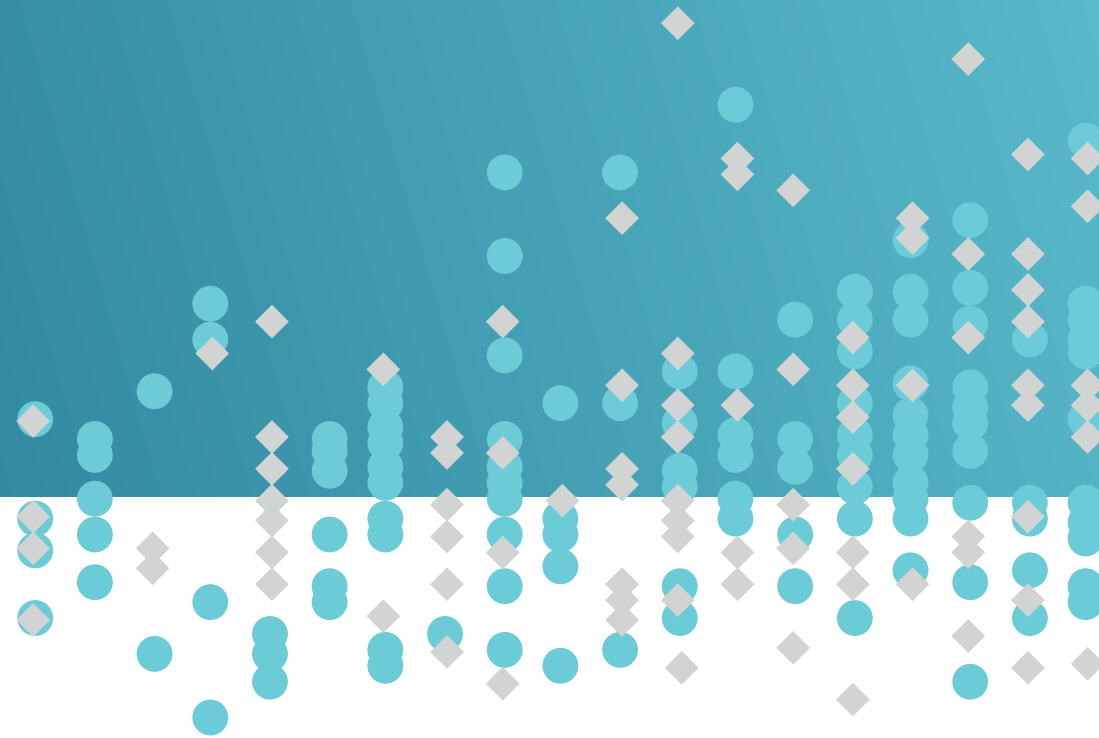


2021 AIR National Survey of Institutional Research Offices

Survey Data Report by Region



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

Regional Definitions

Midwest: IA, IL, IN, MI, MN, OH, WI, KS, MO, ND, NE, SD

Northeast: CT, MA, ME, NH, NJ, NY, PA, RI, VT

South: AL, AR, DC, FL, GA, KY, LA, MD, MS, NC, OK, SC, TN, TX, VA, WV

West: AZ, CA, CO, HI, ID, MT, NM, NV, OR,, UT WA, WY

To learn more about the AIR National Survey of IR Offices, please visit www.airweb.org/NationalSurvey

Section 1: Office Structure

	Northeast	South	Midwest	West
Where does your office primarily focus its attention?				
<i>Number of respondents</i>	103	171	153	90
Institution-level	90%	89%	93%	89%
Program-level	0%	2%	1%	1%
School/college-level	10%	9%	4%	8%
System/State/Corporate	0%	0%	2%	2%

Service Area of IR Office				
<i>Number of respondents</i>	94	144	141	78
Average number of institutions served	1.00	1.09	1.09	1.08
Average number of branch campuses	1.23	2.05	1.83	1.64
Average number of regional campuses	0.87	1.16	0.98	1.04

Current Division: Select the division where the office is currently located for reporting purposes.				
<i>Number of respondents</i>	103	171	153	90
President/Chief Executive Officer	17%	15%	14%	30%
Provost/Chief Academic Officer	53%	59%	60%	47%
Independent IR/IE/Planning division	3%	6%	5%	3%
Administration Services	0%	1%	1%	2%
Finance/Operations/Business	4%	5%	5%	7%
Development	0%	1%	0%	0%
Enrollment Management/Admissions	9%	1%	2%	1%
Human Resources	0%	0%	1%	0%
Information Technology (IT)	7%	4%	3%	3%
Other	7%	9%	9%	7%

Section 1: Office Structure

	Northeast	South	Midwest	West
Ideal Division: Select the division where the office should be located for reporting purposes.				
<i>Number of respondents</i>	103	171	153	90
President/Chief Executive Officer	39%	37%	37%	51%
Provost/Chief Academic Officer	35%	37%	42%	31%
Independent IR/IE/Planning division	15%	13%	16%	7%
Administration Services	0%	3%	0%	1%
Finance/Operations/Business	3%	2%	1%	3%
Enrollment Management/Admissions	4%	1%	1%	0%
Information Technology (IT)	3%	2%	1%	2%
Other	2%	5%	3%	4%

Office Leader: Highest Degree Earned				
<i>Number of respondents</i>	103	171	153	90
Less than a Baccalaureate degree	1%	1%	0%	0%
Baccalaureate degree	8%	7%	10%	3%
Master's degree/Specialist	51%	44%	45%	52%
Doctoral degree	39%	47%	45%	44%
Don't know	1%	1%	0%	0%

Office leader has completed an institutional research certificate program?				
<i>Number of respondents</i>	100	162	148	87
Office leader did not complete an IR certificate program	88%	89%	89%	89%
Office leader has completed an IR certificate program	12%	11%	11%	11%

Office Leader: Work experience				
<i>Number of respondents</i>	101	167	152	89
Average number of years working in higher education	19.48	19.13	18.49	18.87
Average number of years working in IR/IE	13.86	11.78	11.35	11.76
Average number of years employed at this institution	10.65	11.49	11.71	11.88
Average number of years leading the Office at this institution	6.73	6.60	6.63	6.09

Section 1: Office Structure

	Northeast	South	Midwest	West
Office Leader: Age				
<i>Number of respondents</i>	103	171	153	90
Less than 30 years old	0%	2%	0%	1%
30 to 39 years old	16%	15%	20%	21%
40 to 49 years old	27%	28%	30%	26%
50 to 59 years old	41%	37%	31%	33%
60 to 69 years old	15%	15%	16%	14%
Don't know	1%	1%	2%	2%
70 years old or older	1%	1%	1%	2%

	Northeast	South	Midwest	West
Office Leader: Gender identity				
<i>Number of respondents</i>	103	171	153	90
Woman	50%	57%	52%	54%
Man	45%	42%	46%	44%
Genderqueer or Non-binary	1%	0%	1%	0%
Prefer not to answer	3%	1%	2%	1%
Option not provided	1%	1%	0%	0%

	Northeast	South	Midwest	West
Office Leader: Race/ethnicity				
<i>Number of respondents</i>	103	171	153	90
Black or African American	2%	9%	2%	1%
Asian	7%	4%	3%	10%
American Indian or Alaska Native	0%	0%	0%	0%
Hispanic or Latino/a	3%	5%	1%	9%
Native Hawaiian or other Pacific Islander	0%	0%	0%	1%
White	83%	78%	90%	76%
Bi/Multiracial	0%	1%	1%	1%
Did not disclose ethnicity	0%	1%	1%	1%
Prefer not to answer	5%	2%	2%	1%
Option not provided	1%	1%	1%	0%

Section 1: Office Structure

	Northeast	South	Midwest	West
Office leader is the institution's Chief Data Officer (or equivalent position)				
<i>Number of respondents</i>	101	167	152	88
Yes	29%	29%	36%	28%
No, but the institution has this position	8%	12%	13%	10%
No and the institution does not have this position	63%	59%	52%	61%

Office leader's relationship with President/CEO cabinet				
<i>Number of respondents</i>	102	168	152	90
Member of cabinet	17%	16%	13%	26%
Not a member but attends as needed	81%	81%	86%	72%
Not a member and does not attend	44%	48%	46%	34%
Cabinet does not exist	6%	1%	1%	7%

Office leader's relationship with Provost/CAO cabinet				
<i>Number of respondents</i>	100	162	147	87
Member of cabinet	36%	43%	45%	33%
Not a member but attends as needed	59%	56%	54%	60%
Not a member and does not attend	23%	22%	18%	17%
Cabinet does not exist	57%	70%	57%	57%

Section 2. Staffing the Office

	Northeast	South	Midwest	West
Staff Roles in IR Offices				
<i>Number of respondents</i>	100	160	145	88
Percentage of offices with an Office Leader	97%	94%	95%	98%
Percentage of offices with an Assistant/Associate Director	43%	32%	20%	22%
Percentage of offices with Senior Analytical staff	29%	28%	25%	43%
Percentage of offices with Analytical staff	50%	57%	49%	58%
Percentage of offices with Technical staff	8%	18%	17%	11%
Percentage of offices with Administrative Support staff	21%	27%	19%	17%
Percentage of offices with Student staff	15%	15%	16%	23%

Average Staff FTE				
<i>Number of respondents</i>	103	171	153	90
Average Staff FTE	3.26	3.89	2.91	3.77
To meet current demand, what is your ideal staff FTE?	4.83	5.16	3.99	5.18

Office Leader: Headcount, FTE, Salary				
<i>Number of respondents</i>	100	160	145	88
Office Leader: Average Headcount	1.06	1.09	1.06	1.05
Office Leader: Average FTE	1.02	1.08	1.03	1.01
Office Leader: Average Annual Salary/Wage Expense	\$ 107,608	\$ 98,247	\$ 89,849	\$ 108,076

Assistant/Associate Directors: Headcount, FTE, Salary				
<i>Number of respondents</i>	44	55	30	20
Assistant/Associate Directors: Average Headcount	1.45	1.76	1.33	1.45
Assistant/Associate Directors: Average FTE	1.45	1.71	1.32	1.40
Assistant/Associate Directors: Average Annual Salary/Wage Expense	\$ 83,156	\$ 79,667	\$ 77,253	\$ 86,205

Section 2. Staffing the Office

	Northeast	South	Midwest	West
<i>Number of respondents</i>	30	48	38	39
Senior Analytical Staff: Average Headcount	1.60	1.50	1.18	1.59
Senior Analytical Staff: Average FTE	1.55	1.46	1.16	1.53
Senior Analytical Staff: Average Annual Salary/Wage Expense	\$ 69,458	\$ 70,179	\$ 66,371	\$ 81,364
<i>Number of respondents</i>	51	96	75	52
Analytical Staff: Average Headcount	1.65	2.32	1.88	2.31
Analytical Staff: Average FTE	1.57	2.25	1.76	2.17
Analytical Staff: Average Annual Salary/Wage Expense	\$ 60,133	\$ 59,532	\$ 58,976	\$ 62,190
<i>Number of respondents</i>	8	30	25	11
Technical Staff: Average Headcount	1.38	1.77	1.88	2.55
Technical Staff: Average FTE	1.38	1.72	1.77	2.31
Technical Staff: Average Annual Salary/Wage Expense	\$ 73,500	\$ 64,659	\$ 56,031	\$ 78,602
<i>Number of respondents</i>	22	46	29	15
Administrative Support Staff: Average Headcount	1.00	1.11	1.00	1.20
Administrative Support Staff: Average FTE	0.92	0.99	0.80	0.77
Administrative Support Staff: Average Annual Salary/Wage Expense	\$ 47,974	\$ 39,326	\$ 35,591	\$ 41,958
<i>Number of respondents</i>	15	25	25	21
Student Staff: Average Headcount	2.27	1.64	1.44	1.76
Student Staff: Average FTE	0.86	0.68	0.54	0.63
Student Staff: Average Annual Salary/Wage Expense	\$ 6,246	\$ 10,833	\$ 9,230	\$ 12,483

Section 2. Staffing the Office

	Northeast	South	Midwest	West
IR Office Staff: Gender Identity				
<i>Number of respondents</i>	97	157	146	80
Average Staff Headcount: Identify as Women	2.94	2.41	1.64	2.16
Average Staff Headcount: Identify as Men	1.33	1.48	1.17	1.82
Average Staff Headcount: Identify as Genderqueer or Non-binary	0.01	0.00	0.02	0.03
Average Staff Headcount: Identify as Agender	0.00	0.07	0.01	0.00
Average Staff Headcount: Don't know/did not disclose gender identity	0.11	0.10	0.12	0.08
Average Staff Headcount: Option not provided	0.31	0.08	0.23	0.05

















































	Northeast	South	Midwest	West
IR Office Staff: Race/ethnicity				
<i>Number of respondents</i>	97	157	146	80
Average Staff Headcount: African American or Black	0.08	0.48	0.19	0.11
Average Staff Headcount: Asian	0.49	0.41	0.16	0.53
Average Staff Headcount: American Indian or Alaska Native	0.01	0.01	0.02	0.05
Average Staff Headcount: Hispanic or Latino/a	0.16	0.27	0.11	0.51
Average Staff Headcount: Native Hawaiian or Other Pacific Islander	0.01	0.00	0.00	0.00
Average Staff Headcount: White	2.39	2.61	2.33	2.31
Average Staff Headcount: Bi/Multiracial	0.07	0.07	0.02	0.06
Average Staff Headcount: Don't know/did not disclose ethnicity	0.16	0.15	0.16	0.44
Average Staff Headcount: Other/Option not given	0.11	0.03	0.05	0.12

















































Section 2. Staffing the Office

	Northeast	South	Midwest	West
Office Leader: Work Effort				
<i>Number of respondents</i>	100	160	145	88
% of work time spent on - Data collection and management	18%	19%	18%	16%
% of work time spent on - Basic analytics	12%	13%	14%	13%
% of work time spent on - Advanced analytics	6%	5%	5%	6%
% of work time spent on - Communication of information	15%	12%	14%	14%
% of work time spent on - Educating data users	7%	7%	7%	7%
% of work time spent on - Technology management	5%	4%	4%	4%
% of work time spent on - Professional development	4%	4%	4%	4%
% of work time spent on - Office management	6%	6%	6%	7%
% of work time spent on - Attending meetings	14%	13%	14%	16%
% of work time spent on - Policy/governance/planning	8%	8%	8%	8%
% of work time spent on - Administrative activities	3%	4%	4%	5%
% of work time spent on - Other	1%	3%	2%	2%

Assistant/Associate Directors: Work Effort				
<i>Number of respondents</i>	44	55	30	20
% of work time spent on - Data collection and management	28%	21%	24%	20%
% of work time spent on - Basic analytics	16%	16%	16%	15%
% of work time spent on - Advanced analytics	7%	6%	6%	6%
% of work time spent on - Communication of information	13%	12%	13%	12%
% of work time spent on - Educating data users	6%	8%	7%	8%
% of work time spent on - Technology management	8%	7%	8%	5%
% of work time spent on - Professional development	6%	6%	5%	6%
% of work time spent on - Office management	2%	5%	5%	3%
% of work time spent on - Attending meetings	9%	9%	10%	12%
% of work time spent on - Policy/governance/planning	4%	5%	4%	7%
% of work time spent on - Administrative activities	3%	2%	3%	4%
% of work time spent on - Other	0%	3%	0%	3%

Section 2. Staffing the Office

	Northeast	South	Midwest	West
Senior Analytical Staff: Work Effort				
<i>Number of respondents</i>	30	48	38	39
% of work time spent on - Data collection and management	 30%	 24%	 29%	 22%
% of work time spent on - Basic analytics	 20%	 21%	 19%	 19%
% of work time spent on - Advanced analytics	 9%	 11%	 6%	 12%
% of work time spent on - Communication of information	 13%	 12%	 13%	 11%
% of work time spent on - Educating data users	 5%	 8%	 6%	 7%
% of work time spent on - Technology management	 6%	 8%	 4%	 8%
% of work time spent on - Professional development	 5%	 5%	 5%	 7%
% of work time spent on - Office management	 1%	 1%	 2%	 1%
% of work time spent on - Attending meetings	 7%	 6%	 9%	 8%
% of work time spent on - Policy/governance/planning	 3%	 2%	 3%	 3%
% of work time spent on - Administrative activities	 1%	 1%	 2%	 1%
% of work time spent on - Other	 0%	 1%	 4%	 0%

	Northeast	South	Midwest	West
Analytical Staff: Work Effort				
<i>Number of respondents</i>	51	96	75	52
% of work time spent on - Data collection and management	 32%	 33%	 29%	 24%
% of work time spent on - Basic analytics	 22%	 22%	 21%	 25%
% of work time spent on - Advanced analytics	 5%	 4%	 6%	 7%
% of work time spent on - Communication of information	 14%	 11%	 14%	 11%
% of work time spent on - Educating data users	 5%	 6%	 6%	 6%
% of work time spent on - Technology management	 5%	 5%	 5%	 5%
% of work time spent on - Professional development	 5%	 6%	 6%	 6%
% of work time spent on - Office management	 1%	 1%	 0%	 1%
% of work time spent on - Attending meetings	 6%	 6%	 7%	 8%
% of work time spent on - Policy/governance/planning	 3%	 2%	 2%	 2%
% of work time spent on - Administrative activities	 1%	 2%	 1%	 1%
% of work time spent on - Other	 2%	 2%	 3%	 2%

Section 2. Staffing the Office

	Northeast	South	Midwest	West
Technical Staff: Work Effort				
<i>Number of respondents</i>	8	28	24	11
% of work time spent on - Data collection and management	34%	25%	32%	27%
% of work time spent on - Basic analytics	15%	15%	10%	8%
% of work time spent on - Advanced analytics	3%	4%	1%	5%
% of work time spent on - Communication of information	12%	8%	14%	7%
% of work time spent on - Educating data users	4%	5%	7%	7%
% of work time spent on - Technology management	14%	28%	16%	31%
% of work time spent on - Professional development	5%	7%	6%	5%
% of work time spent on - Office management	1%	1%	1%	1%
% of work time spent on - Attending meetings	8%	5%	8%	7%
% of work time spent on - Policy/governance/planning	2%	2%	1%	3%
% of work time spent on - Administrative activities	1%	1%	2%	0%
% of work time spent on - Other	1%	0%	1%	0%

	Northeast	South	Midwest	West
Administrative Support Staff: Work Effort				
<i>Number of respondents</i>	22	46	29	15
% of work time spent on - Data collection and management	20%	12%	22%	14%
% of work time spent on - Basic analytics	7%	4%	8%	8%
% of work time spent on - Advanced analytics	0%	0%	0%	0%
% of work time spent on - Communication of information	9%	7%	11%	14%
% of work time spent on - Educating data users	3%	3%	2%	6%
% of work time spent on - Technology management	2%	2%	2%	2%
% of work time spent on - Professional development	6%	5%	4%	3%
% of work time spent on - Office management	12%	16%	12%	13%
% of work time spent on - Attending meetings	5%	6%	7%	9%
% of work time spent on - Policy/governance/planning	1%	2%	1%	2%
% of work time spent on - Administrative activities	35%	39%	25%	24%
% of work time spent on - Other	0%	4%	5%	4%

Section 2. Staffing the Office

	Northeast	South	Midwest	West
Student Staff: Work Effort				
<i>Number of respondents</i>	15	25	25	21
% of work time spent on - Data collection and management	38%	31%	36%	25%
% of work time spent on - Basic analytics	31%	26%	32%	30%
% of work time spent on - Advanced analytics	4%	3%	5%	6%
% of work time spent on - Communication of information	12%	8%	15%	19%
% of work time spent on - Educating data users	0%	0%	0%	1%
% of work time spent on - Technology management	2%	2%	0%	3%
% of work time spent on - Professional development	1%	2%	1%	5%
% of work time spent on - Office management	0%	0%	1%	1%
% of work time spent on - Attending meetings	3%	2%	2%	5%
% of work time spent on - Policy/governance/planning	1%	0%	0%	0%
% of work time spent on - Administrative activities	4%	7%	1%	3%
% of work time spent on - Other	4%	14%	5%	1%

Office Leader: Professional Development				
<i>Number of respondents</i>	90	146	133	80
% of offices with staff participating in professional development	98%	96%	97%	94%
% of offices with staff participating in prof dev related to - Data management/governance	14%	17%	18%	15%
% of offices with staff participating in prof dev related to - Basic analytics	8%	9%	9%	11%
% of offices with staff participating in prof dev related to - Advanced analytics	11%	11%	10%	10%
% of offices with staff participating in prof dev related to - Software tools	18%	13%	16%	16%
% of offices with staff participating in prof dev related to - Data viz/communicating results	16%	15%	15%	15%
% of offices with staff participating in prof dev related to - Leadership/management	14%	12%	14%	15%
% of offices with staff participating in prof dev related to - Technology-related content	10%	10%	9%	10%
% of offices with staff participating in prof dev related to - Other content	9%	13%	9%	8%

Section 2. Staffing the Office

	Northeast	South	Midwest	West
Assistant/Associate Directors: Professional Development				
<i>Number of respondents</i>	40	55	27	19
% of offices with staff participating in professional development	95%	100%	93%	95%
% of offices with staff participating in prof dev related to - Data management/governance	15%	12%	16%	21%
% of offices with staff participating in prof dev related to - Basic analytics	10%	12%	11%	12%
% of offices with staff participating in prof dev related to - Advanced analytics	8%	9%	10%	10%
% of offices with staff participating in prof dev related to - Software tools	23%	20%	19%	15%
% of offices with staff participating in prof dev related to - Data viz/communicating results	15%	14%	19%	14%
% of offices with staff participating in prof dev related to - Leadership/management	5%	8%	7%	11%
% of offices with staff participating in prof dev related to - Technology-related content	12%	12%	13%	9%
% of offices with staff participating in prof dev related to - Other content	11%	13%	6%	8%

Senior Analytical Staff: Professional Development				
<i>Number of respondents</i>	25	46	36	38
% of offices with staff participating in professional development	93%	98%	95%	100%
% of offices with staff participating in prof dev related to - Data management/governance	11%	13%	20%	13%
% of offices with staff participating in prof dev related to - Basic analytics	10%	18%	15%	9%
% of offices with staff participating in prof dev related to - Advanced analytics	15%	16%	10%	16%
% of offices with staff participating in prof dev related to - Software tools	20%	19%	21%	29%
% of offices with staff participating in prof dev related to - Data viz/communicating results	17%	14%	18%	15%
% of offices with staff participating in prof dev related to - Leadership/management	1%	3%	5%	3%
% of offices with staff participating in prof dev related to - Technology-related content	12%	12%	7%	9%
% of offices with staff participating in prof dev related to - Other content	13%	5%	3%	5%

Section 2. Staffing the Office

	Northeast	South	Midwest	West
Analytical Staff: Professional Development				
<i>Number of respondents</i>	43	92	70	45
% of offices with staff participating in professional development	88%	96%	99%	96%
% of offices with staff participating in prof dev related to - Data management/governance	16%	13%	12%	11%
% of offices with staff participating in prof dev related to - Basic analytics	16%	19%	15%	17%
% of offices with staff participating in prof dev related to - Advanced analytics	8%	7%	12%	13%
% of offices with staff participating in prof dev related to - Software tools	21%	24%	24%	23%
% of offices with staff participating in prof dev related to - Data viz/communicating results	17%	15%	18%	18%
% of offices with staff participating in prof dev related to - Leadership/management	1%	2%	3%	4%
% of offices with staff participating in prof dev related to - Technology-related content	10%	11%	10%	13%
% of offices with staff participating in prof dev related to - Other content	11%	9%	5%	2%
Technical Staff: Professional Development				
<i>Number of respondents</i>	7	28	21	11
% of offices with staff participating in professional development	88%	97%	88%	100%
% of offices with staff participating in prof dev related to - Data management/governance	16%	16%	12%	13%
% of offices with staff participating in prof dev related to - Basic analytics	9%	9%	17%	5%
% of offices with staff participating in prof dev related to - Advanced analytics	6%	3%	2%	5%
% of offices with staff participating in prof dev related to - Software tools	25%	27%	23%	25%
% of offices with staff participating in prof dev related to - Data viz/communicating results	26%	9%	17%	9%
% of offices with staff participating in prof dev related to - Leadership/management	1%	4%	5%	2%
% of offices with staff participating in prof dev related to - Technology-related content	17%	27%	17%	37%
% of offices with staff participating in prof dev related to - Other content	1%	6%	5%	5%

Section 2. Staffing the Office

	Northeast	South	Midwest	West
Administrative Support Staff: Professional Development				
<i>Number of respondents</i>	12	29	18	10
% of offices with staff participating in professional development	67%	73%	71%	79%
% of offices with staff participating in prof dev related to - Data management/governance	15%	6%	4%	3%
% of offices with staff participating in prof dev related to - Basic analytics	7%	12%	17%	8%
% of offices with staff participating in prof dev related to - Advanced analytics	2%	1%	0%	1%
% of offices with staff participating in prof dev related to - Software tools	10%	17%	21%	26%
% of offices with staff participating in prof dev related to - Data viz/communicating results	14%	6%	12%	13%
% of offices with staff participating in prof dev related to - Leadership/management	22%	16%	19%	7%
% of offices with staff participating in prof dev related to - Technology-related content	14%	5%	5%	11%
% of offices with staff participating in prof dev related to - Other content	17%	37%	22%	33%
Student Staff: Professional Development				
<i>Number of respondents</i>	6	8	10	12
% of offices with staff participating in professional development	43%	39%	43%	63%
% of offices with staff participating in prof dev related to - Data management/governance	19%	14%	5%	2%
% of offices with staff participating in prof dev related to - Basic analytics	20%	20%	31%	11%
% of offices with staff participating in prof dev related to - Advanced analytics	9%	6%	16%	15%
% of offices with staff participating in prof dev related to - Software tools	24%	20%	24%	28%
% of offices with staff participating in prof dev related to - Data viz/communicating results	13%	17%	16%	17%
% of offices with staff participating in prof dev related to - Leadership/management	0%	1%	0%	0%
% of offices with staff participating in prof dev related to - Technology-related content	4%	5%	7%	3%
% of offices with staff participating in prof dev related to - Other content	11%	18%	3%	23%

Section 3. Evaluation of Office

		Northeast	South	Midwest	West
Office leader regularly assesses the Office to ensure goal attainment					
	<i>Number of respondents</i>	101	166	152	90
Strongly / Moderately disagree		5%	5%	9%	7%
Neutral		15%	4%	13%	10%
Strongly / Moderately agree		80%	90%	78%	83%
Office leader uses evidence to inform decisions					
	<i>Number of respondents</i>	101	166	153	90
Strongly / Moderately disagree		1%	4%	5%	4%
Neutral		3%	3%	3%	4%
Strongly / Moderately agree		96%	93%	92%	91%
Office leader empowers Office staff to contribute to the effectiveness of the office					
	<i>Number of respondents</i>	87	143	122	74
Strongly / Moderately disagree		1%	5%	4%	5%
Neutral		2%	3%	9%	4%
Strongly / Moderately agree		97%	92%	87%	91%
Office has a positive work environment					
	<i>Number of respondents</i>	99	163	151	87
Strongly / Moderately disagree		2%	5%	7%	6%
Neutral		4%	3%	3%	5%
Strongly / Moderately agree		94%	92%	89%	90%
Office is well managed					
	<i>Number of respondents</i>	100	159	149	88
Strongly / Moderately disagree		1%	4%	5%	8%
Neutral		7%	4%	7%	3%
Strongly / Moderately agree		92%	92%	88%	89%

Section 3. Evaluation of Office

		Northeast	South	Midwest	West
Office mission is aligned with institutional mission					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		1%	2%	2%	2%
Neutral		9%	3%	10%	8%
Strongly / Moderately agree		90%	95%	88%	90%
Office mission statement is clearly articulated					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		5%	6%	14%	8%
Neutral		21%	11%	18%	13%
Strongly / Moderately agree		74%	83%	68%	79%
Office goals are clearly articulated					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		7%	4%	11%	7%
Neutral		15%	6%	16%	14%
Strongly / Moderately agree		79%	89%	73%	79%
Office policies and practices are clearly articulated					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		8%	9%	11%	8%
Neutral		18%	11%	17%	23%
Strongly / Moderately agree		74%	81%	72%	69%
Office grounds its work in appropriate theories and methodologies					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		1%	4%	3%	2%
Neutral		8%	5%	8%	6%
Strongly / Moderately agree		91%	92%	88%	92%

Section 3. Evaluation of Office

		Northeast	South	Midwest	West
Office supports analytics work conducted by other units					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		5%	5%	4%	8%
Neutral		7%	11%	8%	7%
Strongly / Moderately agree		88%	84%	88%	86%





























































		Northeast	South	Midwest	West
Office is recognized for its institutional leadership in data and analytics					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		3%	8%	6%	4%
Neutral		10%	8%	8%	10%
Strongly / Moderately agree		87%	84%	86%	86%

		Northeast	South	Midwest	West
Office has access to data necessary to produce its work					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		4%	9%	9%	6%
Neutral		10%	6%	5%	8%
Strongly / Moderately agree		86%	84%	86%	87%

		Northeast	South	Midwest	West
Office staffing is adequate to meet institutional expectations					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		50%	44%	52%	51%
Neutral		13%	14%	13%	7%
Strongly / Moderately agree		37%	42%	35%	42%

		Northeast	South	Midwest	West
Office space is adequate to meet institutional expectations					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		13%	16%	14%	17%
Neutral		15%	12%	14%	12%
Strongly / Moderately agree		73%	73%	72%	71%

Section 3. Evaluation of Office

		Northeast	South	Midwest	West
Office software is adequate to meet institutional expectations					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	 17%	 20%	 16%	 19%	
Neutral	 15%	 11%	 12%	 10%	
Strongly / Moderately agree	 69%	 69%	 71%	 71%	
Office hardware is adequate to meet institutional expectations					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	 8%	 12%	 6%	 10%	
Neutral	 16%	 12%	 8%	 11%	
Strongly / Moderately agree	 77%	 75%	 86%	 79%	
Office professional development/training opportunities are adequate to meet institutional expectations					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	 19%	 15%	 14%	 11%	
Neutral	 17%	 12%	 14%	 14%	
Strongly / Moderately agree	 63%	 73%	 72%	 74%	
Support from institutional leadership is adequate to meet institutional expectations					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	 17%	 14%	 19%	 19%	
Neutral	 18%	 16%	 15%	 18%	
Strongly / Moderately agree	 64%	 70%	 66%	 63%	
Staff produce quality work					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	 1%	 0%	 1%	 1%	
Neutral	 1%	 4%	 2%	 0%	
Strongly / Moderately agree	 98%	 96%	 97%	 99%	

Section 3. Evaluation of Office

		Northeast	South	Midwest	West
Staff adhere to standards dictating ethical use of data					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		0%	0%	0%	1%
Neutral		1%	2%	1%	0%
Strongly / Moderately agree		99%	98%	99%	99%
Staff work efficiently					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		2%	2%	3%	3%
Neutral		6%	6%	6%	7%
Strongly / Moderately agree		92%	92%	91%	90%
Staff work effectively					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		1%	0%	2%	3%
Neutral		5%	5%	4%	6%
Strongly / Moderately agree		94%	95%	94%	91%
Staff employ good interpersonal relationship skills					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		1%	1%	3%	1%
Neutral		3%	3%	2%	3%
Strongly / Moderately agree		96%	96%	95%	96%
Staff effectively communicate results of their work					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		1%	1%	2%	2%
Neutral		6%	8%	7%	7%
Strongly / Moderately agree		93%	91%	92%	91%

Section 3. Evaluation of Office

		Northeast	South	Midwest	West
Staff work together as a team					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		0%	1%	2%	1%
Neutral		14%	11%	12%	9%
Strongly / Moderately agree		86%	89%	86%	90%
Staff work well individually					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		1%	0%	1%	1%
Neutral		2%	4%	3%	0%
Strongly / Moderately agree		97%	96%	95%	99%
Staff work to build relationships across the institution					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		0%	1%	1%	2%
Neutral		3%	7%	5%	3%
Strongly / Moderately agree		97%	92%	94%	94%
Staff continually work to improve their knowledge/skills					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		0%	4%	2%	3%
Neutral		13%	8%	10%	2%
Strongly / Moderately agree		87%	88%	88%	94%
Staff have appropriate educational background and/or training to perform their work					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		2%	4%	3%	3%
Neutral		3%	9%	6%	8%
Strongly / Moderately agree		95%	88%	92%	89%

Section 3. Evaluation of Office

		Northeast	South	Midwest	West
Staff serve as institutional experts in data and analytics					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		4%	4%	3%	3%
Neutral		8%	11%	8%	9%
Strongly / Moderately agree		88%	86%	89%	88%

Staff are paid competitive salaries					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		31%	36%	33%	32%
Neutral		25%	16%	17%	16%
Strongly / Moderately agree		44%	49%	50%	52%

Office can recruit talented staff					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		15%	20%	18%	20%
Neutral		32%	28%	35%	24%
Strongly / Moderately agree		53%	52%	46%	56%

Office can retain talented staff					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		7%	12%	11%	12%
Neutral		28%	26%	26%	22%
Strongly / Moderately agree		65%	63%	63%	66%

Office can recruit a diverse staff					
	<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree		19%	20%	25%	11%
Neutral		45%	34%	41%	29%
Strongly / Moderately agree		36%	46%	35%	60%

Section 3. Evaluation of Office

	Northeast	South	Midwest	West
Office can retain a diverse staff				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	13%	12%	16%	8%
Neutral	47%	40%	51%	40%
Strongly / Moderately agree	41%	48%	33%	52%

	Northeast	South	Midwest	West
Office hiring practices align with institutional expectations				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	4%	3%	3%	9%
Neutral	24%	20%	25%	19%
Strongly / Moderately agree	72%	77%	71%	72%

Section 4. Data Use, Literacy, and Capacity

	Northeast	South	Midwest	West
Senior leaders use data and information for decision making				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	4%	5%	4%	4%
Neutral	4%	8%	7%	9%
Strongly / Moderately agree	92%	87%	90%	87%
Administrators use data and information for decision making				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	4%	5%	2%	4%
Neutral	10%	8%	6%	8%
Strongly / Moderately agree	86%	87%	92%	88%
Faculty use data and information for decision making				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	16%	13%	19%	13%
Neutral	36%	32%	30%	30%
Strongly / Moderately agree	49%	56%	51%	57%
Staff use data and information for decision making				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	15%	6%	15%	12%
Neutral	29%	30%	26%	29%
Strongly / Moderately agree	56%	64%	59%	59%
Students use data and information for decision making				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	45%	30%	37%	32%
Neutral	47%	53%	52%	56%
Strongly / Moderately agree	9%	17%	11%	12%

Section 4. Data Use, Literacy, and Capacity

	Northeast	South	Midwest	West
Senior leaders' data literacy levels are high				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	11%	16%	14%	16%
Neutral	14%	14%	12%	18%
Strongly / Moderately agree	76%	70%	73%	67%
Administrators' data literacy levels are high				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	12%	12%	10%	14%
Neutral	22%	18%	14%	21%
Strongly / Moderately agree	66%	70%	75%	64%
Faculty members' data literacy levels are high				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	24%	18%	25%	22%
Neutral	39%	39%	29%	42%
Strongly / Moderately agree	37%	44%	46%	36%
Staff members' data literacy levels are high				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	29%	24%	30%	33%
Neutral	38%	43%	29%	34%
Strongly / Moderately agree	33%	33%	41%	32%
Students' data literacy levels are high				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	36%	41%	39%	36%
Neutral	50%	51%	52%	57%
Strongly / Moderately agree	15%	8%	10%	8%

Section 4. Data Use, Literacy, and Capacity

	Northeast	South	Midwest	West
There is sufficient capacity across the institution to meet stakeholders' needs for data and information for decision making				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	50%	39%	48%	57%
Neutral	13%	21%	16%	10%
Strongly / Moderately agree	38%	40%	35%	33%

	Northeast	South	Midwest	West
There is sufficient capacity within the Office to meet stakeholders' needs for data and information for decision making				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	50%	44%	45%	58%
Neutral	16%	16%	11%	7%
Strongly / Moderately agree	35%	40%	44%	36%

	Northeast	South	Midwest	West
Office provides educational opportunities or coaching to enhance the data literacy of institutional stakeholders				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	27%	18%	35%	26%
Neutral	32%	26%	19%	26%
Strongly / Moderately agree	41%	56%	46%	49%

	Northeast	South	Midwest	West
Data collected by different offices are integrated to present a comprehensive picture of institutional performance				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	42%	27%	41%	38%
Neutral	22%	21%	16%	19%
Strongly / Moderately agree	36%	52%	43%	43%

	Northeast	South	Midwest	West
Data are typically viewed as reliable for decision making				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	9%	7%	10%	6%
Neutral	15%	12%	14%	13%
Strongly / Moderately agree	77%	81%	76%	81%

Section 4. Data Use, Literacy, and Capacity

	Northeast	South	Midwest	West
Reports are shared widely regardless of whether they reflect "good news" or "bad news"				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	18%	17%	22%	14%
Neutral	17%	18%	20%	14%
Strongly / Moderately agree	65%	65%	58%	71%

	Northeast	South	Midwest	West
Data and information are widely accessible across the institution				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	24%	17%	18%	13%
Neutral	23%	22%	22%	19%
Strongly / Moderately agree	52%	61%	60%	68%

	Northeast	South	Midwest	West
Institutional leadership models the importance of using data and information to make decisions				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	12%	14%	9%	19%
Neutral	19%	20%	17%	19%
Strongly / Moderately agree	69%	66%	74%	62%

Section 5. Maturity of the Data Environment

	Northeast	South	Midwest	West
Estimate the level of maturity of the Office for: Advanced analytics (e.g., predictive, prescriptive)				
<i>Number of respondents</i>	100	166	150	88
Not occurring	20%	24%	23%	24%
Reactive	41%	42%	45%	39%
Proactive	32%	30%	28%	32%
Optimized	7%	5%	4%	6%

Estimate the level of maturity of the Office for: Basic analytics (e.g., descriptive statistics)				
<i>Number of respondents</i>	101	169	151	89
Not occurring	0%	1%	0%	0%
Reactive	10%	7%	11%	11%
Proactive	41%	55%	56%	40%
Optimized	50%	37%	34%	48%

Estimate the level of maturity of the Office for: Data ethics				
<i>Number of respondents</i>	99	168	147	84
Not occurring	3%	3%	2%	2%
Reactive	9%	6%	10%	11%
Proactive	45%	43%	38%	37%
Optimized	42%	48%	50%	50%

Estimate the level of maturity of the Office for: Data management				
<i>Number of respondents</i>	102	168	152	89
Not occurring	1%	4%	1%	3%
Reactive	17%	17%	26%	28%
Proactive	60%	53%	59%	45%
Optimized	23%	27%	15%	24%

Section 5. Maturity of the Data Environment

	Northeast	South	Midwest	West
Estimate the level of maturity of the Office for: Data visualization				
<i>Number of respondents</i>	101	169	152	88
Not occurring	5%	8%	6%	3%
Reactive	31%	27%	35%	17%
Proactive	48%	51%	54%	52%
Optimized	17%	14%	5%	27%

	Northeast	South	Midwest	West
Estimate the level of maturity of the Office for: Effective communication of results/insights				
<i>Number of respondents</i>	102	169	152	89
Not occurring	2%	1%	1%	2%
Reactive	21%	26%	24%	24%
Proactive	58%	54%	60%	66%
Optimized	20%	19%	14%	8%

	Northeast	South	Midwest	West
Estimate the level of maturity of the Office for: Managing project/data requests				
<i>Number of respondents</i>	102	169	152	89
Not occurring	1%	1%	0%	0%
Reactive	25%	20%	29%	27%
Proactive	40%	47%	47%	51%
Optimized	34%	32%	24%	22%

	Northeast	South	Midwest	West
Estimate the level of maturity of the Office for: Technology management				
<i>Number of respondents</i>	98	163	142	86
Not occurring	7%	6%	6%	6%
Reactive	30%	22%	42%	36%
Proactive	49%	55%	42%	40%
Optimized	14%	18%	11%	19%

Section 5. Maturity of the Data Environment

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Change management				
<i>Number of respondents</i>	94	159	137	81
Not occurring	5%	7%	7%	6%
Reactive	62%	55%	58%	65%
Proactive	30%	35%	32%	28%
Optimized	3%	4%	3%	0%

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Data access				
<i>Number of respondents</i>	102	163	150	86
Not occurring	1%	2%	1%	1%
Reactive	57%	49%	51%	55%
Proactive	34%	38%	41%	36%
Optimized	8%	10%	7%	8%

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Data capacity				
<i>Number of respondents</i>	98	156	138	84
Not occurring	1%	4%	1%	2%
Reactive	61%	45%	54%	52%
Proactive	32%	43%	41%	36%
Optimized	6%	8%	3%	10%

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Data ethics				
<i>Number of respondents</i>	96	158	140	83
Not occurring	4%	3%	4%	5%
Reactive	34%	28%	28%	35%
Proactive	48%	51%	52%	48%
Optimized	14%	18%	16%	12%

Section 5. Maturity of the Data Environment

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Data governance				
<i>Number of respondents</i>	101	161	145	86
Not occurring	23%	13%	19%	15%
Reactive	40%	35%	45%	47%
Proactive	33%	45%	30%	30%
Optimized	5%	7%	6%	8%

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Data integrity				
<i>Number of respondents</i>	101	162	148	85
Not occurring	5%	3%	4%	6%
Reactive	44%	36%	39%	41%
Proactive	42%	45%	48%	44%
Optimized	10%	15%	9%	9%

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Data literacy				
<i>Number of respondents</i>	98	159	148	84
Not occurring	13%	6%	9%	7%
Reactive	50%	60%	55%	57%
Proactive	32%	33%	34%	33%
Optimized	5%	2%	1%	2%

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Data management				
<i>Number of respondents</i>	100	160	145	85
Not occurring	3%	3%	3%	2%
Reactive	42%	38%	42%	39%
Proactive	50%	53%	51%	49%
Optimized	5%	6%	4%	9%

Section 5. Maturity of the Data Environment

		Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Data privacy					
	<i>Number of respondents</i>	101	162	147	84
Not occurring		0%	1%	0%	1%
Reactive		18%	17%	16%	15%
Proactive		65%	54%	64%	61%
Optimized		17%	28%	20%	23%

Estimate the level of maturity of the institution for: Data security					
	<i>Number of respondents</i>	98	161	148	85
Not occurring		0%	1%	1%	1%
Reactive		12%	15%	14%	14%
Proactive		65%	50%	66%	58%
Optimized		22%	35%	20%	27%

Estimate the level of maturity of the institution for: Data use					
	<i>Number of respondents</i>	100	160	145	86
Not occurring		1%	1%	0%	1%
Reactive		49%	42%	43%	38%
Proactive		45%	52%	55%	56%
Optimized		5%	6%	1%	5%

Estimate the level of maturity of the institution for: Decision support culture					
	<i>Number of respondents</i>	97	154	142	84
Not occurring		4%	6%	3%	5%
Reactive		48%	40%	44%	42%
Proactive		41%	47%	50%	48%
Optimized		6%	7%	3%	6%

Section 5. Maturity of the Data Environment

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Effective communication of results/insights				
<i>Number of respondents</i>	99	161	149	85
Not occurring	2%	6%	3%	7%
Reactive	48%	47%	44%	41%
Proactive	42%	43%	50%	47%
Optimized	7%	4%	3%	5%

	Northeast	South	Midwest	West
Estimate the level of maturity of the institution for: Technology management				
<i>Number of respondents</i>	93	151	132	80
Not occurring	0%	1%	6%	4%
Reactive	35%	42%	39%	40%
Proactive	53%	43%	49%	48%
Optimized	12%	13%	6%	9%

Section 6. Office Work

	Northeast	South	Midwest	West
Office contributes directly or indirectly to overall student success				
<i>Number of respondents</i>	103	171	151	90
Strongly / Moderately disagree	1%	4%	2%	0%
Neutral	5%	8%	9%	9%
Strongly / Moderately agree	94%	88%	89%	91%
Office contributes directly or indirectly to equitable student success				
<i>Number of respondents</i>	101	166	148	90
Strongly / Moderately disagree	3%	3%	5%	0%
Neutral	17%	17%	13%	14%
Strongly / Moderately agree	80%	80%	82%	86%
Office collaborates with colleagues across the institution in support of student success				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	0%	2%	1%	0%
Neutral	2%	4%	2%	4%
Strongly / Moderately agree	98%	94%	97%	96%
Office identifies factors that predict student success (e.g., retention rate, graduation rate, GPA)				
<i>Number of respondents</i>	103	171	153	89
Strongly / Moderately disagree	5%	3%	5%	4%
Neutral	10%	6%	6%	10%
Strongly / Moderately agree	85%	91%	90%	85%
Office evaluates the impact of programs and/or initiatives designed to increase student success				
<i>Number of respondents</i>	102	170	153	90
Strongly / Moderately disagree	13%	14%	13%	13%
Neutral	21%	12%	17%	14%
Strongly / Moderately agree	67%	75%	70%	72%

Section 6. Office Work

	Northeast	South	Midwest	West
Office contributes to the institution's ability to identify students who need additional support				
<i>Number of respondents</i>	103	171	153	90
Strongly / Moderately disagree	12%	10%	16%	12%
Neutral	22%	18%	15%	13%
Strongly / Moderately agree	66%	72%	69%	74%

Office provides student success reporting disaggregated by student characteristics or background				
<i>Number of respondents</i>	103	170	153	89
Strongly / Moderately disagree	6%	3%	9%	2%
Neutral	3%	3%	5%	2%
Strongly / Moderately agree	91%	94%	86%	96%

Office offers evidence-based recommendations on how to increase student success				
<i>Number of respondents</i>	103	171	152	89
Strongly / Moderately disagree	13%	13%	25%	10%
Neutral	29%	25%	16%	20%
Strongly / Moderately agree	58%	62%	59%	70%

Breakdown of Office Work				
<i>Number of respondents</i>	103	171	153	90
% of Office work devoted to: Compliance reporting	21%	21%	20%	18%
% of Office work devoted to: Non-compliance reporting	15%	14%	14%	14%
% of Office work devoted to: Providing data and information for decision support	19%	17%	20%	19%
% of Office work devoted to: Institutional effectiveness activities	8%	9%	10%	10%
% of Office work devoted to: Assessment activities	8%	9%	9%	8%
% of Office work devoted to: Strategic planning activities	7%	7%	8%	9%
% of Office work devoted to: Accreditation activities	9%	10%	8%	10%
% of Office work devoted to: Analytics/business intelligence (BI) activities	9%	8%	7%	10%
% of Office work devoted to: Any/all other activities	4%	4%	4%	3%

Section 6. Office Work

	Northeast	South	Midwest	West
<i>Number of respondents</i>				
	103	169	153	90
Not in the past year	3%	9%	8%	6%
A few times a year	34%	41%	34%	36%
A few times a term	28%	20%	27%	27%
A few times a month	17%	18%	21%	19%
A few times a week	18%	12%	10%	13%

	Northeast	South	Midwest	West
<i>Number of respondents</i>				
	102	169	152	90
Not in the past year	44%	43%	43%	36%
A few times a year	39%	34%	44%	48%
A few times a term	11%	14%	9%	11%
A few times a month	3%	7%	3%	4%
A few times a week	3%	2%	1%	1%

	Northeast	South	Midwest	West
<i>Number of respondents</i>				
	102	167	152	89
Not in the past year	28%	32%	31%	28%
A few times a year	41%	45%	45%	44%
A few times a term	25%	12%	15%	16%
A few times a month	1%	7%	7%	7%
A few times a week	5%	4%	2%	6%

	Northeast	South	Midwest	West
<i>Number of respondents</i>				
	76	123	111	74
No	13%	11%	12%	3%
Yes	87%	89%	88%	97%

Section 6. Office Work

	Northeast	South	Midwest	West
Office staff member serves as the institution's IPEDS Keyholder				
<i>Number of respondents</i>	103	171	152	86
No	4%	5%	14%	14%
Yes	96%	95%	86%	86%













	Northeast	South	Midwest	West
Office staff member serves as institution's regional/national accreditor liaison officer				
<i>Number of respondents</i>	98	169	147	89
No	62%	66%	68%	60%
Yes	38%	34%	32%	40%













	Northeast	South	Midwest	West
Degree to which software tool contributed to Office efficiency over past year: Assessment/accreditation planning tools				
<i>Number of respondents</i>	63	126	90	56
Not at all / Slight	79%	44%	79%	82%
Moderate	8%	18%	8%	11%
High / Very high	13%	38%	13%	7%













	Northeast	South	Midwest	West
Degree to which software tool contributed to Office efficiency over past year: Professional survey software tools				
<i>Number of respondents</i>	96	159	141	85
Not at all / Slight	19%	21%	23%	22%
Moderate	26%	23%	29%	22%
High / Very high	55%	55%	48%	55%













	Northeast	South	Midwest	West
Degree to which software tool contributed to Office efficiency over past year: Analytics tools				
<i>Number of respondents</i>	98	146	138	85
Not at all / Slight	22%	27%	33%	22%
Moderate	20%	22%	22%	18%
High / Very high	57%	51%	45%	60%













Section 6. Office Work

		Northeast	South	Midwest	West			
Degree to which software tool contributed to Office efficiency over past year: Query tools								
<i>Number of respondents</i>		93	150	138	85			
Not at all / Slight		14%		16%		14%		12%
Moderate		23%		18%		18%		14%
High / Very high		63%		66%		68%		74%

Degree to which software tool contributed to Office efficiency over past year: Reporting/data visualization tools								
<i>Number of respondents</i>		93	151	127	85			
Not at all / Slight		19%		25%		29%		11%
Moderate		26%		21%		25%		14%
High / Very high		55%		54%		46%		75%

Degree to which software tool contributed to Office efficiency over past year: Data warehouse tools								
<i>Number of respondents</i>		76	122	96	69			
Not at all / Slight		28%		30%		40%		32%
Moderate		20%		19%		16%		13%
High / Very high		53%		51%		45%		55%

Degree to which unit utilized IR Office data and analytics products: Senior leadership offices								
<i>Number of respondents</i>		103	171	153	90			
No / Low utilization		3%		7%		7%		9%
Moderate utilization		26%		22%		24%		28%
High /Very high utilization		71%		71%		69%		63%

Degree to which unit utilized IR Office data and analytics products: Academic colleges/departments								
<i>Number of respondents</i>		103	171	153	90			
No / Low utilization		6%		7%		8%		7%
Moderate utilization		35%		29%		36%		41%
High /Very high utilization		59%		64%		56%		52%

Section 6. Office Work

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office data and analytics products: Academic support units				
<i>Number of respondents</i>	103	171	153	90
No / Low utilization	33%	32%	38%	29%
Moderate utilization	47%	37%	41%	44%
High /Very high utilization	20%	31%	21%	27%

Degree to which unit utilized IR Office data and analytics products: Advancement/external relations units				
<i>Number of respondents</i>	103	170	151	89
No / Low utilization	59%	55%	64%	51%
Moderate utilization	29%	35%	27%	40%
High /Very high utilization	12%	10%	9%	9%

Degree to which unit utilized IR Office data and analytics products: Athletics				
<i>Number of respondents</i>	96	130	135	74
No / Low utilization	69%	62%	71%	68%
Moderate utilization	23%	31%	24%	26%
High /Very high utilization	8%	8%	4%	7%

Degree to which unit utilized IR Office data and analytics products: Diversity, equity, inclusion units				
<i>Number of respondents</i>	92	135	142	83
No / Low utilization	29%	35%	30%	25%
Moderate utilization	40%	41%	46%	31%
High /Very high utilization	30%	24%	24%	43%

Degree to which unit utilized IR Office data and analytics products: Enrollment management units				
<i>Number of respondents</i>	103	171	153	90
No / Low utilization	13%	22%	18%	12%
Moderate utilization	25%	22%	25%	23%
High /Very high utilization	62%	56%	56%	64%

Section 6. Office Work

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office data and analytics products: External entities or organizations				
<i>Number of respondents</i>	102	171	149	88
No / Low utilization	23%	21%	30%	30%
Moderate utilization	29%	30%	30%	30%
High /Very high utilization	48%	49%	41%	41%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office data and analytics products: Finance and business units				
<i>Number of respondents</i>	103	171	152	90
No / Low utilization	33%	41%	49%	38%
Moderate utilization	39%	35%	29%	41%
High /Very high utilization	28%	24%	22%	21%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office data and analytics products: Other data and analytics units				
<i>Number of respondents</i>	77	155	127	75
No / Low utilization	26%	18%	18%	17%
Moderate utilization	38%	28%	40%	35%
High /Very high utilization	36%	54%	42%	48%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office data and analytics products: Research units				
<i>Number of respondents</i>	96	151	136	78
No / Low utilization	52%	42%	49%	44%
Moderate utilization	30%	38%	26%	33%
High /Very high utilization	18%	21%	25%	23%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office data and analytics products: Student health/wellness units				
<i>Number of respondents</i>	99	155	142	81
No / Low utilization	84%	82%	89%	81%
Moderate utilization	12%	15%	11%	15%
High /Very high utilization	4%	3%	0%	4%

Section 6. Office Work

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office data and analytics products: Student involvement units				
<i>Number of respondents</i>	101	159	143	83
No / Low utilization	79%	76%	81%	81%
Moderate utilization	16%	18%	17%	16%
High /Very high utilization	5%	6%	1%	4%

Degree to which unit utilized IR Office data and analytics products: Student services/support				
<i>Number of respondents</i>	103	171	153	90
No / Low utilization	35%	36%	32%	26%
Moderate utilization	40%	38%	47%	49%
High /Very high utilization	25%	26%	21%	26%

Degree to which unit utilized IR Office data and analytics products: Technology-related units				
<i>Number of respondents</i>	103	169	153	88
No / Low utilization	68%	62%	70%	70%
Moderate utilization	24%	24%	18%	18%
High /Very high utilization	8%	14%	12%	11%

Degree to which unit utilized IR Office coaching services: Senior leadership offices				
<i>Number of respondents</i>	102	170	153	88
No / Low utilization	42%	39%	42%	43%
Moderate utilization	32%	26%	28%	30%
High /Very high utilization	25%	35%	30%	27%

Degree to which unit utilized IR Office coaching services: Academic colleges/departments				
<i>Number of respondents</i>	102	170	153	88
No / Low utilization	35%	33%	33%	42%
Moderate utilization	43%	38%	39%	32%
High /Very high utilization	22%	29%	28%	26%

Section 6. Office Work

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: Academic support units				
<i>Number of respondents</i>	102	170	153	88
No / Low utilization	58%	54%	53%	58%
Moderate utilization	29%	31%	33%	24%
High /Very high utilization	13%	15%	14%	18%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: Advancement/external relations units				
<i>Number of respondents</i>	102	169	151	88
No / Low utilization	75%	78%	82%	82%
Moderate utilization	17%	20%	15%	11%
High /Very high utilization	8%	3%	3%	7%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: Athletics				
<i>Number of respondents</i>	95	133	136	74
No / Low utilization	85%	83%	89%	82%
Moderate utilization	11%	11%	7%	12%
High /Very high utilization	4%	6%	4%	5%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: Diversity, equity, inclusion units				
<i>Number of respondents</i>	93	136	141	84
No / Low utilization	60%	64%	55%	52%
Moderate utilization	23%	25%	32%	24%
High /Very high utilization	17%	11%	13%	24%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: Enrollment management units				
<i>Number of respondents</i>	102	170	153	88
No / Low utilization	37%	42%	47%	40%
Moderate utilization	34%	26%	25%	30%
High /Very high utilization	28%	31%	28%	31%

Section 6. Office Work

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: External entities or organizations				
<i>Number of respondents</i>	102	169	149	86
No / Low utilization	74%	69%	82%	79%
Moderate utilization	15%	19%	9%	9%
High /Very high utilization	12%	12%	9%	12%
Degree to which unit utilized IR Office coaching services: Finance and business units				
<i>Number of respondents</i>	102	170	152	88
No / Low utilization	60%	68%	74%	72%
Moderate utilization	28%	19%	19%	19%
High /Very high utilization	12%	12%	7%	9%
Degree to which unit utilized IR Office coaching services: Other data and analytics units				
<i>Number of respondents</i>	79	155	130	77
No / Low utilization	52%	39%	47%	55%
Moderate utilization	28%	32%	28%	29%
High /Very high utilization	20%	29%	25%	17%
Degree to which unit utilized IR Office coaching services: Research units				
<i>Number of respondents</i>	96	152	135	80
No / Low utilization	74%	71%	72%	70%
Moderate utilization	20%	18%	20%	18%
High /Very high utilization	6%	11%	8%	13%
Degree to which unit utilized IR Office coaching services: Student health/wellness units				
<i>Number of respondents</i>	98	156	143	82
No / Low utilization	85%	87%	89%	87%
Moderate utilization	13%	10%	10%	9%
High /Very high utilization	2%	3%	1%	5%

Section 6. Office Work

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: Student involvement units				
<i>Number of respondents</i>	100	158	143	83
No / Low utilization	80%	82%	84%	77%
Moderate utilization	15%	14%	13%	18%
High /Very high utilization	5%	4%	3%	5%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: Student services/support				
<i>Number of respondents</i>	102	170	153	88
No / Low utilization	62%	55%	54%	53%
Moderate utilization	28%	31%	34%	33%
High /Very high utilization	10%	14%	12%	14%

	Northeast	South	Midwest	West
Degree to which unit utilized IR Office coaching services: Technology-related units				
<i>Number of respondents</i>	102	169	153	86
No / Low utilization	74%	72%	82%	77%
Moderate utilization	18%	18%	10%	14%
High /Very high utilization	9%	9%	8%	9%

	Northeast	South	Midwest	West
Office products and services are available to stakeholders in timely manner				
<i>Number of respondents</i>	102	171	153	90
Strongly / Moderately disagree	3%	4%	5%	6%
Neutral	5%	8%	11%	4%
Strongly / Moderately agree	92%	88%	84%	90%

	Northeast	South	Midwest	West
Stakeholders are satisfied with the quality of Office products and services				
<i>Number of respondents</i>	102	169	149	87
Strongly / Moderately disagree	0%	3%	3%	3%
Neutral	8%	7%	6%	5%
Strongly / Moderately agree	92%	90%	91%	92%

Section 6. Office Work

	Northeast	South	Midwest	West
Office products and services are valuable to stakeholders				
<i>Number of respondents</i>	102	169	149	87
Strongly / Moderately disagree	0%	2%	2%	0%
Neutral	5%	8%	6%	6%
Strongly / Moderately agree	95%	91%	92%	94%
Office products and services are used by stakeholders to make decisions				
<i>Number of respondents</i>	102	168	148	87
Strongly / Moderately disagree	2%	5%	7%	3%
Neutral	13%	13%	11%	7%
Strongly / Moderately agree	85%	82%	82%	90%
Stakeholders recommend Office products and services to other stakeholders				
<i>Number of respondents</i>	96	149	127	82
Strongly / Moderately disagree	1%	5%	6%	2%
Neutral	18%	11%	13%	9%
Strongly / Moderately agree	81%	83%	80%	89%