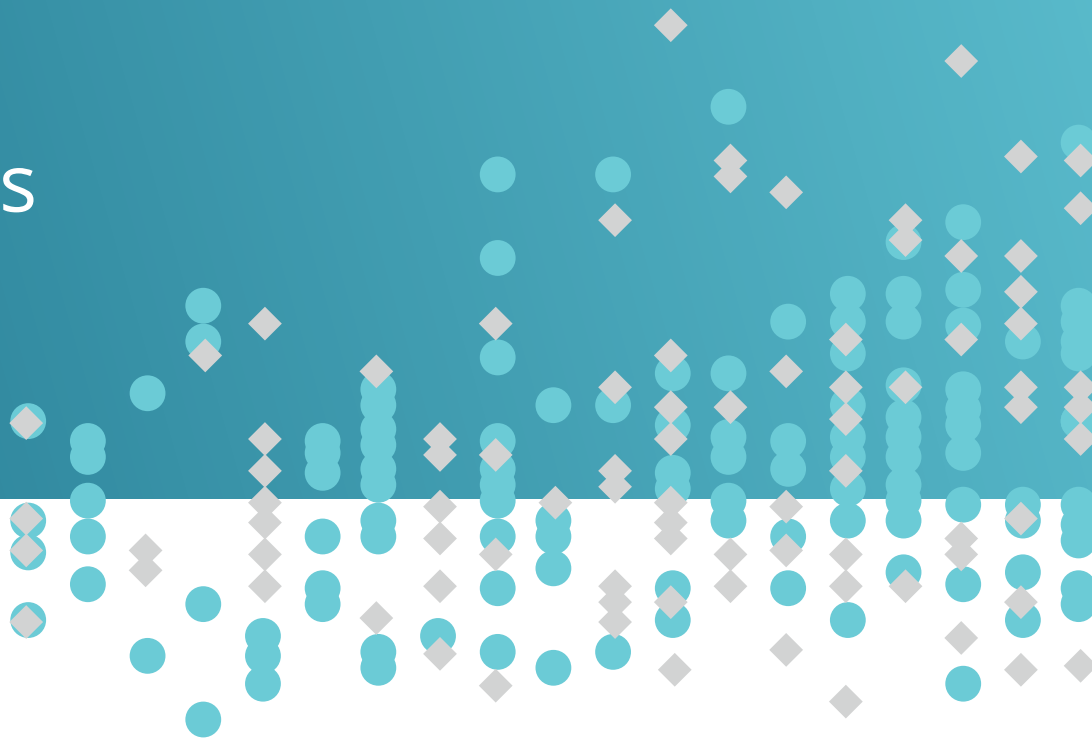
2024 AIR National Survey of Institutional Research Offices

Survey Data Report by Hispanic-Serving Status



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Response Rates

The 2024 AIR National Survey targeted leaders of Institutional Research and Effectiveness (IR/IE) offices at 1,676 U.S. postsecondary, degree-granting institutions across all sectors, control types, and sizes. A total of 633 institutions submitted responses. To ensure comparability and data quality, this report excludes incomplete responses as well as those from for-profit institutions, administrative units, international institutions, private not-for-profit 2-year institutions, and institutions located in U.S. territories due to low response rates in these categories.

The findings presented in this report are based on 552 complete or semi-complete responses from U.S. degree-granting institutions, including 183 public 4-year institutions, 118 public 2-year institutions, and 251 private not-for-profit 4-year institutions.

Report Structure

This report has five sections:
Section 1: Data and Analytics Offices
Section 2: Office Structure and Leadership
Section 3: Staffing the Office
Section 4: Work Output and Stakeholders
Section 5: Data Environment

Note: To protect the confidentiality of institutional responses, results will not be reported for any question with fewer than five responding institutions.

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

Section 1: Data and Analytics Offices

	HSI Institutions	All Other Institutions
Which best describes the IR/IE function at your institution?		
Number of respondents	*98*	*454*
There is a single office at my institution that provides IR/IE work.	82%	82%
There are multiple offices at my institution that provide IR and IE work.	16%	12%
IR/IE function resides within another unit(s).	2%	6%
At your institution, are there data and analytics professionals within some/all administrative units?		
Number of respondents	*98*	*452*
Yes	37%	51%
No	60%	47%
I don't know	3%	2%
Which best represents the relationship between those analysts and the IR/IE Office?		
Number of respondents	*36*	*229*
Analysts report directly to the IR/IE Office (direct-report relationship).	0%	3%
Analysts report to administrative units, but IR/IE helps supervise work (dotted-line).	6%	5%
Collaborative relationship with IR/IE Office only; no reporting relationship.	83%	67%
There is no relationship between analysts and the IR/IE Office.	6%	6%
The relationship depends on the administrative unit.	6%	18%
Other	0%	1%
What is the approximate staff FTE of these analysts working within administrative units?		
Number of respondents	*32*	*194*
1 FTE or less	16%	24%
2 to 5 FTE	56%	52%
6 to 10 FTE	19%	13%
11 to 15 FTE	3%	4%
16 to 20 FTE	0%	2%
21 to 30 FTE	3%	2%
More than 30 FTE	3%	4%

	HSI Institutions	All Other Institutions
At your institution, are there data and analytics professionals within some/all academic colleges/schools?		
Number of respondents	*97*	*453*
Yes	19%	23%
No	74%	70%
I don't know	7%	7%

Which best represents the relationship between those analysts and the IR/IE Office?		
Number of respondents	*18*	*106*
Analysts report directly to the IR/IE Office (direct-report relationship).	0%	4%
Analysts report to academic schools, but IR/IE helps supervise (dotted-line relationship).	0%	3%
Collaborative relationship with IR/IE Office only; no reporting relationship.	78%	68%
There is no relationship between analysts and the IR/IE Office.	17%	8%
The relationship depends on the academic college/school.	6%	16%
Other	0%	2%

What is the approximate staff FTE of these analysts working within academic colleges/schools?		
Number of respondents	*16*	*84*
1 FTE or less	31%	25%
2 to 5 FTE	56%	48%
6 to 10 FTE	13%	15%
11 to 15 FTE	0%	7%
16 to 20 FTE	0%	0%
21 to 30 FTE	0%	1%
More than 30 FTE	0%	4%

Section 2: Office Structure and Leadership

	HSI Institutions	All Other Institutions
Which best describes the organizational structure of your Office?		
Number of respondents	*80*	*368*
One person/team under the leadership of a person with a Director-level position, or higher.	86%	87%
Multiple teams/units, each led by a Director-level (or higher), operating within the Office.	13%	13%
Other	1%	0%
Average Hours Worked/Week: Office Leader		
Number of respondents	*79*	*364*
Average Hours Worked/Week	44.4	43.4
Average Annual Salary/Wage: Office Leader		
Number of respondents	*69*	*332*
Average Salary/Wage	$ 129,412	$ 110,490
Salary/Wage Aligned with Experience, Education, Work Effort: Office Leader		
Number of respondents	*85*	*395*
Yes	69%	70%
No	31%	30%
Salary/Wage Aligned with Experience, Education, Work Effort: Office Leader		
Number of respondents	*87*	*403*
Number of Years: Working in higher education	20.4	20.0
Number of Years: Working in the field of IR/IE (either at your current institution or not)	15.0	13.5
Number of Years: Working at your current institution (either in your current position or not)	10.9	11.9
Number of Years: Leading the Office at your current institution	6.8	6.7
Highest Degree Earned: Office Leader		
Number of respondents	*87*	*405*
Baccalaureate degree or lower	6%	6%
Master's degree/Specialist (M.A., M.S., Ed.S.)	46%	48%
Doctoral degree, including professional practice doctorates (e.g., Ph.D., Ed.D., M.D., J.D.)	48%	46%

	HSI Institutions	All Other Institutions
Age: Officer Leader		
Number of respondents	*87*	*402*
Less than 30 years old	0%	2%
30 to 39 years old	16%	14%
40 to 49 years old	31%	31%
50 to 59 years old	41%	39%
60 to 69 years old	10%	13%
70 years old or older	1%	1%
Office Leader: Gender identity		
Number of respondents	*86*	*402*
Woman	57%	63%
Man	42%	35%
Another gender	0%	0%
Gender option is not provided	0%	0%
Prefer not to answer	1%	1%
Office Leader: Race/ethnicity		
Number of respondents	*88*	*402*
Race/ethnicity: American Indian or Alaska Native	3%	1%
Race/ethnicity: Asian	7%	4%
Race/ethnicity: Black or African American	5%	6%
Race/ethnicity: Hispanic or Latino/a	14%	2%
Race/ethnicity: Middle Eastern or North African	0%	1%
Race/ethnicity: Native Hawaiian or Pacific Islander	0%	0%
Race/ethnicity: White	73%	85%
Race/ethnicity: Option not provided	0%	0%
Race/ethnicity: Prefer not to answer	2%	3%

	HSI Institutions	All Other Institutions
Office Leader: Time on Task		
Number of respondents	*78*	*381*
Percentage of Time Spent: Brainstorming	7%	6%
Percentage of Time Spent: Data collection and management	15%	16%
Percentage of Time Spent: Conducting analyses/reporting	16%	15%
Percentage of Time Spent: Institutional effectiveness activities	7%	8%
Percentage of Time Spent: Assessment activities	5%	6%
Percentage of Time Spent: Accreditation activities	8%	8%
Percentage of Time Spent: Strategic planning activities	8%	6%
Percentage of Time Spent: Improving stakeholder data literacy	4%	4%
Percentage of Time Spent: Data governance/policy	4%	4%
Percentage of Time Spent: Technology	4%	4%
Percentage of Time Spent: Professional development	4%	4%
Percentage of Time Spent: Administrative activities	18%	15%
Percentage of Time Spent: Other	0%	4%
Relationship with senior-leader cabinet: President/CEO cabinet		
Number of respondents	*82*	*394*
I am a member of the cabinet	20%	14%
I am not a member but attend as needed	37%	34%
I am not a member and do not attend	44%	50%
The cabinet does not exist	0%	2%
Relationship with senior-leader cabinet: Provost/CAO cabinet		
Number of respondents	*79*	*388*
I am a member of the cabinet	24%	29%
I am not a member but attend as needed	27%	21%
I am not a member and do not attend	30%	24%
The cabinet does not exist	19%	25%

	HSI Institutions	All Other Institutions
What is the division does your office currently report to?		
Number of respondents	*91*	*428*
President/Chief Executive Officer/Chancellor (or equivalent)	30%	19%
Provost/Chief Academic Officer/VP of Academic Affairs (or equivalent)	41%	59%
IR / IE / Strategic Planning / Strategic Initiatives	12%	6%
Administration Services	1%	1%
Finance/Operations/Business	7%	6%
Communications and Marketing	0%	0%
Institutional Advancement / Development or similar office	2%	1%
Enrollment Management / Admissions	2%	3%
Human Resources	0%	1%
Information Technology (IT)	5%	4%
Student Life/Student Affairs	0%	0%
Other	0%	1%
Ideally, what division would your office report to?		
Number of respondents	*73*	*378*
President/Chief Executive Officer/Chancellor (or equivalent)	55%	45%
Provost/Chief Academic Officer/VP of Academic Affairs (or equivalent)	29%	42%
IR / IE / Strategic Planning / Strategic Initiatives	10%	8%
Administration Services	1%	0%
Finance/Operations/Business	3%	1%
Communications and Marketing	0%	0%
Institutional Advancement / Development or similar office	1%	0%
Enrollment Management / Admissions	0%	1%
Human Resources	0%	0%
Information Technology (IT)	1%	2%
Student Life/Student Affairs	0%	0%
Other	0%	0%

Section 2: Office Structure and Leadership

	HSI Institutions	All Other Institutions
Are you the institution's Chief Data Officer (or equivalent position)?		
Number of respondents	*86*	*425*
I am the Director of IR/IE and CDO	5%	8%
I am the Director of IR/IE and the de facto CDO	21%	17%
No, but the institution has this position	9%	12%
No and the institution does not have this position	62%	61%
I am the CDO but not the Director of IR/IE (Supplemental Survey)	2%	2%
I am the de facto CDO but not the Director of IR/IE (Supplemental Survey)	1%	1%
CDO BRANCH: Prior to CDO Role, which roles did you serve in? NOTE: Multiple-response question; column will not add to 100%.		
Number of respondents	*5*	*37*
Served as the Director of IR/IE at this institution	40%	62%
Served as the Director of IR/IE at other institutions	40%	49%
Worked in IT/technology at this institution	40%	11%
Worked in IT/technology at other institutions	0%	5%
Worked in IT/technology but not in higher education	0%	0%
Worked in the field of data and analytics within higher education but outside of an Office of IR/IE	0%	38%
Worked in the field of data and analytics but outside of higher education	20%	14%
As CDO, I am expected to: Collaborate with stakeholders to ensure data-informed decision making.		
Number of respondents	*5*	*42*
Strongly disagree	0%	2%
Moderately disagree	0%	0%
Neutral	0%	5%
Moderately agree	0%	7%
Strongly agree	100%	86%

	HSI Institutions	All Other Institutions
As CDO, I am expected to: Ensure the institution has the necessary resources to meet information demands.		
Number of respondents	*5*	*41*
Strongly disagree	0%	2%
Moderately disagree	0%	0%
Neutral	20%	2%
Moderately agree	40%	32%
Strongly agree	40%	63%
As CDO, I am expected to: Coordinate and manage an institution-wide data strategy.		
Number of respondents	*5*	*42*
Strongly disagree	0%	2%
Moderately disagree	0%	2%
Neutral	20%	5%
Moderately agree	20%	17%
Strongly agree	60%	74%
As CDO, I am expected to: Coordinate and manage institutional data governance.		
Number of respondents	*5*	*42*
Strongly disagree	0%	2%
Moderately disagree	20%	7%
Neutral	0%	2%
Moderately agree	20%	26%
Strongly agree	60%	62%
As CDO, I am expected to: Work to achieve institutional data integrity/quality.		
Number of respondents	*5*	*42*
Strongly disagree	0%	2%
Moderately disagree	0%	0%
Neutral	0%	0%
Moderately agree	40%	12%
Strongly agree	60%	86%

	HSI Institutions	All Other Institutions
As CDO, I am expected to: Ensure data compliance standards are met.		
Number of respondents	*5*	*42*
Strongly disagree	0%	2%
Moderately disagree	0%	5%
Neutral	0%	10%
Moderately agree	60%	14%
Strongly agree	40%	69%
As CDO, I am expected to: Facilitate data sharing/use across the institution.		
Number of respondents	*5*	*42*
Strongly disagree	0%	2%
Moderately disagree	0%	0%
Neutral	0%	0%
Moderately agree	40%	19%
Strongly agree	60%	79%
DE FACTO-CDO BRANCH: Do you anticipate the institution will make this position/title official?		
Number of respondents	*16*	*57*
Yes, within the next year	6%	2%
Yes, within 1-3 years	38%	4%
Yes, but more than 3 years from now	13%	7%
No	44%	88%
Prior to de facto CDO Role, which roles did you serve in? NOTE: Multiple-response question; column will not add to 100%.		
Number of respondents	*20*	*82*
Served as the Director of IR/IE at this institution	75%	63%
Served as the Director of IR/IE at other institutions	45%	22%
Worked in IT/technology at this institution	0%	13%
Worked in IT/technology at other institutions	0%	13%
Worked in IT/technology but not in higher education	10%	4%
Worked in the field of data and analytics within higher education but outside of an Office of IR/IE	20%	18%
Worked in the field of data and analytics but outside of higher education	15%	11%

	HSI Institutions	All Other Institutions
As de facto CDO, I am expected to: Collaborate with stakeholders to ensure data-informed decision making.		
Number of respondents	*19*	*76*
Strongly disagree	16%	7%
Moderately disagree	0%	1%
Neutral	0%	3%
Moderately agree	16%	25%
Strongly agree	68%	64%
As de facto CDO, I am expected to: Ensure the institution has the necessary resources to meet information demands.		
Number of respondents	*19*	*76*
Strongly disagree	16%	8%
Moderately disagree	0%	7%
Neutral	5%	8%
Moderately agree	32%	30%
Strongly agree	47%	47%
As de facto CDO, I am expected to: Coordinate and manage an institution-wide data strategy.		
Number of respondents	*19*	*76*
Strongly disagree	16%	5%
Moderately disagree	0%	8%
Neutral	11%	11%
Moderately agree	32%	42%
Strongly agree	42%	34%
As de facto CDO, I am expected to: Coordinate and manage institutional data governance.		
Number of respondents	*19*	*76*
Strongly disagree	11%	3%
Moderately disagree	5%	9%
Neutral	11%	9%
Moderately agree	37%	37%
Strongly agree	37%	42%

	HSI Institutions	All Other Institutions
As de facto CDO, I am expected to: Work to achieve institutional data integrity/quality.		
Number of respondents	*19*	*76*
Strongly disagree	11%	7%
Moderately disagree	5%	1%
Neutral	11%	1%
Moderately agree	11%	20%
Strongly agree	63%	71%
As de facto CDO, I am expected to: Ensure data compliance standards are met.		
Number of respondents	*19*	*75*
Strongly disagree	11%	7%
Moderately disagree	0%	3%
Neutral	5%	5%
Moderately agree	37%	25%
Strongly agree	47%	60%
As de facto CDO, I am expected to: Facilitate data sharing/use across the institution.		
Number of respondents	*19*	*76*
Strongly disagree	16%	7%
Moderately disagree	0%	0%
Neutral	5%	3%
Moderately agree	16%	26%
Strongly agree	63%	64%
BRANCH FOR INSTITUTIONS WITHOUT A CDO: You indicated your institution does not have a CDO. Does your institution have plans to create this role?		
Number of respondents	*53*	*258*
Yes, within the next year	2%	3%
Yes, within the next 2-3 years	8%	2%
Yes, within the next 4-5 years	0%	1%
No	47%	48%
I don't know	43%	46%

	HSI Institutions	All Other Institutions
Level of Agreement: At our current staffing level, the Office can achieve its goals by never/rarely asking staff to work overtime.		
Number of respondents	*91*	*423*
Strongly disagree	21%	18%
Moderately disagree	27%	27%
Neutral	4%	11%
Moderately agree	31%	29%
Strongly agree	16%	15%
Level of Agreement: With additional staff, our Office could better meet institutional expectations for data and information.		
Number of respondents	*89*	*421*
Strongly disagree	2%	3%
Moderately disagree	2%	2%
Neutral	13%	8%
Moderately agree	29%	34%
Strongly agree	53%	52%
Level of Agreement: Our Office can recruit talented staff.		
Number of respondents	*91*	*412*
Strongly disagree	7%	5%
Moderately disagree	16%	14%
Neutral	20%	27%
Moderately agree	33%	31%
Strongly agree	24%	24%
Level of Agreement: Our Office can retain talented staff.		
Number of respondents	*91*	*410*
Strongly disagree	5%	4%
Moderately disagree	11%	10%
Neutral	21%	25%
Moderately agree	36%	34%
Strongly agree	26%	28%

	HSI Institutions	All Other Institutions
Level of Agreement: Our Office can recruit a diverse staff.		
Number of respondents	*90*	*409*
Strongly disagree	4%	5%
Moderately disagree	10%	13%
Neutral	21%	35%
Moderately agree	27%	26%
Strongly agree	38%	21%
Level of Agreement: Our Office can retain a diverse staff.		
Number of respondents	*91*	*407*
Strongly disagree	4%	4%
Moderately disagree	10%	10%
Neutral	23%	40%
Moderately agree	29%	25%
Strongly agree	34%	21%
Level of Agreement: Our Office's hiring practices align with institutional expectations.		
Number of respondents	*89*	*411*
Strongly disagree	2%	2%
Moderately disagree	3%	3%
Neutral	13%	23%
Moderately agree	21%	24%
Strongly agree	60%	49%
To meet current demand, what is your ideal staff FTE?		
Number of respondents	*87*	*403*
Average staff FTE	5.76	5.42
What would your ideal staffing level be in three years (FTE), considering anticipated future demand?		
Number of respondents	*85*	*396*
Average staff FTE	6.64	5.84

	HSI Institutions	All Other Institutions
Which best describes your Office remote staff policy?		
Number of respondents	*92*	*432*
Some/all staff can be fully remote	30%	24%
Some/all staff can work remotely part time, but required to be in the office one+ day/week.	35%	39%
All staff are required to work in-person; remote work permitted through special approval.	26%	28%
Other	9%	9%
Level of Agreement: Senior Leaders value the work of the Office.		
Number of respondents	*88*	*425*
Strongly disagree	2%	1%
Moderately disagree	5%	5%
Neutral	7%	3%
Moderately agree	31%	30%
Strongly agree	56%	61%
Level of Agreement: Office is adequately funded to meet its operational needs.		
Number of respondents	*89*	*424*
Strongly disagree	11%	8%
Moderately disagree	24%	21%
Neutral	16%	12%
Moderately agree	31%	40%
Strongly agree	18%	19%
Level of Agreement: Our Office space is appropriate (NOTE: if your office is fully remote, please select "N/A").		
Number of respondents	*82*	*380*
Strongly disagree	9%	3%
Moderately disagree	7%	9%
Neutral	7%	12%
Moderately agree	39%	30%
Strongly agree	38%	45%

	HSI Institutions	All Other Institutions
Level of Agreement: Our Office's software/hardware is appropriate.		
Number of respondents	*89*	*425*
Strongly disagree	8%	2%
Moderately disagree	7%	11%
Neutral	15%	9%
Moderately agree	38%	48%
Strongly agree	33%	30%

Level of Agreement: Our Office's professional development/training opportunities are appropriate.		
Number of respondents	*88*	*425*
Strongly disagree	13%	4%
Moderately disagree	17%	14%
Neutral	11%	14%
Moderately agree	34%	39%
Strongly agree	25%	28%

What professional development content does your staff participate in? NOTE: Multiple-response question; column will not add to 100%.		
Number of respondents	*89*	*408*
Data management	35%	42%
Basic analytics	29%	38%
Advanced analytics	30%	34%
Software tools	58%	70%
Data literacy	31%	31%
Data governance	34%	42%
Data visualizations / communicating results	55%	66%
Leadership/management	37%	36%
Technology-related content	35%	39%
Generative artificial intelligence/AI	27%	41%
Office does not provide professional development	9%	5%

	HSI Institutions	All Other Institutions
What professional development activities does your staff participate in? NOTE: Multiple-response question; column will not add to 100%.		
Number of respondents	*93*	*416*
Attended the AIR Forum (annual conference)	32%	39%
Attended a state or regional IR/IE/Assessment/Planning conference	63%	65%
Attended a non-IR/IE/Assessment/Planning conference	39%	39%
Attended live webinars/watched recorded webinars	86%	90%
Watched recorded tutorials	60%	66%
Enrolled in online courses	46%	47%
Enrolled in vendor training	39%	37%
Read journals/papers	57%	60%
Office does not provide professional development	3%	1%

Level of Agreement: Contributes directly or indirectly to overall student success.		
Number of respondents	*89*	*429*
Strongly disagree	1%	1%
Moderately disagree	1%	2%
Neutral	10%	6%
Moderately agree	29%	41%
Strongly agree	58%	51%

Level of Agreement: Contributes directly or indirectly to equitable student success.		
Number of respondents	*89*	*426*
Strongly disagree	1%	1%
Moderately disagree	2%	2%
Neutral	12%	11%
Moderately agree	34%	47%
Strongly agree	51%	39%

	HSI Institutions	All Other Institutions
Level of Agreement: Collaborates with colleagues across the institution in support of student success.		
Number of respondents	*89*	*427*
Strongly disagree	1%	1%
Moderately disagree	1%	1%
Neutral	3%	3%
Moderately agree	25%	31%
Strongly agree	70%	64%

Level of Agreement: Provides educational opportunities or coaching to enhance the data literacy of institutional stakeholders.		
Number of respondents	*89*	*427*
Strongly disagree	4%	4%
Moderately disagree	8%	17%
Neutral	20%	21%
Moderately agree	30%	37%
Strongly agree	37%	21%

Staff headcount		
Number of respondents	*88*	*413*
Average staff headcount	5.1	3.7

Office Staff: Gender Identity		
Number of respondents	*77*	*282*
Headcount of staff by Gender Identity: Women	2.7	2.4
Headcount of staff by Gender Identity: Men	2.1	2.1
Headcount of staff by Gender Identity: Another gender	1.0	1.0
Headcount of staff by Gender Identity: Identity is unknown/chose not to disclose	1.0	1.1

	HSI Institutions	All Other Institutions
Office Staff: Race/ethnicity		
Number of respondents	*74*	*269*
Headcount of staff by Race/ethnicity: American Indian or Alaska Native	1.00	2.00
Headcount of staff by Race/ethnicity: Asian	1.91	1.52
Headcount of staff by Race/ethnicity: Black or African American	1.36	1.50
Headcount of staff by Race/ethnicity: Hispanic or Latino/a	1.78	1.31
Headcount of staff by Race/ethnicity: Middle Eastern or North African	1.00	1.15
Headcount of staff by Race/ethnicity: Native Hawaiian or Pacific Islander	0.00	1.00
Headcount of staff by Race/ethnicity: White	2.34	2.78
Headcount of staff by Race/ethnicity: Bi/Multiracial	2.63	1.06
Headcount of staff by Race/ethnicity: Race/ethnicity does not have an option provided	8.00	1.00
Headcount of staff by Race/ethnicity: Race/ethnicity is unknown or who have not disclosed	1.10	1.18
Office Staff: Highest Degree Attained		
Number of respondents	*51*	*182*
Headcount of staff by Highest Degree Earned: Baccalaureate degree or lower	1.63	1.67
Headcount of staff by Highest Degree Earned: Master's degree/Specialist	2.76	2.12
Headcount of staff by Highest Degree Earned: Doctoral degree, including prof practice doc	1.74	1.61
Headcount of staff by Highest Degree Earned: Highest degree is unknown	1.18	1.19
Does your Office employ a Senior Associate Director, Associate Director, and/or an Assistant Director?		
Number of respondents	*78*	*310*
Yes	33%	46%
No	67%	54%
Senior Associate Director		
Number of respondents	*12*	*36*
Staff FTE	1.81	1.38
Average Hours Worked/Week	42.50	41.27
Annual Salary/Wage	$ 107,100	$ 104,429
% Respondents Agree: Salary/wage aligned with experience, education, work effort	83%	82%

Section 3. Staffing the Office

	HSI Institutions	All Other Institutions
Associate Director		
Number of respondents	*5*	*69*
Staff FTE	1.40	1.42
Average Hours Worked/Week	41.00	41.30
Annual Salary/Wage	$ 118,750	$ 92,679
% Respondents Agree: Salary/wage aligned with experience, education, work effort	100%	78%
Assistant Director		
Number of respondents	*11*	*63*
Staff FTE	1.36	1.18
Average Hours Worked/Week	37.00	40.28
Annual Salary/Wage	$ 88,889	$ 82,138
% Respondents Agree: Salary/wage aligned with experience, education, work effort	83%	74%
Does your Office employ Junior and/or Senior Analysts?		
Number of respondents	*77*	*310*
Yes	82%	78%
No	18%	22%
Staff FTE: Senior Analysts		
Number of respondents	*48*	*171*
Staff FTE	2.14	1.99
Average Hours Worked/Week	39.94	40.08
Annual Salary/Wage	$ 87,682	$ 77,095
% Respondents Agree: Salary/wage aligned with experience, education, work effort	80%	72%

	HSI Institutions	All Other Institutions
Staff FTE: Junior Analysts		
Number of respondents	*39*	*159*
Staff FTE	2.12	1.65
Average Hours Worked/Week	38.56	38.53
Annual Salary/Wage	$ 69,162	$ 61,931
% Respondents Agree: Salary/wage aligned with experience, education, work effort	78%	86%
Does your Office employ Junior and/or Senior Assessment Staff?		
Number of respondents	*77*	*308*
Yes	12%	19%
No	88%	81%
Staff FTE: Senior Assessment Staff		
Number of respondents	*4*	*30*
Staff FTE		1.28
Average Hours Worked/Week		39.09
Annual Salary/Wage		$ 73,961
% Respondents Agree: Salary/wage aligned with experience, education, work effort		84%
Staff FTE: Junior Assessment Staff		
Number of respondents	*3*	*27*
Staff FTE		1.19
Average Hours Worked/Week		35.83
Annual Salary/Wage		$ 56,158
% Respondents Agree: Salary/wage aligned with experience, education, work effort		78%
Does your Office employ or share Technical Staff?		
Number of respondents	*77*	*306*
Yes	30%	25%
No	70%	75%

	HSI Institutions	All Other Institutions
Staff FTE: Technical Staff		
Number of respondents	*20*	*71*
Staff FTE	1.76	1.40
Average Hours Worked/Week	37.64	37.18
Annual Salary/Wage	$ 83,855	$ 73,565
% Respondents Agree: Salary/wage aligned with experience, education, work effort	74%	78%
Does your Office employ or share Administrative Support Staff?		
Number of respondents	*76*	*305*
Yes	30%	28%
No	70%	72%
Staff FTE: Administrative Support Staff		
Number of respondents	*23*	*82*
Staff FTE	0.86	0.88
Average Hours Worked/Week	34.78	32.20
Annual Salary/Wage	$ 59,203	$ 49,322
% Respondents Agree: Salary/wage aligned with experience, education, work effort	90%	88%
Does your Office employ Undergraduate and/or Graduate Student Staff?		
Number of respondents	*76*	*305*
Yes	25%	29%
No	75%	71%
Staff FTE: Graduate Student Staff		
Number of respondents	*9*	*47*
Staff FTE	0.66	0.79
Average Hours Worked/Week	24.29	16.76
Annual Salary/Wage	$ 49,887	$ 13,802
% Respondents Agree: Salary/wage aligned with experience, education, work effort	89%	83%

	HSI Institutions	All Other Institutions
Staff FTE: Undergraduate Student Staff		
Number of respondents	*9*	*48*
Staff FTE	0.49	0.80
Average Hours Worked/Week	12.08	13.86
Annual Salary/Wage	$ 11,167	$ 8,193
% Respondents Agree: Salary/wage aligned with experience, education, work effort	63%	82%
Does your Office typically have faculty associates?		
Number of respondents	*86*	*424*
Yes	8%	4%
No	92%	96%
Faculty Associates		
Number of respondents	*7*	*15*
Headcount of Faculty Associates	1.71	1.60
Average hours contributed to Office per week	6.86	9.79
Distribution of Office Work Output		
Number of respondents	*78*	*389*
Compliance reporting	21%	21%
Non-compliance reporting	13%	13%
Providing reports/information for institution-level decision support	16%	16%
Providing reports/information for program/division-level decision support	13%	12%
Institutional data governance	2%	3%
Improving institutional data literacy	3%	3%
Business intelligence (BI) activities	7%	5%
Institutional effectiveness activities	7%	6%
Assessment activities	5%	7%
Accreditation activities	7%	8%
Strategic planning activities	6%	6%
Other work output produced	1%	2%

	HSI Institutions	All Other Institutions
Percentage of Institution's Work Output Completed by Office: Compliance reporting		
Number of respondents	*77*	*380*
Little to none	4%	3%
About 25%	17%	13%
About 50%	25%	16%
About 75%	19%	27%
Most/all	35%	42%
Work does not exist	0%	0%

Percentage of Institution's Work Output Completed by Office: Non-compliance reporting		
Number of respondents	*76*	*374*
Little to none	4%	5%
About 25%	24%	16%
About 50%	22%	18%
About 75%	22%	29%
Most/all	26%	32%
Work does not exist	1%	0%

Percentage of Institution's Work Output Completed by Office: Providing reports/information for institution-level decision support		
Number of respondents	*75*	*377*
Little to none	3%	2%
About 25%	17%	16%
About 50%	21%	23%
About 75%	25%	30%
Most/all	33%	29%
Work does not exist		

	HSI Institutions	All Other Institutions
Percentage of Institution's Work Output Completed by Office: Providing reports/information for program/division-level decision support		
Number of respondents	*75*	*375*
Little to none	8%	6%
About 25%	17%	20%
About 50%	20%	29%
About 75%	33%	20%
Most/all	21%	25%
Work does not exist	0%	0%

Percentage of Institution's Work Output Completed by Office: Institutional data governance		
Number of respondents	*75*	*372*
Little to none	39%	31%
About 25%	15%	17%
About 50%	17%	17%
About 75%	11%	9%
Most/all	12%	13%
Work does not exist	7%	13%

Percentage of Institution's Work Output Completed by Office: Improving institutional data literacy		
Number of respondents	*75*	*372*
Little to none	29%	29%
About 25%	15%	16%
About 50%	13%	12%
About 75%	9%	13%
Most/all	24%	19%
Work does not exist	9%	11%

	HSI Institutions	All Other Institutions
Percentage of Institution's Work Output Completed by Office: Business intelligence (BI) activities		
Number of respondents	*75*	*374*
Little to none	29%	30%
About 25%	21%	19%
About 50%	11%	15%
About 75%	12%	11%
Most/all	16%	15%
Work does not exist	11%	9%

Percentage of Institution's Work Output Completed by Office: Institutional effectiveness activities		
Number of respondents	*75*	*374*
Little to none	19%	21%
About 25%	27%	21%
About 50%	13%	17%
About 75%	17%	12%
Most/all	23%	27%
Work does not exist	1%	3%

Percentage of Institution's Work Output Completed by Office: Assessment activities		
Number of respondents	*76*	*371*
Little to none	34%	29%
About 25%	29%	25%
About 50%	11%	15%
About 75%	13%	13%
Most/all	9%	18%
Work does not exist	4%	1%

	HSI Institutions	All Other Institutions
Percentage of Institution's Work Output Completed by Office: Accreditation activities		
Number of respondents	*77*	*376*
Little to none	25%	19%
About 25%	25%	30%
About 50%	18%	16%
About 75%	12%	10%
Most/all	19%	24%
Work does not exist	1%	0%

Percentage of Institution's Work Output Completed by Office: Strategic planning activities		
Number of respondents	*76*	*374*
Little to none	22%	28%
About 25%	34%	36%
About 50%	13%	13%
About 75%	13%	10%
Most/all	12%	12%
Work does not exist	5%	1%

	HSI Institutions	All Other Institutions
Level of Office Maturity: Conducting basic analytics		
Number of respondents	*77*	*397*
Not occurring	0%	1%
Reactive	6%	13%
Proactive	42%	45%
Optimized	52%	41%
Level of Office Maturity: Conducting advanced analytics		
Number of respondents	*76*	*395*
Not occurring	13%	13%
Reactive	47%	44%
Proactive	25%	35%
Optimized	14%	9%
Level of Office Maturity: Conducting assessment projects.		
Number of respondents	*74*	*387*
Not occurring	18%	13%
Reactive	26%	30%
Proactive	42%	42%
Optimized	15%	14%
Level of Office Maturity: Using data ethically and responsibly		
Number of respondents	*77*	*389*
Not occurring	0%	1%
Reactive	3%	7%
Proactive	55%	51%
Optimized	43%	41%

	HSI Institutions	All Other Institutions
Level of Office Maturity: Managing data		
Number of respondents	*74*	*393*
Not occurring	0%	1%
Reactive	12%	20%
Proactive	58%	55%
Optimized	30%	24%
Level of Office Maturity: Creating effective data visualizations		
Number of respondents	*76*	*395*
Not occurring	7%	4%
Reactive	17%	29%
Proactive	46%	49%
Optimized	30%	18%
Level of Office Maturity: Creating effective reports/communicating results		
Number of respondents	*76*	*395*
Not occurring	3%	1%
Reactive	13%	21%
Proactive	58%	56%
Optimized	26%	22%
Level of Office Maturity: Meeting stakeholders' needs for reports/information		
Number of respondents	*76*	*394*
Not occurring	0%	1%
Reactive	17%	28%
Proactive	53%	52%
Optimized	30%	20%

	HSI Institutions	All Other Institutions
Level of Office Maturity: Managing its projects/information requests		
Number of respondents	*76*	*392*
Not occurring	0%	1%
Reactive	24%	25%
Proactive	47%	50%
Optimized	29%	24%
Level of Office Maturity: Managing its technology		
Number of respondents	*72*	*384*
Not occurring	6%	4%
Reactive	25%	33%
Proactive	53%	49%
Optimized	17%	14%
Level of Office Maturity: Use of generative AI		
Number of respondents	*74*	*382*
Not occurring	58%	51%
Reactive	27%	35%
Proactive	14%	13%
Optimized	1%	1%
Level of Institutional Maturity: Institution uses reports/information to improve student outcomes		
Number of respondents	*73*	*393*
Not occurring	3%	2%
Reactive	26%	24%
Proactive	55%	58%
Optimized	16%	17%

	HSI Institutions	All Other Institutions
Level of Institutional Maturity: Employees know when reports/information should be used for decision making		
Number of respondents	*73*	*384*
Not occurring	4%	3%
Reactive	47%	48%
Proactive	42%	42%
Optimized	7%	7%
Level of Institutional Maturity: Institution effectively changes and progresses as an organization		
Number of respondents	*72*	*375*
Not occurring	4%	6%
Reactive	60%	54%
Proactive	28%	36%
Optimized	8%	4%
Level of Institutional Maturity: Senior leaders value transparency regarding reports/information		
Number of respondents	*73*	*386*
Not occurring	4%	5%
Reactive	30%	31%
Proactive	44%	46%
Optimized	22%	18%
Level of Institutional Maturity: Institution's culture is to use reports/information to inform decisions.		
Number of respondents	*71*	*390*
Not occurring	6%	2%
Reactive	27%	38%
Proactive	49%	49%
Optimized	18%	11%

	HSI Institutions	All Other Institutions
Level of Institutional Maturity: Employees' use of generative AI.		
Number of respondents	*63*	*316*
Not occurring	52%	41%
Reactive	35%	48%
Proactive	11%	10%
Optimized	2%	0%
Level of Institutional Maturity: Institutional data is kept private.		
Number of respondents	*72*	*378*
Not occurring	0%	1%
Reactive	8%	8%
Proactive	46%	56%
Optimized	46%	35%
Level of Institutional Maturity: Institutional data are kept secure.		
Number of respondents	*74*	*381*
Not occurring	1%	1%
Reactive	3%	5%
Proactive	49%	52%
Optimized	47%	43%
Level of Institutional Maturity: Institutional data is well managed.		
Number of respondents	*74*	*376*
Not occurring	3%	2%
Reactive	26%	25%
Proactive	49%	50%
Optimized	23%	23%

	HSI Institutions	All Other Institutions
Level of Institutional Maturity: Institution collects high-quality data.		
Number of respondents	*74*	*381*
Not occurring	0%	2%
Reactive	31%	32%
Proactive	50%	54%
Optimized	19%	13%
Level of Institutional Maturity: Employees follow procedures to ensure data is collected correctly		
Number of respondents	*73*	*374*
Not occurring	5%	5%
Reactive	34%	41%
Proactive	51%	43%
Optimized	10%	12%
Level of Institutional Maturity: IR/IE Office has access to data necessary to produce its work.		
Number of respondents	*74*	*385*
Not occurring	1%	2%
Reactive	15%	21%
Proactive	50%	51%
Optimized	34%	26%
Level of Institutional Maturity: Institution meets stakeholders' needs for reports/information for decision making.		
Number of respondents	*74*	*381*
Not occurring	1%	1%
Reactive	28%	30%
Proactive	50%	56%
Optimized	20%	13%

	HSI Institutions	All Other Institutions
Level of Institutional Maturity: Institution produces high-quality reports/information appropriate for use by all levels and roles of its employees.		
Number of respondents	*73*	*381*
Not occurring	3%	1%
Reactive	22%	35%
Proactive	55%	51%
Optimized	21%	14%
Level of Institutional Maturity: Employees understand institutional reports/information.		
Number of respondents	*73*	*377*
Not occurring	1%	1%
Reactive	44%	51%
Proactive	51%	42%
Optimized	4%	6%
Level of Institutional Maturity: Employees use reports/information to inform their decisions.		
Number of respondents	*71*	*375*
Not occurring	4%	2%
Reactive	37%	44%
Proactive	54%	48%
Optimized	6%	6%
Level of Institutional Maturity: Employees use reports/information ethically and responsibly.		
Number of respondents	*68*	*351*
Not occurring	0%	1%
Reactive	24%	27%
Proactive	69%	58%
Optimized	7%	14%

	HSI Institutions	All Other Institutions
Level of Institutional Maturity: Institution has an ongoing systematic process for institutional effectiveness and assessment.		
Number of respondents	*71*	*369*
Not occurring	3%	5%
Reactive	34%	29%
Proactive	48%	52%
Optimized	15%	14%
Level of Institutional Maturity: Institution fosters a culture of using assessment results to improve administrative and support units/areas outcomes.		
Number of respondents	*72*	*367*
Not occurring	6%	6%
Reactive	36%	37%
Proactive	47%	46%
Optimized	11%	10%
Level of Institutional Maturity: Institution fosters a culture of using assessment results to improve student learning outcomes.		
Number of respondents	*70*	*367*
Not occurring	3%	4%
Reactive	36%	32%
Proactive	50%	54%
Optimized	11%	10%
Level of Institutional Maturity: Employees are familiar with the purpose, process, and outcomes of institutional accreditation.		
Number of respondents	*71*	*369*
Not occurring	1%	3%
Reactive	39%	31%
Proactive	51%	54%
Optimized	8%	12%

	HSI Institutions	All Other Institutions
Level of Institutional Maturity: Institution has an ongoing systematic process for strategic planning.		
Number of respondents	*71*	*367*
Not occurring	1%	3%
Reactive	35%	29%
Proactive	49%	56%
Optimized	14%	12%