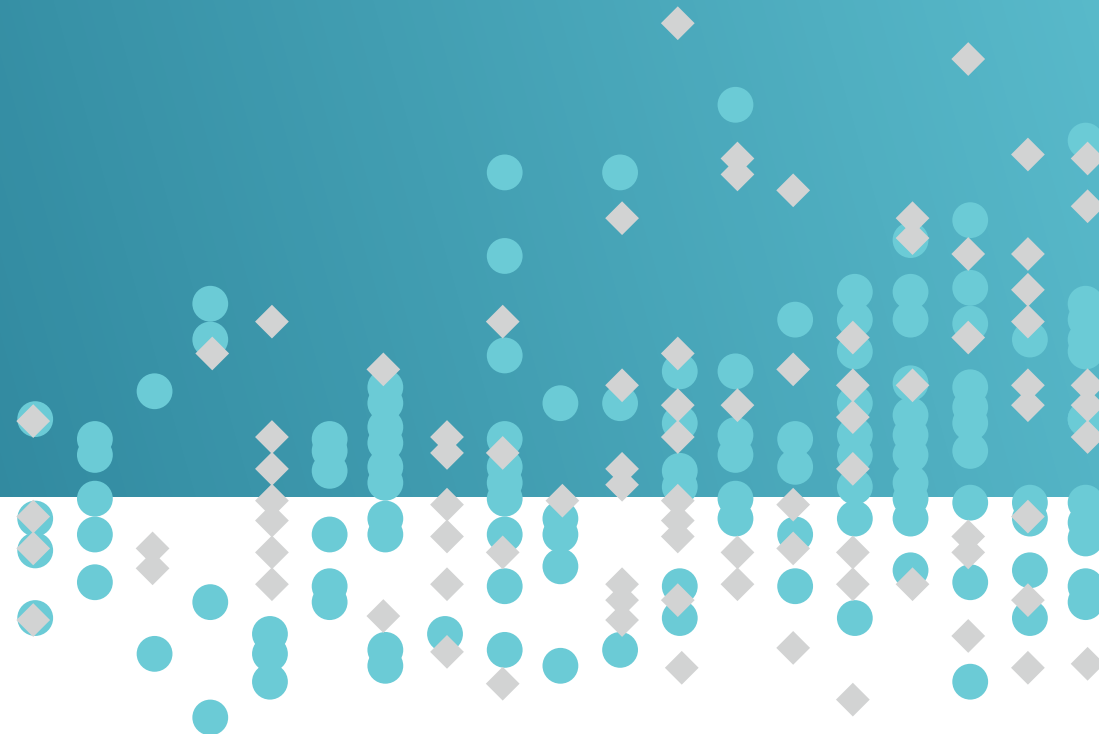# 2021 AIR National Survey of Institutional Research Offices

Survey Data Report by HBCU Status

air | 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
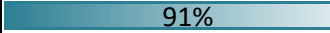
Section 3: Evaluation of Office

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

	HBCU Institutions	All Other Institutions
Where does your office primarily focus its attention?		
Number of respondents	*13*	*507*
Institution-level	77%	91%
Program-level	8%	1%
School/college-level	15%	7%
System/State/Corporate	0%	1%
Service Area of IR Office		
Number of respondents	*10*	*449*
Average number of institutions served	1.00	1.07
Average number of branch campuses	1.33	1.75
Average number of regional campuses	1.50	1.05
Current Division: Select the division where the office is currently located for reporting purposes.		
Number of respondents	*13*	*507*
President/Chief Executive Officer	15%	18%
Provost/Chief Academic Officer	54%	56%
Independent IR/IE/Planning division	15%	4%
Administration Services	0%	1%
Finance/Operations/Business	0%	5%
Development	0%	0%
Enrollment Management/Admissions	0%	3%
Human Resources	0%	0%
Information Technology (IT)	0%	4%
Other	15%	8%

Section 1: Office Structure

	HBCU Institutions	All Other Institutions
Ideal Division: Select the division where the office should be located for reporting purposes.		
Number of respondents	*13*	*507*
President/Chief Executive Officer	38%	40%
Provost/Chief Academic Officer	23%	37%
Independent IR/IE/Planning division	31%	13%
Administration Services	8%	1%
Finance/Operations/Business	0%	2%
Enrollment Management/Admissions	0%	1%
Information Technology (IT)	0%	2%
Other	0%	4%

	HBCU Institutions	All Other Institutions
Office Leader: Highest Degree Earned		
Number of respondents	*13*	*507*
Less than a Baccalaureate degree	0%	0%
Baccalaureate degree	8%	7%
Master's degree/Specialist	38%	48%
Doctoral degree	54%	44%
Don't know	0%	1%

	HBCU Institutions	All Other Institutions
Office leader has completed an institutional research certificate program?		
Number of respondents	*13*	*487*
Office leader did not complete an IR certificate program	85%	89%
Office leader has completed an IR certificate program	15%	11%

	HBCU Institutions	All Other Institutions
Office Leader: Work experience		
Number of respondents	*13*	*499*
Average number of years working in higher education	23.38	18.90
Average number of years working in IR/IE	15.77	11.92
Average number of years employed at this institution	13.23	11.44
Average number of years leading the Office at this institution	7.85	6.50

Section 1: Office Structure

	HBCU Institutions	All Other Institutions
Office Leader: Age		
Number of respondents	*13*	*507*
Less than 30 years old	0%	1%
30 to 39 years old	8%	18%
40 to 49 years old	15%	28%
50 to 59 years old	38%	36%
60 to 69 years old	38%	15%
Don't know	0%	2%
70 years old or older	0%	1%
Office Leader: Gender identity		
Number of respondents	*13*	*507*
Woman	77%	53%
Man	23%	44%
Genderqueer or Non-binary	0%	0%
Prefer not to answer	0%	2%
Option not provided	0%	0%
Office Leader: Race/ethnicity		
Number of respondents	*13*	*507*
Black or African American	62%	3%
Asian	8%	5%
American Indian or Alaska Native	0%	0%
Hispanic or Latino/a	0%	4%
Native Hawaiian or other Pacific Islander	0%	0%
White	31%	83%
Bi/Multiracial	0%	1%
Did not disclose ethnicity	0%	1%
Prefer not to answer	0%	2%
Option not provided	0%	1%
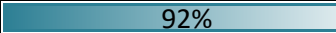
Section 1: Office Structure

	HBCU Institutions	All Other Institutions
Office leader is the institution's Chief Data Officer (or equivalent position)		
Number of respondents	*12*	*499*
Yes	33%	31%
No, but the institution has this position	8%	11%
No and the institution does not have this position	58%	58%
Office leader's relationship with President/CEO cabinet		
Number of respondents	*13*	*502*
Member of cabinet	23%	17%
Not a member but attends as needed	69%	81%
Not a member and does not attend	31%	44%
Cabinet does not exist	0%	3%
Office leader's relationship with Provost/CAO cabinet		
Number of respondents	*13*	*485*
Member of cabinet	50%	40%
Not a member but attends as needed	50%	57%
Not a member and does not attend	15%	20%
Cabinet does not exist	83%	60%

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Staff Roles in IR Offices		
Number of respondents	*12*	*484*
Percentage of offices with an Office Leader	92%	95%
Percentage of offices with an Assistant/Associate Director	23%	29%
Percentage of offices with Senior Analytical staff	23%	30%
Percentage of offices with Analytical staff	62%	53%
Percentage of offices with Technical staff	15%	14%
Percentage of offices with Administrative Support staff	46%	21%
Percentage of offices with Student staff	8%	17%
Average Staff FTE		
Number of respondents	*13*	*507*
Average Staff FTE	2.96	3.47
To meet current demand, what is your ideal staff FTE?	4.31	4.76
Office Leader: Headcount, FTE, Salary		
Number of respondents	*12*	*484*
Office Leader: Average Headcount	1.00	1.07
Office Leader: Average FTE	0.96	1.04
Office Leader: Average Annual Salary/Wage Expense	$ 91,111	$ 99,392
Assistant/Associate Directors: Headcount, FTE, Salary		
Number of respondents	*3*	*146*
Assistant/Associate Directors: Average Headcount	1.00	1.55
Assistant/Associate Directors: Average FTE	1.00	1.53
Assistant/Associate Directors: Average Annual Salary/Wage Expense	$ 81,167	$ 81,126

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Senior Analytical Staff: Headcount, FTE, Salary		
Number of respondents	*3*	*152*
Senior Analytical Staff: Average Headcount	1.00	1.47
Senior Analytical Staff: Average FTE	1.00	1.43
Senior Analytical Staff: Average Annual Salary/Wage Expense	$ 65,667	$ 72,206
Analytical Staff: Headcount, FTE, Salary		
Number of respondents	*8*	*269*
Analytical Staff: Average Headcount	1.63	2.08
Analytical Staff: Average FTE	1.56	1.98
Analytical Staff: Average Annual Salary/Wage Expense	$ 57,750	$ 59,917
Technical Staff: Headcount, FTE, Salary		
Number of respondents	*2*	*72*
Technical Staff: Average Headcount	1.00	1.90
Technical Staff: Average FTE	1.00	1.81
Technical Staff: Average Annual Salary/Wage Expense	$ 48,750	$ 65,001
Administrative Support Staff: Headcount, FTE, Salary		
Number of respondents	*6*	*107*
Administrative Support Staff: Average Headcount	1.00	1.07
Administrative Support Staff: Average FTE	0.92	0.90
Administrative Support Staff: Average Annual Salary/Wage Expense	$ 40,167	$ 40,717
Student Staff: Headcount, FTE, Salary		
Number of respondents	*1*	*85*
Student Staff: Average Headcount	2.00	1.72
Student Staff: Average FTE	1.00	0.65
Student Staff: Average Annual Salary/Wage Expense	$ 1,500	$ 10,159

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
IR Office Staff: Gender Identity		
Number of respondents	*12*	*471*
Average Staff Headcount: Identify as Women	2.08	2.24
Average Staff Headcount: Identify as Men	0.91	1.42
Average Staff Headcount: Identify as Genderqueer or Non-binary	0.00	0.01
Average Staff Headcount: Identify as Agender	0.00	0.03
Average Staff Headcount: Don't know/did not disclose gender identity	0.00	0.11
Average Staff Headcount: Option not provided	0.00	0.17
IR Office Staff: Race/ethnicity		
Number of respondents	*12*	*471*
Average Staff Headcount: African American or Black	2.25	0.19
Average Staff Headcount: Asian	0.18	0.38
Average Staff Headcount: American Indian or Alaska Native	0.00	0.02
Average Staff Headcount: Hispanic or Latino/a	0.00	0.25
Average Staff Headcount: Native Hawaiian or Other Pacific Islander	0.00	0.00
Average Staff Headcount: White	0.50	2.46
Average Staff Headcount: Bi/Multiracial	0.00	0.05
Average Staff Headcount: Don't know/did not disclose ethnicity	0.00	0.22
Average Staff Headcount: Other/Option not given	0.10	0.06

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Office Leader: Work Effort		
Number of respondents	*12*	*484*
% of work time spent on - Data collection and management	28%	18%
% of work time spent on - Basic analytics	17%	13%
% of work time spent on - Advanced analytics	2%	5%
% of work time spent on - Communication of information	10%	14%
% of work time spent on - Educating data users	6%	7%
% of work time spent on - Technology management	3%	4%
% of work time spent on - Professional development	4%	4%
% of work time spent on - Office management	6%	6%
% of work time spent on - Attending meetings	11%	14%
% of work time spent on - Policy/governance/planning	8%	8%
% of work time spent on - Administrative activities	4%	4%
% of work time spent on - Other	2%	2%
Assistant/Associate Directors: Work Effort		
Number of respondents	*3*	*146*
% of work time spent on - Data collection and management	37%	23%
% of work time spent on - Basic analytics	13%	16%
% of work time spent on - Advanced analytics	8%	6%
% of work time spent on - Communication of information	17%	12%
% of work time spent on - Educating data users	5%	7%
% of work time spent on - Technology management	1%	7%
% of work time spent on - Professional development	3%	6%
% of work time spent on - Office management	2%	4%
% of work time spent on - Attending meetings	6%	9%
% of work time spent on - Policy/governance/planning	6%	4%
% of work time spent on - Administrative activities	1%	3%
% of work time spent on - Other	1%	2%

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Senior Analytical Staff: Work Effort		
Number of respondents	*3*	*152*
% of work time spent on - Data collection and management	25%	26%
% of work time spent on - Basic analytics	23%	20%
% of work time spent on - Advanced analytics	17%	9%
% of work time spent on - Communication of information	10%	12%
% of work time spent on - Educating data users	5%	6%
% of work time spent on - Technology management	3%	7%
% of work time spent on - Professional development	7%	5%
% of work time spent on - Office management	0%	1%
% of work time spent on - Attending meetings	7%	7%
% of work time spent on - Policy/governance/planning	3%	3%
% of work time spent on - Administrative activities	0%	2%
% of work time spent on - Other	0%	1%
Analytical Staff: Work Effort		
Number of respondents	*8*	*269*
% of work time spent on - Data collection and management	41%	30%
% of work time spent on - Basic analytics	14%	23%
% of work time spent on - Advanced analytics	3%	5%
% of work time spent on - Communication of information	10%	12%
% of work time spent on - Educating data users	8%	6%
% of work time spent on - Technology management	3%	5%
% of work time spent on - Professional development	7%	6%
% of work time spent on - Office management	4%	1%
% of work time spent on - Attending meetings	7%	7%
% of work time spent on - Policy/governance/planning	2%	2%
% of work time spent on - Administrative activities	2%	2%
% of work time spent on - Other	0%	2%

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Technical Staff: Work Effort		
Number of respondents	*2*	*69*
% of work time spent on - Data collection and management	50%	28%
% of work time spent on - Basic analytics	33%	11%
% of work time spent on - Advanced analytics	0%	3%
% of work time spent on - Communication of information	3%	10%
% of work time spent on - Educating data users	0%	6%
% of work time spent on - Technology management	11%	23%
% of work time spent on - Professional development	2%	6%
% of work time spent on - Office management	0%	1%
% of work time spent on - Attending meetings	3%	7%
% of work time spent on - Policy/governance/planning	0%	2%
% of work time spent on - Administrative activities	0%	1%
% of work time spent on - Other	0%	0%
Administrative Support Staff: Work Effort		
Number of respondents	*6*	*107*
% of work time spent on - Data collection and management	12%	17%
% of work time spent on - Basic analytics	3%	7%
% of work time spent on - Advanced analytics	0%	0%
% of work time spent on - Communication of information	8%	10%
% of work time spent on - Educating data users	3%	3%
% of work time spent on - Technology management	2%	2%
% of work time spent on - Professional development	5%	4%
% of work time spent on - Office management	13%	14%
% of work time spent on - Attending meetings	8%	6%
% of work time spent on - Policy/governance/planning	0%	2%
% of work time spent on - Administrative activities	38%	32%
% of work time spent on - Other	9%	3%

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Student Staff: Work Effort		
Number of respondents	*1*	*85*
% of work time spent on - Data collection and management	50%	32%
% of work time spent on - Basic analytics	25%	30%
% of work time spent on - Advanced analytics	0%	4%
% of work time spent on - Communication of information	0%	14%
% of work time spent on - Educating data users	0%	1%
% of work time spent on - Technology management	0%	2%
% of work time spent on - Professional development	0%	2%
% of work time spent on - Office management	0%	1%
% of work time spent on - Attending meetings	0%	3%
% of work time spent on - Policy/governance/planning	0%	0%
% of work time spent on - Administrative activities	0%	4%
% of work time spent on - Other	25%	6%
Office Leader: Professional Development		
Number of respondents	*12*	*440*
% of offices with staff participating in professional development	100%	96%
% of offices with staff participating in prof dev related to - Data management/governance	19%	16%
% of offices with staff participating in prof dev related to - Basic analytics	13%	9%
% of offices with staff participating in prof dev related to - Advanced analytics	9%	10%
% of offices with staff participating in prof dev related to - Software tools	10%	16%
% of offices with staff participating in prof dev related to - Data viz/communicating results	9%	15%
% of offices with staff participating in prof dev related to - Leadership/management	12%	14%
% of offices with staff participating in prof dev related to - Technology-related content	11%	9%
% of offices with staff participating in prof dev related to - Other content	17%	10%

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Assistant/Associate Directors: Professional Development		
Number of respondents	*3*	*138*
% of offices with staff participating in professional development	100%	97%
% of offices with staff participating in prof dev related to - Data management/governance	3%	15%
% of offices with staff participating in prof dev related to - Basic analytics	8%	11%
% of offices with staff participating in prof dev related to - Advanced analytics	17%	9%
% of offices with staff participating in prof dev related to - Software tools	17%	20%
% of offices with staff participating in prof dev related to - Data viz/communicating results	20%	15%
% of offices with staff participating in prof dev related to - Leadership/management	8%	7%
% of offices with staff participating in prof dev related to - Technology-related content	13%	12%
% of offices with staff participating in prof dev related to - Other content	13%	10%
Senior Analytical Staff: Professional Development		
Number of respondents	*3*	*142*
% of offices with staff participating in professional development	100%	97%
% of offices with staff participating in prof dev related to - Data management/governance	17%	14%
% of offices with staff participating in prof dev related to - Basic analytics	15%	13%
% of offices with staff participating in prof dev related to - Advanced analytics	25%	14%
% of offices with staff participating in prof dev related to - Software tools	10%	23%
% of offices with staff participating in prof dev related to - Data viz/communicating results	8%	16%
% of offices with staff participating in prof dev related to - Leadership/management	2%	4%
% of offices with staff participating in prof dev related to - Technology-related content	13%	10%
% of offices with staff participating in prof dev related to - Other content	10%	6%
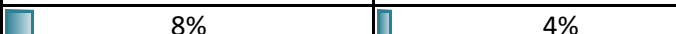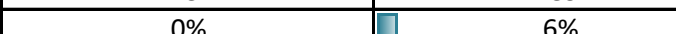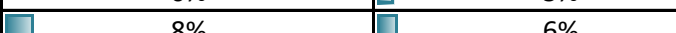
Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Analytical Staff: Professional Development		
Number of respondents	*8*	*245*
% of offices with staff participating in professional development	100%	95%
% of offices with staff participating in prof dev related to - Data management/governance	23%	12%
% of offices with staff participating in prof dev related to - Basic analytics	19%	17%
% of offices with staff participating in prof dev related to - Advanced analytics	6%	10%
% of offices with staff participating in prof dev related to - Software tools	20%	23%
% of offices with staff participating in prof dev related to - Data viz/communicating results	14%	17%
% of offices with staff participating in prof dev related to - Leadership/management	6%	3%
% of offices with staff participating in prof dev related to - Technology-related content	10%	11%
% of offices with staff participating in prof dev related to - Other content	4%	7%
Technical Staff: Professional Development		
Number of respondents	*2*	*65*
% of offices with staff participating in professional development	100%	93%
% of offices with staff participating in prof dev related to - Data management/governance	10%	14%
% of offices with staff participating in prof dev related to - Basic analytics	5%	11%
% of offices with staff participating in prof dev related to - Advanced analytics	0%	3%
% of offices with staff participating in prof dev related to - Software tools	35%	25%
% of offices with staff participating in prof dev related to - Data viz/communicating results	18%	13%
% of offices with staff participating in prof dev related to - Leadership/management	0%	4%
% of offices with staff participating in prof dev related to - Technology-related content	30%	24%
% of offices with staff participating in prof dev related to - Other content	2%	5%

Section 2. Staffing the Office

	HBCU Institutions	All Other Institutions
Administrative Support Staff: Professional Development		
Number of respondents	*3*	*67*
% of offices with staff participating in professional development	67%	73%
% of offices with staff participating in prof dev related to - Data management/governance	8%	7%
% of offices with staff participating in prof dev related to - Basic analytics	7%	12%
% of offices with staff participating in prof dev related to - Advanced analytics	0%	1%
% of offices with staff participating in prof dev related to - Software tools	8%	18%
% of offices with staff participating in prof dev related to - Data viz/communicating results	5%	11%
% of offices with staff participating in prof dev related to - Leadership/management	40%	15%
% of offices with staff participating in prof dev related to - Technology-related content	8%	7%
% of offices with staff participating in prof dev related to - Other content	23%	29%
Student Staff: Professional Development		
Number of respondents	*0*	*36*
% of offices with staff participating in professional development	0%	47%
% of offices with staff participating in prof dev related to - Data management/governance		8%
% of offices with staff participating in prof dev related to - Basic analytics		20%
% of offices with staff participating in prof dev related to - Advanced analytics		12%
% of offices with staff participating in prof dev related to - Software tools		24%
% of offices with staff participating in prof dev related to - Data viz/communicating results		16%
% of offices with staff participating in prof dev related to - Leadership/management		0%
% of offices with staff participating in prof dev related to - Technology-related content		5%
% of offices with staff participating in prof dev related to - Other content		14%

Section 3. Evaluation of Office

	HBCU Institutions	All Other Institutions
Office leader regularly assesses the Office to ensure goal attainment		
Number of respondents	*13*	*498*
Strongly / Moderately disagree	8%	6%
Neutral	0%	10%
Strongly / Moderately agree	92%	83%
Office leader uses evidence to inform decisions		
Number of respondents	*13*	*499*
Strongly / Moderately disagree	0%	4%
Neutral	0%	3%
Strongly / Moderately agree	100%	93%
Office leader empowers Office staff to contribute to the effectiveness of the office		
Number of respondents	*13*	*415*
Strongly / Moderately disagree	8%	4%
Neutral	0%	5%
Strongly / Moderately agree	92%	91%
Office has a positive work environment		
Number of respondents	*13*	*489*
Strongly / Moderately disagree	0%	6%
Neutral	0%	4%
Strongly / Moderately agree	100%	91%
Office is well managed		
Number of respondents	*13*	*485*
Strongly / Moderately disagree	0%	5%
Neutral	8%	6%
Strongly / Moderately agree	92%	90%

Section 3. Evaluation of Office

	HBCU Institutions	All Other Institutions
Office mission is aligned with institutional mission		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	2%
Neutral	0%	7%
Strongly / Moderately agree	100%	91%
Office mission statement is clearly articulated		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	9%
Neutral	23%	15%
Strongly / Moderately agree	77%	76%
Office goals are clearly articulated		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	7%
Neutral	15%	12%
Strongly / Moderately agree	85%	80%
Office policies and practices are clearly articulated		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	8%	9%
Neutral	8%	16%
Strongly / Moderately agree	85%	75%
Office grounds its work in appropriate theories and methodologies		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	3%
Neutral	0%	7%
Strongly / Moderately agree	100%	91%

Section 3. Evaluation of Office

	HBCU Institutions	All Other Institutions
Office supports analytics work conducted by other units		
Number of respondents	13	507
Strongly / Moderately disagree	8%	5%
Neutral	15%	9%
Strongly / Moderately agree	77%	86%
Office is recognized for its institutional leadership in data and analytics		
Number of respondents	13	507
Strongly / Moderately disagree	15%	5%
Neutral	8%	9%
Strongly / Moderately agree	77%	86%
Office has access to data necessary to produce its work		
Number of respondents	13	507
Strongly / Moderately disagree	23%	7%
Neutral	8%	7%
Strongly / Moderately agree	69%	86%
Office staffing is adequate to meet institutional expectations		
Number of respondents	13	507
Strongly / Moderately disagree	62%	49%
Neutral	8%	12%
Strongly / Moderately agree	31%	39%
Office space is adequate to meet institutional expectations		
Number of respondents	13	507
Strongly / Moderately disagree	23%	14%
Neutral	15%	13%
Strongly / Moderately agree	62%	73%

Section 3. Evaluation of Office

	HBCU Institutions	All Other Institutions
Office software is adequate to meet institutional expectations		
Number of respondents	13	507
Strongly / Moderately disagree	31%	18%
Neutral	15%	12%
Strongly / Moderately agree	54%	70%
Office hardware is adequate to meet institutional expectations		
Number of respondents	13	507
Strongly / Moderately disagree	8%	9%
Neutral	15%	11%
Strongly / Moderately agree	77%	79%
Office professional development/training opportunities are adequate to meet institutional expectations		
Number of respondents	13	507
Strongly / Moderately disagree	15%	15%
Neutral	8%	14%
Strongly / Moderately agree	77%	71%
Support from institutional leadership is adequate to meet institutional expectations		
Number of respondents	13	507
Strongly / Moderately disagree	15%	17%
Neutral	15%	16%
Strongly / Moderately agree	69%	67%
Staff produce quality work		
Number of respondents	13	507
Strongly / Moderately disagree	0%	1%
Neutral	0%	2%
Strongly / Moderately agree	100%	97%

Section 3. Evaluation of Office

	HBCU Institutions	All Other Institutions
Staff adhere to standards dictating ethical use of data		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	0%
Neutral	0%	1%
Strongly / Moderately agree	100%	99%
Staff work efficiently		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	3%
Neutral	0%	7%
Strongly / Moderately agree	100%	91%
Staff work effectively		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	1%
Neutral	0%	5%
Strongly / Moderately agree	100%	94%
Staff employ good interpersonal relationship skills		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	2%
Neutral	0%	3%
Strongly / Moderately agree	100%	96%
Staff effectively communicate results of their work		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	2%
Neutral	0%	7%
Strongly / Moderately agree	100%	91%

Section 3. Evaluation of Office

	HBCU Institutions	All Other Institutions
Staff work together as a team		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	1%
Neutral	0%	12%
Strongly / Moderately agree	100%	87%
Staff work well individually		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	1%
Neutral	0%	3%
Strongly / Moderately agree	100%	97%
Staff work to build relationships across the institution		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	8%	1%
Neutral	8%	5%
Strongly / Moderately agree	85%	94%
Staff continually work to improve their knowledge/skills		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	8%	2%
Neutral	0%	9%
Strongly / Moderately agree	92%	89%
Staff have appropriate educational background and/or training to perform their work		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	15%	3%
Neutral	0%	7%
Strongly / Moderately agree	85%	91%

Section 3. Evaluation of Office

	HBCU Institutions	All Other Institutions
Staff serve as institutional experts in data and analytics		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	8%	3%
Neutral	8%	9%
Strongly / Moderately agree	85%	88%
Staff are paid competitive salaries		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	31%	33%
Neutral	15%	18%
Strongly / Moderately agree	54%	49%
Office can recruit talented staff		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	23%	18%
Neutral	8%	31%
Strongly / Moderately agree	69%	51%
Office can retain talented staff		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	23%	10%
Neutral	8%	26%
Strongly / Moderately agree	69%	64%
Office can recruit a diverse staff		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	23%	20%
Neutral	23%	37%
Strongly / Moderately agree	54%	43%

Section 3. Evaluation of Office

	HBCU Institutions	All Other Institutions
Office can retain a diverse staff		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	31%	12%
Neutral	23%	45%
Strongly / Moderately agree	46%	43%
Office hiring practices align with institutional expectations		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	4%
Neutral	0%	23%
Strongly / Moderately agree	100%	73%

Section 4. Data Use, Literacy, and Capacity

	HBCU Institutions	All Other Institutions
Senior leaders use data and information for decision making		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	5%
Neutral	8%	7%
Strongly / Moderately agree	92%	88%
Administrators use data and information for decision making		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	4%
Neutral	15%	7%
Strongly / Moderately agree	85%	89%
Faculty use data and information for decision making		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	16%
Neutral	15%	32%
Strongly / Moderately agree	85%	52%
Staff use data and information for decision making		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	12%
Neutral	23%	29%
Strongly / Moderately agree	77%	60%
Students use data and information for decision making		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	31%	35%
Neutral	31%	52%
Strongly / Moderately agree	38%	12%

Section 4. Data Use, Literacy, and Capacity

	HBCU Institutions	All Other Institutions
Senior leaders' data literacy levels are high		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	15%
Neutral	31%	14%
Strongly / Moderately agree	69%	72%
Administrators' data literacy levels are high		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	8%	12%
Neutral	8%	18%
Strongly / Moderately agree	85%	70%
Faculty members' data literacy levels are high		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	15%	22%
Neutral	23%	36%
Strongly / Moderately agree	62%	42%
Staff members' data literacy levels are high		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	15%	29%
Neutral	38%	36%
Strongly / Moderately agree	46%	35%
Students' data literacy levels are high		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	31%	39%
Neutral	38%	52%
Strongly / Moderately agree	31%	9%

Section 4. Data Use, Literacy, and Capacity

	HBCU Institutions	All Other Institutions
There is sufficient capacity across the institution to meet stakeholders' needs for data and information for decision making		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	23%	47%
Neutral	38%	16%
Strongly / Moderately agree	38%	37%
There is sufficient capacity within the Office to meet stakeholders' needs for data and information for decision making		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	69%	47%
Neutral	15%	13%
Strongly / Moderately agree	15%	40%
Office provides educational opportunities or coaching to enhance the data literacy of institutional stakeholders		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	23%	26%
Neutral	0%	26%
Strongly / Moderately agree	77%	48%
Data collected by different offices are integrated to present a comprehensive picture of institutional performance		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	23%	36%
Neutral	15%	20%
Strongly / Moderately agree	62%	44%
Data are typically viewed as reliable for decision making		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	8%	8%
Neutral	15%	13%
Strongly / Moderately agree	77%	79%

Section 4. Data Use, Literacy, and Capacity

	HBCU Institutions	All Other Institutions
Reports are shared widely regardless of whether they reflect "good news" or "bad news"		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	15%	18%
Neutral	23%	18%
Strongly / Moderately agree	62%	64%
Data and information are widely accessible across the institution		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	23%	18%
Neutral	31%	22%
Strongly / Moderately agree	46%	61%
Institutional leadership models the importance of using data and information to make decisions		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	15%	13%
Neutral	8%	19%
Strongly / Moderately agree	77%	68%

Section 5. Maturity of the Data Environment

	HBCU Institutions	All Other Institutions
Estimate the level of maturity of the Office for: Advanced analytics (e.g., predictive, prescriptive)		
Number of respondents	*12*	*495*
Not occurring	50%	22%
Reactive	25%	42%
Proactive	25%	30%
Optimized	0%	5%
Estimate the level of maturity of the Office for: Basic analytics (e.g., descriptive statistics)		
Number of respondents	*13*	*499*
Not occurring	0%	0%
Reactive	15%	9%
Proactive	54%	50%
Optimized	31%	41%
Estimate the level of maturity of the Office for: Data ethics		
Number of respondents	*13*	*488*
Not occurring	8%	2%
Reactive	15%	8%
Proactive	23%	42%
Optimized	54%	47%
Estimate the level of maturity of the Office for: Data management		
Number of respondents	*13*	*501*
Not occurring	0%	2%
Reactive	15%	21%
Proactive	54%	55%
Optimized	31%	22%

Section 5. Maturity of the Data Environment

	HBCU Institutions	All Other Institutions
Estimate the level of maturity of the Office for: Data visualization		
Number of respondents	*13*	*500*
Not occurring	15%	6%
Reactive	31%	28%
Proactive	54%	52%
Optimized	0%	14%
Estimate the level of maturity of the Office for: Effective communication of results/insights		
Number of respondents	*13*	*502*
Not occurring	0%	2%
Reactive	8%	25%
Proactive	69%	58%
Optimized	23%	16%
Estimate the level of maturity of the Office for: Managing project/data requests		
Number of respondents	*13*	*502*
Not occurring	0%	1%
Reactive	15%	25%
Proactive	54%	46%
Optimized	31%	28%
Estimate the level of maturity of the Office for: Technology management		
Number of respondents	*12*	*480*
Not occurring	17%	6%
Reactive	25%	32%
Proactive	50%	47%
Optimized	8%	15%

Section 5. Maturity of the Data Environment

	HBCU Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Change management		
Number of respondents	*11*	*463*
Not occurring	0%	7%
Reactive	45%	59%
Proactive	45%	32%
Optimized	9%	3%
Estimate the level of maturity of the institution for: Data access		
Number of respondents	*12*	*492*
Not occurring	8%	1%
Reactive	42%	53%
Proactive	25%	38%
Optimized	25%	8%
Estimate the level of maturity of the institution for: Data capacity		
Number of respondents	*11*	*468*
Not occurring	18%	2%
Reactive	27%	53%
Proactive	36%	39%
Optimized	18%	6%
Estimate the level of maturity of the institution for: Data ethics		
Number of respondents	*10*	*470*
Not occurring	0%	4%
Reactive	30%	31%
Proactive	40%	50%
Optimized	30%	15%

Section 5. Maturity of the Data Environment

	HBCU Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Data governance		
Number of respondents	*11*	*485*
Not occurring	18%	17%
Reactive	36%	41%
Proactive	36%	36%
Optimized	9%	6%
Estimate the level of maturity of the institution for: Data integrity		
Number of respondents	*12*	*487*
Not occurring	0%	4%
Reactive	33%	39%
Proactive	33%	45%
Optimized	33%	11%
Estimate the level of maturity of the institution for: Data literacy		
Number of respondents	*11*	*481*
Not occurring	9%	8%
Reactive	64%	56%
Proactive	18%	33%
Optimized	9%	2%
Estimate the level of maturity of the institution for: Data management		
Number of respondents	*12*	*481*
Not occurring	0%	3%
Reactive	25%	40%
Proactive	67%	51%
Optimized	8%	6%

Section 5. Maturity of the Data Environment

	HBCU Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Data privacy		
Number of respondents	*13*	*484*
Not occurring	0%	0%
Reactive	0%	17%
Proactive	38%	61%
Optimized	62%	21%
Estimate the level of maturity of the institution for: Data security		
Number of respondents	*13*	*482*
Not occurring	0%	1%
Reactive	8%	14%
Proactive	38%	60%
Optimized	54%	26%
Estimate the level of maturity of the institution for: Data use		
Number of respondents	*12*	*482*
Not occurring	0%	1%
Reactive	50%	43%
Proactive	33%	52%
Optimized	17%	4%
Estimate the level of maturity of the institution for: Decision support culture		
Number of respondents	*8*	*470*
Not occurring	13%	4%
Reactive	50%	43%
Proactive	38%	47%
Optimized	0%	6%
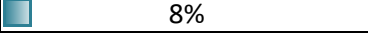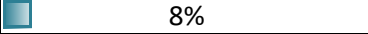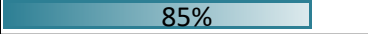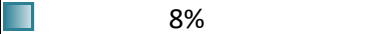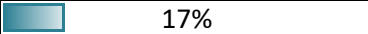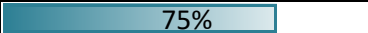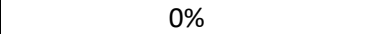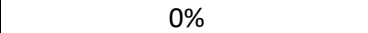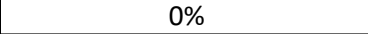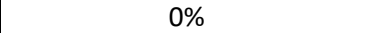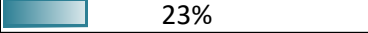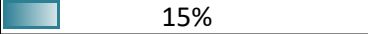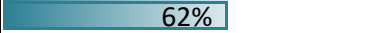
Section 5. Maturity of the Data Environment

	HBCU Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Effective communication of results/insights		
Number of respondents	*12*	*485*
Not occurring	17%	4%
Reactive	25%	46%
Proactive	58%	46%
Optimized	0%	5%

	HBCU Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Technology management		
Number of respondents	*11*	*448*
Not occurring	0%	3%
Reactive	36%	40%
Proactive	55%	47%
Optimized	9%	10%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Office contributes directly or indirectly to overall student success		
Number of respondents	*13*	*505*
Strongly / Moderately disagree	8%	2%
Neutral	8%	8%
Strongly / Moderately agree	85%	90%
Office contributes directly or indirectly to equitable student success		
Number of respondents	*12*	*495*
Strongly / Moderately disagree	8%	3%
Neutral	17%	15%
Strongly / Moderately agree	75%	82%
Office collaborates with colleagues across the institution in support of student success		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	0%	1%
Neutral	0%	3%
Strongly / Moderately agree	100%	96%
Office identifies factors that predict student success (e.g., retention rate, graduation rate, GPA)		
Number of respondents	*13*	*506*
Strongly / Moderately disagree	0%	4%
Neutral	0%	8%
Strongly / Moderately agree	100%	88%
Office evaluates the impact of programs and/or initiatives designed to increase student success		
Number of respondents	*13*	*505*
Strongly / Moderately disagree	23%	13%
Neutral	15%	15%
Strongly / Moderately agree	62%	72%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Office contributes to the institution's ability to identify students who need additional support		
Number of respondents	*13*	*507*
Strongly / Moderately disagree	15%	12%
Neutral	31%	17%
Strongly / Moderately agree	54%	71%
Office provides student success reporting disaggregated by student characteristics or background		
Number of respondents	*13*	*505*
Strongly / Moderately disagree	0%	6%
Neutral	0%	4%
Strongly / Moderately agree	100%	91%
Office offers evidence-based recommendations on how to increase student success		
Number of respondents	*13*	*505*
Strongly / Moderately disagree	8%	16%
Neutral	38%	22%
Strongly / Moderately agree	54%	62%
Breakdown of Office Work		
Number of respondents	*13*	*507*
% of Office work devoted to: Compliance reporting	23%	20%
% of Office work devoted to: Non-compliance reporting	14%	14%
% of Office work devoted to: Providing data and information for decision support	16%	19%
% of Office work devoted to: Institutional effectiveness activities	10%	9%
% of Office work devoted to: Assessment activities	8%	9%
% of Office work devoted to: Strategic planning activities	7%	8%
% of Office work devoted to: Accreditation activities	11%	9%
% of Office work devoted to: Analytics/business intelligence (BI) activities	4%	8%
% of Office work devoted to: Any/all other activities	7%	4%

	HBCU Institutions	All Other Institutions
Frequency that Office conducts projects: Quantitative research projects		
Number of respondents	*12*	*506*
Not in the past year	0%	7%
A few times a year	67%	36%
A few times a term	25%	25%
A few times a month	0%	19%
A few times a week	8%	13%
Frequency that Office conducts projects: Qualitative research projects		
Number of respondents	*12*	*504*
Not in the past year	33%	42%
A few times a year	50%	40%
A few times a term	17%	12%
A few times a month	0%	5%
A few times a week	0%	2%
Frequency that Office conducts projects: Predictive analytics		
Number of respondents	*12*	*501*
Not in the past year	50%	30%
A few times a year	33%	44%
A few times a term	17%	16%
A few times a month	0%	6%
A few times a week	0%	4%
Office staff member is involved with institution's data governance structure or committee		
Number of respondents	*8*	*378*
No	25%	10%
Yes	75%	90%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Office staff member serves as the institution's IPEDS Keyholder		
Number of respondents	*13*	*501*
No	8%	9%
Yes	92%	91%
Office staff member serves as institution's regional/national accreditor liaison officer		
Number of respondents	*13*	*491*
No	46%	65%
Yes	54%	35%
Degree to which software tool contributed to Office efficiency over past year: Assessment/accreditation planning tools		
Number of respondents	*11*	*327*
Not at all / Slight	45%	67%
Moderate	27%	12%
High / Very high	27%	22%
Degree to which software tool contributed to Office efficiency over past year: Professional survey software tools		
Number of respondents	*11*	*472*
Not at all / Slight	27%	21%
Moderate	0%	26%
High / Very high	73%	53%
Degree to which software tool contributed to Office efficiency over past year: Analytics tools		
Number of respondents	*9*	*461*
Not at all / Slight	33%	27%
Moderate	44%	20%
High / Very high	22%	53%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Degree to which software tool contributed to Office efficiency over past year: Query tools		
Number of respondents	*10*	*459*
Not at all / Slight	20%	14%
Moderate	10%	19%
High / Very high	70%	68%
Degree to which software tool contributed to Office efficiency over past year: Reporting/data visualization tools		
Number of respondents	*11*	*447*
Not at all / Slight	55%	21%
Moderate	18%	22%
High / Very high	27%	57%
Degree to which software tool contributed to Office efficiency over past year: Data warehouse tools		
Number of respondents	*6*	*359*
Not at all / Slight	17%	33%
Moderate	33%	17%
High / Very high	50%	51%
Degree to which unit utilized IR Office data and analytics products: Senior leadership offices		
Number of respondents	*13*	*507*
No / Low utilization	0%	7%
Moderate utilization	46%	24%
High /Very high utilization	54%	69%
Degree to which unit utilized IR Office data and analytics products: Academic colleges/departments		
Number of respondents	*13*	*507*
No / Low utilization	0%	7%
Moderate utilization	46%	34%
High /Very high utilization	54%	58%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Degree to which unit utilized IR Office data and analytics products: Academic support units		
Number of respondents	*13*	*507*
No / Low utilization	31%	33%
Moderate utilization	46%	42%
High /Very high utilization	23%	25%
Degree to which unit utilized IR Office data and analytics products: Advancement/external relations units		
Number of respondents	*13*	*502*
No / Low utilization	77%	57%
Moderate utilization	15%	33%
High /Very high utilization	8%	10%
Degree to which unit utilized IR Office data and analytics products: Athletics		
Number of respondents	*9*	*428*
No / Low utilization	56%	68%
Moderate utilization	44%	26%
High /Very high utilization	0%	7%
Degree to which unit utilized IR Office data and analytics products: Diversity, equity, inclusion units		
Number of respondents	*7*	*446*
No / Low utilization	43%	30%
Moderate utilization	57%	40%
High /Very high utilization	0%	29%
Degree to which unit utilized IR Office data and analytics products: Enrollment management units		
Number of respondents	*13*	*507*
No / Low utilization	23%	17%
Moderate utilization	23%	24%
High /Very high utilization	54%	59%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Degree to which unit utilized IR Office data and analytics products: External entities or organizations		
Number of respondents	*13*	*500*
No / Low utilization	15%	25%
Moderate utilization	38%	29%
High /Very high utilization	46%	45%
Degree to which unit utilized IR Office data and analytics products: Finance and business units		
Number of respondents	*13*	*506*
No / Low utilization	54%	41%
Moderate utilization	31%	35%
High /Very high utilization	15%	24%
Degree to which unit utilized IR Office data and analytics products: Other data and analytics units		
Number of respondents	*13*	*424*
No / Low utilization	8%	20%
Moderate utilization	38%	35%
High /Very high utilization	54%	46%
Degree to which unit utilized IR Office data and analytics products: Research units		
Number of respondents	*13*	*451*
No / Low utilization	31%	47%
Moderate utilization	62%	31%
High /Very high utilization	8%	22%
Degree to which unit utilized IR Office data and analytics products: Student health/wellness units		
Number of respondents	*11*	*469*
No / Low utilization	82%	84%
Moderate utilization	18%	13%
High /Very high utilization	0%	2%
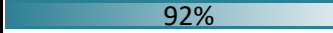
Section 6. Office Work

	HBCU Institutions	All Other Institutions
Degree to which unit utilized IR Office data and analytics products: Student involvement units		
Number of respondents	*12*	*477*
No / Low utilization	92%	79%
Moderate utilization	8%	17%
High /Very high utilization	0%	4%
Degree to which unit utilized IR Office data and analytics products: Student services/support		
Number of respondents	*13*	*507*
No / Low utilization	54%	32%
Moderate utilization	15%	44%
High /Very high utilization	31%	24%
Degree to which unit utilized IR Office data and analytics products: Technology-related units		
Number of respondents	*12*	*504*
No / Low utilization	75%	66%
Moderate utilization	8%	22%
High /Very high utilization	17%	12%
Degree to which unit utilized IR Office coaching services: Senior leadership offices		
Number of respondents	*13*	*503*
No / Low utilization	54%	41%
Moderate utilization	31%	29%
High /Very high utilization	15%	31%
Degree to which unit utilized IR Office coaching services: Academic colleges/departments		
Number of respondents	*13*	*503*
No / Low utilization	23%	35%
Moderate utilization	54%	38%
High /Very high utilization	23%	27%
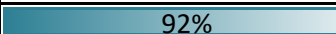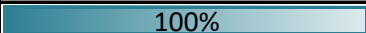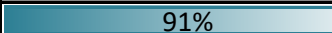
Section 6. Office Work

	HBCU Institutions	All Other Institutions
Degree to which unit utilized IR Office coaching services: Academic support units		
Number of respondents	*13*	*503*
No / Low utilization	69%	54%
Moderate utilization	31%	30%
High /Very high utilization	0%	15%
Degree to which unit utilized IR Office coaching services: Advancement/external relations units		
Number of respondents	*13*	*499*
No / Low utilization	92%	79%
Moderate utilization	8%	17%
High /Very high utilization	0%	5%
Degree to which unit utilized IR Office coaching services: Athletics		
Number of respondents	*9*	*431*
No / Low utilization	89%	85%
Moderate utilization	11%	10%
High /Very high utilization	0%	5%
Degree to which unit utilized IR Office coaching services: Diversity, equity, inclusion units		
Number of respondents	*7*	*448*
No / Low utilization	71%	58%
Moderate utilization	29%	26%
High /Very high utilization	0%	16%
Degree to which unit utilized IR Office coaching services: Enrollment management units		
Number of respondents	*13*	*503*
No / Low utilization	38%	42%
Moderate utilization	15%	28%
High /Very high utilization	46%	29%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Degree to which unit utilized IR Office coaching services: External entities or organizations		
Number of respondents	*13*	*496*
No / Low utilization	38%	76%
Moderate utilization	23%	14%
High /Very high utilization	38%	10%
Degree to which unit utilized IR Office coaching services: Finance and business units		
Number of respondents	*13*	*502*
No / Low utilization	77%	69%
Moderate utilization	15%	21%
High /Very high utilization	8%	10%
Degree to which unit utilized IR Office coaching services: Other data and analytics units		
Number of respondents	*13*	*431*
No / Low utilization	15%	47%
Moderate utilization	38%	29%
High /Very high utilization	46%	24%
Degree to which unit utilized IR Office coaching services: Research units		
Number of respondents	*12*	*454*
No / Low utilization	67%	72%
Moderate utilization	33%	18%
High /Very high utilization	0%	10%
Degree to which unit utilized IR Office coaching services: Student health/wellness units		
Number of respondents	*11*	*471*
No / Low utilization	91%	87%
Moderate utilization	9%	11%
High /Very high utilization	0%	3%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Degree to which unit utilized IR Office coaching services: Student involvement units		
Number of respondents	*12*	*474*
No / Low utilization	100%	81%
Moderate utilization	0%	15%
High /Very high utilization	0%	4%
Degree to which unit utilized IR Office coaching services: Student services/support		
Number of respondents	*13*	*503*
No / Low utilization	46%	56%
Moderate utilization	38%	32%
High /Very high utilization	15%	13%
Degree to which unit utilized IR Office coaching services: Technology-related units		
Number of respondents	*13*	*500*
No / Low utilization	77%	76%
Moderate utilization	15%	15%
High /Very high utilization	8%	9%
Office products and services are available to stakeholders in timely manner		
Number of respondents	*13*	*506*
Strongly / Moderately disagree	8%	4%
Neutral	0%	8%
Strongly / Moderately agree	92%	88%
Stakeholders are satisfied with the quality of Office products and services		
Number of respondents	*13*	*497*
Strongly / Moderately disagree	0%	3%
Neutral	0%	7%
Strongly / Moderately agree	100%	91%

Section 6. Office Work

	HBCU Institutions	All Other Institutions
Office products and services are valuable to stakeholders		
Number of respondents	*13*	*497*
Strongly / Moderately disagree	0%	1%
Neutral	0%	6%
Strongly / Moderately agree	100%	92%
Office products and services are used by stakeholders to make decisions		
Number of respondents	*12*	*496*
Strongly / Moderately disagree	8%	5%
Neutral	8%	11%
Strongly / Moderately agree	83%	84%
Stakeholders recommend Office products and services to other stakeholders		
Number of respondents	*10*	*446*
Strongly / Moderately disagree	0%	4%
Neutral	10%	13%
Strongly / Moderately agree	90%	83%