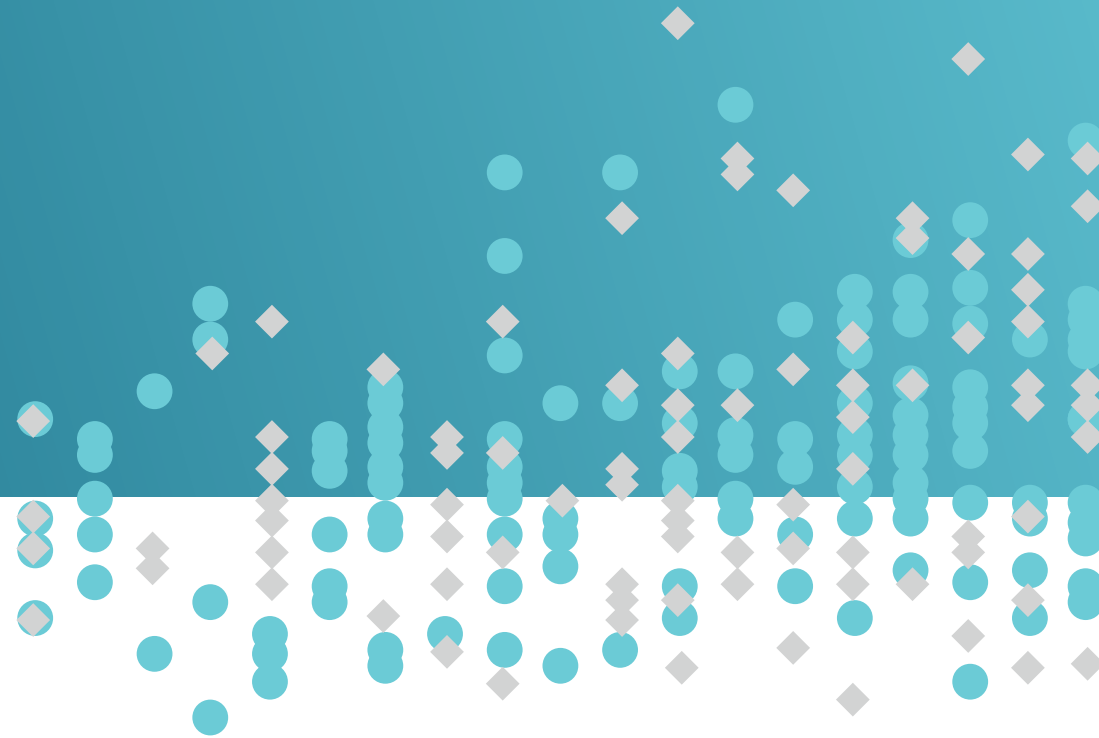


# 2021 AIR National Survey of Institutional Research Offices

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](http://www.airweb.org/NationalSurvey)**

## Section 1: Office Structure

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Where does your office primarily focus its attention?</b>					
	<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%

<b>Service Area of IR Office</b>					
	<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

<b>Current Division: Select the division where the office is currently located for reporting purposes.</b>					
	<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
<b>Ideal Division: Select the division where the office should be located for reporting purposes.</b>				
<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%

<b>Office Leader: Highest Degree Earned</b>				
<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%

<b>Office leader has completed an institutional research certificate program?</b>				
<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%

<b>Office Leader: Work experience</b>				
<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
<b>Office Leader: Age</b>					
<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%

<b>Office Leader: Gender identity</b>					
<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%

<b>Office Leader: Race/ethnicity</b>					
<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
<b>Office leader is the institution's Chief Data Officer (or equivalent position)</b>					
	<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%

<b>Office leader's relationship with President/CEO cabinet</b>					
	<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%

<b>Office leader's relationship with Provost/CAO cabinet</b>					
	<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
<b>Staff Roles in IR Offices</b>					
	<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%

<b>Average Staff FTE</b>					
	<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

<b>Office Leader: Headcount, FTE, Salary</b>					
	<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

<b>Assistant/Associate Directors: Headcount, FTE, Salary</b>					
	<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
<b>Senior Analytical Staff: Headcount, FTE, Salary</b>				
<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

<b>Analytical Staff: Headcount, FTE, Salary</b>				
<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

<b>Technical Staff: Headcount, FTE, Salary</b>				
<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

<b>Administrative Support Staff: Headcount, FTE, Salary</b>				
<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

<b>Student Staff: Headcount, FTE, Salary</b>				
<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
<b>IR Office Staff: Gender Identity</b>				
<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

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>IR Office Staff: Race/ethnicity</b>				
<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
<b>Office Leader: Work Effort</b>					
	<i>Number of respondents</i>	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%	

<b>Assistant/Associate Directors: Work Effort</b>					
	<i>Number of respondents</i>	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
<b>Senior Analytical Staff: Work Effort</b>				
<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%

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Analytical Staff: Work Effort</b>				
<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
<b>Technical Staff: Work Effort</b>				
<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%

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Administrative Support Staff: Work Effort</b>				
<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
<b>Student Staff: Work Effort</b>				
<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%

<b>Office Leader: Professional Development</b>				
<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
<b>Assistant/Associate Directors: Professional Development</b>				
<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%

<b>Senior Analytical Staff: Professional Development</b>				
<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
<b>Analytical Staff: Professional Development</b>				
<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%
<b>Technical Staff: Professional Development</b>				
<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
<b>Administrative Support Staff: Professional Development</b>				
<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%
<b>Student Staff: Professional Development</b>				
<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
<b>Office leader regularly assesses the Office to ensure goal attainment</b>					
	<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%
<b>Office leader uses evidence to inform decisions</b>					
	<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%
<b>Office leader empowers Office staff to contribute to the effectiveness of the office</b>					
	<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%
<b>Office has a positive work environment</b>					
	<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%
<b>Office is well managed</b>					
	<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
<b>Office mission is aligned with institutional mission</b>					
	<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%
<b>Office mission statement is clearly articulated</b>					
	<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%
<b>Office goals are clearly articulated</b>					
	<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%
<b>Office policies and practices are clearly articulated</b>					
	<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%
<b>Office grounds its work in appropriate theories and methodologies</b>					
	<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
<b>Office supports analytics work conducted by other units</b>					
	<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%
<b>Office is recognized for its institutional leadership in data and analytics</b>					
	<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%
<b>Office has access to data necessary to produce its work</b>					
	<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%
<b>Office staffing is adequate to meet institutional expectations</b>					
	<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%
<b>Office space is adequate to meet institutional expectations</b>					
	<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
<b>Office software is adequate to meet institutional expectations</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		23%	18%	15%	12%
Neutral		13%	16%	8%	7%
Strongly / Moderately agree		64%	66%	77%	81%
<b>Office hardware is adequate to meet institutional expectations</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		13%	3%	6%	13%
Neutral		14%	13%	8%	8%
Strongly / Moderately agree		73%	84%	85%	79%
<b>Office professional development/training opportunities are adequate to meet institutional expectations</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		17%	17%	11%	12%
Neutral		13%	17%	14%	12%
Strongly / Moderately agree		70%	66%	76%	76%
<b>Support from institutional leadership is adequate to meet institutional expectations</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		13%	21%	18%	16%
Neutral		16%	17%	15%	18%
Strongly / Moderately agree		71%	62%	67%	65%
<b>Staff produce quality work</b>					
	<i>Number of respondents</i>	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
<b>Staff adhere to standards dictating ethical use of data</b>					
	<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%

<b>Staff work efficiently</b>					
	<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%

<b>Staff work effectively</b>					
	<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%

<b>Staff employ good interpersonal relationship skills</b>					
	<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%

<b>Staff effectively communicate results of their work</b>					
	<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
<b>Staff work together as a team</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Staff work well individually</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Staff work to build relationships across the institution</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Staff continually work to improve their knowledge/skills</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Staff have appropriate educational background and/or training to perform their work</b>					
	<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
<b>Staff serve as institutional experts in data and analytics</b>					
	<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%













		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Staff are paid competitive salaries</b>					
	<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%







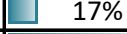
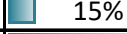




		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Office can recruit talented staff</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		16%	22%	17%	19%
Neutral		44%	31%	21%	15%
Strongly / Moderately agree		40%	47%	62%	65%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Office can retain talented staff</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Office can recruit a diverse staff</b>					
	<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
<b>Office can retain a diverse staff</b>				
<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%

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Office hiring practices align with institutional expectations</b>				
<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
<b>Senior leaders use data and information for decision making</b>					
	<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%
<b>Administrators use data and information for decision making</b>					
	<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%
<b>Faculty use data and information for decision making</b>					
	<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%
<b>Staff use data and information for decision making</b>					
	<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%
<b>Students use data and information for decision making</b>					
	<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
<b>Senior leaders data literacy levels are high</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		10%	17%	17%	14%
Neutral		14%	13%	19%	12%
Strongly / Moderately agree		76%	70%	64%	73%
<b>Administrators data literacy levels are high</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		9%	13%	13%	14%
Neutral		17%	20%	20%	15%
Strongly / Moderately agree		74%	68%	67%	70%
<b>Faculty members data literacy levels are high</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		20%	23%	24%	22%
Neutral		31%	36%	37%	44%
Strongly / Moderately agree		49%	42%	39%	34%
<b>Staff members data literacy levels are high</b>					
	<i>Number of respondents</i>	174	151	95	98
Strongly / Moderately disagree		25%	30%	32%	28%
Neutral		37%	35%	37%	38%
Strongly / Moderately agree		38%	34%	32%	35%
<b>Students data literacy levels are high</b>					
	<i>Number of respondents</i>	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
<b>There is sufficient capacity across the institution to meet stakeholders needs for data and information for decision making</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>There is sufficient capacity within the Office to meet stakeholders needs for data and information for decision making</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Office provides educational opportunities or coaching to enhance the data literacy of institutional stakeholders</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Data collected by different offices are integrated to present a comprehensive picture of institutional performance</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Data are typically viewed as reliable for decision making</b>					
	<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
<b>Reports are shared widely regardless of whether they reflect good news or "bad news"</b>				
<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%

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Data and information are widely accessible across the institution</b>				
<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%

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Institutional leadership models the importance of using data and information to make decisions</b>				
<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
<b>Estimate the level of maturity of the Office for: Advanced analytics (e.g., predictive, prescriptive)</b>					
	<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%

<b>Estimate the level of maturity of the Office for: Basic analytics (e.g., descriptive statistics)</b>					
	<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%

<b>Estimate the level of maturity of the Office for: Data ethics</b>					
	<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%

<b>Estimate the level of maturity of the Office for: Data management</b>					
	<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
<b>Estimate the level of maturity of the Office for: Data visualization</b>					
	<i>Number of respondents</i>	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%

<b>Estimate the level of maturity of the Office for: Effective communication of results/insights</b>					
	<i>Number of respondents</i>	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%

<b>Estimate the level of maturity of the Office for: Managing project/data requests</b>					
	<i>Number of respondents</i>	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%

<b>Estimate the level of maturity of the Office for: Technology management</b>					
	<i>Number of respondents</i>	164	140	89	97
Not occurring		8%	9%	2%	2%
Reactive		30%	34%	30%	34%
Proactive		52%	39%	45%	51%
Optimized		10%	18%	22%	13%

## Section 5. Maturity of the Data Environment

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Estimate the level of maturity of the institution for: Change management</b>					
	<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%

<b>Estimate the level of maturity of the institution for: Data access</b>					
	<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%

<b>Estimate the level of maturity of the institution for: Data capacity</b>					
	<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%

<b>Estimate the level of maturity of the institution for: Data ethics</b>					
	<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
<b>Estimate the level of maturity of the institution for: Data governance</b>					
	<i>Number of respondents</i>	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%

<b>Estimate the level of maturity of the institution for: Data integrity</b>					
		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
	<i>Number of respondents</i>	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%

<b>Estimate the level of maturity of the institution for: Data literacy</b>					
		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
	<i>Number of respondents</i>	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%

<b>Estimate the level of maturity of the institution for: Data management</b>					
		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
	<i>Number of respondents</i>	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
<b>Estimate the level of maturity of the institution for: Data privacy</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Estimate the level of maturity of the institution for: Data security</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Estimate the level of maturity of the institution for: Data use</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Estimate the level of maturity of the institution for: Decision support culture</b>					
	<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
<b>Estimate the level of maturity of the institution for: Effective communication of results/insights</b>				
<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%

	< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Estimate the level of maturity of the institution for: Technology management</b>				
<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
<b>Office contributes directly or indirectly to overall student success</b>					
	<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%
<b>Office contributes directly or indirectly to equitable student success</b>					
	<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%
<b>Office collaborates with colleagues across the institution in support of student success</b>					
	<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%
<b>Office identifies factors that predict student success (e.g., retention rate, graduation rate, GPA)</b>					
	<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%
<b>Office evaluates the impact of programs and/or initiatives designed to increase student success</b>					
	<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
<b>Office contributes to the institution's ability to identify students who need additional support</b>					
	<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%

<b>Office provides student success reporting disaggregated by student characteristics or background</b>					
	<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%

<b>Office offers evidence-based recommendations on how to increase student success</b>					
	<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%

<b>Breakdown of Office Work</b>					
	<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
<b>Frequency that Office conducts projects: Quantitative research projects</b>					
	<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%

<b>Frequency that Office conducts projects: Qualitative research projects</b>					
		173	149	94	98
	<i>Number of respondents</i>				
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%

<b>Frequency that Office conducts projects: Predictive analytics</b>					
		171	149	93	98
	<i>Number of respondents</i>				
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%

<b>Office staff member is involved with institution's data governance structure or committee</b>					
		116	111	76	81
	<i>Number of respondents</i>				
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
<b>Office staff member serves as the institution's IPEDS Keyholder</b>					
	<i>Number of respondents</i>	173	148	94	97
No		12%	8%	9%	6%
Yes		88%	92%	91%	94%

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

<b>Degree to which software tool contributed to Office efficiency over past year: Assessment/accreditation planning tools</b>					
	<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%

<b>Degree to which software tool contributed to Office efficiency over past year: Professional survey software tools</b>					
	<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%

<b>Degree to which software tool contributed to Office efficiency over past year: Analytics tools</b>					
	<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
<b>Degree to which software tool contributed to Office efficiency over past year: Query tools</b>					
	<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%

<b>Degree to which software tool contributed to Office efficiency over past year: Reporting/data visualization tools</b>					
	<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%

<b>Degree to which software tool contributed to Office efficiency over past year: Data warehouse tools</b>					
	<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%

<b>Degree to which unit utilized IR Office data and analytics products: Senior leadership offices</b>					
	<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%

<b>Degree to which unit utilized IR Office data and analytics products: Academic colleges/departments</b>					
	<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
<b>Degree to which unit utilized IR Office data and analytics products: Academic support units</b>					
	<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%

<b>Degree to which unit utilized IR Office data and analytics products: Advancement/external relations units</b>					
	<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%

<b>Degree to which unit utilized IR Office data and analytics products: Athletics</b>					
	<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%

<b>Degree to which unit utilized IR Office data and analytics products: Diversity, equity, inclusion units</b>					
	<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%

<b>Degree to which unit utilized IR Office data and analytics products: Enrollment management units</b>					
	<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
<b>Degree to which unit utilized IR Office data and analytics products: External entities or organizations</b>				
<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%
<b>Degree to which unit utilized IR Office data and analytics products: Finance and business units</b>				
<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%
<b>Degree to which unit utilized IR Office data and analytics products: Other data and analytics units</b>				
<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%
<b>Degree to which unit utilized IR Office data and analytics products: Research units</b>				
<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%
<b>Degree to which unit utilized IR Office data and analytics products: Student health/wellness units</b>				
<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
<b>Degree to which unit utilized IR Office data and analytics products: Student involvement units</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Degree to which unit utilized IR Office data and analytics products: Student services/support</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Degree to which unit utilized IR Office data and analytics products: Technology-related units</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Degree to which unit utilized IR Office coaching services: Senior leadership offices</b>					
	<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%

		< 2k student FTE	2k to < 4k student FTE	4k to < 10k student FTE	10k+ student FTE
<b>Degree to which unit utilized IR Office coaching services: Academic colleges/departments</b>					
	<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
<b>Degree to which unit utilized IR Office coaching services: Academic support units</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Advancement/external relations units</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Athletics</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Diversity, equity, inclusion units</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Enrollment management units</b>					
	<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
<b>Degree to which unit utilized IR Office coaching services: External entities or organizations</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Finance and business units</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Other data and analytics units</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Research units</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Student health/wellness units</b>					
	<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
<b>Degree to which unit utilized IR Office coaching services: Student involvement units</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Student services/support</b>					
	<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%

<b>Degree to which unit utilized IR Office coaching services: Technology-related units</b>					
	<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%

<b>Office products and services are available to stakeholders in timely manner</b>					
	<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%

<b>Stakeholders are satisfied with the quality of Office products and services</b>					
	<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

	<b>&lt; 2k student FTE</b>	<b>2k to &lt; 4k student FTE</b>	<b>4k to &lt; 10k student FTE</b>	<b>10k+ student FTE</b>
<b>Office products and services are valuable to stakeholders</b>				
<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%
<b>Office products and services are used by stakeholders to make decisions</b>				
<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%
<b>Stakeholders recommend Office products and services to other stakeholders</b>				
<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%