

Section 1: Profile

Data and Analytics Units

Which of the following offices exist at your institution? These offices are independent units that provide data and analytical work (i.e., have separate offices, staffs, and resources). Please choose all that apply.

- Office of Institutional Effectiveness (or equivalent)
- Office of Strategic Planning (or equivalent)
- Office of Institutional Assessment (or equivalent)
- Office of Analytics/Business Intelligence (or equivalent)
- Office(s) focused on student affairs research/assessment
- Office(s) focused on program-level institutional research/effectiveness/assessment (e.g., College of Public Health, College of Nursing)
- n/a

Section 2: Office Structure

Organizational Structure

Office Name: _____

Primary Office Focus

- Institution-level
- Program-level
- School/college-level
- System/State/Corporate

Number of Institutions served by Office: _____

Number of Branch campuses served by institution-level Offices: _____

Number of Regional campuses served by institution-level Offices: _____

Current Division where Office is located

- President/Chief Executive Officer
- Provost/Chief Academic Officer
- IR/IE/Assessment/Planning/Accreditation
- Administration Services
- Finance/Operations/Business
- Communications and Marketing
- Development
- Enrollment Management/Admissions
- Human Resources
- Information Technology (IT)
- Student Life
- Other

If the office currently reports in to another division not listed above enter the name of that division here; otherwise check n/a. _____

Ideal Division where Office should be located

- President/Chief Executive Officer
- Provost/Chief Academic Officer
- IR/IE/Assessment/Planning/Accreditation
- Administration Services
- Finance/Operations/Business
- Communications and Marketing
- Development
- Enrollment Management/Admissions
- Human Resources
- Information Technology (IT)
- Student Life
- Other

If the office should ideally report in to another division not listed above enter the name of that division here; otherwise check n/a. _____

Office Activities

For the following questions, enter the percentage of the work that is devoted to each activity. If the Office does not perform an activity listed, check n/a.

	% Office Work
Office work devoted to reporting activities	
Office work devoted to providing data and information for decision support	
Office work devoted to institutional effectiveness activities	
Office work devoted to assessment activities	
Office work devoted to strategic planning activities	
Office work devoted to accreditation activities	
Office work devoted to analytics/business intelligence (BI) activities	
Office work devoted to any/all other activities	
Total	100%

Office staff member is involved with institution’s data governance structure or committee

- Yes
- No

Office staff member serves as the institution’s IPEDS Keyholder

- Yes
- No

Office Leader**I am the Office Leader**

- Yes
- No

If you are NOT the Office leader, please provide the name and email of Office Leader: _____

Highest degree earned by the Office leader

- Less than a Baccalaureate degree
- Baccalaureate degree
- Master's degree/Specialist (M.A., M.S., Ed.S.)
- Doctoral degree, including professional practice doctorates (e.g., Ph.D., Ed.D., M.D., J.D.)
- Don't know

Office leader has completed an institutional research certificate program

- Yes
- No
- Don't know

Office leader: total years working in higher education: _____

Office leader: total years working in institutional research/effectiveness: _____

Office leader: total years employed at this institution: _____

Office leader: total years leading the Office at this institution: _____

Office leader age

- Less than 30 years old
- 30 to 39 years old
- 40 to 49 years old
- 50 to 59 years old
- 60 to 69 years old
- 70 years old or older

Office leader is the institution's chief data and analytics officer

- Yes
- No, but the institution has this position
- No and the institution does not have this position
- Don't know

Office leader's relationship with President/CEO cabinet

- Member of cabinet
- Not a member but attend as needed
- Not a member and do not attend
- Cabinet does not exist
- Don't know

Office leader's relationship with Provost/CAO cabinet

- Member of cabinet
- Not a member but attend as needed
- Not a member and do not attend
- Cabinet does not exist
- Don't know

Drop Down: Strongly disagree, Moderately disagree, Neutral, Moderately agree, Strongly agree

Office leader regularly assesses the Office to ensure goal attainment

Office leader uses evidence to inform decisions

Office leader empowers Office staff to contribute to the effectiveness of the office

Policies and Practices

Please indicate your level of agreement with the following statements.

	<i>Strongly disagree</i>	<i>Moderately disagree</i>	<i>Neutral</i>	<i>Moderately agree</i>	<i>Strongly agree</i>
Office has a written mission statement					
Office goals are clearly articulated					

Indicate your level of agreement with the following statements regarding the Office environment and practices:

	<i>Strongly disagree</i>	<i>Moderately disagree</i>	<i>Neutral</i>	<i>Moderately agree</i>	<i>Strongly agree</i>
Staff produce quality work					
Staff adhere to standards dictating ethical use of data					
Staff work efficiently					
Staff work effectively					
Staff employ good interpersonal relationship skills					
Staff effectively communicate results of their work					
Staff work together as a team					
Staff work to build relationships across the institution					
Staff continually work to improve their knowledge/skills					

Indicate to what degree the Office does the following:

	<i>Strongly disagree</i>	<i>Moderately disagree</i>	<i>Neutral</i>	<i>Moderately agree</i>	<i>Strongly agree</i>
Office contributes to student success					
Office collaborates with colleagues across the institution in support of student success					
Office grounds its work in appropriate theories and methodologies					
Office provides educational opportunities to enhance the data literacy of institutional stakeholders					
Office supports analytics work conducted by other units					
Staff serve as institutional experts in data and analytics					

Indicate your level of agreement with the following statements regarding Office staffing, recruiting, and professional development:

	<i>Strongly disagree</i>	<i>Moderately disagree</i>	<i>Neutral</i>	<i>Moderately agree</i>	<i>Strongly agree</i>
Office can recruit talented staff					
Office can retain talented staff					
Office staff are paid competitive salaries					
Office provides sufficient professional development opportunities for staff to continue to improve their knowledge and skills					
Office staff has appropriate educational background and/or training to perform their work					

Indicate your level of agreement with the following statements regarding the Office's ability to meet institutional expectations:

	<i>Strongly disagree</i>	<i>Moderately disagree</i>	<i>Neutral</i>	<i>Moderately agree</i>	<i>Strongly agree</i>
Office staffing is adequate to meet institutional expectations					
Office space is adequate to meet institutional expectations					
Office software is adequate to meet institutional expectations					
Office hardware is adequate to meet institutional expectations					
Office professional development/training opportunities are adequate to meet institutional expectations					

Indicate the degree to which the following software tools (beyond Microsoft Office) contribute to Office efficiency:

	<i>Not at all</i>	<i>Slight</i>	<i>Moderate</i>	<i>High</i>	<i>Very high</i>
Assessment/accreditation planning tools contribute to Office efficiency					
Professional survey software tools contribute to Office efficiency					
Analytics tools contribute to Office efficiency					
Query tools contribute to Office efficiency					
Reporting tools contribute to Office efficiency					

Section 3: Staff Details

Staff Positions

Office Staff Categorization

- Each staff member should be counted ONCE in a single category
- Include positions that exit even if temporarily vacant
- Include those who are temporarily working in the Office (e.g., faculty released from teaching)
- If a staff person is classified as professional staff by your institution and are taking courses, do not classify them as “student staff”.

Office Staff Positions

- **Office Leader:** This person is responsible for leading the Office. He/she may have a title like “Director of Institutional Research” or “Associate Provost for Institutional Effectiveness and Research”.
- **Other Managerial Staff:** These staff help manage larger Offices and may have titles like “Associate Director of Institutional Research” or “Assistant Director for Assessment and Reporting”.
- **Analytical Staff:** The primary responsibilities for these staff are analyses and reporting and may have titles like “Research Analyst” or “Business Analyst”.
- **Technical Staff:** The primary responsibilities for these staff are technical tasks like software programming and database management.
- **Administrative Support Staff:** These staff have jobs that are classified by your institution as “office and administrative support occupations”.
- **Student staff:** These staff are defined by your institution as student staff (either undergraduate or graduate level); these are not professional staff members who are coincidentally taking a course.

Select all Staff Positions: Check ONLY the positions where you have staff.

- Office Leader
- Other Managerial Staff
- Analytical Staff
- Technical Staff
- Administrative Support Staff
- Student Staff

Staff Details by Position

Enter the size and compensation of your Office staff.

- **Headcount:** Enter the number of people in each position regardless of their employment statuses. Please include positions that exist, even if temporarily vacant.
- **FTE:** Enter the associated full-time equivalent for the staff type. Please include positions that exist, even if temporarily vacant.
- **Salary/Wage Expenses:** Enter the total annual salary/wage expenses for all staff in this position. Please include positions that exist, even if temporarily vacant. Do not include benefits or bonus expenses.
- **Total Compensation:** Enter the total annual compensation expenses for this position. Please include positions that exist, even if temporarily vacant. This total should include salary/wage, benefits and bonus expenses.

	Office Leader	Other Managerial Staff	Analytical Staff	Technical Staff	Admin Support Staff	Student Staff
Headcount of Staff Position						
FTE of Staff Position						
Total Salary/Wage Expenses of Staff Position						
Total Compensation Expenses of Staff Position						

Staff Activity Participation: Check all activities that staff in this position have participated in over the past two years.

	Office Leader	Other Managerial Staff	Analytical Staff	Technical Staff	Admin Support Staff	Student Staff
Attended AIR Forum (annual conference)						
Attended a state or regional IR/IE/Assessment conference						
Attended a non-IR/IE/Assessment conference						
Participated in training in analysis-related activities						
Participated in training in technical-related activities						
Participated in training on communicating information to audiences (e.g., senior leaders, students)						
Read peer-reviewed journals related to IR/IE/Assessment						
Read about current higher education news/developments (e.g., The Chronicle of Higher Education)						
Published a peer-reviewed paper						
Presented at a national, state, or regional conference						
Networked with other IR/IE/Assessment professionals outside your institution						
None of these						

Allocation of Time/Tasks Performed by Staff: Enter the percent of time staff in this position spend on each of the following tasks. The total allocation of time should add up to 100%. If staff in this position do not perform a task listed, check n/a.

	Office Leader	Other Managerial Staff	Analytical Staff	Technical Staff	Admin Support Staff	Student Staff
Data collection and management						
Basic analytics						
Advanced analytics						
Communication of information						
Educating data users						
Technology management						
Professional development						
Office management						
Attending meetings						
Policy/governance/planning						
Administrative activities						
Other						

Staff Trends

How does the current Office staff FTE compare to three years ago?

- Larger staff FTE now than 3 years ago
- No change
- Smaller staff FTE now than 3 years ago
- Not applicable
- Don't know

If fewer staff FTE than three years ago indicate the reason for the change

- Loss of staff FTE due to budget cuts
- Outsourcing work to vendor/consultant/system office
- Redistributing work to other units at institution
- N/A
- Other (please specify)

If you indicated "Other" as the reason for fewer staff please specify reason here: _____

Staff Turnover Rate: Indicate the annual office staff turnover rate (estimate to the best of your ability).

- None
- 1% to 20%
- 21% to 40%
- 41% to 60%
- 61% to 80%
- 81% to 100%

Section 4: Information Production

Information Production Details

Please estimate the amount of study completed by Office:	None	About 25%	About 50%	About 75%	All or nearly all	Estimated total staff hours to complete Office's portion of the study during the past year (July 1, 2017 through June 30, 2018).
Alumni employment studies						
Athletic association mandated reports						
Class scheduling/demand studies						
Course evaluations						
Data reporting – guide books/rankings/surveys						
Data reporting – mandatory: IPEDS						
Data reporting – mandatory: other federal requests for data						
Data reporting – mandatory: state/district requests for data						
Economic impact studies						
Enrollment – attrition/retention/graduation analyses						
Enrollment – predictions/modeling						
Factbook development or equivalent						
Faculty productivity studies						
Faculty/staff satisfaction studies						
Institutional budget/finance modeling						
Institutional strategic plan – monitoring report						
Key performance indicator (KPI) monitoring reporting						
Net Price Calculator						
Performance-based funding modeling and projecting						
Salary equity studies						
Space utilization studies						
Student borrowing/debt studies						
Student financial aid modeling						
Student learning outcomes assessment						
Workforce analyses (faculty/staff/administrators)						

Data Access

Drop Down: Strongly disagree, Moderately disagree, Neutral, Moderately agree, Strongly agree

Office has access to data necessary to produce its work

Institution data are of high quality

Please indicate the type(s) of access your Office has to these datasets:

	Office Has Access to Raw Data	Office Has Access to Aggregate Data
Academic advising		
Admissions		
Alumni employment		
Crime		
Facilities/space use		
Faculty productivity		
Financial aid		
High school transcripts		
Human resource/personnel – salaries		
Human resource/personnel – other		
Institutional finance records		
Instruction – student ratings		
National survey data with student-level identification (e.g., NSSE/CCSSE)		
Non-credit enrollment records (e.g., continuing education, workforce development)		
Student academic records		
Student activities/student affairs transcripts		
Student class attendance		
Student early warning alerts		
Student satisfaction		
Student use of academic support services		
Student use of library		
Swipe card/key card data		

Information Utilization

Indicate your level of agreement with the following statements regarding impact of Office information on decision making ("Staff" denotes staff outside the Office):

	<i>Strongly disagree</i>	<i>Moderately disagree</i>	<i>Neutral</i>	<i>Moderately agree</i>	<i>Strongly agree</i>
Senior leaders use Office information/products for decision making					
Administration uses Office information/products for decision making					
Faculty use Office information/products for decision making					
Staff use Office information/products for decision making					
Students use Office information/products for decision making					

Indicate your level of agreement with the following statements regarding institutional data literacy and data capacity ("Staff" denotes staff outside the Office):

	<i>Strongly disagree</i>	<i>Moderately disagree</i>	<i>Neutral</i>	<i>Moderately agree</i>	<i>Strongly agree</i>
Senior leaders' data literacy levels are high					
Administrators' data literacy levels are high					
Faculty members' data literacy levels are high					
Staff members' data literacy levels are high					
Students' data literacy levels are high					
There is sufficient capacity across the institution to meet stakeholders' needs for data and information for decision making.					
There is sufficient capacity within the Office to meet stakeholders' needs for data and information for decision making.					

Section 5: Clients and Colleagues

Data Information and Analysis Support Provided to Clients: Select all clients supported by the Office where support includes data, information and analysis (e.g., routine, ad hoc, or analytical reports; alerts; forecasts; predictive modeling; etc.).

Consultation and Coaching Support Provided to Clients: Select all clients supported by the Office where support includes consultation and coaching. This could include: consultation to interpret information, help translating evidence into action, train unit staff to improve their data literacy/capacity, or similar.

	Data Information and Analysis Support Provided to Clients	Consultation and Coaching Support Provided to Clients
President/Chief Executive Officer		
Academic Affairs/Provost		
Academic Colleges/Departments		
Academic Advising		
Administration Services		
Alumni Services		
Athletics		
Board of Trustees/Governors/Regents		
Career Services		
Development		
Diversity and Inclusion		
Enrollment Management/Admissions		
Facilities/Buildings/Grounds		
Faculty		
Faculty Senate		
Finance/Operations/Business		
First-Year Experience/University College		
Graduate school		
Grants/Contracts		
Housing/Residence Life		
Human Resources		
Information Technology (IT)		
Instruction		
IR/IE/Assessment/Planning/Accreditation		
Library		
Marketing and Communications		
Registrar		
Retention/Student Success		
Student Financial Aid		
Student Life		
Student Services		
Veterans' Services		

Total number of clients served by Office: _____

Client that consumes the largest amount of Office support time: _____

Client that consumes the second largest amount of Office support time: _____

Client that consumes the third largest amount of Office support time: _____

Section 6: Fiscal Year Expenses

Office staff professional development expenses: Please indicate the prior fiscal year's expenses related to professional development. Expenses may include travel costs, registration fees, and/or materials. _____

Office operations expenses: Please enter the prior fiscal year's expenses associated with Office operations (e.g., office supplies, utilities, software/hardware for the Office, costs associated with surveys). Estimate as needed. EXCLUDE: staff compensation (gathered elsewhere in the survey), professional development expenses (gathered above), or products /services purchased by the Office but used outside the Office such as institutional software licenses/hardware. _____