the AIR National Survey of IR Offices, please visit www.airweb.org/NationalSurvey

Section 1: Office Structure

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Where does your office primarily focus its attention?				
<i>Number of respondents</i>	174	151	95	98
Institution-level	 89%	 91%	 89%	 92%
Program-level	 1%	 1%	 2%	 1%
School/college-level	 10%	 6%	 7%	 6%
System/State/Corporate	 0%	 2%	 1%	 1%

Service Area of IR Office				
<i>Number of respondents</i>	157	131	81	88
Average number of institutions served	1.08	1.07	1.00	1.11
Average number of branch campuses	0.92	1.41	3.25	2.00
Average number of regional campuses	0.47	0.84	1.26	1.88

Current Division: Select the division where the office is currently located for reporting purposes.				
<i>Number of respondents</i>	174	151	95	98
President/Chief Executive Officer	 29%	 11%	 16%	 11%
Provost/Chief Academic Officer	 55%	 58%	 60%	 53%
Independent IR/IE/Planning division	 1%	 7%	 5%	 6%
Administration Services	 1%	 1%	 0%	 2%
Finance/Operations/Business	 3%	 3%	 3%	 12%
Development	 0%	 0%	 0%	 1%
Enrollment Management/Admissions	 2%	 5%	 1%	 1%
Human Resources	 1%	 0%	 0%	 0%
Information Technology (IT)	 3%	 5%	 4%	 5%
Other	 6%	 9%	 11%	 8%

Section 1: Office Structure

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Ideal Division: Select the division where the office should be located for reporting purposes.				
<i>Number of respondents</i>	174	151	95	98
President/Chief Executive Officer	51%	32%	40%	33%
Provost/Chief Academic Officer	34%	38%	37%	40%
Independent IR/IE/Planning division	9%	19%	15%	9%
Administration Services	1%	0%	1%	4%
Finance/Operations/Business	2%	2%	1%	5%
Enrollment Management/Admissions	1%	1%	2%	1%
Information Technology (IT)	1%	2%	2%	3%
Other	2%	5%	2%	5%

Office Leader: Highest Degree Earned				
<i>Number of respondents</i>	174	151	95	98
Less than a Baccalaureate degree	1%	0%	0%	0%
Baccalaureate degree	10%	9%	5%	4%
Master's degree/Specialist	47%	52%	48%	40%
Doctoral degree	41%	38%	46%	56%
Don't know	1%	1%	0%	0%

Office leader has completed an institutional research certificate program?				
<i>Number of respondents</i>	167	146	92	93
Office leader did not complete an IR certificate program	92%	88%	88%	85%
Office leader has completed an IR certificate program	8%	12%	12%	15%

Office Leader: Work experience				
<i>Number of respondents</i>	171	150	93	96
Average number of years working in higher education	16.97	19.83	19.49	21.08
Average number of years working in IR/IE	9.84	11.34	13.84	15.39
Average number of years employed at this institution	10.55	12.05	10.43	13.48
Average number of years leading the Office at this institution	6.04	7.09	6.23	6.93

Section 1: Office Structure

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office Leader: Age				
<i>Number of respondents</i>	174	151	95	98
Less than 30 years old	0%	3%	0%	1%
30 to 39 years old	19%	19%	14%	17%
40 to 49 years old	32%	22%	29%	29%
50 to 59 years old	32%	39%	38%	36%
60 to 69 years old	16%	15%	15%	16%
Don't know	1%	1%	3%	1%
70 years old or older	1%	2%	1%	0%

Office Leader: Gender identity				
<i>Number of respondents</i>	174	151	95	98
Woman	58%	56%	51%	46%
Man	40%	42%	45%	53%
Genderqueer or Non-binary	1%	1%	0%	0%
Prefer not to answer	1%	1%	4%	1%
Option not provided	1%	1%	0%	0%

Office Leader: Race/ethnicity				
<i>Number of respondents</i>	174	151	95	98
Black or African American	5%	6%	4%	0%
Asian	7%	3%	3%	7%
American Indian or Alaska Native	0%	0%	0%	0%
Hispanic or Latino/a	3%	3%	7%	3%
Native Hawaiian or other Pacific Islander	1%	0%	0%	0%
White	80%	84%	78%	84%
Bi/Multiracial	1%	1%	2%	1%
Did not disclose ethnicity	1%	0%	1%	2%
Prefer not to answer	2%	2%	3%	3%
Option not provided	1%	1%	1%	0%

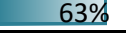
Section 1: Office Structure

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office leader is the institution's Chief Data Officer (or equivalent position)				
<i>Number of respondents</i>	170	148	93	98
Yes	45%	26%	28%	16%
No, but the institution has this position	9%	9%	15%	13%
No and the institution does not have this position	45%	65%	57%	70%

Office leader's relationship with President/CEO cabinet				
<i>Number of respondents</i>	172	149	94	98
Member of cabinet	25%	14%	17%	9%
Not a member but attends as needed	72%	84%	81%	91%
Not a member and does not attend	38%	48%	40%	51%
Cabinet does not exist	3%	2%	2%	7%

Office leader's relationship with Provost/CAO cabinet				
<i>Number of respondents</i>	165	145	91	95
Member of cabinet	44%	44%	41%	28%
Not a member but attends as needed	53%	53%	58%	66%
Not a member and does not attend	18%	17%	21%	29%
Cabinet does not exist	63%	57%	65%	55%

Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Staff Roles in IR Offices				
<i>Number of respondents</i>	164	146	88	96
Percentage of offices with an Office Leader	 94%	 97%	 93%	 98%
Percentage of offices with an Assistant/Associate Director	 13%	 17%	 40%	 63%
Percentage of offices with Senior Analytical staff	 12%	 21%	 43%	 62%
Percentage of offices with Analytical staff	 33%	 46%	 64%	 92%
Percentage of offices with Technical staff	 8%	 11%	 18%	 28%
Percentage of offices with Administrative Support staff	 10%	 19%	 25%	 44%
Percentage of offices with Student staff	 10%	 15%	 16%	 31%

Average Staff FTE				
<i>Number of respondents</i>	174	151	95	98
Average Staff FTE	1.81	2.47	3.55	7.81
To meet current demand, what is your ideal staff FTE?	2.84	3.48	4.77	10.11

Office Leader: Headcount, FTE, Salary				
<i>Number of respondents</i>	164	146	88	96
Office Leader: Average Headcount	1.03	1.05	1.09	1.14
Office Leader: Average FTE	0.97	1.03	1.07	1.14
Office Leader: Average Annual Salary/Wage Expense	\$ 81,039	\$ 89,551	\$ 110,996	\$ 136,872

Assistant/Associate Directors: Headcount, FTE, Salary				
<i>Number of respondents</i>	23	25	38	62
Assistant/Associate Directors: Average Headcount	1.17	1.44	1.34	1.85
Assistant/Associate Directors: Average FTE	1.10	1.40	1.33	1.84
Assistant/Associate Directors: Average Annual Salary/Wage Expense	\$ 73,422	\$ 74,083	\$ 76,536	\$ 90,416

Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Senior Analytical Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	21	32	41	61
Senior Analytical Staff: Average Headcount	1.14	1.38	1.17	1.82
Senior Analytical Staff: Average FTE	1.04	1.30	1.16	1.79
Senior Analytical Staff: Average Annual Salary/Wage Expense	\$ 60,828	\$ 61,117	\$ 76,983	\$ 78,330
Analytical Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	57	69	61	90
Analytical Staff: Average Headcount	1.12	1.41	1.59	3.49
Analytical Staff: Average FTE	1.05	1.32	1.54	3.34
Analytical Staff: Average Annual Salary/Wage Expense	\$ 50,237	\$ 54,600	\$ 59,067	\$ 71,292
Technical Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	14	16	17	27
Technical Staff: Average Headcount	2.07	1.19	1.41	2.48
Technical Staff: Average FTE	2.00	0.98	1.29	2.46
Technical Staff: Average Annual Salary/Wage Expense	\$ 58,795	\$ 54,713	\$ 61,329	\$ 77,324
Administrative Support Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	18	28	24	43
Administrative Support Staff: Average Headcount	1.06	1.07	1.00	1.12
Administrative Support Staff: Average FTE	0.83	0.83	0.88	0.99
Administrative Support Staff: Average Annual Salary/Wage Expense	\$ 39,712	\$ 34,793	\$ 42,167	\$ 43,961
Student Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	18	22	15	30
Student Staff: Average Headcount	1.22	2.09	1.40	1.93
Student Staff: Average FTE	0.34	0.78	0.57	0.81
Student Staff: Average Annual Salary/Wage Expense	\$ 7,492	\$ 7,690	\$ 7,460	\$ 14,719

Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
IR Office Staff: Gender Identity				
<i>Number of respondents</i>	161	139	89	92
Average Staff Headcount: Identify as Women	1.19	1.59	1.99	5.32
Average Staff Headcount: Identify as Men	0.79	0.87	1.36	3.36
Average Staff Headcount: Identify as Genderqueer or Non-binary	0.01	0.01	0.00	0.04
Average Staff Headcount: Identify as Agender	0.00	0.00	0.00	0.14
Average Staff Headcount: Don't know/did not disclose gender identity	0.01	0.08	0.13	0.29
Average Staff Headcount: Option not provided	0.15	0.06	0.15	0.36

IR Office Staff: Race/ethnicity				
<i>Number of respondents</i>	161	139	89	92
Average Staff Headcount: African American or Black	0.18	0.17	0.21	0.53
Average Staff Headcount: Asian	0.20	0.13	0.29	1.13
Average Staff Headcount: American Indian or Alaska Native	0.01	0.01	0.04	0.04
Average Staff Headcount: Hispanic or Latino/a	0.08	0.15	0.27	0.66
Average Staff Headcount: Native Hawaiian or Other Pacific Islander	0.00	0.01	0.00	0.00
Average Staff Headcount: White	1.50	1.86	2.35	4.99
Average Staff Headcount: Bi/Multiracial	0.01	0.03	0.10	0.13
Average Staff Headcount: Don't know/did not disclose ethnicity	0.05	0.07	0.25	0.69
Average Staff Headcount: Other/Option not given	0.02	0.04	0.12	0.13

Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office Leader: Work Effort				
Number of respondents	164	146	88	96
% of work time spent on - Data collection and management	23%	20%	15%	9%
% of work time spent on - Basic analytics	14%	14%	13%	11%
% of work time spent on - Advanced analytics	4%	5%	6%	7%
% of work time spent on - Communication of information	12%	14%	14%	15%
% of work time spent on - Educating data users	6%	7%	7%	8%
% of work time spent on - Technology management	5%	5%	4%	4%
% of work time spent on - Professional development	5%	4%	4%	4%
% of work time spent on - Office management	5%	5%	7%	10%
% of work time spent on - Attending meetings	12%	12%	15%	19%
% of work time spent on - Policy/governance/planning	8%	8%	9%	9%
% of work time spent on - Administrative activities	5%	4%	4%	4%
% of work time spent on - Other	3%	3%	2%	1%

Assistant/Associate Directors: Work Effort								
	Number of respondents	23	25	38	62			
% of work time spent on - Data collection and management		25%		25%		26%		20%
% of work time spent on - Basic analytics		10%		20%		18%		15%
% of work time spent on - Advanced analytics		4%		7%		6%		7%
% of work time spent on - Communication of information		13%		14%		11%		13%
% of work time spent on - Educating data users		7%		6%		7%		8%
% of work time spent on - Technology management		7%		6%		8%		8%
% of work time spent on - Professional development		8%		6%		6%		5%
% of work time spent on - Office management		4%		2%		2%		5%
% of work time spent on - Attending meetings		10%		8%		8%		11%
% of work time spent on - Policy/governance/planning		5%		3%		4%		5%
% of work time spent on - Administrative activities		5%		3%		2%		3%
% of work time spent on - Other		2%		1%		2%		2%

Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Senior Analytical Staff: Work Effort				
<i>Number of respondents</i>	21	32	41	61
% of work time spent on - Data collection and management	 22%	 27%	 31%	 24%
% of work time spent on - Basic analytics	 16%	 20%	 21%	 21%
% of work time spent on - Advanced analytics	 11%	 9%	 7%	 11%
% of work time spent on - Communication of information	 14%	 11%	 10%	 14%
% of work time spent on - Educating data users	 8%	 7%	 5%	 6%
% of work time spent on - Technology management	 5%	 7%	 6%	 7%
% of work time spent on - Professional development	 7%	 4%	 6%	 6%
% of work time spent on - Office management	 2%	 1%	 1%	 1%
% of work time spent on - Attending meetings	 7%	 8%	 7%	 8%
% of work time spent on - Policy/governance/planning	 3%	 3%	 3%	 2%
% of work time spent on - Administrative activities	 4%	 1%	 1%	 1%
% of work time spent on - Other	 1%	 3%	 2%	 0%

Analytical Staff: Work Effort				
<i>Number of respondents</i>	57	69	61	90
% of work time spent on - Data collection and management	 34%	 30%	 29%	 28%
% of work time spent on - Basic analytics	 20%	 22%	 22%	 25%
% of work time spent on - Advanced analytics	 6%	 3%	 5%	 7%
% of work time spent on - Communication of information	 12%	 13%	 14%	 11%
% of work time spent on - Educating data users	 6%	 6%	 4%	 6%
% of work time spent on - Technology management	 4%	 5%	 5%	 6%
% of work time spent on - Professional development	 5%	 6%	 6%	 6%
% of work time spent on - Office management	 1%	 1%	 1%	 0%
% of work time spent on - Attending meetings	 6%	 7%	 6%	 8%
% of work time spent on - Policy/governance/planning	 2%	 2%	 2%	 2%
% of work time spent on - Administrative activities	 2%	 2%	 2%	 1%
% of work time spent on - Other	 3%	 2%	 4%	 0%

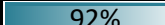
Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Technical Staff: Work Effort				
<i>Number of respondents</i>	14	13	17	27
% of work time spent on - Data collection and management	 28%	 27%	 35%	 27%
% of work time spent on - Basic analytics	 13%	 9%	 14%	 12%
% of work time spent on - Advanced analytics	 3%	 4%	 4%	 2%
% of work time spent on - Communication of information	 17%	 11%	 8%	 8%
% of work time spent on - Educating data users	 6%	 7%	 5%	 5%
% of work time spent on - Technology management	 16%	 21%	 17%	 31%
% of work time spent on - Professional development	 5%	 7%	 6%	 6%
% of work time spent on - Office management	 1%	 2%	 0%	 1%
% of work time spent on - Attending meetings	 7%	 7%	 6%	 6%
% of work time spent on - Policy/governance/planning	 2%	 2%	 2%	 2%
% of work time spent on - Administrative activities	 2%	 3%	 1%	 0%
% of work time spent on - Other	 0%	 0%	 1%	 0%

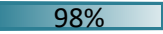
Administrative Support Staff: Work Effort				
<i>Number of respondents</i>	18	28	24	43
% of work time spent on - Data collection and management	 22%	 28%	 12%	 10%
% of work time spent on - Basic analytics	 8%	 9%	 5%	 5%
% of work time spent on - Advanced analytics	 1%	 0%	 1%	 0%
% of work time spent on - Communication of information	 8%	 12%	 11%	 8%
% of work time spent on - Educating data users	 3%	 4%	 3%	 3%
% of work time spent on - Technology management	 2%	 3%	 2%	 1%
% of work time spent on - Professional development	 3%	 5%	 5%	 5%
% of work time spent on - Office management	 9%	 6%	 12%	 21%
% of work time spent on - Attending meetings	 9%	 5%	 6%	 7%
% of work time spent on - Policy/governance/planning	 2%	 1%	 2%	 2%
% of work time spent on - Administrative activities	 24%	 25%	 39%	 37%
% of work time spent on - Other	 10%	 3%	 2%	 3%

Section 2. Staffing the Office

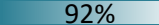
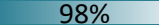
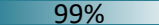
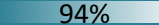
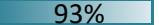
	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Student Staff: Work Effort				
<i>Number of respondents</i>	18	22	15	30
% of work time spent on - Data collection and management	 37%	 38%	 26%	 31%
% of work time spent on - Basic analytics	 22%	 34%	 26%	 34%
% of work time spent on - Advanced analytics	 1%	 2%	 10%	 5%
% of work time spent on - Communication of information	 19%	 10%	 10%	 13%
% of work time spent on - Educating data users	 0%	 1%	 1%	 1%
% of work time spent on - Technology management	 1%	 0%	 1%	 4%
% of work time spent on - Professional development	 2%	 1%	 3%	 3%
% of work time spent on - Office management	 0%	 1%	 0%	 1%
% of work time spent on - Attending meetings	 3%	 1%	 2%	 4%
% of work time spent on - Policy/governance/planning	 0%	 0%	 0%	 0%
% of work time spent on - Administrative activities	 4%	 3%	 3%	 5%
% of work time spent on - Other	 6%	 8%	 17%	 1%

Office Leader: Professional Development				
<i>Number of respondents</i>	141	135	81	93
% of offices with staff participating in professional development	 92%	 98%	 97%	 100%
% of offices with staff participating in prof dev related to - Data management/governance	 15%	 16%	 18%	 17%
% of offices with staff participating in prof dev related to - Basic analytics	 11%	 11%	 7%	 6%
% of offices with staff participating in prof dev related to - Advanced analytics	 8%	 11%	 11%	 13%
% of offices with staff participating in prof dev related to - Software tools	 13%	 19%	 14%	 15%
% of offices with staff participating in prof dev related to - Data viz/communicating results	 15%	 15%	 15%	 16%
% of offices with staff participating in prof dev related to - Leadership/management	 12%	 11%	 19%	 15%
% of offices with staff participating in prof dev related to - Technology-related content	 10%	 9%	 9%	 9%
% of offices with staff participating in prof dev related to - Other content	 16%	 8%	 7%	 9%

Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Assistant/Associate Directors: Professional Development				
<i>Number of respondents</i>	20	24	35	61
% of offices with staff participating in professional development	 91%	 100%	 95%	 98%
% of offices with staff participating in prof dev related to - Data management/governance	 15%	 15%	 17%	 13%
% of offices with staff participating in prof dev related to - Basic analytics	 9%	 16%	 9%	 11%
% of offices with staff participating in prof dev related to - Advanced analytics	 8%	 7%	 9%	 11%
% of offices with staff participating in prof dev related to - Software tools	 21%	 21%	 21%	 19%
% of offices with staff participating in prof dev related to - Data viz/communicating results	 13%	 14%	 16%	 16%
% of offices with staff participating in prof dev related to - Leadership/management	 8%	 4%	 5%	 10%
% of offices with staff participating in prof dev related to - Technology-related content	 14%	 7%	 11%	 13%
% of offices with staff participating in prof dev related to - Other content	 13%	 17%	 11%	 7%
Senior Analytical Staff: Professional Development				
<i>Number of respondents</i>	19	29	38	59
% of offices with staff participating in professional development	 95%	 90%	 100%	 98%
% of offices with staff participating in prof dev related to - Data management/governance	 16%	 14%	 17%	 12%
% of offices with staff participating in prof dev related to - Basic analytics	 18%	 14%	 14%	 12%
% of offices with staff participating in prof dev related to - Advanced analytics	 14%	 11%	 11%	 18%
% of offices with staff participating in prof dev related to - Software tools	 21%	 22%	 23%	 23%
% of offices with staff participating in prof dev related to - Data viz/communicating results	 15%	 15%	 15%	 17%
% of offices with staff participating in prof dev related to - Leadership/management	 4%	 6%	 3%	 2%
% of offices with staff participating in prof dev related to - Technology-related content	 7%	 12%	 10%	 10%
% of offices with staff participating in prof dev related to - Other content	 5%	 8%	 6%	 5%

Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Analytical Staff: Professional Development				
<i>Number of respondents</i>	47	60	58	88
% of offices with staff participating in professional development	 89%	 92%	 98%	 99%
% of offices with staff participating in prof dev related to - Data management/governance	 18%	 14%	 10%	 11%
% of offices with staff participating in prof dev related to - Basic analytics	 15%	 16%	 18%	 19%
% of offices with staff participating in prof dev related to - Advanced analytics	 8%	 7%	 13%	 10%
% of offices with staff participating in prof dev related to - Software tools	 18%	 26%	 20%	 25%
% of offices with staff participating in prof dev related to - Data viz/communicating results	 15%	 15%	 19%	 17%
% of offices with staff participating in prof dev related to - Leadership/management	 1%	 4%	 5%	 2%
% of offices with staff participating in prof dev related to - Technology-related content	 12%	 10%	 8%	 12%
% of offices with staff participating in prof dev related to - Other content	 12%	 8%	 6%	 5%
Technical Staff: Professional Development				
<i>Number of respondents</i>	12	14	16	25
% of offices with staff participating in professional development	 86%	 100%	 94%	 93%
% of offices with staff participating in prof dev related to - Data management/governance	 12%	 11%	 11%	 19%
% of offices with staff participating in prof dev related to - Basic analytics	 16%	 16%	 10%	 6%
% of offices with staff participating in prof dev related to - Advanced analytics	 3%	 3%	 5%	 3%
% of offices with staff participating in prof dev related to - Software tools	 25%	 26%	 21%	 28%
% of offices with staff participating in prof dev related to - Data viz/communicating results	 17%	 13%	 17%	 9%
% of offices with staff participating in prof dev related to - Leadership/management	 5%	 8%	 2%	 2%
% of offices with staff participating in prof dev related to - Technology-related content	 17%	 20%	 28%	 29%
% of offices with staff participating in prof dev related to - Other content	 5%	 5%	 6%	 4%

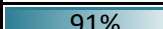
Section 2. Staffing the Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Administrative Support Staff: Professional Development				
<i>Number of respondents</i>	9	17	17	27
% of offices with staff participating in professional development	56%	74%	75%	76%
% of offices with staff participating in prof dev related to - Data management/governance	7%	12%	7%	4%
% of offices with staff participating in prof dev related to - Basic analytics	29%	12%	9%	8%
% of offices with staff participating in prof dev related to - Advanced analytics	2%	0%	1%	1%
% of offices with staff participating in prof dev related to - Software tools	16%	24%	17%	15%
% of offices with staff participating in prof dev related to - Data viz/communicating results	7%	13%	14%	8%
% of offices with staff participating in prof dev related to - Leadership/management	9%	14%	17%	19%
% of offices with staff participating in prof dev related to - Technology-related content	4%	7%	13%	5%
% of offices with staff participating in prof dev related to - Other content	27%	17%	21%	40%
Student Staff: Professional Development				
<i>Number of respondents</i>	6	11	8	11
% of offices with staff participating in professional development	38%	52%	53%	46%
% of offices with staff participating in prof dev related to - Data management/governance	10%	8%	7%	8%
% of offices with staff participating in prof dev related to - Basic analytics	18%	30%	13%	16%
% of offices with staff participating in prof dev related to - Advanced analytics	1%	8%	19%	18%
% of offices with staff participating in prof dev related to - Software tools	37%	23%	28%	17%
% of offices with staff participating in prof dev related to - Data viz/communicating results	15%	16%	15%	17%
% of offices with staff participating in prof dev related to - Leadership/management	0%	0%	0%	0%
% of offices with staff participating in prof dev related to - Technology-related content	11%	3%	5%	3%
% of offices with staff participating in prof dev related to - Other content	8%	12%	13%	20%

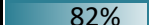
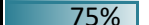
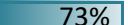
Section 3. Evaluation of Office

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office leader regularly assesses the Office to ensure goal attainment					
	<i>Number of respondents</i>	169	147	95	98
Strongly / Moderately disagree		9%	8%	2%	4%
Neutral		12%	12%	7%	6%
Strongly / Moderately agree		79%	80%	91%	90%
Office leader uses evidence to inform decisions					
	<i>Number of respondents</i>	170	147	95	98
Strongly / Moderately disagree		6%	3%	1%	2%
Neutral		2%	7%	2%	1%
Strongly / Moderately agree		91%	90%	97%	97%
Office leader empowers Office staff to contribute to the effectiveness of the office					
	<i>Number of respondents</i>	121	120	89	97
Strongly / Moderately disagree		5%	5%	2%	3%
Neutral		10%	6%	1%	0%
Strongly / Moderately agree		85%	89%	97%	97%
Office has a positive work environment					
	<i>Number of respondents</i>	164	143	95	98
Strongly / Moderately disagree		7%	6%	4%	3%
Neutral		4%	5%	2%	3%
Strongly / Moderately agree		90%	89%	94%	94%
Office is well managed					
	<i>Number of respondents</i>	161	142	95	98
Strongly / Moderately disagree		6%	4%	3%	4%
Neutral		7%	7%	3%	4%
Strongly / Moderately agree		87%	89%	94%	92%

Section 3. Evaluation of Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office mission is aligned with institutional mission				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 2%	 2%	 0%	 3%
Neutral	 6%	 9%	 7%	 4%
Strongly / Moderately agree	 91%	 89%	 93%	 93%
Office mission statement is clearly articulated				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 9%	 11%	 8%	 4%
Neutral	 19%	 19%	 12%	 7%
Strongly / Moderately agree	 72%	 70%	 80%	 89%
Office goals are clearly articulated				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 7%	 11%	 7%	 2%
Neutral	 13%	 13%	 11%	 11%
Strongly / Moderately agree	 80%	 76%	 82%	 87%
Office policies and practices are clearly articulated				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 9%	 14%	 6%	 5%
Neutral	 20%	 11%	 18%	 17%
Strongly / Moderately agree	 72%	 75%	 76%	 78%
Office grounds its work in appropriate theories and methodologies				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 3%	 3%	 1%	 3%
Neutral	 7%	 9%	 5%	 3%
Strongly / Moderately agree	 90%	 88%	 94%	 94%

Section 3. Evaluation of Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office supports analytics work conducted by other units				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 5%	 7%	 6%	 3%
Neutral	 14%	 7%	 8%	 4%
Strongly / Moderately agree	 82%	 87%	 85%	 93%
Office is recognized for its institutional leadership in data and analytics				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 5%	 7%	 5%	 5%
Neutral	 14%	 5%	 8%	 5%
Strongly / Moderately agree	 81%	 88%	 86%	 90%
Office has access to data necessary to produce its work				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 8%	 9%	 4%	 6%
Neutral	 8%	 3%	 9%	 8%
Strongly / Moderately agree	 84%	 87%	 86%	 86%
Office staffing is adequate to meet institutional expectations				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 46%	 56%	 49%	 43%
Neutral	 13%	 13%	 9%	 11%
Strongly / Moderately agree	 41%	 31%	 41%	 46%
Office space is adequate to meet institutional expectations				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 11%	 13%	 16%	 20%
Neutral	 13%	 15%	 12%	 11%
Strongly / Moderately agree	 75%	 72%	 73%	 68%

Section 3. Evaluation of Office

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office software is adequate to meet institutional expectations					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	 23%	 18%	 15%	 12%	
Neutral	 13%	 16%	 8%	 7%	
Strongly / Moderately agree	 64%	 66%	 77%	 81%	
Office hardware is adequate to meet institutional expectations					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	 13%	 3%	 6%	 13%	
Neutral	 14%	 13%	 8%	 8%	
Strongly / Moderately agree	 73%	 84%	 85%	 79%	
Office professional development/training opportunities are adequate to meet institutional expectations					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	 17%	 17%	 11%	 12%	
Neutral	 13%	 17%	 14%	 12%	
Strongly / Moderately agree	 70%	 66%	 76%	 76%	
Support from institutional leadership is adequate to meet institutional expectations					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	 13%	 21%	 18%	 16%	
Neutral	 16%	 17%	 15%	 18%	
Strongly / Moderately agree	 71%	 62%	 67%	 65%	
Staff produce quality work					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	 1%	 1%	 0%	 0%	
Neutral	 3%	 3%	 0%	 2%	
Strongly / Moderately agree	 97%	 96%	 100%	 98%	

Section 3. Evaluation of Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Staff adhere to standards dictating ethical use of data				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	1%	0%	0%	0%
Neutral	2%	1%	0%	1%
Strongly / Moderately agree	98%	99%	100%	99%
Staff work efficiently				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	2%	1%	3%	3%
Neutral	7%	5%	4%	9%
Strongly / Moderately agree	91%	93%	93%	88%
Staff work effectively				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	1%	1%	3%	1%
Neutral	6%	5%	2%	5%
Strongly / Moderately agree	94%	94%	95%	94%
Staff employ good interpersonal relationship skills				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	2%	2%	2%	0%
Neutral	2%	5%	1%	2%
Strongly / Moderately agree	96%	93%	97%	98%
Staff effectively communicate results of their work				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	2%	2%	1%	1%
Neutral	6%	9%	3%	10%
Strongly / Moderately agree	93%	89%	96%	89%

Section 3. Evaluation of Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Staff work together as a team				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	1%	1%	2%	0%
Neutral	17%	14%	5%	3%
Strongly / Moderately agree	82%	85%	93%	97%
Staff work well individually				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	1%	1%	0%	1%
Neutral	4%	2%	1%	2%
Strongly / Moderately agree	95%	97%	99%	97%
Staff work to build relationships across the institution				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	1%	1%	0%	1%
Neutral	4%	5%	6%	5%
Strongly / Moderately agree	95%	93%	94%	94%
Staff continually work to improve their knowledge/skills				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	2%	3%	2%	3%
Neutral	12%	10%	5%	5%
Strongly / Moderately agree	86%	87%	93%	92%
Staff have appropriate educational background and/or training to perform their work				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	3%	5%	0%	1%
Neutral	8%	5%	5%	8%
Strongly / Moderately agree	89%	89%	95%	91%

Section 3. Evaluation of Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Staff serve as institutional experts in data and analytics				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	4%	4%	2%	2%
Neutral	11%	8%	8%	7%
Strongly / Moderately agree	84%	88%	89%	91%
Staff are paid competitive salaries				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	29%	34%	39%	33%
Neutral	20%	18%	19%	14%
Strongly / Moderately agree	51%	48%	42%	53%
Office can recruit talented staff				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	16%	22%	17%	19%
Neutral	44%	31%	21%	15%
Strongly / Moderately agree	40%	47%	62%	65%
Office can retain talented staff				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	9%	14%	15%	5%
Neutral	37%	23%	22%	14%
Strongly / Moderately agree	55%	64%	63%	81%
Office can recruit a diverse staff				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	19%	25%	18%	16%
Neutral	48%	40%	31%	18%
Strongly / Moderately agree	33%	35%	52%	65%

Section 3. Evaluation of Office

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office can retain a diverse staff				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 16%	 15%	 7%	 8%
Neutral	 51%	 49%	 45%	 24%
Strongly / Moderately agree	 33%	 36%	 47%	 67%

Office hiring practices align with institutional expectations				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 4%	 6%	 4%	 2%
Neutral	 28%	 25%	 17%	 15%
Strongly / Moderately agree	 68%	 70%	 79%	 83%

Section 4. Data Use, Literacy, and Capacity

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Senior leaders use data and information for decision making				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 3%	 7%	 4%	 3%
Neutral	 9%	 6%	 8%	 5%
Strongly / Moderately agree	 88%	 87%	 87%	 92%
Administrators use data and information for decision making				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 3%	 6%	 2%	 1%
Neutral	 9%	 5%	 12%	 5%
Strongly / Moderately agree	 87%	 89%	 86%	 94%
Faculty use data and information for decision making				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 14%	 14%	 16%	 17%
Neutral	 32%	 34%	 31%	 29%
Strongly / Moderately agree	 53%	 52%	 54%	 54%
Staff use data and information for decision making				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 13%	 11%	 14%	 8%
Neutral	 26%	 30%	 31%	 28%
Strongly / Moderately agree	 61%	 58%	 56%	 64%
Students use data and information for decision making				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 39%	 36%	 34%	 30%
Neutral	 49%	 52%	 52%	 55%
Strongly / Moderately agree	 12%	 12%	 15%	 15%

Section 4. Data Use, Literacy, and Capacity

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Senior leaders data literacy levels are high					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	10%	17%	17%	14%	
Neutral	14%	13%	19%	12%	
Strongly / Moderately agree	76%	70%	64%	73%	
Administrators data literacy levels are high					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	9%	13%	13%	14%	
Neutral	17%	20%	20%	15%	
Strongly / Moderately agree	74%	68%	67%	70%	
Faculty members data literacy levels are high					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	20%	23%	24%	22%	
Neutral	31%	36%	37%	44%	
Strongly / Moderately agree	49%	42%	39%	34%	
Staff members data literacy levels are high					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	25%	30%	32%	28%	
Neutral	37%	35%	37%	38%	
Strongly / Moderately agree	38%	34%	32%	35%	
Students data literacy levels are high					
	Number of respondents	174	151	95	98
Strongly / Moderately disagree	41%	40%	33%	39%	
Neutral	51%	48%	56%	53%	
Strongly / Moderately agree	8%	12%	12%	8%	

Section 4. Data Use, Literacy, and Capacity

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
There is sufficient capacity across the institution to meet stakeholders' needs for data and information for decision making				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	43%	51%	43%	51%
Neutral	21%	15%	17%	9%
Strongly / Moderately agree	37%	34%	40%	40%

There is sufficient capacity within the Office to meet stakeholders' needs for data and information for decision making				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	42%	52%	45%	53%
Neutral	15%	13%	17%	5%
Strongly / Moderately agree	43%	35%	38%	42%

Office provides educational opportunities or coaching to enhance the data literacy of institutional stakeholders				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	28%	27%	27%	18%
Neutral	26%	25%	32%	20%
Strongly / Moderately agree	46%	48%	41%	61%

Data collected by different offices are integrated to present a comprehensive picture of institutional performance				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	33%	30%	45%	39%
Neutral	24%	21%	16%	14%
Strongly / Moderately agree	43%	48%	39%	47%

Data are typically viewed as reliable for decision making				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	6%	10%	12%	5%
Neutral	14%	15%	14%	9%
Strongly / Moderately agree	80%	75%	75%	86%

Section 4. Data Use, Literacy, and Capacity

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Reports are shared widely regardless of whether they reflect good news or "bad news"				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 15%	 24%	 18%	 14%
Neutral	 18%	 17%	 16%	 21%
Strongly / Moderately agree	 67%	 60%	 66%	 64%
Data and information are widely accessible across the institution				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 18%	 23%	 17%	 10%
Neutral	 24%	 26%	 19%	 15%
Strongly / Moderately agree	 57%	 52%	 64%	 74%
Institutional leadership models the importance of using data and information to make decisions				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 9%	 19%	 17%	 7%
Neutral	 21%	 17%	 21%	 15%
Strongly / Moderately agree	 70%	 65%	 62%	 78%

Section 5. Maturity of the Data Environment

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Estimate the level of maturity of the Office for: Advanced analytics (e.g., predictive, prescriptive)				
<i>Number of respondents</i>	169	145	93	98
Not occurring	 37%	 21%	 16%	 9%
Reactive	 31%	 52%	 43%	 46%
Proactive	 28%	 23%	 35%	 36%
Optimized	 4%	 4%	 5%	 9%

Estimate the level of maturity of the Office for: Basic analytics (e.g., descriptive statistics)				
<i>Number of respondents</i>	171	147	94	98
Not occurring	 1%	 1%	 0%	 0%
Reactive	 13%	 9%	 10%	 4%
Proactive	 51%	 54%	 49%	 43%
Optimized	 36%	 37%	 41%	 53%

Estimate the level of maturity of the Office for: Data ethics				
<i>Number of respondents</i>	167	144	92	96
Not occurring	 4%	 2%	 3%	 1%
Reactive	 10%	 8%	 7%	 9%
Proactive	 41%	 47%	 39%	 38%
Optimized	 46%	 43%	 51%	 52%

Estimate the level of maturity of the Office for: Data management				
<i>Number of respondents</i>	172	148	94	98
Not occurring	 3%	 2%	 2%	 1%
Reactive	 20%	 23%	 15%	 26%
Proactive	 56%	 55%	 60%	 47%
Optimized	 20%	 20%	 23%	 27%

Section 5. Maturity of the Data Environment

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Estimate the level of maturity of the Office for: Data visualization				
Number of respondents	171	148	94	98
Not occurring	11%	6%	4%	0%
Reactive	30%	34%	28%	17%
Proactive	49%	47%	56%	58%
Optimized	10%	14%	12%	24%

Estimate the level of maturity of the Office for: Effective communication of results/insights					
	Number of respondents	173	148	94	98
Not occurring		2%	1%	2%	0%
Reactive		20%	25%	29%	27%
Proactive		60%	59%	53%	60%
Optimized		18%	15%	16%	13%

Estimate the level of maturity of the Office for: Managing project/data requests					
	Number of respondents	173	148	94	98
Not occurring		1%	1%	0%	0%
Reactive		28%	28%	18%	19%
Proactive		43%	43%	46%	57%
Optimized		27%	28%	36%	23%

Estimate the level of maturity of the Office for: Technology management						
	Number of respondents	164	140	89	97	
Not occurring		8%		9%		2%
Reactive		30%		34%		30%
Proactive		52%		39%		45%
Optimized		10%		18%		22%

Section 5. Maturity of the Data Environment

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Estimate the level of maturity of the institution for: Change management				
<i>Number of respondents</i>	157	135	87	93
Not occurring	 8%	 8%	 5%	 3%
Reactive	 54%	 58%	 62%	 63%
Proactive	 33%	 32%	 31%	 32%
Optimized	 4%	 2%	 2%	 1%

Estimate the level of maturity of the institution for: Data access				
<i>Number of respondents</i>	169	144	91	98
Not occurring	 2%	 3%	 1%	 0%
Reactive	 54%	 51%	 55%	 50%
Proactive	 33%	 40%	 35%	 45%
Optimized	 11%	 7%	 9%	 5%

Estimate the level of maturity of the institution for: Data capacity				
<i>Number of respondents</i>	162	133	88	94
Not occurring	 4%	 1%	 3%	 2%
Reactive	 56%	 56%	 52%	 41%
Proactive	 34%	 38%	 38%	 50%
Optimized	 7%	 5%	 7%	 6%

Estimate the level of maturity of the institution for: Data ethics				
<i>Number of respondents</i>	160	136	88	94
Not occurring	 5%	 2%	 6%	 2%
Reactive	 30%	 32%	 30%	 31%
Proactive	 49%	 49%	 49%	 55%
Optimized	 16%	 17%	 16%	 12%

Section 5. Maturity of the Data Environment

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Estimate the level of maturity of the institution for: Data governance				
Number of respondents	166	138	93	97
Not occurring	19%	13%	18%	19%
Reactive	42%	41%	42%	37%
Proactive	31%	41%	31%	39%
Optimized	8%	4%	9%	5%

Estimate the level of maturity of the institution for: Data integrity								
	Number of respondents	165	142	93	97			
Not occurring		2%		6%		4%		5%
Reactive		38%		37%		42%		43%
Proactive		50%		42%		39%		46%
Optimized		11%		14%		15%		5%

Estimate the level of maturity of the institution for: Data literacy								
	Number of respondents	161	141	92	96			
Not occurring		7%		8%		13%		7%
Reactive		58%		58%		53%		52%
Proactive		32%		33%		29%		40%
Optimized		3%		1%		4%		1%

Estimate the level of maturity of the institution for: Data management					
	Number of respondents	160	143	90	98
Not occurring		3%	3%	3%	2%
Reactive		45%	38%	39%	34%
Proactive		44%	54%	51%	60%
Optimized		8%	5%	7%	4%

Section 5. Maturity of the Data Environment

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Estimate the level of maturity of the institution for: Data privacy				
<i>Number of respondents</i>	164	146	89	96
Not occurring	1%	1%	0%	0%
Reactive	16%	18%	13%	19%
Proactive	60%	62%	56%	64%
Optimized	24%	19%	30%	18%

Estimate the level of maturity of the institution for: Data security				
<i>Number of respondents</i>	163	145	89	96
Not occurring	1%	1%	0%	0%
Reactive	17%	12%	12%	13%
Proactive	56%	63%	56%	60%
Optimized	26%	24%	31%	27%

Estimate the level of maturity of the institution for: Data use				
<i>Number of respondents</i>	166	139	89	98
Not occurring	1%	1%	0%	1%
Reactive	39%	50%	46%	41%
Proactive	58%	45%	46%	56%
Optimized	3%	4%	8%	2%

Estimate the level of maturity of the institution for: Decision support culture				
<i>Number of respondents</i>	158	136	87	95
Not occurring	3%	4%	10%	1%
Reactive	41%	50%	40%	42%
Proactive	51%	39%	44%	54%
Optimized	5%	7%	6%	3%

Section 5. Maturity of the Data Environment

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Estimate the level of maturity of the institution for: Effective communication of results/insights				
<i>Number of respondents</i>	165	141	92	97
Not occurring	 4%	 5%	 8%	 2%
Reactive	 42%	 51%	 45%	 42%
Proactive	 50%	 40%	 43%	 51%
Optimized	 4%	 4%	 4%	 5%

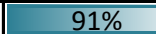
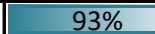
Estimate the level of maturity of the institution for: Technology management				
<i>Number of respondents</i>	151	131	83	92
Not occurring	 3%	 4%	 2%	 1%
Reactive	 42%	 40%	 39%	 37%
Proactive	 46%	 47%	 47%	 50%
Optimized	 9%	 9%	 12%	 12%

Section 6. Office Work

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office contributes directly or indirectly to overall student success					
	<i>Number of respondents</i>	174	149	95	98
Strongly / Moderately disagree		2%	2%	2%	3%
Neutral		9%	9%	8%	3%
Strongly / Moderately agree		89%	89%	89%	94%
Office contributes directly or indirectly to equitable student success					
	<i>Number of respondents</i>	169	146	93	97
Strongly / Moderately disagree		4%	3%	2%	2%
Neutral		18%	16%	15%	9%
Strongly / Moderately agree		78%	80%	83%	89%
Office collaborates with colleagues across the institution in support of student success					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		1%	1%	0%	1%
Neutral		2%	4%	4%	2%
Strongly / Moderately agree		97%	95%	96%	97%
Office identifies factors that predict student success (e.g., retention rate, graduation rate, GPA)					
	<i>Number of respondents</i>	174	150	95	98
Strongly / Moderately disagree		3%	5%	5%	3%
Neutral		9%	7%	9%	5%
Strongly / Moderately agree		89%	88%	85%	92%
Office evaluates the impact of programs and/or initiatives designed to increase student success					
	<i>Number of respondents</i>	174	150	94	98
Strongly / Moderately disagree		9%	18%	15%	12%
Neutral		18%	11%	21%	12%
Strongly / Moderately agree		73%	71%	64%	76%

Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office contributes to the institution's ability to identify students who need additional support				
<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree	 10%	 15%	 15%	 11%
Neutral	 23%	 15%	 16%	 13%
Strongly / Moderately agree	 67%	 71%	 69%	 76%

Office provides student success reporting disaggregated by student characteristics or background				
<i>Number of respondents</i>	173	150	95	98
Strongly / Moderately disagree	 6%	 5%	 7%	 2%
Neutral	 7%	 3%	 0%	 1%
Strongly / Moderately agree	 87%	 91%	 93%	 97%

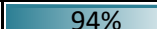
Office offers evidence-based recommendations on how to increase student success				
<i>Number of respondents</i>	173	150	95	98
Strongly / Moderately disagree	 16%	 19%	 12%	 16%
Neutral	 23%	 21%	 29%	 18%
Strongly / Moderately agree	 62%	 60%	 59%	 65%

Breakdown of Office Work				
<i>Number of respondents</i>	174	151	95	98
% of Office work devoted to: Compliance reporting	 21%	 20%	 20%	 18%
% of Office work devoted to: Non-compliance reporting	 13%	 15%	 15%	 14%
% of Office work devoted to: Providing data and information for decision support	 16%	 19%	 20%	 21%
% of Office work devoted to: Institutional effectiveness activities	 10%	 9%	 9%	 8%
% of Office work devoted to: Assessment activities	 11%	 9%	 8%	 6%
% of Office work devoted to: Strategic planning activities	 8%	 7%	 7%	 8%
% of Office work devoted to: Accreditation activities	 11%	 10%	 8%	 7%
% of Office work devoted to: Analytics/business intelligence (BI) activities	 6%	 7%	 10%	 13%
% of Office work devoted to: Any/all other activities	 4%	 3%	 3%	 4%

Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Frequency that Office conducts projects: Quantitative research projects				
<i>Number of respondents</i>	173	151	94	98
Not in the past year	9%	7%	5%	3%
A few times a year	39%	38%	40%	31%
A few times a term	28%	26%	19%	21%
A few times a month	13%	19%	26%	22%
A few times a week	12%	11%	10%	22%
Frequency that Office conducts projects: Qualitative research projects				
<i>Number of respondents</i>	173	149	94	98
Not in the past year	39%	43%	49%	41%
A few times a year	44%	36%	38%	41%
A few times a term	14%	13%	11%	7%
A few times a month	2%	6%	2%	8%
A few times a week	1%	2%	0%	3%
Frequency that Office conducts projects: Predictive analytics				
<i>Number of respondents</i>	171	149	93	98
Not in the past year	41%	33%	22%	15%
A few times a year	40%	44%	54%	41%
A few times a term	13%	16%	14%	22%
A few times a month	4%	4%	5%	12%
A few times a week	1%	3%	5%	9%
Office staff member is involved with institution's data governance structure or committee				
<i>Number of respondents</i>	116	111	76	81
No	13%	11%	11%	5%
Yes	87%	89%	89%	95%

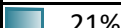
Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office staff member serves as the institution's IPEDS Keyholder				
<i>Number of respondents</i>	173	148	94	97
No	 12%	 8%	 9%	 6%
Yes	 88%	 92%	 91%	 94%

Office staff member serves as institution's regional/national accreditor liaison officer				
<i>Number of respondents</i>	167	145	92	98
No	 54%	 67%	 66%	 79%
Yes	 46%	 33%	 34%	 21%

Degree to which software tool contributed to Office efficiency over past year: Assessment/accreditation planning tools				
<i>Number of respondents</i>	107	94	65	70
Not at all / Slight	 62%	 64%	 69%	 73%
Moderate	 7%	 12%	 17%	 16%
High / Very high	 31%	 24%	 14%	 11%

Degree to which software tool contributed to Office efficiency over past year: Professional survey software tools				
<i>Number of respondents</i>	154	139	91	97
Not at all / Slight	 23%	 23%	 18%	 21%
Moderate	 29%	 19%	 27%	 27%
High / Very high	 47%	 58%	 55%	 53%

Degree to which software tool contributed to Office efficiency over past year: Analytics tools				
<i>Number of respondents</i>	145	135	90	98
Not at all / Slight	 39%	 32%	 20%	 9%
Moderate	 21%	 24%	 23%	 13%
High / Very high	 40%	 44%	 57%	 78%

Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Degree to which software tool contributed to Office efficiency over past year: Query tools				
<i>Number of respondents</i>	149	134	88	96
Not at all / Slight	 23%	 12%	 13%	 5%
Moderate	 25%	 13%	 20%	 15%
High / Very high	 52%	 75%	 67%	 80%

Degree to which software tool contributed to Office efficiency over past year: Reporting/data visualization tools				
<i>Number of respondents</i>	142	129	87	98
Not at all / Slight	 32%	 30%	 13%	 7%
Moderate	 33%	 19%	 23%	 8%
High / Very high	 35%	 50%	 64%	 85%

Degree to which software tool contributed to Office efficiency over past year: Data warehouse tools				
<i>Number of respondents</i>	105	106	69	83
Not at all / Slight	 49%	 32%	 26%	 18%
Moderate	 21%	 12%	 20%	 16%
High / Very high	 30%	 56%	 54%	 66%

Degree to which unit utilized IR Office data and analytics products: Senior leadership offices				
<i>Number of respondents</i>	174	151	95	98
No / Low utilization	 7%	 4%	 8%	 8%
Moderate utilization	 24%	 30%	 22%	 19%
High /Very high utilization	 69%	 66%	 69%	 72%

Degree to which unit utilized IR Office data and analytics products: Academic colleges/departments				
<i>Number of respondents</i>	174	151	95	98
No / Low utilization	 9%	 9%	 3%	 5%
Moderate utilization	 42%	 38%	 34%	 18%
High /Very high utilization	 49%	 53%	 63%	 77%

Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Degree to which unit utilized IR Office data and analytics products: Academic support units				
<i>Number of respondents</i>	174	151	95	98
No / Low utilization	 33%	 36%	 37%	 27%
Moderate utilization	 46%	 39%	 40%	 41%
High /Very high utilization	 21%	 25%	 23%	 33%

Degree to which unit utilized IR Office data and analytics products: Advancement/external relations units				
<i>Number of respondents</i>	173	149	94	97
No / Low utilization	 58%	 60%	 59%	 52%
Moderate utilization	 33%	 32%	 28%	 39%
High /Very high utilization	 9%	 9%	 14%	 9%

Degree to which unit utilized IR Office data and analytics products: Athletics				
<i>Number of respondents</i>	127	125	88	95
No / Low utilization	 65%	 64%	 67%	 75%
Moderate utilization	 28%	 27%	 26%	 22%
High /Very high utilization	 7%	 9%	 7%	 3%

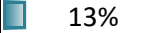
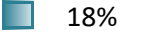
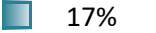
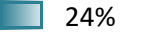
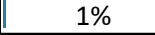
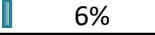
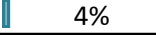
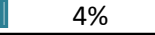
Degree to which unit utilized IR Office data and analytics products: Diversity, equity, inclusion units				
<i>Number of respondents</i>	141	128	87	95
No / Low utilization	 33%	 38%	 29%	 20%
Moderate utilization	 46%	 37%	 45%	 34%
High /Very high utilization	 21%	 26%	 26%	 46%

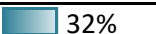
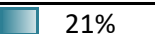
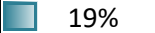
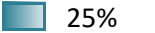
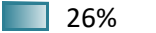
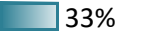
Degree to which unit utilized IR Office data and analytics products: Enrollment management units				
<i>Number of respondents</i>	174	151	95	98
No / Low utilization	 22%	 17%	 14%	 12%
Moderate utilization	 32%	 27%	 17%	 13%
High /Very high utilization	 46%	 56%	 69%	 74%

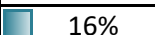
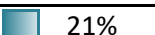
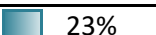
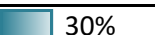
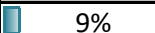
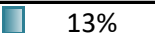
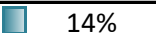
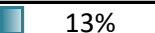
Section 6. Office Work

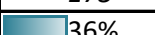
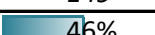
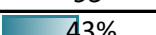
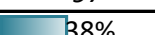
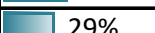
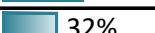
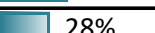
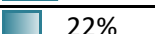
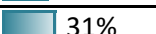
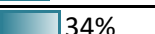
	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Degree to which unit utilized IR Office data and analytics products: External entities or organizations				
<i>Number of respondents</i>	171	149	93	98
No / Low utilization	 20%	 22%	 28%	 35%
Moderate utilization	 35%	 24%	 32%	 28%
High /Very high utilization	 45%	 54%	 40%	 38%
Degree to which unit utilized IR Office data and analytics products: Finance and business units				
<i>Number of respondents</i>	173	151	95	98
No / Low utilization	 49%	 44%	 36%	 28%
Moderate utilization	 31%	 36%	 35%	 42%
High /Very high utilization	 21%	 19%	 29%	 31%
Degree to which unit utilized IR Office data and analytics products: Other data and analytics units				
<i>Number of respondents</i>	148	118	82	87
No / Low utilization	 17%	 20%	 23%	 18%
Moderate utilization	 35%	 33%	 30%	 41%
High /Very high utilization	 48%	 47%	 46%	 40%
Degree to which unit utilized IR Office data and analytics products: Research units				
<i>Number of respondents</i>	143	135	89	95
No / Low utilization	 46%	 42%	 48%	 52%
Moderate utilization	 36%	 29%	 27%	 33%
High /Very high utilization	 17%	 29%	 25%	 16%
Degree to which unit utilized IR Office data and analytics products: Student health/wellness units				
<i>Number of respondents</i>	150	143	89	96
No / Low utilization	 87%	 85%	 87%	 77%
Moderate utilization	 13%	 13%	 9%	 20%
High /Very high utilization	 1%	 2%	 4%	 3%

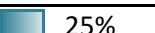
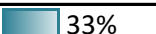
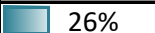
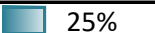
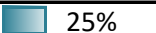
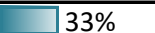
Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Degree to which unit utilized IR Office data and analytics products: Student involvement units				
<i>Number of respondents</i>	157	145	89	96
No / Low utilization	 86%	 77%	 79%	 72%
Moderate utilization	 13%	 18%	 17%	 24%
High /Very high utilization	 1%	 6%	 4%	 4%

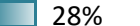
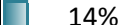
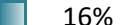
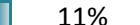
Degree to which unit utilized IR Office data and analytics products: Student services/support				
<i>Number of respondents</i>	174	151	95	98
No / Low utilization	 34%	 38%	 32%	 21%
Moderate utilization	 47%	 37%	 42%	 46%
High /Very high utilization	 19%	 25%	 26%	 33%

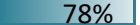
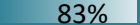
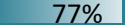
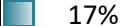
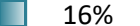
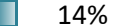
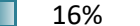
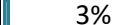
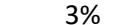
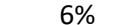
Degree to which unit utilized IR Office data and analytics products: Technology-related units				
<i>Number of respondents</i>	170	151	95	98
No / Low utilization	 74%	 66%	 63%	 57%
Moderate utilization	 16%	 21%	 23%	 30%
High /Very high utilization	 9%	 13%	 14%	 13%

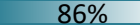
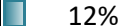
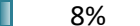
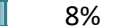
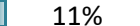
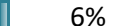
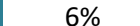
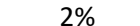
Degree to which unit utilized IR Office coaching services: Senior leadership offices				
<i>Number of respondents</i>	173	149	95	97
No / Low utilization	 36%	 46%	 43%	 38%
Moderate utilization	 29%	 32%	 26%	 28%
High /Very high utilization	 35%	 22%	 31%	 34%

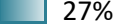
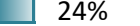
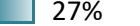
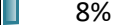
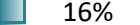
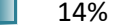
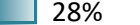
Degree to which unit utilized IR Office coaching services: Academic colleges/departments				
<i>Number of respondents</i>	173	149	95	97
No / Low utilization	 35%	 37%	 42%	 25%
Moderate utilization	 39%	 38%	 33%	 42%
High /Very high utilization	 26%	 25%	 25%	 33%

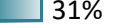
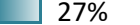
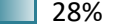
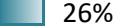
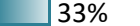
Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Degree to which unit utilized IR Office coaching services: Academic support units				
<i>Number of respondents</i>	173	149	95	97
No / Low utilization	 52%	 54%	 63%	 53%
Moderate utilization	 34%	 30%	 26%	 28%
High /Very high utilization	 14%	 16%	 11%	 20%

Degree to which unit utilized IR Office coaching services: Advancement/external relations units				
<i>Number of respondents</i>	172	147	94	97
No / Low utilization	 79%	 78%	 83%	 77%
Moderate utilization	 17%	 16%	 14%	 16%
High /Very high utilization	 3%	 6%	 3%	 6%

Degree to which unit utilized IR Office coaching services: Athletics				
<i>Number of respondents</i>	130	126	88	94
No / Low utilization	 83%	 86%	 86%	 87%
Moderate utilization	 12%	 8%	 8%	 11%
High /Very high utilization	 5%	 6%	 6%	 2%

Degree to which unit utilized IR Office coaching services: Diversity, equity, inclusion units				
<i>Number of respondents</i>	142	129	88	94
No / Low utilization	 65%	 57%	 63%	 46%
Moderate utilization	 27%	 27%	 24%	 27%
High /Very high utilization	 8%	 16%	 14%	 28%

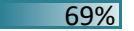
Degree to which unit utilized IR Office coaching services: Enrollment management units				
<i>Number of respondents</i>	173	149	95	97
No / Low utilization	 46%	 46%	 40%	 31%
Moderate utilization	 29%	 28%	 27%	 28%
High /Very high utilization	 25%	 26%	 33%	 41%

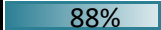
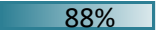
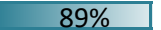
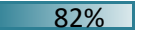
Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Degree to which unit utilized IR Office coaching services: External entities or organizations				
<i>Number of respondents</i>	170	147	93	97
No / Low utilization	 72%	 76%	 77%	 78%
Moderate utilization	 13%	 14%	 13%	 18%
High /Very high utilization	 15%	 11%	 10%	 4%

Degree to which unit utilized IR Office coaching services: Finance and business units				
<i>Number of respondents</i>	172	149	95	97
No / Low utilization	 73%	 76%	 65%	 56%
Moderate utilization	 19%	 17%	 24%	 28%
High /Very high utilization	 8%	 7%	 11%	 16%

Degree to which unit utilized IR Office coaching services: Other data and analytics units				
<i>Number of respondents</i>	150	121	84	87
No / Low utilization	 44%	 50%	 52%	 39%
Moderate utilization	 31%	 23%	 27%	 39%
High /Very high utilization	 25%	 26%	 20%	 22%

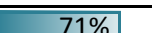
Degree to which unit utilized IR Office coaching services: Research units				
<i>Number of respondents</i>	145	134	91	94
No / Low utilization	 74%	 69%	 73%	 72%
Moderate utilization	 21%	 19%	 15%	 19%
High /Very high utilization	 6%	 13%	 12%	 9%

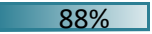
Degree to which unit utilized IR Office coaching services: Student health/wellness units				
<i>Number of respondents</i>	153	144	89	94
No / Low utilization	 88%	 88%	 89%	 82%
Moderate utilization	 12%	 9%	 8%	 14%
High /Very high utilization	 1%	 3%	 3%	 4%

Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Degree to which unit utilized IR Office coaching services: Student involvement units				
<i>Number of respondents</i>	155	143	91	95
No / Low utilization	 84%	 79%	 82%	 80%
Moderate utilization	 15%	 15%	 13%	 15%
High /Very high utilization	 1%	 6%	 4%	 5%

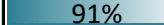
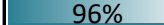
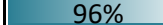
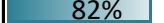
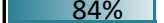
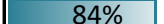
Degree to which unit utilized IR Office coaching services: Student services/support				
<i>Number of respondents</i>	173	149	95	97
No / Low utilization	 55%	 56%	 58%	 53%
Moderate utilization	 36%	 29%	 31%	 31%
High /Very high utilization	 9%	 15%	 12%	 16%

Degree to which unit utilized IR Office coaching services: Technology-related units				
<i>Number of respondents</i>	170	149	95	97
No / Low utilization	 82%	 74%	 74%	 71%
Moderate utilization	 12%	 16%	 18%	 15%
High /Very high utilization	 6%	 10%	 8%	 13%

Office products and services are available to stakeholders in timely manner				
<i>Number of respondents</i>	173	151	95	98
Strongly / Moderately disagree	 6%	 3%	 2%	 6%
Neutral	 8%	 8%	 8%	 6%
Strongly / Moderately agree	 86%	 89%	 89%	 88%

Stakeholders are satisfied with the quality of Office products and services				
<i>Number of respondents</i>	169	148	94	97
Strongly / Moderately disagree	 4%	 3%	 1%	 2%
Neutral	 5%	 7%	 6%	 8%
Strongly / Moderately agree	 92%	 90%	 93%	 90%

Section 6. Office Work

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
Office products and services are valuable to stakeholders				
<i>Number of respondents</i>	169	148	93	98
Strongly / Moderately disagree	 2%	 2%	 0%	 0%
Neutral	 8%	 7%	 4%	 4%
Strongly / Moderately agree	 90%	 91%	 96%	 96%
Office products and services are used by stakeholders to make decisions				
<i>Number of respondents</i>	171	147	92	96
Strongly / Moderately disagree	 5%	 6%	 5%	 2%
Neutral	 13%	 12%	 11%	 7%
Strongly / Moderately agree	 82%	 82%	 84%	 91%
Stakeholders recommend Office products and services to other stakeholders				
<i>Number of respondents</i>	148	130	82	94
Strongly / Moderately disagree	 4%	 5%	 5%	 3%
Neutral	 16%	 15%	 11%	 6%
Strongly / Moderately agree	 80%	 80%	 84%	 90%