

2021 AIR National Survey of Institutional Research Offices

Longitudinal Survey Data Report



ASSOCIATION
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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).

Longitudinal Comparisons

All Institutions 2021 vs. 2018: There were 543 institutions participate in the 2018 AIR National Survey of IR Offices. Those data were aggregated and compared against the 520 completed responses for the 2021 AIR National Survey.

Common Institutions 2021 vs. 2018: There were 259 institutions who responded to both the 2018 and 2021 AIR National Surveys of IR Offices. Those data were aggregated and compared.

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

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Where does your office primarily focus its attention?					
	<i>Number of respondents</i>	520	543	259	259
Institution-level		90%	88%	95%	90%
Program-level		1%	3%	0%	2%
School/college-level		8%	8%	4%	8%
System/State/Corporate		1%	1%	0%	0%

Service Area of IR Office					
	<i>Number of respondents</i>	459	477	236	226
Average number of institutions served		1.07	1.08	1.08	1.05
Average number of branch campuses		1.74	3.13	1.59	2.80
Average number of regional campuses		1.05	2.97	1.10	2.66

Current Division: Select the division where the office is currently located for reporting purposes.					
	<i>Number of respondents</i>	520	493	226	238
President/Chief Executive Officer		18%	19%	14%	17%
Provost/Chief Academic Officer		56%	54%	60%	56%
Independent IR/IE/Planning division		5%	7%	3%	7%
Administration Services		1%	2%	1%	2%
Finance/Operations/Business		5%	5%	6%	6%
Development		0%	0%	0%	0%
Enrollment Management/Admissions		3%	3%	3%	4%
Human Resources		0%	0%	0%	0%
Information Technology (IT)		4%	4%	4%	4%
Other		8%	5%	9%	4%

Section 1: Office Structure

	All Institutions		Common Institutions	
	2021	2018	2021	2018
<i>Number of respondents</i>	520	543	259	259
President/Chief Executive Officer	40%	39%	37%	37%
Provost/Chief Academic Officer	37%	38%	41%	40%
Independent IR/IE/Planning division	13%	14%	11%	14%
Administration Services	1%	1%	2%	2%
Finance/Operations/Business	2%	2%	3%	3%
Enrollment Management/Admissions	1%	1%	1%	1%
Information Technology (IT)	2%	2%	2%	2%
Other	3%	4%	4%	2%

<i>Number of respondents</i>	520	543	258	259
Less than a Baccalaureate degree	0%	0%	0%	0%
Baccalaureate degree	8%	8%	8%	9%
Master's degree/Specialist	47%	44%	45%	43%
Doctoral degree	44%	48%	47%	47%
Don't know	1%	1%	0%	0%

<i>Number of respondents</i>	500	525	251	254
Office leader did not complete an IR certificate program	89%	91%	91%	91%
Office leader has completed an IR certificate program	11%	9%	9%	7%

<i>Number of respondents</i>	512	534	255	256
Average number of years working in higher education	19.01	17.78	19.16	18.02
Average number of years working in IR/IE	12.02	11.41	12.74	11.67
Average number of years employed at this institution	11.48	10.42	12.02	10.92
Average number of years leading the Office at this institution	6.54	6.12	7.21	6.17

Section 1: Office Structure

	All Institutions		Common Institutions	
	2021	2018	2021	2018
<i>Number of respondents</i>	520	543	255	262
Less than 30 years old	1%	3%	1%	2%
30 to 39 years old	18%	19%	18%	2%
40 to 49 years old	28%	31%	27%	21%
50 to 59 years old	36%	30%	37%	30%
60 to 69 years old	15%	13%	17%	31%
Don't know	2%	2%	0%	1%
70 years old or older	1%	2%	0%	14%

	All Institutions	Common Institutions
<i>Number of respondents</i>	520	259
Woman	54%	53%
Man	44%	44%
Genderqueer or Non-binary	0%	0%
Prefer not to answer	2%	2%
Option not provided	0%	0%

	All Institutions	Common Institutions
<i>Number of respondents</i>	520	259
Black or African American	4%	3%
Asian	5%	4%
American Indian or Alaska Native	0%	0%
Hispanic or Latino/a	4%	4%
Native Hawaiian or other Pacific Islander	0%	0%
White	82%	84%
Bi/Multiracial	1%	1%
Did not disclose ethnicity	1%	0%
Prefer not to answer	2%	3%
Option not provided	1%	1%

Section 1: Office Structure

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Office leader is the institution's Chief Data Officer (or equivalent position)				
<i>Number of respondents</i>	511	532	255	255
Yes	31%	38%	31%	35%
No, but the institution has this position	11%	6%	10%	7%
No and the institution does not have this position	58%	56%	58%	59%

Office leader's relationship with President/CEO cabinet				
<i>Number of respondents</i>	515	532	256	256
Member of cabinet	17%	17%	13%	14%
Not a member but attends as needed	81%	38%	39%	38%
Not a member and does not attend	44%	43%	48%	45%
Cabinet does not exist	3%	2%	1%	2%

Office leader's relationship with Provost/CAO cabinet				
<i>Number of respondents</i>	498	515	248	248
Member of cabinet	40%	31%	31%	27%
Not a member but attends as needed	57%	27%	23%	29%
Not a member and does not attend	20%	19%	25%	21%
Cabinet does not exist	61%	23%	22%	23%

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Staff Roles in IR Offices				
<i>Number of respondents</i>	496	543	248	248
Percentage of offices with an Office Leader	95%	95%	96%	94%
Percentage of offices with an Assistant/Associate Director	29%	26%	34%	25%
Percentage of offices with Senior Analytical staff	30%	N/A	31%	N/A
Percentage of offices with Analytical staff	53%	63%	55%	64%
Percentage of offices with Technical staff	14%	20%	17%	20%
Percentage of offices with Administrative Support staff	22%	27%	22%	27%
Percentage of offices with Student staff	17%	27%	19%	28%

Average Staff FTE				
<i>Number of respondents</i>	520	543	259	259
Average Staff FTE	3.45	3.85	3.83	4.03
To meet current demand, what is your ideal staff FTE?	4.75	N/A	5.22	N/A

Office Leader: Headcount, FTE, Salary				
<i>Number of respondents</i>	496	517	248	244
Office Leader: Average Headcount	1.07	1.06	1.06	1.09
Office Leader: Average FTE	1.04	1.03	1.03	1.03
Office Leader: Average Annual Salary/Wage Expense	\$ 99,180	N/A	\$ 103,608	N/A

Assistant/Associate Directors: Headcount, FTE, Salary				
<i>Number of respondents</i>	149	139	89	65
Assistant/Associate Directors: Average Headcount	1.54	1.53	1.62	1.63
Assistant/Associate Directors: Average FTE	1.51	1.48	1.58	1.60
Assistant/Associate Directors: Average Annual Salary/Wage Expense	\$ 81,127	N/A	\$ 80,228	N/A

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Senior Analytical Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	155	N/A	81	N/A
Senior Analytical Staff: Average Headcount	1.46	N/A	1.53	N/A
Senior Analytical Staff: Average FTE	1.42	N/A	1.48	N/A
Senior Analytical Staff: Average Annual Salary/Wage Expense	\$ 72,070	N/A	\$ 73,124	N/A
Analytical Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	277	343	143	167
Analytical Staff: Average Headcount	2.06	2.48	2.16	2.62
Analytical Staff: Average FTE	1.97	2.47	2.08	2.72
Analytical Staff: Average Annual Salary/Wage Expense	\$ 59,851	N/A	\$ 60,937	N/A
Technical Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	74	108	45	51
Technical Staff: Average Headcount	1.88	1.81	2.02	2.06
Technical Staff: Average FTE	1.79	1.72	1.97	1.97
Technical Staff: Average Annual Salary/Wage Expense	\$ 64,523	N/A	\$ 66,269	N/A
Administrative Support Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	113	148	57	70
Administrative Support Staff: Average Headcount	1.07	1.20	1.11	1.20
Administrative Support Staff: Average FTE	0.90	1.03	0.95	1.04
Administrative Support Staff: Average Annual Salary/Wage Expense	\$ 40,686	N/A	\$ 43,045	N/A
Student Staff: Headcount, FTE, Salary				
<i>Number of respondents</i>	86	145	50	73
Student Staff: Average Headcount	1.72	2.04	1.86	1.79
Student Staff: Average FTE	0.66	1.14	0.73	0.82
Student Staff: Average Annual Salary/Wage Expense	\$ 10,050	N/A	\$ 10,888	N/A

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
IR Office Staff: Gender Identity				
<i>Number of respondents</i>	483	N/A	243	N/A
Average Staff Headcount: Identify as Women	2.24	N/A	2.65	N/A
Average Staff Headcount: Identify as Men	1.41	N/A	1.55	N/A
Average Staff Headcount: Identify as Genderqueer or Non-binary	0.01	N/A	0.01	N/A
Average Staff Headcount: Identify as Agender	0.02	N/A	0.05	N/A
Average Staff Headcount: Don't know/did not disclose gender identity	0.10	N/A	0.11	N/A
Average Staff Headcount: Option not provided	0.16	N/A	0.15	N/A

























IR Office Staff: Race/ethnicity				
<i>Number of respondents</i>	483	N/A	243	N/A
Average Staff Headcount: African American or Black	0.25	N/A	0.24	N/A
Average Staff Headcount: Asian	0.37	N/A	0.40	N/A
Average Staff Headcount: American Indian or Alaska Native	0.02	N/A	0.02	N/A
Average Staff Headcount: Hispanic or Latino/a	0.24	N/A	0.32	N/A
Average Staff Headcount: Native Hawaiian or Other Pacific Islander	0.00	N/A	0.00	N/A
Average Staff Headcount: White	2.42	N/A	2.76	N/A
Average Staff Headcount: Bi/Multiracial	0.05	N/A	0.04	N/A
Average Staff Headcount: Don't know/did not disclose ethnicity	0.21	N/A	0.16	N/A
Average Staff Headcount: Other/Option not given	0.06	N/A	0.03	N/A

















































Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Office Leader: Work Effort				
<i>Number of respondents</i>	496	516	248	244
% of work time spent on - Data collection and management	18%	18%	18%	18%
% of work time spent on - Basic analytics	13%	14%	13%	14%
% of work time spent on - Advanced analytics	5%	6%	5%	6%
% of work time spent on - Communication of information	14%	14%	14%	15%
% of work time spent on - Educating data users	7%	7%	7%	7%
% of work time spent on - Technology management	4%	4%	4%	4%
% of work time spent on - Professional development	4%	4%	4%	4%
% of work time spent on - Office management	6%	6%	7%	6%
% of work time spent on - Attending meetings	14%	13%	14%	13%
% of work time spent on - Policy/governance/planning	8%	7%	8%	7%
% of work time spent on - Administrative activities	4%	4%	4%	4%
% of work time spent on - Other	2%	3%	2%	3%

















































Assistant/Associate Directors: Work Effort				
<i>Number of respondents</i>	149	139	89	65
% of work time spent on - Data collection and management	23%	21%	22%	19%
% of work time spent on - Basic analytics	16%	14%	15%	15%
% of work time spent on - Advanced analytics	6%	6%	6%	6%
% of work time spent on - Communication of information	13%	13%	14%	12%
% of work time spent on - Educating data users	7%	8%	7%	9%
% of work time spent on - Technology management	7%	6%	7%	7%
% of work time spent on - Professional development	6%	5%	6%	5%
% of work time spent on - Office management	4%	5%	4%	5%
% of work time spent on - Attending meetings	9%	9%	10%	10%
% of work time spent on - Policy/governance/planning	4%	4%	4%	5%
% of work time spent on - Administrative activities	3%	4%	3%	3%
% of work time spent on - Other	2%	4%	1%	4%

















































Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
<i>Number of respondents</i>				
	155	N/A	81	N/A
% of work time spent on - Data collection and management	 26%	N/A	 22%	N/A
% of work time spent on - Basic analytics	 20%	N/A	 21%	N/A
% of work time spent on - Advanced analytics	 9%	N/A	 11%	N/A
% of work time spent on - Communication of information	 12%	N/A	 13%	N/A
% of work time spent on - Educating data users	 6%	N/A	 7%	N/A
% of work time spent on - Technology management	 7%	N/A	 7%	N/A
% of work time spent on - Professional development	 5%	N/A	 5%	N/A
% of work time spent on - Office management	 1%	N/A	 1%	N/A
% of work time spent on - Attending meetings	 7%	N/A	 7%	N/A
% of work time spent on - Policy/governance/planning	 3%	N/A	 3%	N/A
% of work time spent on - Administrative activities	 1%	N/A	 2%	N/A
% of work time spent on - Other	 1%	N/A	 2%	N/A

<i>Number of respondents</i>				
	277	343	143	167
% of work time spent on - Data collection and management	 30%	 30%	 29%	 28%
% of work time spent on - Basic analytics	 22%	 24%	 24%	 24%
% of work time spent on - Advanced analytics	 5%	 7%	 6%	 8%
% of work time spent on - Communication of information	 12%	 12%	 13%	 12%
% of work time spent on - Educating data users	 6%	 5%	 6%	 5%
% of work time spent on - Technology management	 5%	 5%	 5%	 5%
% of work time spent on - Professional development	 6%	 5%	 5%	 5%
% of work time spent on - Office management	 1%	 1%	 1%	 1%
% of work time spent on - Attending meetings	 7%	 5%	 6%	 5%
% of work time spent on - Policy/governance/planning	 2%	 2%	 2%	 2%
% of work time spent on - Administrative activities	 2%	 2%	 1%	 2%
% of work time spent on - Other	 2%	 3%	 2%	 3%

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Technical Staff: Work Effort				
<i>Number of respondents</i>	71	108	44	51
% of work time spent on - Data collection and management	 29%	 25%	 27%	 24%
% of work time spent on - Basic analytics	 12%	 14%	 11%	 16%
% of work time spent on - Advanced analytics	 3%	 3%	 4%	 3%
% of work time spent on - Communication of information	 10%	 10%	 10%	 10%
% of work time spent on - Educating data users	 6%	 5%	 6%	 5%
% of work time spent on - Technology management	 23%	 25%	 24%	 26%
% of work time spent on - Professional development	 6%	 4%	 7%	 5%
% of work time spent on - Office management	 1%	 1%	 1%	 1%
% of work time spent on - Attending meetings	 7%	 5%	 7%	 5%
% of work time spent on - Policy/governance/planning	 2%	 2%	 2%	 2%
% of work time spent on - Administrative activities	 1%	 1%	 1%	 1%
% of work time spent on - Other	 0%	 4%	 1%	 4%

Administrative Support Staff: Work Effort				
<i>Number of respondents</i>	113	148	57	70
% of work time spent on - Data collection and management	 17%	 17%	 15%	 17%
% of work time spent on - Basic analytics	 6%	 6%	 6%	 4%
% of work time spent on - Advanced analytics	 0%	 0%	 0%	 0%
% of work time spent on - Communication of information	 9%	 7%	 8%	 8%
% of work time spent on - Educating data users	 3%	 2%	 4%	 2%
% of work time spent on - Technology management	 2%	 3%	 1%	 3%
% of work time spent on - Professional development	 5%	 3%	 4%	 4%
% of work time spent on - Office management	 14%	 15%	 15%	 17%
% of work time spent on - Attending meetings	 7%	 5%	 6%	 5%
% of work time spent on - Policy/governance/planning	 1%	 1%	 1%	 1%
% of work time spent on - Administrative activities	 32%	 33%	 36%	 34%
% of work time spent on - Other	 4%	 8%	 4%	 5%

Section 2. Staffing the Office





































	All Institutions		Common Institutions	
	2021	2018	2021	2018
Student Staff: Work Effort				
<i>Number of respondents</i>	86	145	50	73
% of work time spent on - Data collection and management	33%	39%	31%	35%
% of work time spent on - Basic analytics	30%	26%	30%	28%
% of work time spent on - Advanced analytics	4%	3%	4%	3%
% of work time spent on - Communication of information	14%	7%	14%	8%
% of work time spent on - Educating data users	1%	1%	1%	1%
% of work time spent on - Technology management	2%	2%	2%	1%
% of work time spent on - Professional development	2%	2%	2%	2%
% of work time spent on - Office management	1%	0%	1%	1%
% of work time spent on - Attending meetings	3%	1%	2%	1%
% of work time spent on - Policy/governance/planning	0%	0%	0%	0%
% of work time spent on - Administrative activities	4%	3%	4%	3%
% of work time spent on - Other	6%	17%	9%	17%

Office Leader: Professional Development				
<i>Number of respondents</i>	452	N/A	452	N/A
% of offices with staff participating in professional development	96%	N/A	96%	N/A
% of offices with staff participating in prof dev related to - Data management/governance	16%	N/A	17%	N/A
% of offices with staff participating in prof dev related to - Basic analytics	9%	N/A	8%	N/A
% of offices with staff participating in prof dev related to - Advanced analytics	10%	N/A	11%	N/A
% of offices with staff participating in prof dev related to - Software tools	15%	N/A	14%	N/A
% of offices with staff participating in prof dev related to - Data viz/communicating results	15%	N/A	16%	N/A
% of offices with staff participating in prof dev related to - Leadership/management	14%	N/A	15%	N/A
% of offices with staff participating in prof dev related to - Technology-related content	9%	N/A	8%	N/A
% of offices with staff participating in prof dev related to - Other content	11%	N/A	11%	N/A

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Assistant/Associate Directors: Professional Development				
<i>Number of respondents</i>	141	N/A	141	N/A
% of offices with staff participating in professional development	97%	N/A	97%	N/A
% of offices with staff participating in prof dev related to - Data management/governance	15%	N/A	13%	N/A
% of offices with staff participating in prof dev related to - Basic analytics	11%	N/A	11%	N/A
% of offices with staff participating in prof dev related to - Advanced analytics	9%	N/A	10%	N/A
% of offices with staff participating in prof dev related to - Software tools	20%	N/A	21%	N/A
% of offices with staff participating in prof dev related to - Data viz/communicating results	15%	N/A	17%	N/A
% of offices with staff participating in prof dev related to - Leadership/management	7%	N/A	8%	N/A
% of offices with staff participating in prof dev related to - Technology-related content	12%	N/A	12%	N/A
% of offices with staff participating in prof dev related to - Other content	10%	N/A	9%	N/A
Senior Analytical Staff: Professional Development				
<i>Number of respondents</i>	145	N/A	145	N/A
% of offices with staff participating in professional development	97%	N/A	97%	N/A
% of offices with staff participating in prof dev related to - Data management/governance	14%	N/A	13%	N/A
% of offices with staff participating in prof dev related to - Basic analytics	13%	N/A	12%	N/A
% of offices with staff participating in prof dev related to - Advanced analytics	14%	N/A	13%	N/A
% of offices with staff participating in prof dev related to - Software tools	22%	N/A	25%	N/A
% of offices with staff participating in prof dev related to - Data viz/communicating results	16%	N/A	18%	N/A
% of offices with staff participating in prof dev related to - Leadership/management	4%	N/A	3%	N/A
% of offices with staff participating in prof dev related to - Technology-related content	10%	N/A	9%	N/A
% of offices with staff participating in prof dev related to - Other content	6%	N/A	7%	N/A

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Analytical Staff: Professional Development				
<i>Number of respondents</i>	253	N/A	253	N/A
% of offices with staff participating in professional development	 95%	N/A	 95%	N/A
% of offices with staff participating in prof dev related to - Data management/governance	 13%	N/A	 12%	N/A
% of offices with staff participating in prof dev related to - Basic analytics	 17%	N/A	 19%	N/A
% of offices with staff participating in prof dev related to - Advanced analytics	 10%	N/A	 12%	N/A
% of offices with staff participating in prof dev related to - Software tools	 23%	N/A	 23%	N/A
% of offices with staff participating in prof dev related to - Data viz/communicating results	 17%	N/A	 16%	N/A
% of offices with staff participating in prof dev related to - Leadership/management	 3%	N/A	 2%	N/A
% of offices with staff participating in prof dev related to - Technology-related content	 11%	N/A	 9%	N/A
% of offices with staff participating in prof dev related to - Other content	 7%	N/A	 8%	N/A
Technical Staff: Professional Development				
<i>Number of respondents</i>	67	N/A	67	N/A
% of offices with staff participating in professional development	 93%	N/A	 93%	N/A
% of offices with staff participating in prof dev related to - Data management/governance	 14%	N/A	 15%	N/A
% of offices with staff participating in prof dev related to - Basic analytics	 11%	N/A	 8%	N/A
% of offices with staff participating in prof dev related to - Advanced analytics	 3%	N/A	 4%	N/A
% of offices with staff participating in prof dev related to - Software tools	 25%	N/A	 26%	N/A
% of offices with staff participating in prof dev related to - Data viz/communicating results	 13%	N/A	 15%	N/A
% of offices with staff participating in prof dev related to - Leadership/management	 4%	N/A	 4%	N/A
% of offices with staff participating in prof dev related to - Technology-related content	 25%	N/A	 25%	N/A
% of offices with staff participating in prof dev related to - Other content	 5%	N/A	 4%	N/A

Section 2. Staffing the Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Administrative Support Staff: Professional Development					
<i>Number of respondents</i>		70	N/A	70	N/A
% of offices with staff participating in professional development		72%	N/A	72%	N/A
% of offices with staff participating in prof dev related to - Data management/governance		7%	N/A	8%	N/A
% of offices with staff participating in prof dev related to - Basic analytics		12%	N/A	14%	N/A
% of offices with staff participating in prof dev related to - Advanced analytics		1%	N/A	0%	N/A
% of offices with staff participating in prof dev related to - Software tools		18%	N/A	17%	N/A
% of offices with staff participating in prof dev related to - Data viz/communicating results		11%	N/A	8%	N/A
% of offices with staff participating in prof dev related to - Leadership/management		16%	N/A	20%	N/A
% of offices with staff participating in prof dev related to - Technology-related content		7%	N/A	5%	N/A
% of offices with staff participating in prof dev related to - Other content		28%	N/A	28%	N/A
Student Staff: Professional Development					
<i>Number of respondents</i>		36	N/A	36	N/A
% of offices with staff participating in professional development		47%	N/A	47%	N/A
% of offices with staff participating in prof dev related to - Data management/governance		8%	N/A	5%	N/A
% of offices with staff participating in prof dev related to - Basic analytics		20%	N/A	16%	N/A
% of offices with staff participating in prof dev related to - Advanced analytics		12%	N/A	13%	N/A
% of offices with staff participating in prof dev related to - Software tools		24%	N/A	26%	N/A
% of offices with staff participating in prof dev related to - Data viz/communicating results		16%	N/A	18%	N/A
% of offices with staff participating in prof dev related to - Leadership/management		0%	N/A	0%	N/A
% of offices with staff participating in prof dev related to - Technology-related content		5%	N/A	6%	N/A
% of offices with staff participating in prof dev related to - Other content		14%	N/A	16%	N/A

Section 3. Evaluation of Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office leader regularly assesses the Office to ensure goal attainment					
	<i>Number of respondents</i>	511	530	256	254
Strongly / Moderately disagree		6%	8%	7%	9%
Neutral		10%	12%	10%	15%
Strongly / Moderately agree		84%	80%	83%	77%
Office leader uses evidence to inform decisions					
	<i>Number of respondents</i>	512	533	257	256
Strongly / Moderately disagree		4%	5%	5%	6%
Neutral		3%	3%	4%	3%
Strongly / Moderately agree		93%	92%	91%	91%
Office leader empowers Office staff to contribute to the effectiveness of the office					
	<i>Number of respondents</i>	428	486	213	232
Strongly / Moderately disagree		4%	5%	6%	6%
Neutral		5%	12%	5%	13%
Strongly / Moderately agree		91%	84%	89%	81%
Office has a positive work environment					
	<i>Number of respondents</i>	502	N/A	251	N/A
Strongly / Moderately disagree		5%	N/A	8%	N/A
Neutral		4%	N/A	3%	N/A
Strongly / Moderately agree		91%	N/A	90%	N/A
Office is well managed					
	<i>Number of respondents</i>	498	N/A	247	N/A
Strongly / Moderately disagree		4%	N/A	6%	N/A
Neutral		6%	N/A	5%	N/A
Strongly / Moderately agree		90%	N/A	89%	N/A























































Section 3. Evaluation of Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office mission is aligned with institutional mission					
	<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree		2%	N/A	3%	N/A
Neutral		7%	N/A	8%	N/A
Strongly / Moderately agree		91%	N/A	90%	N/A
Office mission statement is clearly articulated					
	<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree		8%	N/A	8%	N/A
Neutral		15%	N/A	17%	N/A
Strongly / Moderately agree		76%	N/A	75%	N/A
Office goals are clearly articulated					
	<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree		7%	N/A	8%	N/A
Neutral		12%	N/A	13%	N/A
Strongly / Moderately agree		81%	N/A	79%	N/A
Office policies and practices are clearly articulated					
	<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree		9%	N/A	8%	N/A
Neutral		16%	N/A	16%	N/A
Strongly / Moderately agree		75%	N/A	76%	N/A
Office grounds its work in appropriate theories and methodologies					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		3%	7%	2%	7%
Neutral		7%	24%	6%	23%
Strongly / Moderately agree		91%	69%	92%	70%

Section 3. Evaluation of Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office supports analytics work conducted by other units					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		5%	17%	5%	19%
Neutral		9%	34%	10%	36%
Strongly / Moderately agree		86%	49%	85%	44%
Office is recognized for its institutional leadership in data and analytics					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		6%	5%	5%	5%
Neutral		9%	20%	8%	21%
Strongly / Moderately agree		86%	75%	86%	75%
Office has access to data necessary to produce its work					
	<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree		8%	N/A	8%	N/A
Neutral		7%	N/A	4%	N/A
Strongly / Moderately agree		86%	N/A	88%	N/A
Office staffing is adequate to meet institutional expectations					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		49%	46%	46%	49%
Neutral		12%	9%	12%	8%
Strongly / Moderately agree		39%	45%	43%	44%
Office space is adequate to meet institutional expectations					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		15%	19%	15%	18%
Neutral		13%	11%	9%	10%
Strongly / Moderately agree		72%	70%	75%	72%

Section 3. Evaluation of Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office software is adequate to meet institutional expectations					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 18%	 22%	 14%	 19%	
Neutral	 12%	 11%	 12%	 9%	
Strongly / Moderately agree	 70%	 67%	 74%	 72%	
Office hardware is adequate to meet institutional expectations					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 9%	 11%	 8%	 9%	
Neutral	 12%	 9%	 9%	 8%	
Strongly / Moderately agree	 79%	 80%	 82%	 83%	
Office professional development/training opportunities are adequate to meet institutional expectations					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 15%	 16%	 14%	 13%	
Neutral	 14%	 17%	 12%	 17%	
Strongly / Moderately agree	 71%	 67%	 74%	 70%	
Support from institutional leadership is adequate to meet institutional expectations					
	<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree	 17%	N/A	 21%	N/A	
Neutral	 16%	N/A	 14%	N/A	
Strongly / Moderately agree	 67%	N/A	 65%	N/A	
Staff produce quality work					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 1%	 1%	 0%	 1%	
Neutral	 2%	 2%	 2%	 3%	
Strongly / Moderately agree	 97%	 97%	 98%	 96%	








































Section 3. Evaluation of Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Staff adhere to standards dictating ethical use of data					
		<i>Number of respondents</i>			
		520	543	259	259
Strongly / Moderately disagree		0%	1%	0%	1%
Neutral		1%	1%	1%	2%
Strongly / Moderately agree		99%	98%	99%	98%
Staff work efficiently					
		<i>Number of respondents</i>			
		520	543	259	259
Strongly / Moderately disagree		3%	3%	3%	3%
Neutral		6%	5%	6%	5%
Strongly / Moderately agree		91%	92%	91%	92%
Staff work effectively					
		<i>Number of respondents</i>			
		520	543	259	259
Strongly / Moderately disagree		1%	2%	1%	2%
Neutral		5%	3%	5%	2%
Strongly / Moderately agree		94%	95%	94%	95%
Staff employ good interpersonal relationship skills					
		<i>Number of respondents</i>			
		520	543	259	259
Strongly / Moderately disagree		2%	2%	2%	3%
Neutral		3%	5%	3%	5%
Strongly / Moderately agree		96%	93%	95%	92%
Staff effectively communicate results of their work					
		<i>Number of respondents</i>			
		520	543	259	259
Strongly / Moderately disagree		2%	3%	1%	3%
Neutral		7%	8%	8%	8%
Strongly / Moderately agree		92%	89%	91%	89%









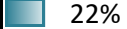
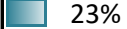


Section 3. Evaluation of Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Staff work together as a team					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		1%	3%	0%	3%
Neutral		11%	14%	14%	18%
Strongly / Moderately agree		88%	83%	86%	79%
Staff work well individually					
	<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree		1%	N/A	1%	N/A
Neutral		3%	N/A	3%	N/A
Strongly / Moderately agree		97%	N/A	97%	N/A
Staff work to build relationships across the institution					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		1%	2%	0%	2%
Neutral		5%	5%	5%	4%
Strongly / Moderately agree		94%	94%	95%	94%
Staff continually work to improve their knowledge/skills					
	<i>Number of respondents</i>	520	543	499	259
Strongly / Moderately disagree		2%	1%	95%	2%
Neutral		9%	5%	8%	3%
Strongly / Moderately agree		89%	94%	90%	95%
Staff have appropriate educational background and/or training to perform their work					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		3%	4%	2%	3%
Neutral		7%	9%	8%	10%
Strongly / Moderately agree		90%	87%	90%	87%

Section 3. Evaluation of Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Staff serve as institutional experts in data and analytics					
<i>Number of respondents</i>		520	N/A	259	N/A
Strongly / Moderately disagree		3%	N/A		N/A
Neutral		9%	N/A		N/A
Strongly / Moderately agree		88%	N/A		N/A
Staff are paid competitive salaries					
<i>Number of respondents</i>		520	543	259	259
Strongly / Moderately disagree		33%		30%	
Neutral		18%		23%	
Strongly / Moderately agree		49%		47%	
Office can recruit talented staff					
<i>Number of respondents</i>		520	543	259	259
Strongly / Moderately disagree		18%		13%	
Neutral		31%		29%	
Strongly / Moderately agree		51%		57%	
Office can retain talented staff					
<i>Number of respondents</i>		520	543	259	259
Strongly / Moderately disagree		11%		7%	
Neutral		26%		24%	
Strongly / Moderately agree		64%		69%	
Office can recruit a diverse staff					
<i>Number of respondents</i>		520	N/A	259	N/A
Strongly / Moderately disagree		20%	N/A		N/A
Neutral		37%	N/A		N/A
Strongly / Moderately agree		43%	N/A		N/A





























































Section 3. Evaluation of Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Office can retain a diverse staff				
<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree	 13%	N/A	 15%	N/A
Neutral	 44%	N/A	 42%	N/A
Strongly / Moderately agree	 43%	N/A	 43%	N/A
Office hiring practices align with institutional expectations				
<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree	 4%	N/A	 4%	N/A
Neutral	 22%	N/A	 23%	N/A
Strongly / Moderately agree	 73%	N/A	 73%	N/A

Section 4. Data Use, Literacy, and Capacity

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Senior leaders use data and information for decision making					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		4%	5%	5%	3%
Neutral		7%	8%	7%	7%
Strongly / Moderately agree		88%	87%	89%	90%
Administrators use data and information for decision making					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		4%	4%	4%	3%
Neutral		8%	7%	8%	5%
Strongly / Moderately agree		89%	89%	88%	91%
Faculty use data and information for decision making					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		15%	19%	17%	15%
Neutral		32%	29%	32%	31%
Strongly / Moderately agree		53%	52%	51%	54%
Staff use data and information for decision making					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		12%	14%	12%	13%
Neutral		28%	25%	28%	25%
Strongly / Moderately agree		60%	61%	60%	62%
Students use data and information for decision making					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		35%	52%	36%	52%
Neutral		52%	34%	52%	32%
Strongly / Moderately agree		13%	14%	12%	16%



















Section 4. Data Use, Literacy, and Capacity

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Senior leaders' data literacy levels are high					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 14%	 16%	 14%	 13%	
Neutral	 14%	 14%	 13%	 14%	
Strongly / Moderately agree	 72%	 70%	 73%	 73%	
Administrators' data literacy levels are high					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 12%	 15%	 10%	 12%	
Neutral	 18%	 16%	 20%	 14%	
Strongly / Moderately agree	 70%	 70%	 70%	 74%	
Faculty members' data literacy levels are high					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 22%	 22%	 26%	 18%	
Neutral	 36%	 37%	 36%	 39%	
Strongly / Moderately agree	 42%	 41%	 38%	 43%	
Staff members' data literacy levels are high					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 28%	 29%	 28%	 26%	
Neutral	 37%	 40%	 39%	 42%	
Strongly / Moderately agree	 35%	 31%	 33%	 32%	
Students' data literacy levels are high					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	 38%	 43%	 42%	 40%	
Neutral	 52%	 48%	 48%	 51%	
Strongly / Moderately agree	 10%	 9%	 9%	 8%	









Section 4. Data Use, Literacy, and Capacity









	All Institutions		Common Institutions	
	2021	2018	2021	2018
There is sufficient capacity across the institution to meet stakeholders' needs for data and information for decision making				
<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	47%	40%	44%	39%
Neutral	16%	18%	16%	20%
Strongly / Moderately agree	37%	42%	40%	41%
There is sufficient capacity within the Office to meet stakeholders' needs for data and information for decision making				
<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	48%	41%	44%	41%
Neutral	13%	11%	13%	12%
Strongly / Moderately agree	39%	49%	44%	48%
Office provides educational opportunities or coaching to enhance the data literacy of institutional stakeholders				
<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree	26%	29%	24%	32%
Neutral	25%	40%	24%	39%
Strongly / Moderately agree	49%	31%	52%	29%
Data collected by different offices are integrated to present a comprehensive picture of institutional performance				
<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree	36%	N/A	35%	N/A
Neutral	20%	N/A	23%	N/A
Strongly / Moderately agree	45%	N/A	42%	N/A
Data are typically viewed as reliable for decision making				
<i>Number of respondents</i>	520	N/A	259	N/A
Strongly / Moderately disagree	8%	N/A	7%	N/A
Neutral	13%	N/A	13%	N/A
Strongly / Moderately agree	79%	N/A	80%	N/A









Section 4. Data Use, Literacy, and Capacity









		All Institutions		Common Institutions	
		2021	2018	2021	2018
Reports are shared widely regardless of whether they reflect "good news" or "bad news"					
<i>Number of respondents</i>		520	N/A	259	N/A
Strongly / Moderately disagree	 18%	N/A	N/A	 20%	N/A
Neutral	 18%	N/A	N/A	 15%	N/A
Strongly / Moderately agree	 64%	N/A	N/A	 65%	N/A
Data and information are widely accessible across the institution					
<i>Number of respondents</i>		520	N/A	259	N/A
Strongly / Moderately disagree	 18%	N/A	N/A	 15%	N/A
Neutral	 22%	N/A	N/A	 18%	N/A
Strongly / Moderately agree	 60%	N/A	N/A	 66%	N/A
Institutional leadership models the importance of using data and information to make decisions					
<i>Number of respondents</i>		520	N/A	259	N/A
Strongly / Moderately disagree	 13%	N/A	N/A	 14%	N/A
Neutral	 19%	N/A	N/A	 19%	N/A
Strongly / Moderately agree	 68%	N/A	N/A	 68%	N/A

Section 5. Maturity of the Data Environment

	All Institutions		Common Institutions		
	2021	2018	2021	2018	
Estimate the level of maturity of the Office for: Advanced analytics (e.g., predictive, prescriptive)					
	<i>Number of respondents</i>	507	N/A	253	N/A
Not occurring	 23%	N/A	 20%	N/A	N/A
Reactive	 42%	N/A	 45%	N/A	N/A
Proactive	 30%	N/A	 30%	N/A	N/A
Optimized	 5%	N/A	 5%	N/A	N/A

Estimate the level of maturity of the Office for: Basic analytics (e.g., descriptive statistics)					
	<i>Number of respondents</i>	512	N/A	255	N/A
Not occurring	 0%	N/A	 0%	N/A	N/A
Reactive	 9%	N/A	 5%	N/A	N/A
Proactive	 50%	N/A	 50%	N/A	N/A
Optimized	 40%	N/A	 44%	N/A	N/A

Estimate the level of maturity of the Office for: Data ethics					
	<i>Number of respondents</i>	501	N/A	249	N/A
Not occurring	 3%	N/A	 2%	N/A	N/A
Reactive	 9%	N/A	 8%	N/A	N/A
Proactive	 41%	N/A	 37%	N/A	N/A
Optimized	 48%	N/A	 53%	N/A	N/A

Estimate the level of maturity of the Office for: Data management					
	<i>Number of respondents</i>	514	N/A	255	N/A
Not occurring	 2%	N/A	 2%	N/A	N/A
Reactive	 21%	N/A	 19%	N/A	N/A
Proactive	 55%	N/A	 58%	N/A	N/A
Optimized	 22%	N/A	 21%	N/A	N/A

Section 5. Maturity of the Data Environment









		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the Office for: Data visualization					
<i>Number of respondents</i>		513	N/A	255	N/A
Not occurring		6%	N/A	6%	N/A
Reactive		28%	N/A	26%	N/A
Proactive		52%	N/A	53%	N/A
Optimized		14%	N/A	15%	N/A

Estimate the level of maturity of the Office for: Effective communication of results/insights					
<i>Number of respondents</i>		515	N/A	256	N/A
Not occurring		2%	N/A	2%	N/A
Reactive		24%	N/A	24%	N/A
Proactive		59%	N/A	62%	N/A
Optimized		16%	N/A	13%	N/A









Estimate the level of maturity of the Office for: Managing project/data requests					
<i>Number of respondents</i>		515	N/A	256	N/A
Not occurring		1%	N/A	1%	N/A
Reactive		25%	N/A	21%	N/A
Proactive		47%	N/A	48%	N/A
Optimized		28%	N/A	30%	N/A









Estimate the level of maturity of the Office for: Technology management					
<i>Number of respondents</i>		492	N/A	245	N/A
Not occurring		6%	N/A	7%	N/A
Reactive		32%	N/A	31%	N/A
Proactive		47%	N/A	47%	N/A
Optimized		15%	N/A	16%	N/A

Section 5. Maturity of the Data Environment









		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the institution for: Change management					
<i>Number of respondents</i>		474	N/A	236	N/A
Not occurring		7%	N/A		N/A
Reactive		59%	N/A		N/A
Proactive		32%	N/A		N/A
Optimized		3%	N/A		N/A

Estimate the level of maturity of the institution for: Data access					
<i>Number of respondents</i>		504	N/A	253	N/A
Not occurring		2%	N/A		N/A
Reactive		52%	N/A		N/A
Proactive		38%	N/A		N/A
Optimized		8%	N/A		N/A









Estimate the level of maturity of the institution for: Data capacity					
<i>Number of respondents</i>		479	N/A	242	N/A
Not occurring		3%	N/A		N/A
Reactive		52%	N/A		N/A
Proactive		39%	N/A		N/A
Optimized		6%	N/A		N/A









Estimate the level of maturity of the institution for: Data ethics					
<i>Number of respondents</i>		480	N/A	240	N/A
Not occurring		4%	N/A		N/A
Reactive		31%	N/A		N/A
Proactive		50%	N/A		N/A
Optimized		15%	N/A		N/A

Section 5. Maturity of the Data Environment







		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the institution for: Data governance					
<i>Number of respondents</i>		496	N/A	251	N/A
Not occurring		17%	N/A		N/A
Reactive		41%	N/A		N/A
Proactive		36%	N/A		N/A
Optimized		6%	N/A		N/A

Estimate the level of maturity of the institution for: Data integrity					
<i>Number of respondents</i>		499	N/A	251	N/A
Not occurring		4%	N/A		N/A
Reactive		39%	N/A		N/A
Proactive		45%	N/A		N/A
Optimized		11%	N/A		N/A







Estimate the level of maturity of the institution for: Data literacy					
<i>Number of respondents</i>		492	N/A	248	N/A
Not occurring		8%	N/A		N/A
Reactive		56%	N/A		N/A
Proactive		33%	N/A		N/A
Optimized		2%	N/A		N/A









Estimate the level of maturity of the institution for: Data management					
<i>Number of respondents</i>		493	N/A	249	N/A
Not occurring		3%	N/A		N/A
Reactive		40%	N/A		N/A
Proactive		51%	N/A		N/A
Optimized		6%	N/A		N/A

Section 5. Maturity of the Data Environment

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the institution for: Data privacy					
<i>Number of respondents</i>		497	N/A	248	N/A
Not occurring		0%	N/A	0%	N/A
Reactive		16%	N/A		N/A
Proactive		61%	N/A		N/A
Optimized		22%	N/A		N/A

Estimate the level of maturity of the institution for: Data security					
<i>Number of respondents</i>		495	N/A	249	N/A
Not occurring		1%	N/A	1%	N/A
Reactive		14%	N/A		N/A
Proactive		59%	N/A		N/A
Optimized		26%	N/A		N/A

Estimate the level of maturity of the institution for: Data use					
<i>Number of respondents</i>		494	N/A	247	N/A
Not occurring		1%	N/A	0%	N/A
Reactive		44%	N/A		N/A
Proactive		52%	N/A		N/A
Optimized		4%	N/A		N/A

Estimate the level of maturity of the institution for: Decision support culture					
<i>Number of respondents</i>		478	N/A	247	N/A
Not occurring		4%	N/A		N/A
Reactive		44%	N/A		N/A
Proactive		47%	N/A		N/A
Optimized		5%	N/A		N/A

Section 5. Maturity of the Data Environment











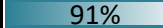
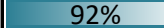








































	All Institutions		Common Institutions	
	2021	2018	2021	2018
Estimate the level of maturity of the institution for: Effective communication of results/insights				
<i>Number of respondents</i>	497	N/A	251	N/A
Not occurring	4%	N/A	6%	N/A
Reactive	45%	N/A	49%	N/A
Proactive	46%	N/A	41%	N/A
Optimized	4%	N/A	4%	N/A

Estimate the level of maturity of the institution for: Technology management				
<i>Number of respondents</i>	459	N/A	228	N/A
Not occurring	3%	N/A	3%	N/A
Reactive	40%	N/A	37%	N/A
Proactive	47%	N/A	50%	N/A
Optimized	10%	N/A	10%	N/A











Section 6. Office Work











		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office contributes directly or indirectly to overall student success					
	<i>Number of respondents</i>	518	543	258	259
Strongly / Moderately disagree		2%	9%	2%	11%
Neutral		8%	34%	10%	34%
Strongly / Moderately agree		90%	57%	88%	56%
Office contributes directly or indirectly to equitable student success					
	<i>Number of respondents</i>	507	N/A	253	N/A
Strongly / Moderately disagree		3%	N/A	3%	N/A
Neutral		15%	N/A	16%	N/A
Strongly / Moderately agree		82%	N/A	81%	N/A
Office collaborates with colleagues across the institution in support of student success					
	<i>Number of respondents</i>	520	543	259	259
Strongly / Moderately disagree		1%	3%	0%	3%
Neutral		3%	15%	3%	14%
Strongly / Moderately agree		96%	83%	96%	84%
Office identifies factors that predict student success (e.g., retention rate, graduation rate, GPA)					
	<i>Number of respondents</i>	519	N/A	259	N/A
Strongly / Moderately disagree		4%	N/A	3%	N/A
Neutral		8%	N/A	8%	N/A
Strongly / Moderately agree		88%	N/A	90%	N/A
Office evaluates the impact of programs and/or initiatives designed to increase student success					
	<i>Number of respondents</i>	518	N/A	257	N/A
Strongly / Moderately disagree		13%	N/A	14%	N/A
Neutral		15%	N/A	17%	N/A
Strongly / Moderately agree		71%	N/A	69%	N/A











Section 6. Office Work









		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office contributes to the institution's ability to identify students who need additional support					
<i>Number of respondents</i>		520	N/A	259	N/A
Strongly / Moderately disagree		12%	N/A		N/A
Neutral		17%	N/A		N/A
Strongly / Moderately agree		70%	N/A		N/A
Office provides student success reporting disaggregated by student characteristics or background					
<i>Number of respondents</i>		518	N/A	258	N/A
Strongly / Moderately disagree		5%	N/A		N/A
Neutral		3%	N/A		N/A
Strongly / Moderately agree		91%	N/A		N/A
Office offers evidence-based recommendations on how to increase student success					
<i>Number of respondents</i>		518	N/A	259	N/A
Strongly / Moderately disagree		16%	N/A		N/A
Neutral		23%	N/A		N/A
Strongly / Moderately agree		62%	N/A		N/A
Breakdown of Office Work					
<i>Number of respondents</i>		520	543	259	259
% of Office work devoted to: Compliance reporting		20%			
% of Office work devoted to: Non-compliance reporting		14%	N/A		N/A
% of Office work devoted to: Providing data and information for decision support		19%			
% of Office work devoted to: Institutional effectiveness activities		9%			
% of Office work devoted to: Assessment activities		9%			
% of Office work devoted to: Strategic planning activities		8%			
% of Office work devoted to: Accreditation activities		9%			
% of Office work devoted to: Analytics/business intelligence (BI) activities		8%			
% of Office work devoted to: Any/all other activities		4%			

Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Frequency that Office conducts projects: Quantitative research projects					
	<i>Number of respondents</i>	518	N/A	259	N/A
Not in the past year	 7%	N/A	N/A	 7%	N/A
A few times a year	 37%	N/A	N/A	 36%	N/A
A few times a term	 25%	N/A	N/A	 24%	N/A
A few times a month	 19%	N/A	N/A	 17%	N/A
A few times a week	 13%	N/A	N/A	 15%	N/A

Frequency that Office conducts projects: Qualitative research projects					
	<i>Number of respondents</i>	516	N/A	259	N/A
Not in the past year	 42%	N/A	N/A	 46%	N/A
A few times a year	 40%	N/A	N/A	 36%	N/A
A few times a term	 12%	N/A	N/A	 12%	N/A
A few times a month	 4%	N/A	N/A	 4%	N/A
A few times a week	 2%	N/A	N/A	 2%	N/A

Frequency that Office conducts projects: Predictive analytics					
	<i>Number of respondents</i>	513	N/A	259	N/A
Not in the past year	 30%	N/A	N/A	 27%	N/A
A few times a year	 44%	N/A	N/A	 46%	N/A
A few times a term	 16%	N/A	N/A	 14%	N/A
A few times a month	 6%	N/A	N/A	 7%	N/A
A few times a week	 4%	N/A	N/A	 6%	N/A

Office staff member is involved with institution's data governance structure or committee					
	<i>Number of respondents</i>	386	404	201	195
No	 10%	 14%	 10%	 15%	
Yes	 90%	 86%	 90%	 85%	

Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office staff member serves as the institution's IPEDS Keyholder					
<i>Number of respondents</i>		514	539	259	258
No		9%	9%	7%	9%
Yes		91%	91%	93%	91%










Office staff member serves as institution's regional/national accreditor liaison officer					
<i>Number of respondents</i>		504	N/A	254	N/A
No		65%	N/A	69%	N/A
Yes		35%	N/A	31%	N/A










Degree to which software tool contributed to Office efficiency over past year: Assessment/accreditation planning tools					
<i>Number of respondents</i>		338	299	161	146
Not at all / Slight		66%	52%	71%	57%
Moderate		12%	19%	12%	18%
High / Very high		22%	29%	17%	25%







Degree to which software tool contributed to Office efficiency over past year: Professional survey software tools					
<i>Number of respondents</i>		483	481	243	232
Not at all / Slight		22%	18%	21%	17%
Moderate		25%	21%	27%	23%
High / Very high		53%	61%	52%	59%







Degree to which software tool contributed to Office efficiency over past year: Analytics tools					
<i>Number of respondents</i>		470	497	246	242
Not at all / Slight		27%	17%	25%	17%
Moderate		21%	22%	21%	21%
High / Very high		52%	61%	54%	62%







Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which software tool contributed to Office efficiency over past year: Query tools					
<i>Number of respondents</i>		469	489	235	236
Not at all / Slight		14%		13%	
Moderate		18%		21%	
High / Very high		68%		66%	































Degree to which software tool contributed to Office efficiency over past year: Reporting/data visualization tools					
<i>Number of respondents</i>		458	451	231	217
Not at all / Slight		22%		20%	
Moderate		22%		20%	
High / Very high		56%		60%	

Degree to which software tool contributed to Office efficiency over past year: Data warehouse tools					
<i>Number of respondents</i>		365	N/A	184	N/A
Not at all / Slight		32%	N/A		N/A
Moderate		17%	N/A		N/A
High / Very high		51%	N/A		N/A

Degree to which unit utilized IR Office data and analytics products: Senior leadership offices					
<i>Number of respondents</i>		520	N/A	259	N/A
No / Low utilization		7%	N/A		N/A
Moderate utilization		24%	N/A		N/A
High /Very high utilization		69%	N/A		N/A

Degree to which unit utilized IR Office data and analytics products: Academic colleges/departments					
<i>Number of respondents</i>		520	N/A	259	N/A
No / Low utilization		7%	N/A		N/A
Moderate utilization		35%	N/A		N/A
High /Very high utilization		58%	N/A		N/A

Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which unit utilized IR Office data and analytics products: Academic support units					
<i>Number of respondents</i>		520	N/A	259	N/A
No / Low utilization	 33%	N/A	N/A	 33%	N/A
Moderate utilization	 42%	N/A	N/A	 42%	N/A
High /Very high utilization	 25%	N/A	N/A	 24%	N/A
Degree to which unit utilized IR Office data and analytics products: Advancement/external relations units					
<i>Number of respondents</i>		515	N/A	257	N/A
No / Low utilization	 57%	N/A	N/A	 61%	N/A
Moderate utilization	 33%	N/A	N/A	 30%	N/A
High /Very high utilization	 10%	N/A	N/A	 9%	N/A
Degree to which unit utilized IR Office data and analytics products: Athletics					
<i>Number of respondents</i>		437	N/A	228	N/A
No / Low utilization	 67%	N/A	N/A	 65%	N/A
Moderate utilization	 26%	N/A	N/A	 28%	N/A
High /Very high utilization	 7%	N/A	N/A	 7%	N/A
Degree to which unit utilized IR Office data and analytics products: Diversity, equity, inclusion units					
<i>Number of respondents</i>		453	N/A	235	N/A
No / Low utilization	 31%	N/A	N/A	 30%	N/A
Moderate utilization	 40%	N/A	N/A	 41%	N/A
High /Very high utilization	 29%	N/A	N/A	 29%	N/A
Degree to which unit utilized IR Office data and analytics products: Enrollment management units					
<i>Number of respondents</i>		520	N/A	259	N/A
No / Low utilization	 17%	N/A	N/A	 19%	N/A
Moderate utilization	 24%	N/A	N/A	 22%	N/A
High /Very high utilization	 58%	N/A	N/A	 59%	N/A

Section 6. Office Work

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Degree to which unit utilized IR Office data and analytics products: External entities or organizations				
<i>Number of respondents</i>	513	N/A	256	N/A
No / Low utilization	25%	N/A	25%	N/A
Moderate utilization	30%	N/A	30%	N/A
High /Very high utilization	45%	N/A	46%	N/A
Degree to which unit utilized IR Office data and analytics products: Finance and business units				
<i>Number of respondents</i>	519	N/A	259	N/A
No / Low utilization	41%	N/A	40%	N/A
Moderate utilization	35%	N/A	37%	N/A
High /Very high utilization	24%	N/A	22%	N/A
Degree to which unit utilized IR Office data and analytics products: Other data and analytics units				
<i>Number of respondents</i>	437	N/A	219	N/A
No / Low utilization	19%	N/A	24%	N/A
Moderate utilization	35%	N/A	36%	N/A
High /Very high utilization	46%	N/A	40%	N/A
Degree to which unit utilized IR Office data and analytics products: Research units				
<i>Number of respondents</i>	464	N/A	239	N/A
No / Low utilization	46%	N/A	50%	N/A
Moderate utilization	32%	N/A	29%	N/A
High /Very high utilization	22%	N/A	21%	N/A
Degree to which unit utilized IR Office data and analytics products: Student health/wellness units				
<i>Number of respondents</i>	480	N/A	247	N/A
No / Low utilization	84%	N/A	85%	N/A
Moderate utilization	14%	N/A	13%	N/A
High /Very high utilization	2%	N/A	2%	N/A

Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which unit utilized IR Office data and analytics products: Student involvement units					
<i>Number of respondents</i>		489	N/A	247	N/A
No / Low utilization		79%	N/A	79%	N/A
Moderate utilization		17%	N/A	18%	N/A
High /Very high utilization		4%	N/A	2%	N/A
Degree to which unit utilized IR Office data and analytics products: Student services/support					
<i>Number of respondents</i>		520	N/A	259	N/A
No / Low utilization		33%	N/A	34%	N/A
Moderate utilization		43%	N/A	43%	N/A
High /Very high utilization		24%	N/A	23%	N/A
Degree to which unit utilized IR Office data and analytics products: Technology-related units					
<i>Number of respondents</i>		516	N/A	258	N/A
No / Low utilization		67%	N/A	69%	N/A
Moderate utilization		22%	N/A	24%	N/A
High /Very high utilization		12%	N/A	7%	N/A
Degree to which unit utilized IR Office coaching services: Senior leadership offices					
<i>Number of respondents</i>		516	N/A	258	N/A
No / Low utilization		41%	N/A	43%	N/A
Moderate utilization		29%	N/A	28%	N/A
High /Very high utilization		30%	N/A	29%	N/A
Degree to which unit utilized IR Office coaching services: Academic colleges/departments					
<i>Number of respondents</i>		516	N/A	258	N/A
No / Low utilization		35%	N/A	35%	N/A
Moderate utilization		38%	N/A	41%	N/A
High /Very high utilization		27%	N/A	24%	N/A

Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which unit utilized IR Office coaching services: Academic support units					
<i>Number of respondents</i>		516	N/A	258	N/A
No / Low utilization		55%	N/A	58%	N/A
Moderate utilization		30%	N/A	29%	N/A
High /Very high utilization		15%	N/A	14%	N/A
Degree to which unit utilized IR Office coaching services: Advancement/external relations units					
<i>Number of respondents</i>		512	N/A	256	N/A
No / Low utilization		79%	N/A	82%	N/A
Moderate utilization		16%	N/A	14%	N/A
High /Very high utilization		5%	N/A	4%	N/A
Degree to which unit utilized IR Office coaching services: Athletics					
<i>Number of respondents</i>		440	N/A	230	N/A
No / Low utilization		85%	N/A	85%	N/A
Moderate utilization		10%	N/A	12%	N/A
High /Very high utilization		5%	N/A	3%	N/A
Degree to which unit utilized IR Office coaching services: Diversity, equity, inclusion units					
<i>Number of respondents</i>		455	N/A	237	N/A
No / Low utilization		58%	N/A	57%	N/A
Moderate utilization		26%	N/A	30%	N/A
High /Very high utilization		15%	N/A	13%	N/A
Degree to which unit utilized IR Office coaching services: Enrollment management units					
<i>Number of respondents</i>		516	N/A	258	N/A
No / Low utilization		42%	N/A	42%	N/A
Moderate utilization		28%	N/A	31%	N/A
High /Very high utilization		30%	N/A	27%	N/A

Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which unit utilized IR Office coaching services: External entities or organizations					
<i>Number of respondents</i>		509	N/A	254	N/A
No / Low utilization		75%	N/A	78%	N/A
Moderate utilization		14%	N/A	12%	N/A
High /Very high utilization		11%	N/A	10%	N/A
Degree to which unit utilized IR Office coaching services: Finance and business units					
<i>Number of respondents</i>		515	N/A	258	N/A
No / Low utilization		69%	N/A	72%	N/A
Moderate utilization		21%	N/A	21%	N/A
High /Very high utilization		10%	N/A	7%	N/A
Degree to which unit utilized IR Office coaching services: Other data and analytics units					
<i>Number of respondents</i>		444	N/A	222	N/A
No / Low utilization		46%	N/A	52%	N/A
Moderate utilization		30%	N/A	29%	N/A
High /Very high utilization		24%	N/A	19%	N/A
Degree to which unit utilized IR Office coaching services: Research units					
<i>Number of respondents</i>		466	N/A	241	N/A
No / Low utilization		72%	N/A	73%	N/A
Moderate utilization		19%	N/A	19%	N/A
High /Very high utilization		9%	N/A	7%	N/A
Degree to which unit utilized IR Office coaching services: Student health/wellness units					
<i>Number of respondents</i>		482	N/A	246	N/A
No / Low utilization		87%	N/A	89%	N/A
Moderate utilization		11%	N/A	8%	N/A
High /Very high utilization		3%	N/A	3%	N/A

Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which unit utilized IR Office coaching services: Student involvement units					
<i>Number of respondents</i>		486	N/A	247	N/A
No / Low utilization		81%	N/A	81%	N/A
Moderate utilization		14%	N/A	15%	N/A
High /Very high utilization		4%	N/A	4%	N/A

Degree to which unit utilized IR Office coaching services: Student services/support					
<i>Number of respondents</i>		516	N/A	258	N/A
No / Low utilization		56%	N/A	60%	N/A
Moderate utilization		32%	N/A	31%	N/A
High /Very high utilization		13%	N/A	9%	N/A

Degree to which unit utilized IR Office coaching services: Technology-related units					
<i>Number of respondents</i>		513	N/A	257	N/A
No / Low utilization		76%	N/A	80%	N/A
Moderate utilization		15%	N/A	14%	N/A
High /Very high utilization		9%	N/A	7%	N/A

Office products and services are available to stakeholders in timely manner					
<i>Number of respondents</i>		519	N/A	259	N/A
Strongly / Moderately disagree		4%	N/A	3%	N/A
Neutral		8%	N/A	6%	N/A
Strongly / Moderately agree		88%	N/A	91%	N/A

Stakeholders are satisfied with the quality of Office products and services					
<i>Number of respondents</i>		510	N/A	255	N/A
Strongly / Moderately disagree		3%	N/A	3%	N/A
Neutral		6%	N/A	6%	N/A
Strongly / Moderately agree		91%	N/A	91%	N/A

Section 6. Office Work

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Office products and services are valuable to stakeholders				
<i>Number of respondents</i>	510	N/A	255	N/A
Strongly / Moderately disagree	1%	N/A	0%	N/A
Neutral	6%	N/A	6%	N/A
Strongly / Moderately agree	93%	N/A	93%	N/A
Office products and services are used by stakeholders to make decisions				
<i>Number of respondents</i>	508	N/A	253	N/A
Strongly / Moderately disagree	5%	N/A	5%	N/A
Neutral	11%	N/A	9%	N/A
Strongly / Moderately agree	84%	N/A	86%	N/A
Stakeholders recommend Office products and services to other stakeholders				
<i>Number of respondents</i>	456	N/A	225	N/A
Strongly / Moderately disagree	4%	N/A	2%	N/A
Neutral	13%	N/A	11%	N/A
Strongly / Moderately agree	83%	N/A	87%	N/A