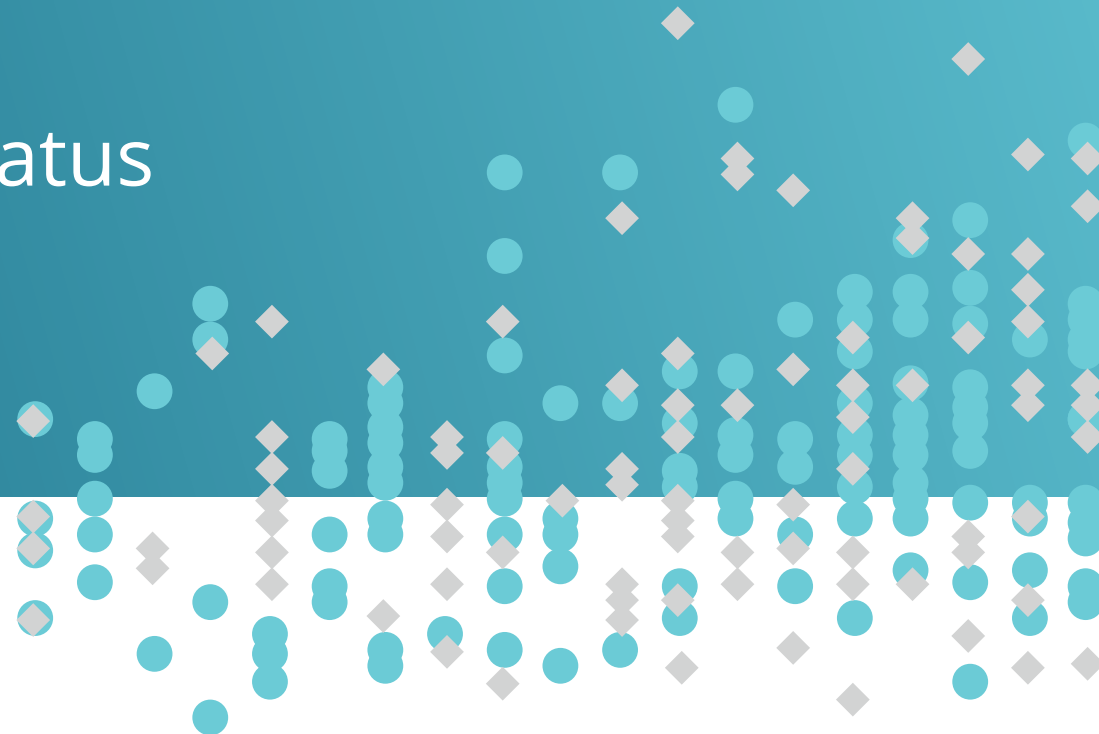# 2021 AIR National Survey of Institutional Research Offices

Survey Data Report
by Hispanic-Serving 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

	Hispanic-Serving Institutions	All Other Institutions
Where does your office primarily focus its attention?		
Number of respondents	*70*	*450*
Institution-level	90%	90%
Program-level	0%	1%
School/college-level	9%	8%
System/State/Corporate	1%	1%
Service Area of IR Office		
Number of respondents	*58*	*401*
Average number of institutions served	1.10	1.06
Average number of branch campuses	2.06	1.68
Average number of regional campuses	1.79	0.97
Current Division: Select the division where the office is currently located for reporting purposes.		
Number of respondents	*70*	*450*
President/Chief Executive Officer	23%	17%
Provost/Chief Academic Officer	47%	58%
Independent IR/IE/Planning division	6%	4%
Administration Services	0%	1%
Finance/Operations/Business	6%	5%
Development	0%	0%
Enrollment Management/Admissions	0%	3%
Human Resources	0%	0%
Information Technology (IT)	6%	4%
Other	13%	8%

Section 1: Office Structure

	Hispanic-Serving Institutions	All Other Institutions
Ideal Division: Select the division where the office should be located for reporting purposes.		
Number of respondents	*70*	*450*
President/Chief Executive Officer	43%	39%
Provost/Chief Academic Officer	24%	39%
Independent IR/IE/Planning division	16%	13%
Administration Services	1%	1%
Finance/Operations/Business	4%	2%
Enrollment Management/Admissions	0%	1%
Information Technology (IT)	3%	2%
Other	9%	3%

	Hispanic-Serving Institutions	All Other Institutions
Office Leader: Highest Degree Earned		
Number of respondents	*70*	*450*
Less than a Baccalaureate degree	0%	0%
Baccalaureate degree	0%	9%
Master's degree/Specialist	51%	47%
Doctoral degree	47%	44%
Don't know	1%	0%

	Hispanic-Serving Institutions	All Other Institutions
Office leader has completed an institutional research certificate program?		
Number of respondents	*63*	*437*
Office leader did not complete an IR certificate program	89%	89%
Office leader has completed an IR certificate program	11%	11%

	Hispanic-Serving Institutions	All Other Institutions
Office Leader: Work experience		
Number of respondents	*68*	*444*
Average number of years working in higher education	18.93	19.02
Average number of years working in IR/IE	11.87	12.04
Average number of years employed at this institution	8.25	11.98
Average number of years leading the Office at this institution	4.32	6.88

Section 1: Office Structure

	Hispanic-Serving Institutions	All Other Institutions
Office Leader: Age		
Number of respondents	*70*	*450*
Less than 30 years old	0%	1%
30 to 39 years old	24%	17%
40 to 49 years old	20%	29%
50 to 59 years old	37%	35%
60 to 69 years old	13%	16%
Don't know	4%	1%
70 years old or older	1%	1%
Office Leader: Gender identity		
Number of respondents	*70*	*450*
Woman	50%	54%
Man	46%	44%
Genderqueer or Non-binary	1%	0%
Prefer not to answer	1%	2%
Option not provided	1%	0%
Office Leader: Race/ethnicity		
Number of respondents	*70*	*450*
Black or African American	4%	4%
Asian	9%	5%
American Indian or Alaska Native	0%	0%
Hispanic or Latino/a	10%	3%
Native Hawaiian or other Pacific Islander	0%	0%
White	69%	84%
Bi/Multiracial	0%	1%
Did not disclose ethnicity	4%	0%
Prefer not to answer	3%	2%
Option not provided	1%	0%

Section 1: Office Structure

	Hispanic-Serving Institutions	All Other Institutions
Office leader is the institution's Chief Data Officer (or equivalent position)		
Number of respondents	*68*	*443*
Yes	25%	32%
No, but the institution has this position	15%	10%
No and the institution does not have this position	60%	58%
Office leader's relationship with President/CEO cabinet		
Number of respondents	*69*	*446*
Member of cabinet	27%	16%
Not a member but attends as needed	70%	83%
Not a member and does not attend	28%	47%
Cabinet does not exist	7%	3%
Office leader's relationship with Provost/CAO cabinet		
Number of respondents	*66*	*432*
Member of cabinet	43%	39%
Not a member but attends as needed	50%	58%
Not a member and does not attend	15%	21%
Cabinet does not exist	52%	62%

Section 2. Staffing the Office

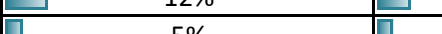|	Hispanic-Serving Institutions	All Other Institutions
Staff Roles in IR Offices		
Number of respondents	*67*	*429*
Percentage of offices with an Office Leader	96%	95%
Percentage of offices with an Assistant/Associate Director	26%	29%
Percentage of offices with Senior Analytical staff	33%	29%
Percentage of offices with Analytical staff	66%	52%
Percentage of offices with Technical staff	13%	14%
Percentage of offices with Administrative Support staff	27%	21%
Percentage of offices with Student staff	20%	16%
Average Staff FTE		
Number of respondents	*70*	*450*
Average Staff FTE	4.73	3.25
To meet current demand, what is your ideal staff FTE?	6.42	4.49
Office Leader: Headcount, FTE, Salary		
Number of respondents	*67*	*429*
Office Leader: Average Headcount	1.10	1.06
Office Leader: Average FTE	1.08	1.03
Office Leader: Average Annual Salary/Wage Expense	$ 115,503	$ 96,641
Assistant/Associate Directors: Headcount, FTE, Salary		
Number of respondents	*18*	*131*
Assistant/Associate Directors: Average Headcount	1.89	1.50
Assistant/Associate Directors: Average FTE	1.69	1.49
Assistant/Associate Directors: Average Annual Salary/Wage Expense	$ 88,337	$ 80,365

Section 2. Staffing the Office

	Hispanic-Serving Institutions	All Other Institutions
Senior Analytical Staff: Headcount, FTE, Salary		
Number of respondents	*23*	*132*
Senior Analytical Staff: Average Headcount	1.65	1.43
Senior Analytical Staff: Average FTE	1.61	1.39
Senior Analytical Staff: Average Annual Salary/Wage Expense	$ 82,444	$ 70,298
Analytical Staff: Headcount, FTE, Salary		
Number of respondents	*46*	*231*
Analytical Staff: Average Headcount	2.98	1.88
Analytical Staff: Average FTE	2.89	1.79
Analytical Staff: Average Annual Salary/Wage Expense	$ 70,727	$ 57,715
Technical Staff: Headcount, FTE, Salary		
Number of respondents	*10*	*64*
Technical Staff: Average Headcount	2.90	1.72
Technical Staff: Average FTE	2.59	1.66
Technical Staff: Average Annual Salary/Wage Expense	$ 83,625	$ 61,976
Administrative Support Staff: Headcount, FTE, Salary		
Number of respondents	*19*	*94*
Administrative Support Staff: Average Headcount	1.00	1.09
Administrative Support Staff: Average FTE	0.89	0.90
Administrative Support Staff: Average Annual Salary/Wage Expense	$ 47,446	$ 39,334
Student Staff: Headcount, FTE, Salary		
Number of respondents	*14*	*72*
Student Staff: Average Headcount	2.71	1.53
Student Staff: Average FTE	1.15	0.56
Student Staff: Average Annual Salary/Wage Expense	$ 14,708	$ 9,046
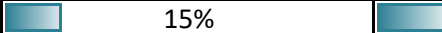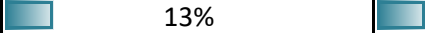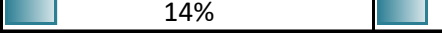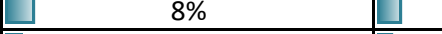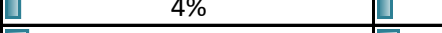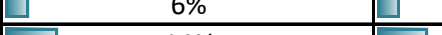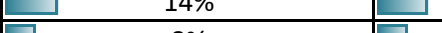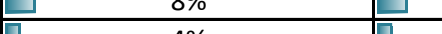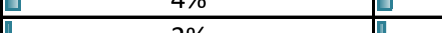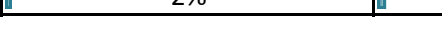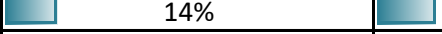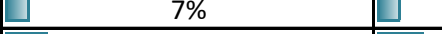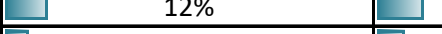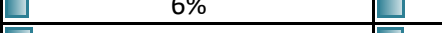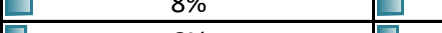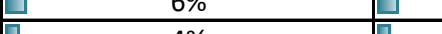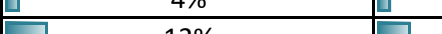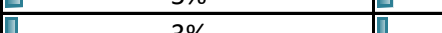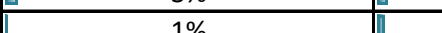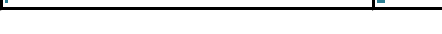
Section 2. Staffing the Office

	Hispanic-Serving Institutions	All Other Institutions
IR Office Staff: Gender Identity		
Number of respondents	*64*	*419*
Average Staff Headcount: Identify as Women	2.70	2.17
Average Staff Headcount: Identify as Men	2.02	1.31
Average Staff Headcount: Identify as Genderqueer or Non-binary	0.05	0.01
Average Staff Headcount: Identify as Agender	0.00	0.03
Average Staff Headcount: Don't know/did not disclose gender identity	0.05	0.11
Average Staff Headcount: Option not provided	0.28	0.14
IR Office Staff: Race/ethnicity		
Number of respondents	*64*	*419*
Average Staff Headcount: African American or Black	0.32	0.24
Average Staff Headcount: Asian	0.61	0.34
Average Staff Headcount: American Indian or Alaska Native	0.04	0.02
Average Staff Headcount: Hispanic or Latino/a	0.97	0.13
Average Staff Headcount: Native Hawaiian or Other Pacific Islander	0.00	0.00
Average Staff Headcount: White	2.46	2.41
Average Staff Headcount: Bi/Multiracial	0.11	0.05
Average Staff Headcount: Don't know/did not disclose ethnicity	0.32	0.20
Average Staff Headcount: Other/Option not given	0.14	0.05

Section 2. Staffing the Office

	Hispanic-Serving Institutions	All Other Institutions
Office Leader: Work Effort		
Number of respondents	*67*	*429*
% of work time spent on - Data collection and management	15%	19%
% of work time spent on - Basic analytics	13%	13%
% of work time spent on - Advanced analytics	6%	5%
% of work time spent on - Communication of information	14%	14%
% of work time spent on - Educating data users	8%	7%
% of work time spent on - Technology management	5%	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	14%	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	*18*	*131*
% of work time spent on - Data collection and management	24%	23%
% of work time spent on - Basic analytics	14%	16%
% of work time spent on - Advanced analytics	7%	6%
% of work time spent on - Communication of information	12%	13%
% of work time spent on - Educating data users	6%	7%
% of work time spent on - Technology management	8%	7%
% of work time spent on - Professional development	6%	6%
% of work time spent on - Office management	4%	4%
% of work time spent on - Attending meetings	12%	9%
% of work time spent on - Policy/governance/planning	5%	4%
% of work time spent on - Administrative activities	3%	3%
% of work time spent on - Other	1%	2%

Section 2. Staffing the Office

	Hispanic-Serving Institutions	All Other Institutions
Senior Analytical Staff: Work Effort		
Number of respondents	23	132
% of work time spent on - Data collection and management	20%	27%
% of work time spent on - Basic analytics	23%	19%
% of work time spent on - Advanced analytics	11%	9%
% of work time spent on - Communication of information	13%	12%
% of work time spent on - Educating data users	7%	6%
% of work time spent on - Technology management	7%	6%
% of work time spent on - Professional development	5%	5%
% of work time spent on - Office management	1%	1%
% of work time spent on - Attending meetings	8%	7%
% of work time spent on - Policy/governance/planning	3%	3%
% of work time spent on - Administrative activities	2%	1%
% of work time spent on - Other	1%	2%
Analytical Staff: Work Effort		
Number of respondents	46	231
% of work time spent on - Data collection and management	27%	31%
% of work time spent on - Basic analytics	25%	22%
% of work time spent on - Advanced analytics	7%	5%
% of work time spent on - Communication of information	9%	13%
% of work time spent on - Educating data users	5%	6%
% of work time spent on - Technology management	6%	5%
% of work time spent on - Professional development	6%	6%
% of work time spent on - Office management	1%	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	4%	2%

Section 2. Staffing the Office

	Hispanic-Serving Institutions	All Other Institutions
Technical Staff: Work Effort		
Number of respondents	*9*	*62*
% of work time spent on - Data collection and management	33%	28%
% of work time spent on - Basic analytics	12%	12%
% of work time spent on - Advanced analytics	3%	3%
% of work time spent on - Communication of information	3%	11%
% of work time spent on - Educating data users	3%	6%
% of work time spent on - Technology management	31%	22%
% of work time spent on - Professional development	5%	6%
% of work time spent on - Office management	1%	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	1%	1%
% of work time spent on - Other	0%	0%

	Hispanic-Serving Institutions	All Other Institutions
Administrative Support Staff: Work Effort		
Number of respondents	*19*	*94*
% of work time spent on - Data collection and management	9%	18%
% of work time spent on - Basic analytics	7%	6%
% of work time spent on - Advanced analytics	0%	0%
% of work time spent on - Communication of information	7%	10%
% of work time spent on - Educating data users	4%	3%
% of work time spent on - Technology management	2%	2%
% of work time spent on - Professional development	5%	5%
% of work time spent on - Office management	22%	12%
% of work time spent on - Attending meetings	6%	7%
% of work time spent on - Policy/governance/planning	2%	1%
% of work time spent on - Administrative activities	35%	32%
% of work time spent on - Other	0%	4%

Section 2. Staffing the Office

	Hispanic-Serving Institutions	All Other Institutions
Student Staff: Work Effort		
Number of respondents	*14*	*72*
% of work time spent on - Data collection and management	25%	34%
% of work time spent on - Basic analytics	27%	30%
% of work time spent on - Advanced analytics	3%	5%
% of work time spent on - Communication of information	20%	12%
% of work time spent on - Educating data users	1%	0%
% of work time spent on - Technology management	3%	2%
% of work time spent on - Professional development	6%	1%
% of work time spent on - Office management	2%	0%
% of work time spent on - Attending meetings	5%	2%
% of work time spent on - Policy/governance/planning	1%	0%
% of work time spent on - Administrative activities	2%	4%
% of work time spent on - Other	4%	7%
Office Leader: Professional Development		
Number of respondents	*60*	*392*
% of offices with staff participating in professional development	95%	96%
% of offices with staff participating in prof dev related to - Data management/governance	12%	17%
% of offices with staff participating in prof dev related to - Basic analytics	10%	9%
% of offices with staff participating in prof dev related to - Advanced analytics	12%	10%
% of offices with staff participating in prof dev related to - Software tools	16%	15%
% of offices with staff participating in prof dev related to - Data viz/communicating results	16%	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	10%	9%
% of offices with staff participating in prof dev related to - Other content	13%	10%

Section 2. Staffing the Office

	Hispanic-Serving Institutions	All Other Institutions
Assistant/Associate Directors: Professional Development		
Number of respondents	*18*	*123*
% of offices with staff participating in professional development	100%	96%
% of offices with staff participating in prof dev related to - Data management/governance	20%	14%
% of offices with staff participating in prof dev related to - Basic analytics	9%	11%
% of offices with staff participating in prof dev related to - Advanced analytics	13%	9%
% of offices with staff participating in prof dev related to - Software tools	21%	20%
% of offices with staff participating in prof dev related to - Data viz/communicating results	14%	16%
% 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	10%	12%
% of offices with staff participating in prof dev related to - Other content	6%	11%
Senior Analytical Staff: Professional Development		
Number of respondents	*22*	*123*
% of offices with staff participating in professional development	96%	97%
% of offices with staff participating in prof dev related to - Data management/governance	13%	15%
% of offices with staff participating in prof dev related to - Basic analytics	13%	14%
% of offices with staff participating in prof dev related to - Advanced analytics	16%	14%
% of offices with staff participating in prof dev related to - Software tools	24%	22%
% of offices with staff participating in prof dev related to - Data viz/communicating results	16%	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	12%	10%
% of offices with staff participating in prof dev related to - Other content	5%	6%

Section 2. Staffing the Office
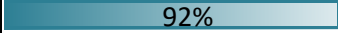
	Hispanic-Serving Institutions	All Other Institutions
Analytical Staff: Professional Development		
Number of respondents	*41*	*212*
% of offices with staff participating in professional development	93%	96%
% of offices with staff participating in prof dev related to - Data management/governance	10%	13%
% of offices with staff participating in prof dev related to - Basic analytics	18%	17%
% of offices with staff participating in prof dev related to - Advanced analytics	10%	9%
% of offices with staff participating in prof dev related to - Software tools	28%	22%
% of offices with staff participating in prof dev related to - Data viz/communicating results	17%	17%
% of offices with staff participating in prof dev related to - Leadership/management	2%	3%
% of offices with staff participating in prof dev related to - Technology-related content	11%	11%
% of offices with staff participating in prof dev related to - Other content	5%	8%
Technical Staff: Professional Development		
Number of respondents	*9*	*58*
% of offices with staff participating in professional development	100%	92%
% of offices with staff participating in prof dev related to - Data management/governance	20%	13%
% of offices with staff participating in prof dev related to - Basic analytics	4%	12%
% of offices with staff participating in prof dev related to - Advanced analytics	3%	3%
% of offices with staff participating in prof dev related to - Software tools	19%	26%
% of offices with staff participating in prof dev related to - Data viz/communicating results	4%	14%
% 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	43%	22%
% of offices with staff participating in prof dev related to - Other content	7%	5%

Section 2. Staffing the Office

	Hispanic-Serving Institutions	All Other Institutions
Administrative Support Staff: Professional Development		
Number of respondents	*11*	*59*
% of offices with staff participating in professional development	78%	71%
% of offices with staff participating in prof dev related to - Data management/governance	5%	7%
% of offices with staff participating in prof dev related to - Basic analytics	10%	13%
% 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	22%	17%
% of offices with staff participating in prof dev related to - Data viz/communicating results	11%	10%
% of offices with staff participating in prof dev related to - Leadership/management	13%	17%
% of offices with staff participating in prof dev related to - Technology-related content	12%	6%
% of offices with staff participating in prof dev related to - Other content	27%	29%
Student Staff: Professional Development		
Number of respondents	*9*	*27*
% of offices with staff participating in professional development	75%	42%
% of offices with staff participating in prof dev related to - Data management/governance	12%	7%
% of offices with staff participating in prof dev related to - Basic analytics	18%	21%
% of offices with staff participating in prof dev related to - Advanced analytics	9%	14%
% of offices with staff participating in prof dev related to - Software tools	22%	25%
% of offices with staff participating in prof dev related to - Data viz/communicating results	21%	14%
% of offices with staff participating in prof dev related to - Leadership/management	0%	0%
% of offices with staff participating in prof dev related to - Technology-related content	4%	5%
% of offices with staff participating in prof dev related to - Other content	14%	14%

Section 3. Evaluation of Office

	Hispanic-Serving Institutions	All Other Institutions
Office leader regularly assesses the Office to ensure goal attainment		
Number of respondents	*68*	*443*
Strongly / Moderately disagree	12%	6%
Neutral	9%	10%
Strongly / Moderately agree	79%	84%
Office leader uses evidence to inform decisions		
Number of respondents	*68*	*444*
Strongly / Moderately disagree	6%	3%
Neutral	4%	3%
Strongly / Moderately agree	90%	93%
Office leader empowers Office staff to contribute to the effectiveness of the office		
Number of respondents	*61*	*367*
Strongly / Moderately disagree	5%	4%
Neutral	3%	5%
Strongly / Moderately agree	92%	91%
Office has a positive work environment		
Number of respondents	*68*	*434*
Strongly / Moderately disagree	7%	5%
Neutral	7%	3%
Strongly / Moderately agree	85%	92%
Office is well managed		
Number of respondents	*68*	*430*
Strongly / Moderately disagree	9%	4%
Neutral	4%	6%
Strongly / Moderately agree	87%	90%
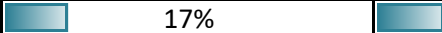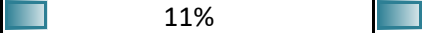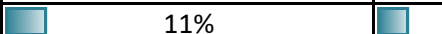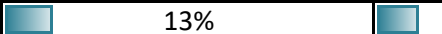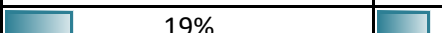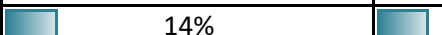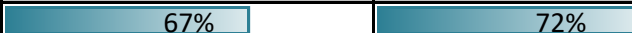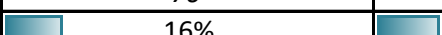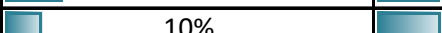
Section 3. Evaluation of Office

	Hispanic-Serving Institutions	All Other Institutions
Office mission is aligned with institutional mission		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	3%	2%
Neutral	3%	8%
Strongly / Moderately agree	94%	91%
Office mission statement is clearly articulated		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	6%	9%
Neutral	13%	16%
Strongly / Moderately agree	81%	75%
Office goals are clearly articulated		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	4%	8%
Neutral	11%	12%
Strongly / Moderately agree	84%	80%
Office policies and practices are clearly articulated		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	9%	9%
Neutral	16%	16%
Strongly / Moderately agree	76%	75%
Office grounds its work in appropriate theories and methodologies		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	4%	2%
Neutral	7%	6%
Strongly / Moderately agree	89%	91%

Section 3. Evaluation of Office

	Hispanic-Serving Institutions	All Other Institutions
Office supports analytics work conducted by other units		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	9%	5%
Neutral	9%	9%
Strongly / Moderately agree	83%	86%
Office is recognized for its institutional leadership in data and analytics		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	4%	6%
Neutral	9%	9%
Strongly / Moderately agree	87%	85%
Office has access to data necessary to produce its work		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	9%	7%
Neutral	13%	6%
Strongly / Moderately agree	79%	87%
Office staffing is adequate to meet institutional expectations		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	51%	48%
Neutral	9%	13%
Strongly / Moderately agree	40%	39%
Office space is adequate to meet institutional expectations		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	19%	14%
Neutral	10%	14%
Strongly / Moderately agree	71%	72%

Section 3. Evaluation of Office

	Hispanic-Serving Institutions	All Other Institutions
Office software is adequate to meet institutional expectations		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	17%	18%
Neutral	11%	12%
Strongly / Moderately agree	71%	70%
Office hardware is adequate to meet institutional expectations		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	11%	9%
Neutral	13%	11%
Strongly / Moderately agree	76%	80%
Office professional development/training opportunities are adequate to meet institutional expectations		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	19%	14%
Neutral	14%	14%
Strongly / Moderately agree	67%	72%
Support from institutional leadership is adequate to meet institutional expectations		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	16%	17%
Neutral	10%	17%
Strongly / Moderately agree	74%	66%
Staff produce quality work		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	3%	0%
Neutral	1%	2%
Strongly / Moderately agree	96%	98%
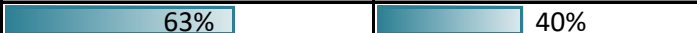
Section 3. Evaluation of Office

	Hispanic-Serving Institutions	All Other Institutions
Staff adhere to standards dictating ethical use of data		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	1%	0%
Neutral	0%	1%
Strongly / Moderately agree	99%	99%
Staff work efficiently		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	6%	2%
Neutral	11%	6%
Strongly / Moderately agree	83%	92%
Staff work effectively		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	6%	1%
Neutral	6%	4%
Strongly / Moderately agree	89%	95%
Staff employ good interpersonal relationship skills		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	1%	2%
Neutral	3%	3%
Strongly / Moderately agree	96%	96%
Staff effectively communicate results of their work		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	4%	1%
Neutral	9%	7%
Strongly / Moderately agree	87%	92%

Section 3. Evaluation of Office

	Hispanic-Serving Institutions	All Other Institutions
Staff work together as a team		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	1%	1%
Neutral	9%	12%
Strongly / Moderately agree	90%	87%
Staff work well individually		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	3%	0%
Neutral	0%	3%
Strongly / Moderately agree	97%	97%
Staff work to build relationships across the institution		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	3%	0%
Neutral	3%	5%
Strongly / Moderately agree	94%	94%
Staff continually work to improve their knowledge/skills		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	4%	2%
Neutral	9%	9%
Strongly / Moderately agree	87%	89%
Staff have appropriate educational background and/or training to perform their work		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	7%	2%
Neutral	13%	6%
Strongly / Moderately agree	80%	92%

Section 3. Evaluation of Office

	Hispanic-Serving Institutions	All Other Institutions
Staff serve as institutional experts in data and analytics		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	7%	3%
Neutral	4%	10%
Strongly / Moderately agree	89%	88%
Staff are paid competitive salaries		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	27%	34%
Neutral	31%	16%
Strongly / Moderately agree	41%	50%
Office can recruit talented staff		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	29%	17%
Neutral	16%	33%
Strongly / Moderately agree	56%	50%
Office can retain talented staff		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	14%	10%
Neutral	26%	26%
Strongly / Moderately agree	60%	64%
Office can recruit a diverse staff		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	11%	21%
Neutral	26%	39%
Strongly / Moderately agree	63%	40%

Section 3. Evaluation of Office

	Hispanic-Serving Institutions	All Other Institutions
Office can retain a diverse staff		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	10%	13%
Neutral	34%	46%
Strongly / Moderately agree	56%	41%
Office hiring practices align with institutional expectations		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	9%	4%
Neutral	14%	24%
Strongly / Moderately agree	77%	73%

Section 4. Data Use, Literacy, and Capacity

	Hispanic-Serving Institutions	All Other Institutions
Senior leaders use data and information for decision making		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	1%	5%
Neutral	6%	7%
Strongly / Moderately agree	93%	88%
Administrators use data and information for decision making		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	1%	4%
Neutral	9%	8%
Strongly / Moderately agree	90%	88%
Faculty use data and information for decision making		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	16%	15%
Neutral	21%	33%
Strongly / Moderately agree	63%	52%
Staff use data and information for decision making		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	13%	11%
Neutral	29%	28%
Strongly / Moderately agree	59%	60%
Students use data and information for decision making		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	40%	34%
Neutral	47%	52%
Strongly / Moderately agree	13%	13%

Section 4. Data Use, Literacy, and Capacity

	Hispanic-Serving Institutions	All Other Institutions
Senior leaders' data literacy levels are high		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	14%	14%
Neutral	11%	14%
Strongly / Moderately agree	74%	71%
Administrators' data literacy levels are high		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	14%	12%
Neutral	13%	19%
Strongly / Moderately agree	73%	70%
Faculty members' data literacy levels are high		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	24%	21%
Neutral	44%	35%
Strongly / Moderately agree	31%	44%
Staff members' data literacy levels are high		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	34%	28%
Neutral	33%	37%
Strongly / Moderately agree	33%	35%
Students' data literacy levels are high		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	43%	38%
Neutral	49%	52%
Strongly / Moderately agree	9%	10%

	Hispanic-Serving 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	*70*	*450*
Strongly / Moderately disagree	47%	47%
Neutral	14%	17%
Strongly / Moderately agree	39%	37%
There is sufficient capacity within the Office to meet stakeholders' needs for data and information for decision making		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	53%	47%
Neutral	11%	13%
Strongly / Moderately agree	36%	40%
Office provides educational opportunities or coaching to enhance the data literacy of institutional stakeholders		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	19%	27%
Neutral	26%	25%
Strongly / Moderately agree	56%	48%
Data collected by different offices are integrated to present a comprehensive picture of institutional performance		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	36%	36%
Neutral	27%	19%
Strongly / Moderately agree	37%	46%
Data are typically viewed as reliable for decision making		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	10%	8%
Neutral	16%	13%
Strongly / Moderately agree	74%	79%

Section 4. Data Use, Literacy, and Capacity

	Hispanic-Serving Institutions	All Other Institutions
Reports are shared widely regardless of whether they reflect "good news" or "bad news"		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	11%	19%
Neutral	17%	18%
Strongly / Moderately agree	71%	63%
Data and information are widely accessible across the institution		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	13%	19%
Neutral	14%	23%
Strongly / Moderately agree	73%	58%
Institutional leadership models the importance of using data and information to make decisions		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	10%	13%
Neutral	21%	18%
Strongly / Moderately agree	69%	68%

Section 5. Maturity of the Data Environment

	Hispanic-Serving Institutions	All Other Institutions
Estimate the level of maturity of the Office for: Advanced analytics (e.g., predictive, prescriptive)		
Number of respondents	*67*	*440*
Not occurring	18%	24%
Reactive	52%	40%
Proactive	22%	31%
Optimized	7%	5%
Estimate the level of maturity of the Office for: Basic analytics (e.g., descriptive statistics)		
Number of respondents	*68*	*444*
Not occurring	0%	0%
Reactive	13%	9%
Proactive	41%	51%
Optimized	46%	40%
Estimate the level of maturity of the Office for: Data ethics		
Number of respondents	*63*	*438*
Not occurring	2%	3%
Reactive	6%	9%
Proactive	40%	42%
Optimized	52%	47%
Estimate the level of maturity of the Office for: Data management		
Number of respondents	*68*	*446*
Not occurring	3%	2%
Reactive	29%	20%
Proactive	47%	56%
Optimized	21%	22%

Section 5. Maturity of the Data Environment

	Hispanic-Serving Institutions	All Other Institutions
Estimate the level of maturity of the Office for: Data visualization		
Number of respondents	*67*	*446*
Not occurring	3%	7%
Reactive	16%	30%
Proactive	61%	50%
Optimized	19%	13%
Estimate the level of maturity of the Office for: Effective communication of results/insights		
Number of respondents	*68*	*447*
Not occurring	3%	1%
Reactive	21%	25%
Proactive	68%	57%
Optimized	9%	17%
Estimate the level of maturity of the Office for: Managing project/data requests		
Number of respondents	*68*	*447*
Not occurring	1%	0%
Reactive	26%	24%
Proactive	47%	47%
Optimized	25%	29%
Estimate the level of maturity of the Office for: Technology management		
Number of respondents	*62*	*430*
Not occurring	6%	6%
Reactive	32%	32%
Proactive	47%	47%
Optimized	15%	15%

Section 5. Maturity of the Data Environment

	Hispanic-Serving Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Change management		
Number of respondents	62	412
Not occurring	6%	7%
Reactive	63%	58%
Proactive	29%	33%
Optimized	2%	3%
Estimate the level of maturity of the institution for: Data access		
Number of respondents	66	438
Not occurring	2%	2%
Reactive	55%	52%
Proactive	32%	39%
Optimized	12%	8%
Estimate the level of maturity of the institution for: Data capacity		
Number of respondents	62	417
Not occurring	3%	2%
Reactive	50%	53%
Proactive	39%	39%
Optimized	8%	6%
Estimate the level of maturity of the institution for: Data ethics		
Number of respondents	63	417
Not occurring	2%	4%
Reactive	35%	30%
Proactive	52%	50%
Optimized	11%	16%

Section 5. Maturity of the Data Environment

	Hispanic-Serving Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Data governance		
Number of respondents	*66*	*430*
Not occurring	26%	16%
Reactive	35%	42%
Proactive	35%	36%
Optimized	5%	7%
Estimate the level of maturity of the institution for: Data integrity		
Number of respondents	*65*	*434*
Not occurring	8%	4%
Reactive	38%	39%
Proactive	43%	45%
Optimized	11%	12%
Estimate the level of maturity of the institution for: Data literacy		
Number of respondents	*65*	*427*
Not occurring	3%	9%
Reactive	62%	55%
Proactive	34%	33%
Optimized	2%	3%
Estimate the level of maturity of the institution for: Data management		
Number of respondents	*64*	*429*
Not occurring	2%	3%
Reactive	39%	40%
Proactive	55%	51%
Optimized	5%	6%

Section 5. Maturity of the Data Environment

	Hispanic-Serving Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Data privacy		
Number of respondents	*65*	*432*
Not occurring	0%	0%
Reactive	15%	17%
Proactive	62%	61%
Optimized	23%	22%
Estimate the level of maturity of the institution for: Data security		
Number of respondents	*66*	*429*
Not occurring	0%	1%
Reactive	12%	14%
Proactive	59%	59%
Optimized	29%	26%
Estimate the level of maturity of the institution for: Data use		
Number of respondents	*66*	*428*
Not occurring	0%	1%
Reactive	44%	43%
Proactive	52%	52%
Optimized	5%	4%
Estimate the level of maturity of the institution for: Decision support culture		
Number of respondents	*67*	*411*
Not occurring	1%	5%
Reactive	43%	44%
Proactive	48%	46%
Optimized	7%	5%

Section 5. Maturity of the Data Environment

	Hispanic-Serving Institutions	All Other Institutions
Estimate the level of maturity of the institution for: Effective communication of results/insights		
Number of respondents	*67*	*430*
Not occurring	4%	4%
Reactive	40%	46%
Proactive	49%	46%
Optimized	6%	4%
Estimate the level of maturity of the institution for: Technology management		
Number of respondents	*60*	*399*
Not occurring	3%	3%
Reactive	40%	40%
Proactive	43%	48%
Optimized	13%	10%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Office contributes directly or indirectly to overall student success		
Number of respondents	*70*	*448*
Strongly / Moderately disagree	0%	2%
Neutral	10%	7%
Strongly / Moderately agree	90%	90%
Office contributes directly or indirectly to equitable student success		
Number of respondents	*70*	*437*
Strongly / Moderately disagree	3%	3%
Neutral	13%	16%
Strongly / Moderately agree	84%	81%
Office collaborates with colleagues across the institution in support of student success		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	0%	1%
Neutral	3%	3%
Strongly / Moderately agree	97%	96%
Office identifies factors that predict student success (e.g., retention rate, graduation rate, GPA)		
Number of respondents	*69*	*450*
Strongly / Moderately disagree	9%	3%
Neutral	7%	8%
Strongly / Moderately agree	84%	89%
Office evaluates the impact of programs and/or initiatives designed to increase student success		
Number of respondents	*70*	*448*
Strongly / Moderately disagree	11%	13%
Neutral	16%	15%
Strongly / Moderately agree	73%	71%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Office contributes to the institution's ability to identify students who need additional support		
Number of respondents	*70*	*450*
Strongly / Moderately disagree	10%	13%
Neutral	17%	17%
Strongly / Moderately agree	73%	70%
Office provides student success reporting disaggregated by student characteristics or background		
Number of respondents	*69*	*449*
Strongly / Moderately disagree	3%	6%
Neutral	3%	4%
Strongly / Moderately agree	94%	91%
Office offers evidence-based recommendations on how to increase student success		
Number of respondents	*69*	*449*
Strongly / Moderately disagree	9%	17%
Neutral	17%	23%
Strongly / Moderately agree	74%	60%
Breakdown of Office Work		
Number of respondents	*70*	*450*
% of Office work devoted to: Compliance reporting	19%	20%
% of Office work devoted to: Non-compliance reporting	13%	15%
% of Office work devoted to: Providing data and information for decision support	18%	19%
% of Office work devoted to: Institutional effectiveness activities	10%	9%
% of Office work devoted to: Assessment activities	10%	9%
% of Office work devoted to: Strategic planning activities	9%	7%
% of Office work devoted to: Accreditation activities	10%	9%
% of Office work devoted to: Analytics/business intelligence (BI) activities	9%	8%
% of Office work devoted to: Any/all other activities	3%	4%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Frequency that Office conducts projects: Quantitative research projects		
Number of respondents	*70*	*448*
Not in the past year	10%	6%
A few times a year	30%	38%
A few times a term	31%	23%
A few times a month	23%	18%
A few times a week	6%	14%
Frequency that Office conducts projects: Qualitative research projects		
Number of respondents	*69*	*447*
Not in the past year	35%	43%
A few times a year	43%	40%
A few times a term	13%	11%
A few times a month	6%	4%
A few times a week	3%	1%
Frequency that Office conducts projects: Predictive analytics		
Number of respondents	*68*	*445*
Not in the past year	31%	30%
A few times a year	40%	45%
A few times a term	15%	16%
A few times a month	9%	5%
A few times a week	6%	4%
Office staff member is involved with institution's data governance structure or committee		
Number of respondents	*52*	*334*
No	10%	10%
Yes	90%	90%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Office staff member serves as the institution's IPEDS Keyholder		
Number of respondents	*67*	*447*
No	18%	8%
Yes	82%	92%
Office staff member serves as institution's regional/national accreditor liaison officer		
Number of respondents	*66*	*438*
No	64%	65%
Yes	36%	35%
Degree to which software tool contributed to Office efficiency over past year: Assessment/accreditation planning tools		
Number of respondents	*47*	*291*
Not at all / Slight	66%	66%
Moderate	17%	11%
High / Very high	17%	23%
Degree to which software tool contributed to Office efficiency over past year: Professional survey software tools		
Number of respondents	*66*	*417*
Not at all / Slight	21%	22%
Moderate	26%	25%
High / Very high	53%	53%
Degree to which software tool contributed to Office efficiency over past year: Analytics tools		
Number of respondents	*63*	*407*
Not at all / Slight	17%	29%
Moderate	21%	21%
High / Very high	62%	51%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Degree to which software tool contributed to Office efficiency over past year: Query tools		
Number of respondents	*61*	*408*
Not at all / Slight	16%	14%
Moderate	13%	19%
High / Very high	70%	67%
Degree to which software tool contributed to Office efficiency over past year: Reporting/data visualization tools		
Number of respondents	*68*	*390*
Not at all / Slight	12%	24%
Moderate	19%	22%
High / Very high	69%	54%
Degree to which software tool contributed to Office efficiency over past year: Data warehouse tools		
Number of respondents	*46*	*319*
Not at all / Slight	26%	33%
Moderate	17%	17%
High / Very high	57%	50%
Degree to which unit utilized IR Office data and analytics products: Senior leadership offices		
Number of respondents	*70*	*450*
No / Low utilization	6%	7%
Moderate utilization	21%	25%
High /Very high utilization	73%	68%
Degree to which unit utilized IR Office data and analytics products: Academic colleges/departments		
Number of respondents	*70*	*450*
No / Low utilization	7%	7%
Moderate utilization	27%	36%
High /Very high utilization	66%	57%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Degree to which unit utilized IR Office data and analytics products: Academic support units		
Number of respondents	*70*	*450*
No / Low utilization	30%	34%
Moderate utilization	43%	42%
High /Very high utilization	27%	25%
Degree to which unit utilized IR Office data and analytics products: Advancement/external relations units		
Number of respondents	*67*	*448*
No / Low utilization	45%	59%
Moderate utilization	42%	31%
High /Very high utilization	13%	9%
Degree to which unit utilized IR Office data and analytics products: Athletics		
Number of respondents	*56*	*381*
No / Low utilization	70%	67%
Moderate utilization	27%	26%
High /Very high utilization	4%	7%
Degree to which unit utilized IR Office data and analytics products: Diversity, equity, inclusion units		
Number of respondents	*60*	*393*
No / Low utilization	27%	31%
Moderate utilization	40%	40%
High /Very high utilization	33%	28%
Degree to which unit utilized IR Office data and analytics products: Enrollment management units		
Number of respondents	*70*	*450*
No / Low utilization	14%	18%
Moderate utilization	19%	25%
High /Very high utilization	67%	57%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Degree to which unit utilized IR Office data and analytics products: External entities or organizations		
Number of respondents	*69*	*444*
No / Low utilization	32%	24%
Moderate utilization	20%	31%
High /Very high utilization	48%	45%
Degree to which unit utilized IR Office data and analytics products: Finance and business units		
Number of respondents	*70*	*449*
No / Low utilization	39%	41%
Moderate utilization	39%	35%
High /Very high utilization	23%	24%
Degree to which unit utilized IR Office data and analytics products: Other data and analytics units		
Number of respondents	*60*	*377*
No / Low utilization	10%	21%
Moderate utilization	43%	33%
High /Very high utilization	47%	46%
Degree to which unit utilized IR Office data and analytics products: Research units		
Number of respondents	*62*	*402*
No / Low utilization	34%	48%
Moderate utilization	29%	32%
High /Very high utilization	37%	19%
Degree to which unit utilized IR Office data and analytics products: Student health/wellness units		
Number of respondents	*62*	*418*
No / Low utilization	79%	85%
Moderate utilization	16%	13%
High /Very high utilization	5%	2%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Degree to which unit utilized IR Office data and analytics products: Student involvement units		
Number of respondents	*65*	*424*
No / Low utilization	80%	79%
Moderate utilization	15%	17%
High /Very high utilization	5%	4%
Degree to which unit utilized IR Office data and analytics products: Student services/support		
Number of respondents	*70*	*450*
No / Low utilization	30%	33%
Moderate utilization	41%	43%
High /Very high utilization	29%	24%
Degree to which unit utilized IR Office data and analytics products: Technology-related units		
Number of respondents	*69*	*447*
No / Low utilization	72%	66%
Moderate utilization	19%	22%
High /Very high utilization	9%	12%
Degree to which unit utilized IR Office coaching services: Senior leadership offices		
Number of respondents	*69*	*447*
No / Low utilization	33%	42%
Moderate utilization	35%	28%
High /Very high utilization	32%	30%
Degree to which unit utilized IR Office coaching services: Academic colleges/departments		
Number of respondents	*69*	*447*
No / Low utilization	33%	35%
Moderate utilization	38%	38%
High /Very high utilization	29%	27%
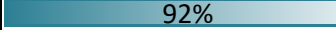
Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Degree to which unit utilized IR Office coaching services: Academic support units		
Number of respondents	*69*	*447*
No / Low utilization	45%	56%
Moderate utilization	41%	29%
High /Very high utilization	14%	15%
Degree to which unit utilized IR Office coaching services: Advancement/external relations units		
Number of respondents	*67*	*445*
No / Low utilization	72%	80%
Moderate utilization	22%	16%
High /Very high utilization	6%	4%
Degree to which unit utilized IR Office coaching services: Athletics		
Number of respondents	*57*	*383*
No / Low utilization	86%	85%
Moderate utilization	11%	10%
High /Very high utilization	4%	5%
Degree to which unit utilized IR Office coaching services: Diversity, equity, inclusion units		
Number of respondents	*61*	*394*
No / Low utilization	54%	59%
Moderate utilization	26%	26%
High /Very high utilization	20%	15%
Degree to which unit utilized IR Office coaching services: Enrollment management units		
Number of respondents	*69*	*447*
No / Low utilization	38%	43%
Moderate utilization	23%	29%
High /Very high utilization	39%	28%

	Hispanic-Serving Institutions	All Other Institutions
Degree to which unit utilized IR Office coaching services: External entities or organizations		
Number of respondents	*68*	*441*
No / Low utilization	78%	75%
Moderate utilization	13%	14%
High /Very high utilization	9%	11%
Degree to which unit utilized IR Office coaching services: Finance and business units		
Number of respondents	*69*	*446*
No / Low utilization	70%	69%
Moderate utilization	23%	21%
High /Very high utilization	7%	10%
Degree to which unit utilized IR Office coaching services: Other data and analytics units		
Number of respondents	*62*	*382*
No / Low utilization	44%	47%
Moderate utilization	29%	30%
High /Very high utilization	27%	24%
Degree to which unit utilized IR Office coaching services: Research units		
Number of respondents	*63*	*403*
No / Low utilization	65%	73%
Moderate utilization	19%	19%
High /Very high utilization	16%	8%
Degree to which unit utilized IR Office coaching services: Student health/wellness units		
Number of respondents	*62*	*420*
No / Low utilization	87%	87%
Moderate utilization	8%	11%
High /Very high utilization	5%	2%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Degree to which unit utilized IR Office coaching services: Student involvement units		
Number of respondents	*64*	*422*
No / Low utilization	80%	82%
Moderate utilization	16%	14%
High /Very high utilization	5%	4%
Degree to which unit utilized IR Office coaching services: Student services/support		
Number of respondents	*69*	*447*
No / Low utilization	55%	56%
Moderate utilization	35%	31%
High /Very high utilization	10%	13%
Degree to which unit utilized IR Office coaching services: Technology-related units		
Number of respondents	*68*	*445*
No / Low utilization	75%	76%
Moderate utilization	16%	15%
High /Very high utilization	9%	9%
Office products and services are available to stakeholders in timely manner		
Number of respondents	*70*	*449*
Strongly / Moderately disagree	7%	4%
Neutral	11%	7%
Strongly / Moderately agree	81%	89%
Stakeholders are satisfied with the quality of Office products and services		
Number of respondents	*69*	*441*
Strongly / Moderately disagree	7%	2%
Neutral	9%	6%
Strongly / Moderately agree	84%	92%

Section 6. Office Work

	Hispanic-Serving Institutions	All Other Institutions
Office products and services are valuable to stakeholders		
Number of respondents	*70*	*440*
Strongly / Moderately disagree	1%	1%
Neutral	6%	6%
Strongly / Moderately agree	93%	93%
Office products and services are used by stakeholders to make decisions		
Number of respondents	*69*	*439*
Strongly / Moderately disagree	9%	4%
Neutral	7%	12%
Strongly / Moderately agree	84%	84%
Stakeholders recommend Office products and services to other stakeholders		
Number of respondents	*64*	*392*
Strongly / Moderately disagree	5%	4%
Neutral	14%	13%
Strongly / Moderately agree	81%	83%