# 2021 AIR National Survey of Institutional Research Offices

## Survey Data Report by Institutional Sector

**air** | ASSOCIATION FOR INSTITUTIONAL RESEARCH

**Response Rates**

The 2021 AIR National Survey of IR Offices attempted to survey IR office leaders at more than 3,000 postsecondary degree-granting institutions. Institutions of all sectors, types of control, and sizes were included in the sample. In total, responses were collected from 1,142 institutions, and 554 of those institutions completed the survey in full. To ensure comparable results, incomplete responses are excluded from this report. In addition, responses from for-profit institutions, administrative units, international institutions, private not-for-profit 2-year institutions, and institutions in U.S. territories are excluded due to low response rates.

The findings presented in this report are based on 520 responses that represent U.S. postsecondary, degree-granting institutions at public 4-year (146 institutions), public 2-year (125 institutions), or private not-for-profit 4-year institutions (249 institutions).

**Report Structure**

This report has six sections:
Section 1: Office Structure
Section 2: Staffing the Office
Section 3: Evaluation of Office
Section 4: Data Use, Literacy, and Capacity
Section 5: Maturity of the Data Environment
Section 6: Office Work

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

# Section 1: Office Structure

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Where does your office primarily focus its attention?** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Institution-level | 90% | 92% | 86% | 92% |
| Program-level | 1% | 1% | 1% | 1% |
| School/college-level | 8% | 5% | 13% | 6% |
| System/State/Corporate | 1% | 1% | 1% | 1% |
| | | | | |
| **Service Area of IR Office** | | | | |
| *Number of respondents* | *459* | *136* | *106* | *217* |
| Average number of institutions served | 1.07 | 1.08 | 1.01 | 1.09 |
| Average number of branch campuses | 1.74 | 1.68 | 1.71 | 1.83 |
| Average number of regional campuses | 1.05 | 1.22 | 1.16 | 0.74 |
| | | | | |
| **Current Division: Select the division where the office is currently located for reporting purposes.** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| President/Chief Executive Officer | 18% | 9% | 36% | 14% |
| Provost/Chief Academic Officer | 56% | 62% | 34% | 63% |
| Independent IR/IE/Planning division | 5% | 5% | 7% | 3% |
| Administration Services | 1% | 1% | 2% | 0% |
| Finance/Operations/Business | 5% | 8% | 2% | 5% |
| Development | 0% | 0% | 1% | 0% |
| Enrollment Management/Admissions | 3% | 2% | 1% | 4% |
| Human Resources | 0% | 0% | 1% | 0% |
| Information Technology (IT) | 4% | 5% | 3% | 4% |
| Other | 8% | 8% | 14% | 6% |

# Section 1: Office Structure

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Ideal Division: Select the division where the office should be located for reporting purposes.** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| President/Chief Executive Officer | 40% | 34% | 55% | 35% |
| Provost/Chief Academic Officer | 37% | 40% | 18% | 45% |
| Independent IR/IE/Planning division | 13% | 12% | 18% | 12% |
| Administration Services | 1% | 3% | 0% | 1% |
| Finance/Operations/Business | 2% | 3% | 2% | 2% |
| Enrollment Management/Admissions | 1% | 1% | 0% | 2% |
| Information Technology (IT) | 2% | 3% | 2% | 1% |
| Other | 3% | 3% | 6% | 2% |
| **Office Leader: Highest Degree Earned** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Less than a Baccalaureate degree | 0% | 0% | 0% | 1% |
| Baccalaureate degree | 8% | 7% | 7% | 8% |
| Master's degree/Specialist | 47% | 47% | 54% | 45% |
| Doctoral degree | 44% | 47% | 38% | 46% |
| Don't know | 1% | 0% | 1% | 1% |
| **Office leader has completed an institutional research certificate program?** | | | | |
| *Number of respondents* | *500* | *139* | *119* | *242* |
| Office leader did not complete an IR certificate program | 89% | 87% | 86% | 91% |
| Office leader has completed an IR certificate program | 11% | 13% | 14% | 9% |
| **Office Leader: Work experience** | | | | |
| *Number of respondents* | *512* | *144* | *124* | *244* |
| Average number of years working in higher education | 19.01 | 20.67 | 17.52 | 18.79 |
| Average number of years working in IR/IE | 12.02 | 13.99 | 10.23 | 11.76 |
| Average number of years employed at this institution | 11.48 | 12.84 | 9.86 | 11.51 |
| Average number of years leading the Office at this institution | 6.54 | 6.69 | 5.52 | 6.96 |

# Section 1: Office Structure

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office Leader: Age** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Less than 30 years old | 1% | 2% | 0% | 1% |
| 30 to 39 years old | 18% | 16% | 19% | 18% |
| 40 to 49 years old | 28% | 28% | 27% | 29% |
| 50 to 59 years old | 36% | 38% | 36% | 34% |
| 60 to 69 years old | 15% | 13% | 14% | 17% |
| Don't know | 2% | 2% | 2% | 1% |
| 70 years old or older | 1% | 1% | 2% | 1% |
| | | | | |
| **Office Leader: Gender identity** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Woman | 54% | 51% | 60% | 52% |
| Man | 44% | 47% | 38% | 45% |
| Genderqueer or Non-binary | 0% | 0% | 1% | 0% |
| Prefer not to answer | 2% | 2% | 0% | 2% |
| Option not provided | 0% | 0% | 1% | 0% |
| | | | | |
| **Office Leader: Race/ethnicity** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Black or African American | 4% | 3% | 2% | 6% |
| Asian | 5% | 6% | 4% | 5% |
| American Indian or Alaska Native | 0% | 0% | 0% | 0% |
| Hispanic or Latino/a | 4% | 3% | 3% | 5% |
| Native Hawaiian or other Pacific Islander | 0% | 0% | 1% | 0% |
| White | 82% | 82% | 86% | 80% |
| Bi/Multiracial | 1% | 1% | 2% | 0% |
| Did not disclose ethnicity | 1% | 1% | 2% | 0% |
| Prefer not to answer | 2% | 3% | 0% | 3% |
| Option not provided | 1% | 1% | 1% | 0% |
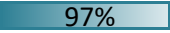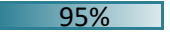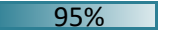
# Section 1: Office Structure

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office leader is the institution's Chief Data Officer (or equivalent position)** | | | | |
| *Number of respondents* | *511* | *145* | *121* | *245* |
| Yes | 31% | 28% | 36% | 30% |
| No, but the institution has this position | 11% | 15% | 12% | 8% |
| No and the institution does not have this position | 58% | 57% | 52% | 62% |
| | | | | |
| **Office leader's relationship with President/CEO cabinet** | | | | |
| *Number of respondents* | *515* | *145* | *123* | *247* |
| Member of cabinet | 17% | 9% | 37% | 12% |
| Not a member but attends as needed | 81% | 90% | 60% | 86% |
| Not a member and does not attend | 44% | 49% | 26% | 50% |
| Cabinet does not exist | 3% | 4% | 2% | 3% |
| | | | | |
| **Office leader's relationship with Provost/CAO cabinet** | | | | |
| *Number of respondents* | *498* | *143* | *113* | *242* |
| Member of cabinet | 40% | 44% | 38% | 37% |
| Not a member but attends as needed | 57% | 52% | 60% | 59% |
| Not a member and does not attend | 20% | 20% | 12% | 24% |
| Cabinet does not exist | 61% | 45% | 77% | 57% |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Staff Roles in IR Offices** | | | | |
| *Number of respondents* | *496* | *141* | *119* | *236* |
| Percentage of offices with an Office Leader | 95% | 97% | 95% | 95% |
| Percentage of offices with an Assistant/Associate Director | 29% | 47% | 14% | 26% |
| Percentage of offices with Senior Analytical staff | 30% | 49% | 26% | 20% |
| Percentage of offices with Analytical staff | 53% | 84% | 51% | 37% |
| Percentage of offices with Technical staff | 14% | 24% | 14% | 9% |
| Percentage of offices with Administrative Support staff | 22% | 32% | 28% | 12% |
| Percentage of offices with Student staff | 17% | 21% | 4% | 20% |
| | | | | |
| **Average Staff FTE** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Average Staff FTE | 3.45 | 5.81 | 2.82 | 2.39 |
| To meet current demand, what is your ideal staff FTE? | 4.75 | 7.28 | 3.95 | 3.67 |
| | | | | |
| **Office Leader: Headcount, FTE, Salary** | | | | |
| *Number of respondents* | *496* | *141* | *119* | *236* |
| Office Leader: Average Headcount | 1.07 | 1.12 | 1.02 | 1.06 |
| Office Leader: Average FTE | 1.04 | 1.11 | 1.00 | 1.02 |
| Office Leader: Average Annual Salary/Wage Expense | $ 99,180 | $ 117,459 | $ 90,417 | $ 92,597 |
| | | | | |
| **Assistant/Associate Directors: Headcount, FTE, Salary** | | | | |
| *Number of respondents* | *149* | *68* | *17* | *64* |
| Assistant/Associate Directors: Average Headcount | 1.54 | 1.74 | 1.47 | 1.36 |
| Assistant/Associate Directors: Average FTE | 1.51 | 1.74 | 1.32 | 1.33 |
| Assistant/Associate Directors: Average Annual Salary/Wage Expense | $ 81,127 | $ 86,576 | $ 76,468 | $ 76,239 |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Senior Analytical Staff: Headcount, FTE, Salary** | | | | |
| Number of respondents | *155* | *72* | *32* | *51* |
| Senior Analytical Staff: Average Headcount | 1.46 | 1.56 | 1.47 | 1.33 |
| Senior Analytical Staff: Average FTE | 1.42 | 1.53 | 1.38 | 1.29 |
| Senior Analytical Staff: Average Annual Salary/Wage Expense | $ 72,070 | $ 75,482 | $ 72,513 | $ 66,673 |
| | | | | |
| **Analytical Staff: Headcount, FTE, Salary** | | | | |
| Number of respondents | *277* | *122* | *64* | *91* |
| Analytical Staff: Average Headcount | 2.06 | 2.75 | 1.63 | 1.45 |
| Analytical Staff: Average FTE | 1.97 | 2.61 | 1.59 | 1.37 |
| Analytical Staff: Average Annual Salary/Wage Expense | $ 59,851 | $ 62,953 | $ 63,742 | $ 52,704 |
| | | | | |
| **Technical Staff: Headcount, FTE, Salary** | | | | |
| Number of respondents | *74* | *35* | *18* | *21* |
| Technical Staff: Average Headcount | 1.88 | 2.17 | 1.61 | 1.62 |
| Technical Staff: Average FTE | 1.79 | 2.13 | 1.42 | 1.54 |
| Technical Staff: Average Annual Salary/Wage Expense | $ 64,523 | $ 68,552 | $ 53,672 | $ 67,500 |
| | | | | |
| **Administrative Support Staff: Headcount, FTE, Salary** | | | | |
| Number of respondents | *113* | *47* | *35* | *31* |
| Administrative Support Staff: Average Headcount | 1.07 | 1.11 | 1.06 | 1.03 |
| Administrative Support Staff: Average FTE | 0.90 | 0.98 | 0.91 | 0.77 |
| Administrative Support Staff: Average Annual Salary/Wage Expense | $ 40,686 | $ 41,203 | $ 42,642 | $ 37,463 |
| | | | | |
| **Student Staff: Headcount, FTE, Salary** | | | | |
| Number of respondents | *86* | *30* | *5* | *51* |
| Student Staff: Average Headcount | 1.72 | 2.00 | 3.40 | 1.39 |
| Student Staff: Average FTE | 0.66 | 0.86 | 1.53 | 0.45 |
| Student Staff: Average Annual Salary/Wage Expense | $ 10,050 | $ 14,147 | $ 7,660 | $ 7,527 |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **IR Office Staff: Gender Identity** | | | | |
| *Number of respondents* | *483* | *137* | *115* | *231* |
| Average Staff Headcount: Identify as Women | 2.24 | 3.33 | 1.78 | 1.82 |
| Average Staff Headcount: Identify as Men | 1.41 | 2.36 | 1.04 | 1.03 |
| Average Staff Headcount: Identify as Genderqueer or Non-binary | 0.01 | 0.02 | 0.02 | 0.00 |
| Average Staff Headcount: Identify as Agender | 0.02 | 0.08 | 0.01 | 0.00 |
| Average Staff Headcount: Don't know/did not disclose gender identity | 0.10 | 0.22 | 0.00 | 0.09 |
| Average Staff Headcount: Option not provided | 0.16 | 0.27 | 0.06 | 0.15 |
| | | | | |
| **IR Office Staff: Race/ethnicity** | | | | |
| *Number of respondents* | *483* | *137* | *115* | *231* |
| Average Staff Headcount: African American or Black | 0.25 | 0.41 | 0.24 | 0.16 |
| Average Staff Headcount: Asian | 0.37 | 0.65 | 0.19 | 0.31 |
| Average Staff Headcount: American Indian or Alaska Native | 0.02 | 0.03 | 0.03 | 0.00 |
| Average Staff Headcount: Hispanic or Latino/a | 0.24 | 0.52 | 0.13 | 0.14 |
| Average Staff Headcount: Native Hawaiian or Other Pacific Islander | 0.00 | 0.00 | 0.00 | 0.00 |
| Average Staff Headcount: White | 2.42 | 3.78 | 2.09 | 1.79 |
| Average Staff Headcount: Bi/Multiracial | 0.05 | 0.11 | 0.06 | 0.01 |
| Average Staff Headcount: Don't know/did not disclose ethnicity | 0.21 | 0.49 | 0.14 | 0.09 |
| Average Staff Headcount: Other/Option not given | 0.06 | 0.10 | 0.08 | 0.03 |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office Leader: Work Effort** | | | | |
| Number of respondents | *496* | *141* | *119* | *236* |
| % of work time spent on - Data collection and management | 18% | 14% | 19% | 21% |
| % of work time spent on - Basic analytics | 13% | 12% | 14% | 13% |
| % of work time spent on - Advanced analytics | 5% | 6% | 4% | 5% |
| % of work time spent on - Communication of information | 14% | 14% | 13% | 14% |
| % of work time spent on - Educating data users | 7% | 7% | 6% | 7% |
| % of work time spent on - Technology management | 4% | 4% | 4% | 4% |
| % of work time spent on - Professional development | 4% | 4% | 5% | 4% |
| % of work time spent on - Office management | 6% | 8% | 6% | 5% |
| % of work time spent on - Attending meetings | 14% | 16% | 15% | 13% |
| % of work time spent on - Policy/governance/planning | 8% | 8% | 9% | 8% |
| % of work time spent on - Administrative activities | 4% | 4% | 4% | 4% |
| % of work time spent on - Other | 2% | 2% | 2% | 2% |
| **Assistant/Associate Directors: Work Effort** | | | | |
| Number of respondents | *149* | *68* | *17* | *64* |
| % of work time spent on - Data collection and management | 23% | 19% | 17% | 29% |
| % of work time spent on - Basic analytics | 16% | 16% | 16% | 15% |
| % of work time spent on - Advanced analytics | 6% | 6% | 7% | 6% |
| % of work time spent on - Communication of information | 13% | 13% | 11% | 13% |
| % of work time spent on - Educating data users | 7% | 8% | 6% | 6% |
| % of work time spent on - Technology management | 7% | 7% | 12% | 6% |
| % of work time spent on - Professional development | 6% | 5% | 9% | 6% |
| % of work time spent on - Office management | 4% | 5% | 3% | 2% |
| % of work time spent on - Attending meetings | 9% | 10% | 11% | 8% |
| % of work time spent on - Policy/governance/planning | 4% | 5% | 6% | 3% |
| % of work time spent on - Administrative activities | 3% | 3% | 2% | 3% |
| % of work time spent on - Other | 2% | 2% | 0% | 2% |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Senior Analytical Staff: Work Effort** | | | | |
| Number of respondents | 155 | 72 | 32 | 51 |
| % of work time spent on - Data collection and management | 26% | 23% | 22% | 32% |
| % of work time spent on - Basic analytics | 20% | 22% | 19% | 18% |
| % of work time spent on - Advanced analytics | 9% | 10% | 10% | 8% |
| % of work time spent on - Communication of information | 12% | 13% | 11% | 12% |
| % of work time spent on - Educating data users | 6% | 6% | 7% | 6% |
| % of work time spent on - Technology management | 7% | 7% | 9% | 5% |
| % of work time spent on - Professional development | 5% | 6% | 7% | 4% |
| % of work time spent on - Office management | 1% | 1% | 1% | 1% |
| % of work time spent on - Attending meetings | 7% | 7% | 9% | 6% |
| % of work time spent on - Policy/governance/planning | 3% | 3% | 3% | 3% |
| % of work time spent on - Administrative activities | 1% | 1% | 2% | 1% |
| % of work time spent on - Other | 1% | 0% | 1% | 3% |
| **Analytical Staff: Work Effort** | | | | |
| Number of respondents | 277 | 122 | 64 | 91 |
| % of work time spent on - Data collection and management | 30% | 28% | 28% | 34% |
| % of work time spent on - Basic analytics | 22% | 23% | 22% | 21% |
| % of work time spent on - Advanced analytics | 5% | 6% | 4% | 4% |
| % of work time spent on - Communication of information | 12% | 12% | 12% | 13% |
| % of work time spent on - Educating data users | 6% | 6% | 6% | 5% |
| % of work time spent on - Technology management | 5% | 5% | 6% | 5% |
| % of work time spent on - Professional development | 6% | 6% | 6% | 5% |
| % of work time spent on - Office management | 1% | 1% | 1% | 1% |
| % of work time spent on - Attending meetings | 7% | 7% | 8% | 6% |
| % of work time spent on - Policy/governance/planning | 2% | 2% | 2% | 2% |
| % of work time spent on - Administrative activities | 2% | 2% | 2% | 1% |
| % of work time spent on - Other | 2% | 2% | 2% | 2% |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Technical Staff: Work Effort** | | | | |
| *Number of respondents* | *71* | *35* | *15* | *21* |
| % of work time spent on - Data collection and management | 29% | 26% | 30% | 33% |
| % of work time spent on - Basic analytics | 12% | 10% | 10% | 16% |
| % of work time spent on - Advanced analytics | 3% | 3% | 3% | 3% |
| % of work time spent on - Communication of information | 10% | 8% | 11% | 13% |
| % of work time spent on - Educating data users | 6% | 6% | 8% | 5% |
| % of work time spent on - Technology management | 23% | 28% | 19% | 16% |
| % of work time spent on - Professional development | 6% | 7% | 6% | 5% |
| % of work time spent on - Office management | 1% | 1% | 2% | 1% |
| % of work time spent on - Attending meetings | 7% | 6% | 8% | 6% |
| % of work time spent on - Policy/governance/planning | 2% | 2% | 1% | 1% |
| % of work time spent on - Administrative activities | 1% | 1% | 1% | 2% |
| % of work time spent on - Other | 0% | 0% | 0% | 0% |
| **Administrative Support Staff: Work Effort** | | | | |
| *Number of respondents* | *113* | *47* | *35* | *31* |
| % of work time spent on - Data collection and management | 17% | 14% | 19% | 19% |
| % of work time spent on - Basic analytics | 6% | 6% | 6% | 8% |
| % of work time spent on - Advanced analytics | 0% | 0% | 0% | 0% |
| % of work time spent on - Communication of information | 9% | 9% | 8% | 12% |
| % of work time spent on - Educating data users | 3% | 3% | 3% | 4% |
| % of work time spent on - Technology management | 2% | 1% | 3% | 2% |
| % of work time spent on - Professional development | 5% | 4% | 5% | 4% |
| % of work time spent on - Office management | 14% | 18% | 9% | 11% |
| % of work time spent on - Attending meetings | 7% | 6% | 7% | 6% |
| % of work time spent on - Policy/governance/planning | 1% | 2% | 1% | 1% |
| % of work time spent on - Administrative activities | 32% | 35% | 29% | 32% |
| % of work time spent on - Other | 4% | 1% | 9% | 2% |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Student Staff: Work Effort** | | | | |
| Number of respondents | 86 | 30 | 5 | 51 |
| % of work time spent on - Data collection and management | 33% | 29% | 35% | 34% |
| % of work time spent on - Basic analytics | 30% | 32% | 9% | 31% |
| % of work time spent on - Advanced analytics | 4% | 5% | 0% | 5% |
| % of work time spent on - Communication of information | 14% | 10% | 9% | 16% |
| % of work time spent on - Educating data users | 1% | 0% | 3% | 0% |
| % of work time spent on - Technology management | 2% | 3% | 2% | 1% |
| % of work time spent on - Professional development | 2% | 3% | 9% | 1% |
| % of work time spent on - Office management | 1% | 0% | 1% | 1% |
| % of work time spent on - Attending meetings | 3% | 3% | 12% | 2% |
| % of work time spent on - Policy/governance/planning | 0% | 0% | 3% | 0% |
| % of work time spent on - Administrative activities | 4% | 5% | 5% | 3% |
| % of work time spent on - Other | 6% | 12% | 12% | 3% |
| **Office Leader: Professional Development** | | | | |
| Number of respondents | 452 | 133 | 111 | 208 |
| % of offices with staff participating in professional development | 96% | 99% | 97% | 94% |
| % of offices with staff participating in prof dev related to - Data management/governance | 16% | 16% | 16% | 17% |
| % of offices with staff participating in prof dev related to - Basic analytics | 9% | 10% | 10% | 9% |
| % of offices with staff participating in prof dev related to - Advanced analytics | 10% | 13% | 8% | 10% |
| % of offices with staff participating in prof dev related to - Software tools | 15% | 14% | 16% | 16% |
| % of offices with staff participating in prof dev related to - Data viz/communicating results | 15% | 16% | 15% | 15% |
| % of offices with staff participating in prof dev related to - Leadership/management | 14% | 15% | 14% | 12% |
| % of offices with staff participating in prof dev related to - Technology-related content | 9% | 9% | 11% | 9% |
| % of offices with staff participating in prof dev related to - Other content | 11% | 6% | 11% | 13% |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Assistant/Associate Directors: Professional Development** | | | | |
| *Number of respondents* | *141* | *66* | *17* | *58* |
| % of offices with staff participating in professional development | 97% | 97% | 100% | 95% |
| % of offices with staff participating in prof dev related to - Data management/governance | 15% | 14% | 10% | 17% |
| % of offices with staff participating in prof dev related to - Basic analytics | 11% | 12% | 9% | 11% |
| % of offices with staff participating in prof dev related to - Advanced analytics | 9% | 9% | 9% | 10% |
| % of offices with staff participating in prof dev related to - Software tools | 20% | 19% | 26% | 19% |
| % of offices with staff participating in prof dev related to - Data viz/communicating results | 15% | 17% | 13% | 14% |
| % of offices with staff participating in prof dev related to - Leadership/management | 7% | 9% | 7% | 5% |
| % of offices with staff participating in prof dev related to - Technology-related content | 12% | 13% | 13% | 10% |
| % of offices with staff participating in prof dev related to - Other content | 10% | 7% | 11% | 14% |
| | | | | |
| **Senior Analytical Staff: Professional Development** | | | | |
| *Number of respondents* | *145* | *70* | *31* | *44* |
| % of offices with staff participating in professional development | 97% | 99% | 97% | 94% |
| % of offices with staff participating in prof dev related to - Data management/governance | 14% | 12% | 14% | 18% |
| % of offices with staff participating in prof dev related to - Basic analytics | 13% | 14% | 13% | 13% |
| % of offices with staff participating in prof dev related to - Advanced analytics | 14% | 16% | 13% | 13% |
| % of offices with staff participating in prof dev related to - Software tools | 22% | 22% | 25% | 21% |
| % of offices with staff participating in prof dev related to - Data viz/communicating results | 16% | 18% | 13% | 15% |
| % of offices with staff participating in prof dev related to - Leadership/management | 4% | 3% | 7% | 2% |
| % of offices with staff participating in prof dev related to - Technology-related content | 10% | 11% | 9% | 10% |
| % of offices with staff participating in prof dev related to - Other content | 6% | 5% | 5% | 8% |

# Section 2. Staffing the Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Analytical Staff: Professional Development** | | | | |
| *Number of respondents* | *253* | *116* | *62* | *75* |
| % of offices with staff participating in professional development | 95% | 97% | 97% | 91% |
| % of offices with staff participating in prof dev related to - Data management/governance | 13% | 12% | 12% | 15% |
| % of offices with staff participating in prof dev related to - Basic analytics | 17% | 19% | 16% | 16% |
| % of offices with staff participating in prof dev related to - Advanced analytics | 10% | 9% | 9% | 10% |
| % of offices with staff participating in prof dev related to - Software tools | 23% | 24% | 23% | 23% |
| % of offices with staff participating in prof dev related to - Data viz/communicating results | 17% | 17% | 14% | 18% |
| % of offices with staff participating in prof dev related to - Leadership/management | 3% | 3% | 3% | 2% |
| % of offices with staff participating in prof dev related to - Technology-related content | 11% | 11% | 13% | 9% |
| % of offices with staff participating in prof dev related to - Other content | 7% | 5% | 9% | 8% |
| **Technical Staff: Professional Development** | | | | |
| *Number of respondents* | *67* | *34* | *15* | *18* |
| % of offices with staff participating in professional development | 93% | 97% | 94% | 86% |
| % of offices with staff participating in prof dev related to - Data management/governance | 14% | 16% | 10% | 14% |
| % of offices with staff participating in prof dev related to - Basic analytics | 11% | 8% | 18% | 11% |
| % of offices with staff participating in prof dev related to - Advanced analytics | 3% | 3% | 3% | 4% |
| % of offices with staff participating in prof dev related to - Software tools | 25% | 28% | 19% | 26% |
| % of offices with staff participating in prof dev related to - Data viz/communicating results | 13% | 12% | 10% | 16% |
| % of offices with staff participating in prof dev related to - Leadership/management | 4% | 2% | 9% | 3% |
| % of offices with staff participating in prof dev related to - Technology-related content | 25% | 26% | 23% | 22% |
| % of offices with staff participating in prof dev related to - Other content | 5% | 4% | 8% | 4% |

# Section 2. Staffing the Office

## Administrative Support Staff: Professional Development

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| Number of respondents | 70 | 31 | 24 | 15 |
| % of offices with staff participating in professional development | 72% | 74% | 82% | 59% |
| % of offices with staff participating in prof dev related to - Data management/governance | 7% | 7% | 9% | 4% |
| % of offices with staff participating in prof dev related to - Basic analytics | 12% | 15% | 11% | 8% |
| % of offices with staff participating in prof dev related to - Advanced analytics | 1% | 1% | 1% | 1% |
| % of offices with staff participating in prof dev related to - Software tools | 18% | 16% | 20% | 19% |
| % of offices with staff participating in prof dev related to - Data viz/communicating results | 11% | 11% | 7% | 14% |
| % of offices with staff participating in prof dev related to - Leadership/management | 16% | 14% | 11% | 29% |
| % of offices with staff participating in prof dev related to - Technology-related content | 7% | 3% | 11% | 10% |
| % of offices with staff participating in prof dev related to - Other content | 28% | 34% | 30% | 14% |

## Student Staff: Professional Development

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| Number of respondents | 36 | 13 | 3 | 20 |
| % of offices with staff participating in professional development | 47% | 52% | 60% | 43% |
| % of offices with staff participating in prof dev related to - Data management/governance | 8% | 7% | 2% | 10% |
| % of offices with staff participating in prof dev related to - Basic analytics | 20% | 23% | 13% | 19% |
| % of offices with staff participating in prof dev related to - Advanced analytics | 12% | 15% | 2% | 12% |
| % of offices with staff participating in prof dev related to - Software tools | 24% | 18% | 27% | 29% |
| % of offices with staff participating in prof dev related to - Data viz/communicating results | 16% | 16% | 25% | 15% |
| % of offices with staff participating in prof dev related to - Leadership/management | 0% | 0% | 2% | 0% |
| % of offices with staff participating in prof dev related to - Technology-related content | 5% | 3% | 8% | 5% |
| % of offices with staff participating in prof dev related to - Other content | 14% | 17% | 22% | 11% |

# Section 3. Evaluation of Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office leader regularly assesses the Office to ensure goal attainment** | | | | |
| *Number of respondents* | *511* | *146* | *121* | *244* |
| Strongly / Moderately disagree | 6% | 8% | 5% | 7% |
| Neutral | 10% | 8% | 7% | 13% |
| Strongly / Moderately agree | 84% | 85% | 88% | 80% |
| | | | | |
| **Office leader uses evidence to inform decisions** | | | | |
| *Number of respondents* | *512* | *146* | *121* | *245* |
| Strongly / Moderately disagree | 4% | 4% | 4% | 3% |
| Neutral | 3% | 3% | 3% | 4% |
| Strongly / Moderately agree | 93% | 93% | 93% | 93% |
| | | | | |
| **Office leader empowers Office staff to contribute to the effectiveness of the office** | | | | |
| *Number of respondents* | *428* | *142* | *100* | *186* |
| Strongly / Moderately disagree | 4% | 5% | 3% | 4% |
| Neutral | 5% | 1% | 5% | 7% |
| Strongly / Moderately agree | 91% | 94% | 92% | 89% |
| | | | | |
| **Office has a positive work environment** | | | | |
| *Number of respondents* | *502* | *145* | *119* | *238* |
| Strongly / Moderately disagree | 5% | 9% | 4% | 4% |
| Neutral | 4% | 3% | 5% | 3% |
| Strongly / Moderately agree | 91% | 88% | 91% | 93% |
| | | | | |
| **Office is well managed** | | | | |
| *Number of respondents* | *498* | *145* | *119* | *234* |
| Strongly / Moderately disagree | 4% | 8% | 3% | 3% |
| Neutral | 6% | 4% | 3% | 8% |
| Strongly / Moderately agree | 90% | 88% | 93% | 89% |

# Section 3. Evaluation of Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office mission is aligned with institutional mission** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 2% | 3% | 1% | 2% |
| Neutral | 7% | 3% | 4% | 10% |
| Strongly / Moderately agree | 91% | 94% | 95% | 88% |
| **Office mission statement is clearly articulated** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 8% | 5% | 10% | 10% |
| Neutral | 15% | 11% | 14% | 19% |
| Strongly / Moderately agree | 76% | 84% | 76% | 71% |
| **Office goals are clearly articulated** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 7% | 5% | 6% | 9% |
| Neutral | 12% | 13% | 7% | 14% |
| Strongly / Moderately agree | 81% | 82% | 87% | 76% |
| **Office policies and practices are clearly articulated** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 9% | 8% | 9% | 10% |
| Neutral | 16% | 16% | 14% | 17% |
| Strongly / Moderately agree | 75% | 76% | 77% | 73% |
| **Office grounds its work in appropriate theories and methodologies** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 3% | 2% | 4% | 2% |
| Neutral | 7% | 6% | 5% | 8% |
| Strongly / Moderately agree | 91% | 92% | 91% | 90% |

# Section 3. Evaluation of Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office supports analytics work conducted by other units** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 5% | 5% | 6% | 5% |
| Neutral | 9% | 8% | 12% | 8% |
| Strongly / Moderately agree | 86% | 88% | 82% | 87% |
| **Office is recognized for its institutional leadership in data and analytics** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 6% | 3% | 3% | 8% |
| Neutral | 9% | 6% | 11% | 9% |
| Strongly / Moderately agree | 86% | 90% | 86% | 83% |
| **Office has access to data necessary to produce its work** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 8% | 7% | 4% | 10% |
| Neutral | 7% | 6% | 10% | 6% |
| Strongly / Moderately agree | 86% | 87% | 86% | 84% |
| **Office staffing is adequate to meet institutional expectations** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 49% | 43% | 44% | 55% |
| Neutral | 12% | 11% | 13% | 12% |
| Strongly / Moderately agree | 39% | 46% | 43% | 33% |
| **Office space is adequate to meet institutional expectations** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 15% | 18% | 10% | 14% |
| Neutral | 13% | 8% | 14% | 16% |
| Strongly / Moderately agree | 72% | 74% | 76% | 69% |

# Section 3. Evaluation of Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office software is adequate to meet institutional expectations** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 18% | 16% | 18% | 19% |
| Neutral | 12% | 9% | 15% | 12% |
| Strongly / Moderately agree | 70% | 75% | 66% | 69% |
| **Office hardware is adequate to meet institutional expectations** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 9% | 8% | 7% | 10% |
| Neutral | 12% | 10% | 13% | 12% |
| Strongly / Moderately agree | 79% | 82% | 80% | 78% |
| **Office professional development/training opportunities are adequate to meet institutional expectations** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 15% | 13% | 9% | 19% |
| Neutral | 14% | 12% | 19% | 13% |
| Strongly / Moderately agree | 71% | 75% | 72% | 68% |
| **Support from institutional leadership is adequate to meet institutional expectations** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 17% | 15% | 11% | 21% |
| Neutral | 16% | 16% | 14% | 17% |
| Strongly / Moderately agree | 67% | 68% | 74% | 62% |
| **Staff produce quality work** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 1% | 0% | 1% | 1% |
| Neutral | 2% | 2% | 2% | 2% |
| Strongly / Moderately agree | 97% | 98% | 97% | 97% |

# Section 3. Evaluation of Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Staff adhere to standards dictating ethical use of data** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 0% | 0% | 1% | 0% |
| Neutral | 1% | 1% | 0% | 2% |
| Strongly / Moderately agree | 99% | 99% | 99% | 98% |
| | | | | |
| **Staff work efficiently** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 3% | 3% | 2% | 2% |
| Neutral | 6% | 8% | 6% | 6% |
| Strongly / Moderately agree | 91% | 88% | 93% | 92% |
| | | | | |
| **Staff work effectively** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 1% | 1% | 2% | 1% |
| Neutral | 5% | 5% | 3% | 5% |
| Strongly / Moderately agree | 94% | 94% | 94% | 94% |
| | | | | |
| **Staff employ good interpersonal relationship skills** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 2% | 1% | 2% | 1% |
| Neutral | 3% | 4% | 0% | 3% |
| Strongly / Moderately agree | 96% | 95% | 98% | 96% |
| | | | | |
| **Staff effectively communicate results of their work** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 2% | 2% | 2% | 1% |
| Neutral | 7% | 6% | 4% | 9% |
| Strongly / Moderately agree | 92% | 92% | 94% | 90% |

# Section 3. Evaluation of Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Staff work together as a team** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 1% | 1% | 2% | 0% |
| Neutral | 11% | 4% | 8% | 17% |
| Strongly / Moderately agree | 88% | 95% | 90% | 82% |
| **Staff work well individually** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 1% | 1% | 1% | 1% |
| Neutral | 3% | 1% | 2% | 3% |
| Strongly / Moderately agree | 97% | 98% | 97% | 96% |
| **Staff work to build relationships across the institution** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 1% | 1% | 1% | 1% |
| Neutral | 5% | 8% | 6% | 3% |
| Strongly / Moderately agree | 94% | 92% | 94% | 96% |
| **Staff continually work to improve their knowledge/skills** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 2% | 3% | 1% | 3% |
| Neutral | 9% | 8% | 6% | 11% |
| Strongly / Moderately agree | 89% | 90% | 94% | 86% |
| **Staff have appropriate educational background and/or training to perform their work** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 3% | 3% | 2% | 3% |
| Neutral | 7% | 12% | 3% | 6% |
| Strongly / Moderately agree | 90% | 86% | 94% | 91% |

# Section 3. Evaluation of Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Staff serve as institutional experts in data and analytics** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 3% | 3% | 3% | 4% |
| Neutral | 9% | 10% | 5% | 10% |
| Strongly / Moderately agree | 88% | 87% | 92% | 86% |
| **Staff are paid competitive salaries** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 33% | 36% | 27% | 35% |
| Neutral | 18% | 14% | 19% | 20% |
| Strongly / Moderately agree | 49% | 50% | 54% | 45% |
| **Office can recruit talented staff** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 18% | 19% | 20% | 17% |
| Neutral | 31% | 24% | 30% | 35% |
| Strongly / Moderately agree | 51% | 57% | 50% | 49% |
| **Office can retain talented staff** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 11% | 11% | 8% | 12% |
| Neutral | 26% | 17% | 29% | 29% |
| Strongly / Moderately agree | 64% | 72% | 63% | 59% |
| **Office can recruit a diverse staff** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 20% | 19% | 21% | 20% |
| Neutral | 37% | 25% | 40% | 43% |
| Strongly / Moderately agree | 43% | 56% | 39% | 37% |
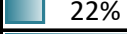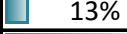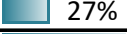
# Section 3. Evaluation of Office

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office can retain a diverse staff** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 13% | 12% | 10% | 15% |
| Neutral | 44% | 29% | 52% | 49% |
| Strongly / Moderately agree | 43% | 60% | 38% | 36% |
| | | | | |
| **Office hiring practices align with institutional expectations** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 4% | 5% | 4% | 4% |
| Neutral | 22% | 13% | 25% | 27% |
| Strongly / Moderately agree | 73% | 82% | 71% | 69% |

# Section 4. Data Use, Literacy, and Capacity

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Senior leaders use data and information for decision making** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 4% | 5% | 2% | 6% |
| Neutral | 7% | 5% | 7% | 8% |
| Strongly / Moderately agree | 88% | 90% | 91% | 86% |
| **Administrators use data and information for decision making** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 4% | 2% | 3% | 5% |
| Neutral | 8% | 6% | 9% | 8% |
| Strongly / Moderately agree | 89% | 92% | 88% | 87% |
| **Faculty use data and information for decision making** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 15% | 14% | 14% | 16% |
| Neutral | 32% | 29% | 34% | 32% |
| Strongly / Moderately agree | 53% | 57% | 52% | 52% |
| **Staff use data and information for decision making** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 12% | 8% | 15% | 12% |
| Neutral | 28% | 32% | 30% | 26% |
| Strongly / Moderately agree | 60% | 60% | 55% | 62% |
| **Students use data and information for decision making** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 35% | 28% | 48% | 33% |
| Neutral | 52% | 55% | 41% | 55% |
| Strongly / Moderately agree | 13% | 16% | 11% | 12% |

# Section 4. Data Use, Literacy, and Capacity

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Senior leaders' data literacy levels are high** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 14% | 16% | 10% | 15% |
| Neutral | 14% | 12% | 15% | 15% |
| Strongly / Moderately agree | 72% | 72% | 74% | 70% |
| **Administrators' data literacy levels are high** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 12% | 15% | 10% | 11% |
| Neutral | 18% | 14% | 18% | 20% |
| Strongly / Moderately agree | 70% | 71% | 72% | 68% |
| **Faculty members' data literacy levels are high** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 22% | 23% | 20% | 22% |
| Neutral | 36% | 32% | 40% | 37% |
| Strongly / Moderately agree | 42% | 45% | 40% | 41% |
| **Staff members' data literacy levels are high** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 28% | 29% | 36% | 24% |
| Neutral | 37% | 37% | 33% | 38% |
| Strongly / Moderately agree | 35% | 34% | 31% | 37% |
| **Students' data literacy levels are high** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 38% | 42% | 45% | 33% |
| Neutral | 52% | 51% | 48% | 54% |
| Strongly / Moderately agree | 10% | 7% | 7% | 13% |

# Section 4. Data Use, Literacy, and Capacity

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **There is sufficient capacity across the institution to meet stakeholders' needs for data and information for decision making** | | | | |
| Number of respondents | 520 | 146 | 125 | 249 |
| Strongly / Moderately disagree | 47% | 43% | 42% | 51% |
| Neutral | 16% | 18% | 19% | 14% |
| Strongly / Moderately agree | 37% | 38% | 39% | 35% |
| **There is sufficient capacity within the Office to meet stakeholders' needs for data and information for decision making** | | | | |
| Number of respondents | 520 | 146 | 125 | 249 |
| Strongly / Moderately disagree | 48% | 45% | 41% | 53% |
| Neutral | 13% | 12% | 15% | 13% |
| Strongly / Moderately agree | 39% | 44% | 44% | 35% |
| **Office provides educational opportunities or coaching to enhance the data literacy of institutional stakeholders** | | | | |
| Number of respondents | 520 | 146 | 125 | 249 |
| Strongly / Moderately disagree | 26% | 21% | 22% | 31% |
| Neutral | 25% | 21% | 28% | 27% |
| Strongly / Moderately agree | 49% | 58% | 50% | 43% |
| **Data collected by different offices are integrated to present a comprehensive picture of institutional performance** | | | | |
| Number of respondents | 520 | 146 | 125 | 249 |
| Strongly / Moderately disagree | 36% | 42% | 30% | 35% |
| Neutral | 20% | 16% | 23% | 20% |
| Strongly / Moderately agree | 45% | 42% | 46% | 45% |
| **Data are typically viewed as reliable for decision making** | | | | |
| Number of respondents | 520 | 146 | 125 | 249 |
| Strongly / Moderately disagree | 8% | 8% | 9% | 8% |
| Neutral | 13% | 10% | 13% | 15% |
| Strongly / Moderately agree | 79% | 82% | 78% | 77% |

# Section 4. Data Use, Literacy, and Capacity

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Reports are shared widely regardless of whether they reflect "good news" or "bad news"** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 18% | 14% | 10% | 25% |
| Neutral | 18% | 18% | 14% | 19% |
| Strongly / Moderately agree | 64% | 68% | 76% | 56% |
| **Data and information are widely accessible across the institution** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 18% | 11% | 6% | 28% |
| Neutral | 22% | 16% | 21% | 26% |
| Strongly / Moderately agree | 60% | 73% | 73% | 47% |
| **Institutional leadership models the importance of using data and information to make decisions** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 13% | 12% | 10% | 15% |
| Neutral | 19% | 14% | 14% | 23% |
| Strongly / Moderately agree | 68% | 73% | 76% | 62% |

# Section 5. Maturity of the Data Environment

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Estimate the level of maturity of the Office for: Advanced analytics (e.g., predictive, prescriptive)** | | | | |
| *Number of respondents* | *507* | *143* | *121* | *243* |
| Not occurring | 23% | 10% | 31% | 26% |
| Reactive | 42% | 50% | 36% | 40% |
| Proactive | 30% | 32% | 30% | 28% |
| Optimized | 5% | 7% | 2% | 5% |
| | | | | |
| **Estimate the level of maturity of the Office for: Basic analytics (e.g., descriptive statistics)** | | | | |
| *Number of respondents* | *512* | *144* | *123* | *245* |
| Not occurring | 0% | 0% | 0% | 1% |
| Reactive | 9% | 8% | 15% | 7% |
| Proactive | 50% | 49% | 48% | 51% |
| Optimized | 40% | 44% | 37% | 40% |
| | | | | |
| **Estimate the level of maturity of the Office for: Data ethics** | | | | |
| *Number of respondents* | *501* | *143* | *121* | *237* |
| Not occurring | 3% | 1% | 0% | 5% |
| Reactive | 9% | 11% | 7% | 8% |
| Proactive | 41% | 36% | 45% | 43% |
| Optimized | 48% | 52% | 48% | 45% |
| | | | | |
| **Estimate the level of maturity of the Office for: Data management** | | | | |
| *Number of respondents* | *514* | *146* | *122* | *246* |
| Not occurring | 2% | 3% | 2% | 2% |
| Reactive | 21% | 18% | 26% | 20% |
| Proactive | 55% | 55% | 48% | 58% |
| Optimized | 22% | 23% | 25% | 20% |

# Section 5. Maturity of the Data Environment

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Estimate the level of maturity of the Office for: Data visualization** | | | | |
| *Number of respondents* | *513* | *146* | *123* | *244* |
| Not occurring | 6% | 3% | 3% | 9% |
| Reactive | 28% | 23% | 28% | 32% |
| Proactive | 52% | 57% | 55% | 47% |
| Optimized | 14% | 18% | 14% | 12% |
| | | | | |
| **Estimate the level of maturity of the Office for: Effective communication of results/insights** | | | | |
| *Number of respondents* | *515* | *146* | *123* | *246* |
| Not occurring | 2% | 1% | 0% | 3% |
| Reactive | 24% | 29% | 22% | 22% |
| Proactive | 59% | 58% | 60% | 58% |
| Optimized | 16% | 12% | 18% | 17% |
| | | | | |
| **Estimate the level of maturity of the Office for: Managing project/data requests** | | | | |
| *Number of respondents* | *515* | *146* | *123* | *246* |
| Not occurring | 1% | 0% | 0% | 1% |
| Reactive | 25% | 21% | 26% | 26% |
| Proactive | 47% | 55% | 39% | 46% |
| Optimized | 28% | 24% | 35% | 27% |
| | | | | |
| **Estimate the level of maturity of the Office for: Technology management** | | | | |
| *Number of respondents* | *492* | *140* | *118* | *234* |
| Not occurring | 6% | 1% | 4% | 9% |
| Reactive | 32% | 35% | 28% | 32% |
| Proactive | 47% | 51% | 45% | 46% |
| Optimized | 15% | 13% | 23% | 13% |

# Section 5. Maturity of the Data Environment

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Estimate the level of maturity of the institution for: Change management** | | | | |
| *Number of respondents* | *474* | *138* | *112* | *224* |
| Not occurring | 7% | 7% | 7% | 6% |
| Reactive | 59% | 57% | 55% | 62% |
| Proactive | 32% | 34% | 38% | 28% |
| Optimized | 3% | 3% | 0% | 4% |
| | | | | |
| **Estimate the level of maturity of the institution for: Data access** | | | | |
| *Number of respondents* | *504* | *143* | *118* | *243* |
| Not occurring | 2% | 1% | 2% | 2% |
| Reactive | 52% | 48% | 37% | 63% |
| Proactive | 38% | 45% | 47% | 29% |
| Optimized | 8% | 7% | 14% | 7% |
| | | | | |
| **Estimate the level of maturity of the institution for: Data capacity** | | | | |
| *Number of respondents* | *479* | *136* | *113* | *230* |
| Not occurring | 3% | 1% | 2% | 3% |
| Reactive | 52% | 49% | 43% | 59% |
| Proactive | 39% | 43% | 49% | 32% |
| Optimized | 6% | 7% | 6% | 6% |
| | | | | |
| **Estimate the level of maturity of the institution for: Data ethics** | | | | |
| *Number of respondents* | *480* | *139* | *115* | *226* |
| Not occurring | 4% | 3% | 3% | 5% |
| Reactive | 31% | 32% | 29% | 31% |
| Proactive | 50% | 53% | 47% | 50% |
| Optimized | 15% | 12% | 22% | 14% |

# Section 5. Maturity of the Data Environment

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Estimate the level of maturity of the institution for: Data governance** | | | | |
| *Number of respondents* | *496* | *143* | *117* | *236* |
| Not occurring | 17% | 14% | 21% | 17% |
| Reactive | 41% | 45% | 35% | 42% |
| Proactive | 36% | 35% | 36% | 36% |
| Optimized | 6% | 6% | 8% | 6% |
| **Estimate the level of maturity of the institution for: Data integrity** | | | | |
| *Number of respondents* | *499* | *143* | *118* | *238* |
| Not occurring | 4% | 6% | 5% | 3% |
| Reactive | 39% | 37% | 38% | 41% |
| Proactive | 45% | 48% | 43% | 45% |
| Optimized | 11% | 10% | 14% | 11% |
| **Estimate the level of maturity of the institution for: Data literacy** | | | | |
| *Number of respondents* | *492* | *142* | *117* | *233* |
| Not occurring | 8% | 9% | 3% | 10% |
| Reactive | 56% | 53% | 54% | 59% |
| Proactive | 33% | 37% | 38% | 29% |
| Optimized | 2% | 1% | 5% | 2% |
| **Estimate the level of maturity of the institution for: Data management** | | | | |
| *Number of respondents* | *493* | *142* | *114* | *237* |
| Not occurring | 3% | 3% | 3% | 3% |
| Reactive | 40% | 37% | 36% | 43% |
| Proactive | 51% | 55% | 54% | 48% |
| Optimized | 6% | 5% | 7% | 6% |

# Section 5. Maturity of the Data Environment

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Estimate the level of maturity of the institution for: Data privacy** | | | | |
| *Number of respondents* | *497* | *142* | *119* | *236* |
| Not occurring | 0% | 1% | 0% | 0% |
| Reactive | 16% | 17% | 15% | 17% |
| Proactive | 61% | 61% | 55% | 64% |
| Optimized | 22% | 22% | 30% | 19% |
| **Estimate the level of maturity of the institution for: Data security** | | | | |
| *Number of respondents* | *495* | *144* | *119* | *232* |
| Not occurring | 1% | 1% | 0% | 1% |
| Reactive | 14% | 12% | 13% | 16% |
| Proactive | 59% | 59% | 58% | 59% |
| Optimized | 26% | 28% | 29% | 24% |
| **Estimate the level of maturity of the institution for: Data use** | | | | |
| *Number of respondents* | *494* | *143* | *120* | *231* |
| Not occurring | 1% | 1% | 0% | 1% |
| Reactive | 44% | 40% | 40% | 48% |
| Proactive | 52% | 56% | 52% | 49% |
| Optimized | 4% | 3% | 8% | 2% |
| **Estimate the level of maturity of the institution for: Decision support culture** | | | | |
| *Number of respondents* | *478* | *138* | *113* | *227* |
| Not occurring | 4% | 4% | 4% | 5% |
| Reactive | 44% | 43% | 35% | 48% |
| Proactive | 47% | 49% | 50% | 43% |
| Optimized | 5% | 4% | 11% | 4% |

# Section 5. Maturity of the Data Environment

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Estimate the level of maturity of the institution for: Effective communication of results/insights** | | | | |
| *Number of respondents* | *497* | *144* | *117* | *236* |
| Not occurring | 4% | 5% | 3% | 5% |
| Reactive | 45% | 44% | 37% | 50% |
| Proactive | 46% | 47% | 56% | 40% |
| Optimized | 4% | 4% | 4% | 5% |
| | | | | |
| **Estimate the level of maturity of the institution for: Technology management** | | | | |
| *Number of respondents* | *459* | *136* | *111* | *212* |
| Not occurring | 3% | 3% | 2% | 3% |
| Reactive | 40% | 38% | 34% | 44% |
| Proactive | 47% | 50% | 51% | 44% |
| Optimized | 10% | 10% | 13% | 9% |

# Section 6. Office Work

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office contributes directly or indirectly to overall student success** | | | | |
| *Number of respondents* | *518* | *146* | *125* | *247* |
| Strongly / Moderately disagree | 2% | 3% | 1% | 2% |
| Neutral | 8% | 7% | 9% | 8% |
| Strongly / Moderately agree | 90% | 90% | 90% | 90% |
| **Office contributes directly or indirectly to equitable student success** | | | | |
| *Number of respondents* | *507* | *142* | *124* | *241* |
| Strongly / Moderately disagree | 3% | 4% | 3% | 2% |
| Neutral | 15% | 11% | 12% | 20% |
| Strongly / Moderately agree | 82% | 85% | 85% | 78% |
| **Office collaborates with colleagues across the institution in support of student success** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 1% | 1% | 1% | 1% |
| Neutral | 3% | 6% | 2% | 2% |
| Strongly / Moderately agree | 96% | 93% | 98% | 97% |
| **Office identifies factors that predict student success (e.g., retention rate, graduation rate, GPA)** | | | | |
| *Number of respondents* | *519* | *145* | *125* | *249* |
| Strongly / Moderately disagree | 4% | 5% | 2% | 5% |
| Neutral | 8% | 7% | 10% | 7% |
| Strongly / Moderately agree | 88% | 88% | 89% | 88% |
| **Office evaluates the impact of programs and/or initiatives designed to increase student success** | | | | |
| *Number of respondents* | *518* | *146* | *125* | *247* |
| Strongly / Moderately disagree | 13% | 13% | 5% | 17% |
| Neutral | 15% | 15% | 8% | 19% |
| Strongly / Moderately agree | 71% | 72% | 87% | 63% |

# Section 6. Office Work

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office contributes to the institution's ability to identify students who need additional support** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| Strongly / Moderately disagree | 12% | 12% | 8% | 15% |
| Neutral | 17% | 12% | 16% | 21% |
| Strongly / Moderately agree | 70% | 77% | 76% | 64% |
| **Office provides student success reporting disaggregated by student characteristics or background** | | | | |
| *Number of respondents* | *518* | *145* | *125* | *248* |
| Strongly / Moderately disagree | 5% | 3% | 3% | 8% |
| Neutral | 3% | 2% | 6% | 3% |
| Strongly / Moderately agree | 91% | 94% | 91% | 89% |
| **Office offers evidence-based recommendations on how to increase student success** | | | | |
| *Number of respondents* | *518* | *144* | *125* | *249* |
| Strongly / Moderately disagree | 16% | 13% | 10% | 20% |
| Neutral | 23% | 20% | 24% | 23% |
| Strongly / Moderately agree | 62% | 67% | 66% | 57% |
| **Breakdown of Office Work** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| % of Office work devoted to: Compliance reporting | 20% | 20% | 20% | 20% |
| % of Office work devoted to: Non-compliance reporting | 14% | 14% | 11% | 16% |
| % of Office work devoted to: Providing data and information for decision support | 19% | 20% | 19% | 18% |
| % of Office work devoted to: Institutional effectiveness activities | 9% | 8% | 11% | 9% |
| % of Office work devoted to: Assessment activities | 9% | 7% | 9% | 9% |
| % of Office work devoted to: Strategic planning activities | 8% | 7% | 9% | 7% |
| % of Office work devoted to: Accreditation activities | 9% | 8% | 10% | 10% |
| % of Office work devoted to: Analytics/business intelligence (BI) activities | 8% | 11% | 7% | 7% |
| % of Office work devoted to: Any/all other activities | 4% | 4% | 3% | 4% |

# Section 6. Office Work

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Frequency that Office conducts projects: Quantitative research projects** | | | | |
| *Number of respondents* | *518* | *145* | *124* | *249* |
| Not in the past year | 7% | 5% | 7% | 8% |
| A few times a year | 37% | 38% | 34% | 38% |
| A few times a term | 25% | 20% | 27% | 26% |
| A few times a month | 19% | 23% | 19% | 16% |
| A few times a week | 13% | 14% | 13% | 12% |
| | | | | |
| **Frequency that Office conducts projects: Qualitative research projects** | | | | |
| *Number of respondents* | *516* | *145* | *124* | *247* |
| Not in the past year | 42% | 41% | 35% | 47% |
| A few times a year | 40% | 43% | 45% | 36% |
| A few times a term | 12% | 9% | 12% | 13% |
| A few times a month | 4% | 5% | 7% | 3% |
| A few times a week | 2% | 3% | 1% | 1% |
| | | | | |
| **Frequency that Office conducts projects: Predictive analytics** | | | | |
| *Number of respondents* | *513* | *145* | *123* | *245* |
| Not in the past year | 30% | 17% | 43% | 32% |
| A few times a year | 44% | 48% | 37% | 46% |
| A few times a term | 16% | 19% | 12% | 16% |
| A few times a month | 6% | 10% | 5% | 4% |
| A few times a week | 4% | 7% | 3% | 2% |
| | | | | |
| **Office staff member is involved with institution's data governance structure or committee** | | | | |
| *Number of respondents* | *386* | *119* | *84* | *183* |
| No | 10% | 8% | 8% | 13% |
| Yes | 90% | 92% | 92% | 87% |

# Section 6. Office Work

|  | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office staff member serves as the institution's IPEDS Keyholder** | | | | |
| *Number of respondents* | *514* | *145* | *121* | *248* |
| No | 9% | 9% | 14% | 7% |
| Yes | 91% | 91% | 86% | 93% |
| **Office staff member serves as institution's regional/national accreditor liaison officer** | | | | |
| *Number of respondents* | *504* | *140* | *121* | *243* |
| No | 65% | 74% | 59% | 62% |
| Yes | 35% | 26% | 41% | 38% |
| **Degree to which software tool contributed to Office efficiency over past year: Assessment/accreditation planning tools** | | | | |
| *Number of respondents* | *338* | *108* | *79* | *151* |
| Not at all / Slight | 66% | 63% | 59% | 72% |
| Moderate | 12% | 18% | 11% | 9% |
| High / Very high | 22% | 19% | 29% | 20% |
| **Degree to which software tool contributed to Office efficiency over past year: Professional survey software tools** | | | | |
| *Number of respondents* | *483* | *140* | *111* | *232* |
| Not at all / Slight | 22% | 22% | 14% | 25% |
| Moderate | 25% | 28% | 29% | 22% |
| High / Very high | 53% | 50% | 58% | 53% |
| **Degree to which software tool contributed to Office efficiency over past year: Analytics tools** | | | | |
| *Number of respondents* | *470* | *144* | *102* | *224* |
| Not at all / Slight | 27% | 19% | 33% | 29% |
| Moderate | 21% | 15% | 21% | 24% |
| High / Very high | 52% | 65% | 46% | 47% |

# Section 6. Office Work

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Degree to which software tool contributed to Office efficiency over past year: Query tools** | | | | |
| *Number of respondents* | *469* | *143* | *108* | *218* |
| Not at all / Slight | 14% | 9% | 9% | 20% |
| Moderate | 18% | 10% | 19% | 23% |
| High / Very high | 68% | 80% | 72% | 57% |
| **Degree to which software tool contributed to Office efficiency over past year: Reporting/data visualization tools** | | | | |
| *Number of respondents* | *458* | *140* | *105* | *213* |
| Not at all / Slight | 22% | 9% | 21% | 31% |
| Moderate | 22% | 15% | 24% | 25% |
| High / Very high | 56% | 76% | 55% | 43% |
| **Degree to which software tool contributed to Office efficiency over past year: Data warehouse tools** | | | | |
| *Number of respondents* | *365* | *119* | *87* | *159* |
| Not at all / Slight | 32% | 22% | 28% | 43% |
| Moderate | 17% | 15% | 21% | 16% |
| High / Very high | 51% | 63% | 52% | 41% |
| **Degree to which unit utilized IR Office data and analytics products: Senior leadership offices** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| No / Low utilization | 7% | 8% | 3% | 7% |
| Moderate utilization | 24% | 16% | 18% | 32% |
| High /Very high utilization | 69% | 75% | 78% | 61% |
| **Degree to which unit utilized IR Office data and analytics products: Academic colleges/departments** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| No / Low utilization | 7% | 5% | 5% | 10% |
| Moderate utilization | 35% | 27% | 32% | 41% |
| High /Very high utilization | 58% | 68% | 63% | 49% |
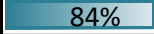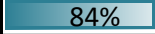
# Section 6. Office Work

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Degree to which unit utilized IR Office data and analytics products: Academic support units** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| No / Low utilization | 33% | 29% | 22% | 41% |
| Moderate utilization | 42% | 40% | 50% | 39% |
| High /Very high utilization | 25% | 32% | 29% | 20% |
| **Degree to which unit utilized IR Office data and analytics products: Advancement/external relations units** | | | | |
| *Number of respondents* | *515* | *145* | *121* | *249* |
| No / Low utilization | 57% | 51% | 59% | 61% |
| Moderate utilization | 33% | 40% | 25% | 33% |
| High /Very high utilization | 10% | 9% | 17% | 7% |
| **Degree to which unit utilized IR Office data and analytics products: Athletics** | | | | |
| *Number of respondents* | *437* | *138* | *79* | *220* |
| No / Low utilization | 67% | 68% | 75% | 64% |
| Moderate utilization | 26% | 27% | 24% | 26% |
| High /Very high utilization | 7% | 5% | 1% | 10% |
| **Degree to which unit utilized IR Office data and analytics products: Diversity, equity, inclusion units** | | | | |
| *Number of respondents* | *453* | *138* | *98* | *217* |
| No / Low utilization | 31% | 33% | 29% | 30% |
| Moderate utilization | 40% | 31% | 45% | 44% |
| High /Very high utilization | 29% | 36% | 27% | 26% |
| **Degree to which unit utilized IR Office data and analytics products: Enrollment management units** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| No / Low utilization | 17% | 10% | 13% | 24% |
| Moderate utilization | 24% | 18% | 22% | 29% |
| High /Very high utilization | 58% | 71% | 65% | 48% |

# Section 6. Office Work

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Degree to which unit utilized IR Office data and analytics products: External entities or organizations** | | | | |
| *Number of respondents* | *513* | *146* | *122* | *245* |
| No / Low utilization | 25% | 27% | 21% | 26% |
| Moderate utilization | 30% | 23% | 35% | 31% |
| High /Very high utilization | 45% | 50% | 43% | 43% |
| **Degree to which unit utilized IR Office data and analytics products: Finance and business units** | | | | |
| *Number of respondents* | *519* | *146* | *125* | *248* |
| No / Low utilization | 41% | 32% | 50% | 42% |
| Moderate utilization | 35% | 37% | 34% | 34% |
| High /Very high utilization | 24% | 31% | 16% | 24% |
| **Degree to which unit utilized IR Office data and analytics products: Other data and analytics units** | | | | |
| *Number of respondents* | *437* | *132* | *100* | *205* |
| No / Low utilization | 19% | 20% | 11% | 23% |
| Moderate utilization | 35% | 33% | 35% | 36% |
| High /Very high utilization | 46% | 48% | 54% | 41% |
| **Degree to which unit utilized IR Office data and analytics products: Research units** | | | | |
| *Number of respondents* | *464* | *142* | *97* | *225* |
| No / Low utilization | 46% | 48% | 26% | 54% |
| Moderate utilization | 32% | 38% | 29% | 29% |
| High /Very high utilization | 22% | 14% | 45% | 16% |
| **Degree to which unit utilized IR Office data and analytics products: Student health/wellness units** | | | | |
| *Number of respondents* | *480* | *146* | *94* | *240* |
| No / Low utilization | 84% | 84% | 78% | 87% |
| Moderate utilization | 14% | 14% | 20% | 11% |
| High /Very high utilization | 2% | 2% | 2% | 2% |

# Section 6. Office Work

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Degree to which unit utilized IR Office data and analytics products: Student involvement units** | | | | |
| *Number of respondents* | *489* | *146* | *106* | *237* |
| No / Low utilization | 79% | 76% | 83% | 79% |
| Moderate utilization | 17% | 19% | 15% | 17% |
| High /Very high utilization | 4% | 5% | 2% | 4% |
| **Degree to which unit utilized IR Office data and analytics products: Student services/support** | | | | |
| *Number of respondents* | *520* | *146* | *125* | *249* |
| No / Low utilization | 33% | 34% | 24% | 37% |
| Moderate utilization | 43% | 40% | 47% | 43% |
| High /Very high utilization | 24% | 27% | 29% | 21% |
| **Degree to which unit utilized IR Office data and analytics products: Technology-related units** | | | | |
| *Number of respondents* | *516* | *146* | *124* | *246* |
| No / Low utilization | 67% | 62% | 67% | 69% |
| Moderate utilization | 22% | 22% | 23% | 20% |
| High /Very high utilization | 12% | 16% | 10% | 11% |
| **Degree to which unit utilized IR Office coaching services: Senior leadership offices** | | | | |
| *Number of respondents* | *516* | *146* | *122* | *248* |
| No / Low utilization | 41% | 38% | 32% | 47% |
| Moderate utilization | 29% | 31% | 27% | 29% |
| High /Very high utilization | 30% | 32% | 41% | 24% |
| **Degree to which unit utilized IR Office coaching services: Academic colleges/departments** | | | | |
| *Number of respondents* | *516* | *146* | *122* | *248* |
| No / Low utilization | 35% | 32% | 28% | 40% |
| Moderate utilization | 38% | 39% | 42% | 36% |
| High /Very high utilization | 27% | 29% | 30% | 24% |

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Degree to which unit utilized IR Office coaching services: Academic support units** | | | | |
| *Number of respondents* | *516* | *146* | *122* | *248* |
| No / Low utilization | 55% | 55% | 48% | 58% |
| Moderate utilization | 30% | 31% | 36% | 27% |
| High /Very high utilization | 15% | 14% | 16% | 15% |
| **Degree to which unit utilized IR Office coaching services: Advancement/external relations units** | | | | |
| *Number of respondents* | *512* | *145* | *119* | *248* |
| No / Low utilization | 79% | 80% | 73% | 81% |
| Moderate utilization | 16% | 15% | 22% | 15% |
| High /Very high utilization | 5% | 5% | 5% | 4% |
| **Degree to which unit utilized IR Office coaching services: Athletics** | | | | |
| *Number of respondents* | *440* | *139* | *79* | *222* |
| No / Low utilization | 85% | 88% | 89% | 82% |
| Moderate utilization | 10% | 8% | 9% | 11% |
| High /Very high utilization | 5% | 4% | 3% | 6% |
| **Degree to which unit utilized IR Office coaching services: Diversity, equity, inclusion units** | | | | |
| *Number of respondents* | *455* | *140* | *97* | *218* |
| No / Low utilization | 58% | 61% | 54% | 59% |
| Moderate utilization | 26% | 21% | 28% | 29% |
| High /Very high utilization | 15% | 19% | 19% | 12% |
| **Degree to which unit utilized IR Office coaching services: Enrollment management units** | | | | |
| *Number of respondents* | *516* | *146* | *122* | *248* |
| No / Low utilization | 42% | 36% | 35% | 50% |
| Moderate utilization | 28% | 30% | 32% | 25% |
| High /Very high utilization | 30% | 34% | 33% | 25% |

# Section 6. Office Work

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Degree to which unit utilized IR Office coaching services: External entities or organizations** | | | | |
| *Number of respondents* | *509* | *146* | *119* | *244* |
| No / Low utilization | 75% | 76% | 70% | 77% |
| Moderate utilization | 14% | 16% | 17% | 11% |
| High /Very high utilization | 11% | 8% | 13% | 11% |
| **Degree to which unit utilized IR Office coaching services: Finance and business units** | | | | |
| *Number of respondents* | *515* | *146* | *122* | *247* |
| No / Low utilization | 69% | 64% | 74% | 70% |
| Moderate utilization | 21% | 24% | 20% | 19% |
| High /Very high utilization | 10% | 12% | 6% | 11% |
| **Degree to which unit utilized IR Office coaching services: Other data and analytics units** | | | | |
| *Number of respondents* | *444* | *134* | *100* | *210* |
| No / Low utilization | 46% | 46% | 41% | 49% |
| Moderate utilization | 30% | 33% | 23% | 30% |
| High /Very high utilization | 24% | 22% | 36% | 20% |
| **Degree to which unit utilized IR Office coaching services: Research units** | | | | |
| *Number of respondents* | *466* | *145* | *93* | *228* |
| No / Low utilization | 72% | 74% | 57% | 77% |
| Moderate utilization | 19% | 20% | 22% | 17% |
| High /Very high utilization | 9% | 6% | 22% | 7% |
| **Degree to which unit utilized IR Office coaching services: Student health/wellness units** | | | | |
| *Number of respondents* | *482* | *146* | *96* | *240* |
| No / Low utilization | 87% | 85% | 88% | 88% |
| Moderate utilization | 11% | 12% | 8% | 10% |
| High /Very high utilization | 3% | 3% | 4% | 2% |

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Degree to which unit utilized IR Office coaching services: Student involvement units** | | | | |
| *Number of respondents* | *486* | *145* | *105* | *236* |
| No / Low utilization | 81% | 82% | 83% | 80% |
| Moderate utilization | 14% | 13% | 13% | 16% |
| High /Very high utilization | 4% | 5% | 4% | 4% |
| **Degree to which unit utilized IR Office coaching services: Student services/support** | | | | |
| *Number of respondents* | *516* | *146* | *122* | *248* |
| No / Low utilization | 56% | 56% | 51% | 58% |
| Moderate utilization | 32% | 29% | 36% | 31% |
| High /Very high utilization | 13% | 14% | 13% | 11% |
| **Degree to which unit utilized IR Office coaching services: Technology-related units** | | | | |
| *Number of respondents* | *513* | *146* | *121* | *246* |
| No / Low utilization | 76% | 76% | 77% | 76% |
| Moderate utilization | 15% | 13% | 18% | 14% |
| High /Very high utilization | 9% | 11% | 5% | 10% |
| **Office products and services are available to stakeholders in timely manner** | | | | |
| *Number of respondents* | *519* | *146* | *125* | *248* |
| Strongly / Moderately disagree | 4% | 5% | 2% | 5% |
| Neutral | 8% | 8% | 10% | 6% |
| Strongly / Moderately agree | 88% | 86% | 89% | 88% |
| **Stakeholders are satisfied with the quality of Office products and services** | | | | |
| *Number of respondents* | *510* | *145* | *123* | *242* |
| Strongly / Moderately disagree | 3% | 2% | 3% | 2% |
| Neutral | 6% | 9% | 6% | 5% |
| Strongly / Moderately agree | 91% | 89% | 91% | 92% |

| | All Institutions | Public 4-Yr Institutions | Public 2-Yr Institutions | Private NFP 4-Yr Inst |
|---|---|---|---|---|
| **Office products and services are valuable to stakeholders** | | | | |
| *Number of respondents* | *510* | *145* | *123* | *242* |
| Strongly / Moderately disagree | 1% | 0% | 2% | 2% |
| Neutral | 6% | 8% | 7% | 5% |
| Strongly / Moderately agree | 93% | 92% | 91% | 93% |
| **Office products and services are used by stakeholders to make decisions** | | | | |
| *Number of respondents* | *508* | *142* | *123* | *243* |
| Strongly / Moderately disagree | 5% | 3% | 3% | 7% |
| Neutral | 11% | 8% | 11% | 14% |
| Strongly / Moderately agree | 84% | 89% | 86% | 80% |
| **Stakeholders recommend Office products and services to other stakeholders** | | | | |
| *Number of respondents* | *456* | *133* | *109* | *214* |
| Strongly / Moderately disagree | 4% | 5% | 3% | 5% |
| Neutral | 13% | 8% | 17% | 14% |
| Strongly / Moderately agree | 83% | 88% | 80% | 81% |