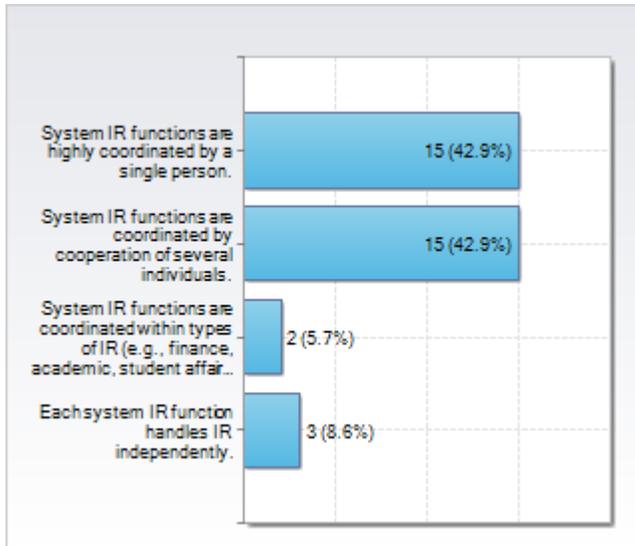


**Organizational Structure**

This survey is about the role of the system office in institutional research functions, whether centralized or decentralized and whether in an office named "institutional research", "analytic studies" or other name.

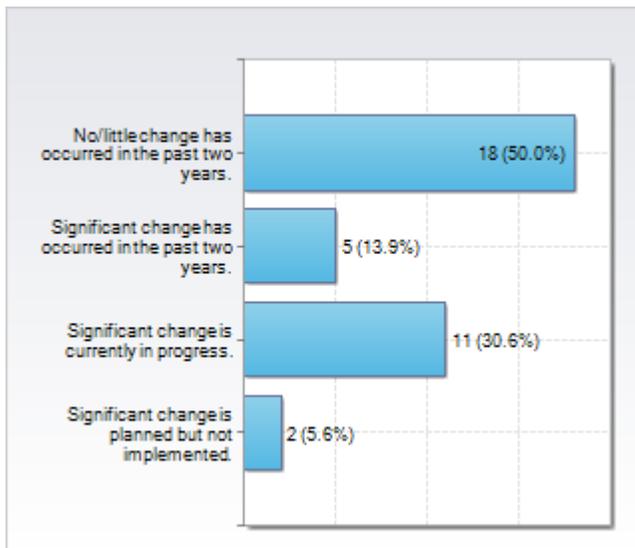
**D012. Which statement best describes the level of coordination of system-office IR functions?**



|   | N  | % of Total |
|---|----|------------|
| System IR functions are highly coordinated by a single person.  | 15 | 42.9%      |
| System IR functions are coordinated by cooperation of several individuals.  | 15 | 42.9%      |
| System IR functions are coordinated within types of IR (e.g., finance, academic, student affairs) but not across types. | 2  | 5.7%       |
| Each system IR function handles IR independently.   | 3  | 8.6%       |

|           |
|-----------|
| % = 97.2% |
| N = 35    |

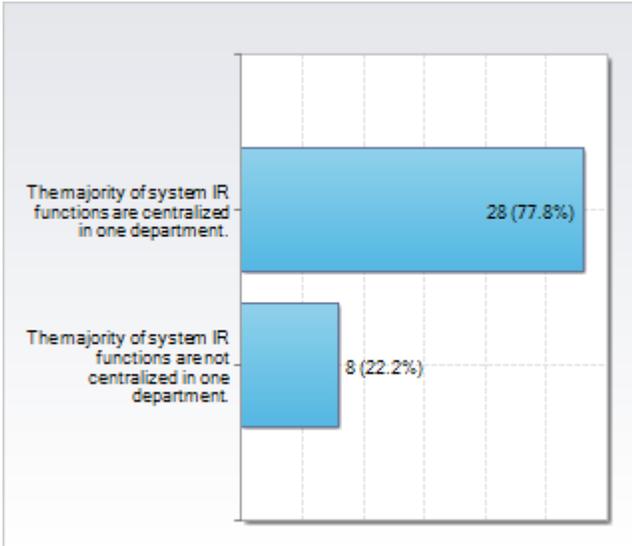
**D013. Which of the following best describes changes to your system IR office organization and structure?**



|  | N  | % of Total |
|--|----|------------|
| No/little change has occurred in the past two years.   | 18 | 50.0%      |
| Significant change has occurred in the past two years. | 5  | 13.9%      |
| Significant change is currently in progress.           | 11 | 30.6%      |
| Significant change is planned but not implemented.     | 2  | 5.6%       |

|            |
|------------|
| % = 100.0% |
| Resp = 36  |

**D014. Organizational Structure** This survey is about the role of the system office in institutional research functions, whether centralized or decentralized and whether in an office named "institutional research", "analytic studies" or other name. - Which statement best describes the structure of your system office for IR?



|  | N  | % of Total |
|--|----|------------|
| The majority of system IR functions are centralized in one department.     | 28 | 77.8%      |
| The majority of system IR functions are not centralized in one department. | 8  | 22.2%      |

|            |
|------------|
| % = 100.0% |
| N = 36     |

**BRANCHING**

Answered: **The majority of system IR functions are centralized in one department** to **D014: Which statement best describes the structure of your system office for IR?**

**LA015. Please provide the name of the office with centralized IR functions.**

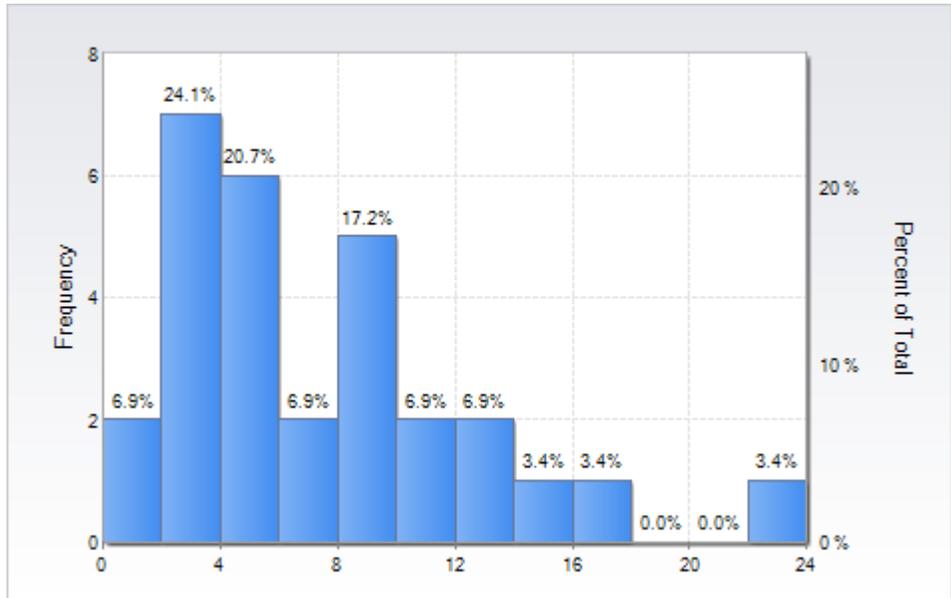
|   |
|---|
| Institutional Research  |
| Office of Policy and Research   |
| System Research Office  |
| Institutional Research & Analysis   |
| Analytic Studies (system IR) reports to Academic Research and Resources which also interfaces with the Budget Office, Capital Planning and Facilities, and Information Technology Services. However, most system resources are spent on finance transactions and data warehousing, managed by IT, and then on human resource transaction changes and data warehousing. HR separately handles IPEDS HR and other HR accountability. Finance handles IPEDS Finance and other financial reporting. Financial Aid works jointly with Analytic Studies for IPEDS Financial Aid and other financial aid reports. Capital Planning and Facilities maintains a separate Space and Facilities DB which links with the Academic Planning Data Base that Academic Research and Resources "owns." |
| Institutional Research and Academic Planning (In the process of forming as a combination of existing department of Institutional Research and staff from existing department of Academic Planning, Programs and Coordination)   |
| Office of Institutional Research (part of the Office of the Vice President for Budget & Finance)  |
| Institutional Research (a unit within Academic & Student Affairs)   |
| Office of Institutional Research and Analysis   |
| Within the Office of the State Board of Education we now have a research division, and have recently hired a research director to manage research and reporting needs.  |
| [State] Board of Regents, Data, Research, and Planning  |
| Office of Institutional Research  |
| OFFICE OF INSTITUTIONAL RESEARCH  |
| Office of Strategic Data Management   |
| Planning & Analysis   |
| Office of the Executive Vice President and Provost, Institutional Research Area   |
| Academic & Student Affairs  |
| Office of Institutional Research and Assessment (OIRA)  |
| office of Institutional Research  |

|  |
|--|
| Institutional Research and Planning  |
| Office of the Assistant Vice President and Director of Institutional Research and Planning |
| Office of Strategic Initiatives  |
| We use on a contractual arrangement the IR Office of [a] University                        |
| Institutional Research & Analysis  |
| There is no office name since there is only one person doing IR for the system.            |
| Division of Policy and Planning  |
| Office of Policy Analysis and Research   |
| Research & Economic Development  |
| Academic and Student Affairs   |

**BRANCHING**

Answered: **The majority of system IR functions are centralized in one department** to **D014: Which statement best describes the structure of your system office for IR?**

**NA016. How many professional employees work in the office named above (FTE)?**

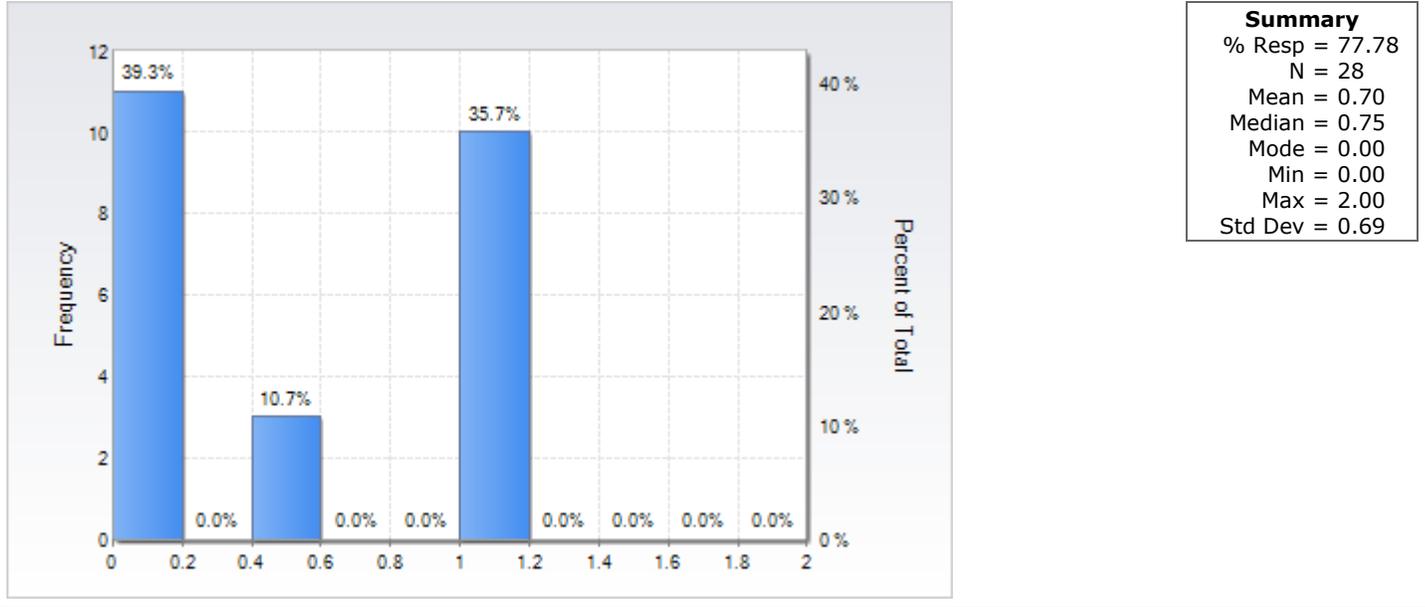


|                |
|----------------|
| <b>Summary</b> |
| % Resp = 80.56 |
| N = 29         |
| Mean = 7.23    |
| Median = 5.50  |
| Mode = 3.00    |
| Min = 1.00     |
| Max = 23.50    |
| Std Dev = 5.19 |

**BRANCHING**

Answered: **The majority of system IR functions are centralized in one department** to **D014: Which statement best describes the structure of your system office for IR?**

**NA017. How many clerical support employees work in the office named above (FTE)?**



**BRANCHING**

Answered: **The majority of system IR functions are centralized in one department** to **D014: Which statement best describes the structure of your system office for IR?**

**LA018. What is the title of the senior manager/director of the office named above?**

|   |
|---|
| Senior Director of Institutional Research   |
| Director  |
| Director of System Research (This is currently under review)  |
| Associate Vice President  |
| Senior Director, Analytic Studies, reports to me (included in the FTE count).   |
| Vice President, Institutional Research and Academic Planning (Selection in process)   |
| Director of Institutional Research and Effectiveness  |
| I am the Director of Institutional Research and we have recently hired an Assistant Vice Chancellor of Policy and Research. |
| Director  |
| Director of Research  |
| Director of Data, Research and Planning   |
| Associate Vice Chancellor, Planning and Accountability  |
| DIRECTOR OF INSTITUTIONAL RESEARCH  |
| Director  |
| Associate Commissioner for Planning & Analysis  |
| Assistant Vice President and Director of Institutional Research   |
| Vice Chancellor for Academic & Student Affairs  |
| University Dean for Institutional Research and Assessment   |
| Associate Provost for Institutional Research  |
| Assistant Vice Chancellor for Institutional Research and Planning   |

|  |
|--|
| Assistant Vice President and Director of Institutional Research and Planning |
| Vice Chancellor for Strategic Initiatives                                    |
| Director of Institutional Research   |
| Director   |
| Director of Institutional Research   |
| Vice Chancellor for Policy and Planning                                      |
| Associate Vice President   |
| Vice President for Research & Economic Development                           |
| Associate VP for Academic and Student Affairs                                |

**BRANCHING**

Answered: **The majority of system IR functions are centralized in one department** to **D014: Which statement best describes the structure of your system office for IR?**

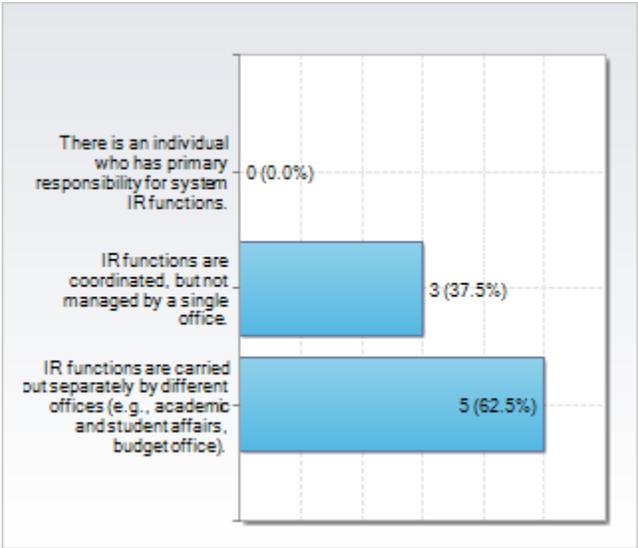
**LA019. To whom (title) does the senior manager/director of the office named above report?**

|  |
|--|
| Senior Vice President for Academic Affairs   |
| Chief of Staff   |
| Chancellor   |
| Vice President for Academic Affairs  |
| I report to the Associate Vice Chancellor, Academic Affairs, but work directly with the Executive Vice Chancellor/Chief Academic Officer, Academic Affairs |
| Provost, Academic Affairs  |
| Senior Director, Budget Policy and Planning  |
| We both report to the Chief Academic Officer whose title is Vice Chancellor of Academic and Student Affairs.   |
| Executive Vice President of Academic Affairs and Provost   |
| Executive Director   |
| Vice President for Finance   |
| Chief Operating Officer/Vice Chancellor for Administration and Finance   |
| SENIOR VICE-PRESIDENT OF ACADEMIC AFFAIRS, STUDENT AFFAIRS, AND INTERNATIONAL RELATIONS  |
| Associate Commissioner for Academic and Student Affairs  |
| Commissioner of Higher Education   |
| Executive Vice President and Provost   |
| Chancellor   |
| Vice Chancellor for Academic Affairs and University Provost (1 person)   |
| Executive Vice Chancellor and Provost  |
| Vice Chancellor for Academic Strategies  |
| Executive Vice President   |
| System Chancellor  |
| To the Vice Chancellor for System Responsibilities   |
| Associate Commissioner for Planning, Finance & Facilities  |
| the Chief Information Officer for the system   |
| Chancellor   |
| Senior Vice President for Academic and Student Affairs   |
| Executive Director   |
| Academic, Legal and External Affairs   |

**BRANCHING**

Answered: **The majority of system IR functions are not centralized in one department** to **D014: Which statement best describes the structure of your system office for IR?**

**D020. Which statement best describes who is responsible for system IR functions?**



|   | N | % of Total |
|---|---|------------|
| There is an individual who has primary responsibility for system IR functions.                                    | 0 | 0.0%       |
| IR functions are coordinated, but not managed by a single office.   | 3 | 37.5%      |
| IR functions are carried out separately by different offices (e.g., academic and student affairs, budget office). | 5 | 62.5%      |

|           |
|-----------|
| % = 22.2% |
| Resp = 8  |

**BRANCHING**

Answered: **The majority of system IR functions are not centralized in one department** to **D014: Which statement best describes the structure of your system office for IR?**

**LA021. Please provide the name of the individual who has primary responsibility for IR functions, if any.**

[All names were removed to protect individual identities.]

**BRANCHING**

Answered: **The majority of system IR functions are not centralized in one department** to **D014: Which statement best describes the structure of your system office for IR?**

**LA022. Please provide the title of the individual named above, if any.**

|  |
|--|
| Senior Director for Institutional Research               |
| Directors of Institutional Research                      |
| Director, IRP  |
| Interim Director, Institutional Research and Reporting   |
| Senior Director of Institutional Research                |
| Research Analyst   |
| Vice Chancellor for Academic Affairs and Student Success |

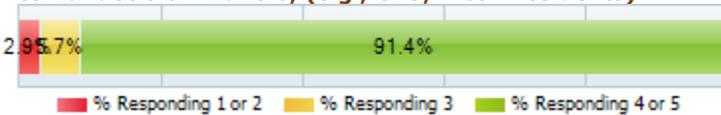
**Q023. System IR Office Functions** For the remainder of the survey, please consider all institutional research functions regardless of your system IR office structure. - How frequently does your system IR office provide data/reports to: **System governing board**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 0  | 0.0%       |
| (2) Rarely     | 1  | 2.9%       |
| (3) Sometimes  | 7  | 20.0%      |
| (4) Often      | 11 | 31.4%      |
| (5) Very Often | 16 | 45.7%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 4.20    |
| Std Dev = 0.86 |

**Q024. System IR Office Functions** For the remainder of the survey, please consider all institutional research functions regardless of your system IR office structure. - How frequently does your system IR office provide data/reports to: **System internal decision makers, (e.g., CEO, Vice-Presidents)**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 0  | 0.0%       |
| (2) Rarely     | 1  | 2.9%       |
| (3) Sometimes  | 2  | 5.7%       |
| (4) Often      | 11 | 31.4%      |
| (5) Very Often | 21 | 60.0%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 4.49    |
| Std Dev = 0.73 |

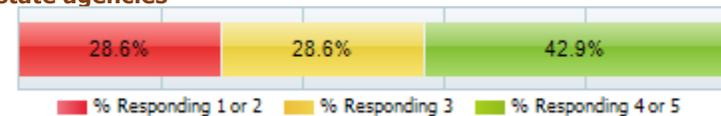
**Q025. System IR Office Functions** For the remainder of the survey, please consider all institutional research functions regardless of your system IR office structure. - How frequently does your system IR office provide data/reports to: **State legislature**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 1  | 2.9%       |
| (2) Rarely     | 4  | 11.4%      |
| (3) Sometimes  | 13 | 37.1%      |
| (4) Often      | 11 | 31.4%      |
| (5) Very Often | 6  | 17.1%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 3.49    |
| Std Dev = 1.00 |

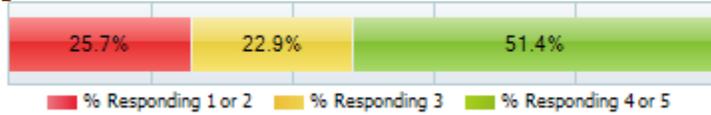
**Q026. System IR Office Functions** For the remainder of the survey, please consider all institutional research functions regardless of your system IR office structure. - How frequently does your system IR office provide data/reports to: **Other state agencies**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 0  | 0.0%       |
| (2) Rarely     | 10 | 28.6%      |
| (3) Sometimes  | 10 | 28.6%      |
| (4) Often      | 13 | 37.1%      |
| (5) Very Often | 2  | 5.7%       |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 3.20    |
| Std Dev = 0.92 |

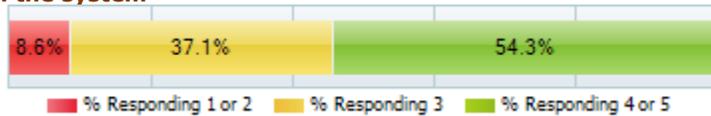
**Q027. System IR Office Functions** For the remainder of the survey, please consider all institutional research functions regardless of your system IR office structure. - How frequently does your system IR office provide data/reports to: **Federal agencies**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 2  | 5.7%       |
| (2) Rarely     | 7  | 20.0%      |
| (3) Sometimes  | 8  | 22.9%      |
| (4) Often      | 12 | 34.3%      |
| (5) Very Often | 6  | 17.1%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 3.37    |
| Std Dev = 1.15 |

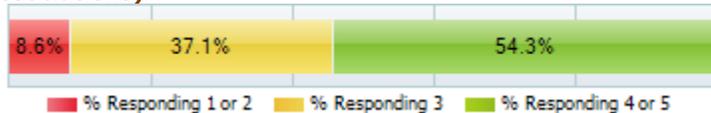
**Q028. System IR Office Functions** For the remainder of the survey, please consider all institutional research functions regardless of your system IR office structure. - How frequently does your system IR office provide data/reports to: **Campuses in the system**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 0  | 0.0%       |
| (2) Rarely     | 3  | 8.6%       |
| (3) Sometimes  | 13 | 37.1%      |
| (4) Often      | 7  | 20.0%      |
| (5) Very Often | 12 | 34.3%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 3.80    |
| Std Dev = 1.01 |

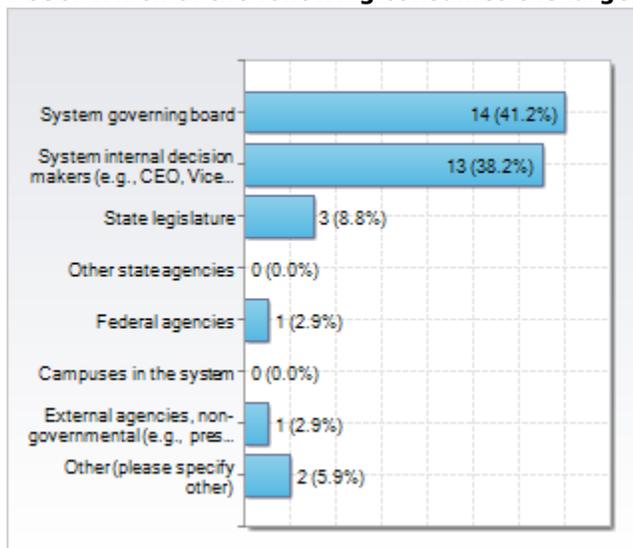
**Q029. System IR Office Functions** For the remainder of the survey, please consider all institutional research functions regardless of your system IR office structure. - How frequently does your system IR office provide data/reports to: **Non-governmental external agencies (e.g., press, foundations, associations)**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 0  | 0.0%       |
| (2) Rarely     | 3  | 8.6%       |
| (3) Sometimes  | 13 | 37.1%      |
| (4) Often      | 10 | 28.6%      |
| (5) Very Often | 9  | 25.7%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 3.71    |
| Std Dev = 0.94 |

**D030. Which of the following consumes the largest amount of system IR office resources? (Choose one)**



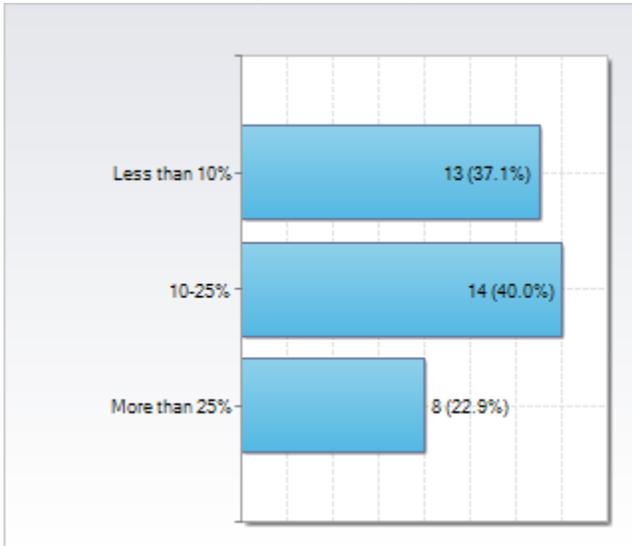
|  | N  | % of Total |
|--|----|------------|
| System governing board   | 14 | 41.2%      |
| System internal decision makers (e.g., CEO, Vice- Presidents)  | 13 | 38.2%      |
| State legislature  | 3  | 8.8%       |
| Other state agencies   | 0  | 0.0%       |
| Federal agencies   | 1  | 2.9%       |
| Campuses in the system   | 0  | 0.0%       |
| External agencies, non-governmental (e.g., press, foundations) | 1  | 2.9%       |
| Other (please specify other)                                   | 2  | 5.9%       |

|                |
|----------------|
| % Resp = 94.4% |
| N = 34         |

**Other (Please specify other)**

These overlap. Hard to say which is largest. Data provided to Board, Legislature, and other bodies often are similar or the same. Required federal, state, Trustee, and Chancellor's Office information.

**D031. Estimate the percent of system IR office resources used to provide services directly to campuses.**



|               | N  | % of Total |
|---------------|----|------------|
| Less than 10% | 13 | 37.1%      |
| 10-25%        | 14 | 40.0%      |
| More than 25% | 8  | 22.9%      |

|           |
|-----------|
| % = 97.2% |
| Resp      |
| N = 35    |

**LA032. Please provide examples of data files (e.g., flat files) which the system office sends to campuses for their use.**

- Mostly we provide reports from the data campuses submit to us. We also serve as a conduit for external survey data (e.g., COACHE). Much of the services we provide to campuses consist of support for their data submissions and associated editing/validation processes.
- none
- Performance Funding Metrics Access to Success detail and results IPEDS data Persistence and retention data Delaware Study data and results NSSE data for System Peer data results
- We do not use data files. Rather the IR function is responsible for creating and maintaining the [System's] data warehouse and associated data governance process.
- Records of faculty effort (FTE) from corporate payroll system
- We do not provide files to the campuses. Our system IR office serves a coordinating function - collecting common data from campus IR offices to develop reports for the governing board or system leadership.
- I provide our institutions a wide range of system data (by institution) so they can compare performance with others. The majority of this work is related to data that is related to annual accountability reports. There is also periodic ad hoc work stemming from specific university requests. We provide a lot of data as fact books that univ. use, and we also have a password protected portal to a de-identified, student-record level relational database that only university Database Administrators can access.
- Most of our work with campuses is to create web based tables that they can download.
- Error reports for Statewide Longitudinal Data System, Financial Reports, Academic Affairs Program Reports, State Scholarship Reports
- Validation tables, enrollment data, course inventory, program inventory, Perkins core indicators.
- System, state, and national data on salaries, faculty and staffing ratios, etc.
- We don't provide any data files to the campuses. We provide data templates to them to complete and submit to the System Office. We send back to them the aggregated file that include the data of all campuses, and the System level aggregate data - for most of the cases.
- None
- We cooperatively create base student and HR files that are shared by the campuses and system.
- System-wide data warehouse comprised on enrollment, course, financial aid, and award info
- Statewide P16 Longitudinal Data System Enrollment and Degree Completion Files
- [My system IR office] maintains a central data warehouse consisting of census files received from every campus. Each IR director at the campuses has access to unit record data related to that college's students as well as to a wide array of reports. (The data can be extracted as flat files.) Among the available data elements are application data (high school grades, SAT scores), assessment test scores, transcript information, and retention/graduation.
- NA, we use a system-wide dashboard system accessible to all campuses.

We provide reports more than data files. Our office supports our campuses in data cleansing and data integrity of files submitted to us. We submit files on behalf of the campuses.

campuses have direct access to the central data warehouse (their data only) - sending data files is a bit outdated ...

Financial, HR (payroll/personnel), Research, Development/Alumni are housed/maintained at the System office for all campuses. Student data are housed/maintained by each campus.

System Strategic Management Report

None

graduates to workforce data files, Karl Perkins reporting data files,

The system office does NOT send data files to campuses. Campuses have been given the ability to pull data directly from our computer system, with the aid of programs written by system IT (programmers).

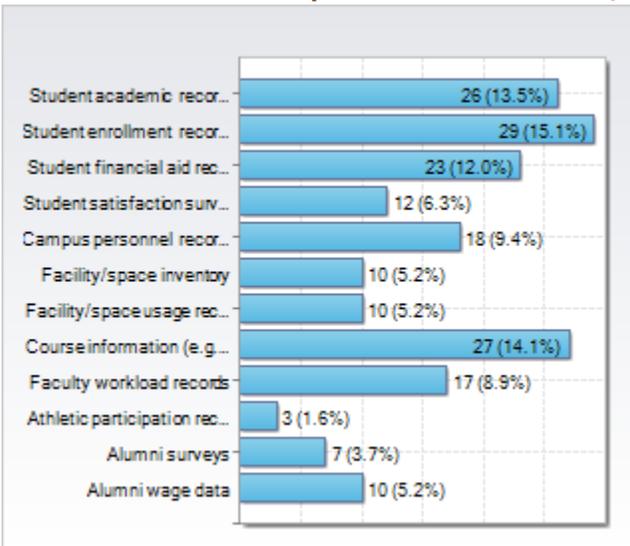
I don't know of any flat files we send to institutions.

\* Aggregated student data are made available on the office website in Excel, html, and PDF format. \* Unit-level data are made available to appropriate individuals at campuses for access and use

- Data from ad hoc or routine system-wide surveys of students, faculty, etc. - Data generated by other state agencies (e.g., UI wage record matching files from the state's labor department)

**MR033. For which of the following does the system IR office hold unit-level data? (Choose all that apply)**

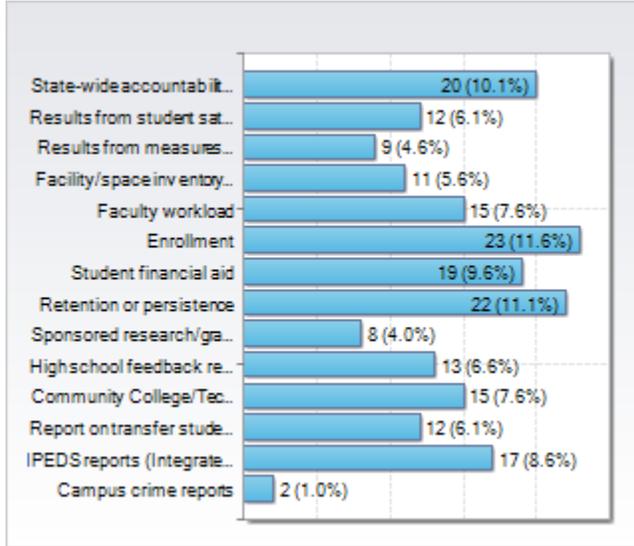
**Note: N = number of responses. % of Total = N / total number of responses. This provides a measure of size.**



|  | N  | % of Total |
|--|----|------------|
| Student academic records                             | 26 | 13.5%      |
| Student enrollment records                           | 29 | 15.1%      |
| Student financial aid records                        | 23 | 12.0%      |
| Student satisfaction surveys                         | 12 | 6.3%       |
| Campus personnel records                             | 18 | 9.4%       |
| Facility/space inventory                             | 10 | 5.2%       |
| Facility/space usage records                         | 10 | 5.2%       |
| Course information (e.g., delivery type, scheduling) | 27 | 14.1%      |
| Faculty workload records                             | 17 | 8.9%       |
| Athletic participation records                       | 3  | 1.6%       |
| Alumni surveys                                       | 7  | 3.7%       |
| Alumni wage data                                     | 10 | 5.2%       |

**MR034. Which of the following reports (summary/analysis of data) are supplied to campuses by the system? (Choose all that apply)**

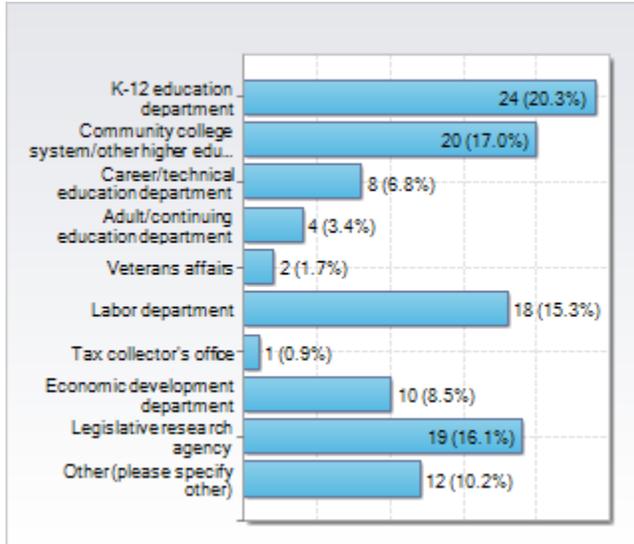
**Note: N = number of responses. % of Total = N / total number of responses. This provides a measure of size.**



|  | N  | % of Total |
|--|----|------------|
| State-wide accountability standards  | 20 | 10.1%      |
| Results from student satisfaction/engagement surveys                                 | 12 | 6.1%       |
| Results from measures of student learning  | 9  | 4.6%       |
| Facility/space inventory and usage   | 11 | 5.6%       |
| Faculty workload   | 15 | 7.6%       |
| Enrollment   | 23 | 11.6%      |
| Student financial aid  | 19 | 9.6%       |
| Retention or persistence   | 22 | 11.1%      |
| Sponsored research/grants  | 8  | 4.0%       |
| High school feedback reports on success of graduates in system campuses              | 13 | 6.6%       |
| Community College/Technical College transfer reports on success of transfer students | 15 | 7.6%       |
| Report on transfer student success between four-year institutions                    | 12 | 6.1%       |
| IPEDS reports (Integrated Postsecondary Education Data System)                       | 17 | 8.6%       |
| Campus crime reports   | 2  | 1.0%       |

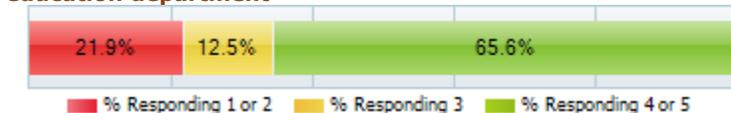
**MR035. During the past year, with which of the following state entities has the system IR office exchanged data or other work products? (Choose all that apply)**

**Note: N = number of responses. % of Total = N / total number of responses. This provides a measure of size.**



|  | N  | % of Total |
|--|----|------------|
| K-12 education department                              | 24 | 20.3%      |
| Community college system/other higher education system | 20 | 17.0%      |
| Career/technical education department                  | 8  | 6.8%       |
| Adult/continuing education department                  | 4  | 3.4%       |
| Veterans affairs                                       | 2  | 1.7%       |
| Labor department                                       | 18 | 15.3%      |
| Tax collector's office                                 | 1  | 0.9%       |
| Economic development department                        | 10 | 8.5%       |
| Legislative research agency                            | 19 | 16.1%      |
| Other (please specify other)                           | 12 | 10.2%      |

**Q036. To what degree does the system IR office anticipate increased collaboration with the following state entities? K-12 education department**

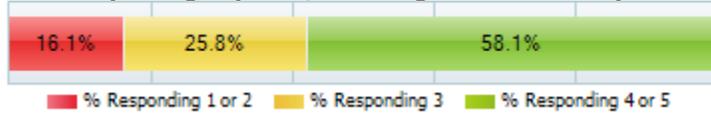


|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 3  | 9.4%       |
| (2) Low       | 4  | 12.5%      |
| (3) Moderate  | 4  | 12.5%      |
| (4) High      | 6  | 18.8%      |
| (5) Very High | 15 | 46.9%      |

|                |
|----------------|
| % = 88.9%      |
| N = 32         |
| Mean = 3.81    |
| Std Dev = 1.38 |

**Q037. To what degree does the system IR office anticipate increased collaboration with the following state entities?**

**Community college system/other higher education system**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 4  | 12.9%      |
| (2) Low       | 1  | 3.2%       |
| (3) Moderate  | 8  | 25.8%      |
| (4) High      | 5  | 16.1%      |
| (5) Very High | 13 | 41.9%      |

|                |
|----------------|
| % Resp = 86.1% |
| N = 31         |
| Mean = 3.71    |
| Std Dev = 1.37 |

**Q038. To what degree does the system IR office anticipate increased collaboration with the following state entities?**

**Career/technical education department**



|               | N | % of Total |
|---------------|---|------------|
| (1) Very Low  | 8 | 30.8%      |
| (2) Low       | 6 | 23.1%      |
| (3) Moderate  | 4 | 15.4%      |
| (4) High      | 2 | 7.7%       |
| (5) Very High | 6 | 23.1%      |

|                |
|----------------|
| % Resp = 72.2% |
| N = 26         |
| Mean = 2.69    |
| Std Dev = 1.54 |

**Q039. To what degree does the system IR office anticipate increased collaboration with the following state entities?**

**Adult/continuing education department**

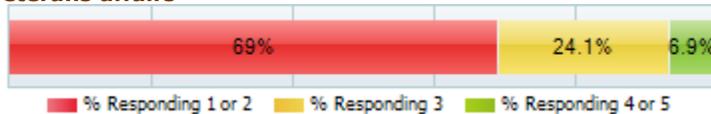


|               | N | % of Total |
|---------------|---|------------|
| (1) Very Low  | 8 | 30.8%      |
| (2) Low       | 8 | 30.8%      |
| (3) Moderate  | 5 | 19.2%      |
| (4) High      | 3 | 11.5%      |
| (5) Very High | 2 | 7.7%       |

|                |
|----------------|
| % Resp = 72.2% |
| N = 26         |
| Mean = 2.35    |
| Std Dev = 1.24 |

**Q040. To what degree does the system IR office anticipate increased collaboration with the following state entities?**

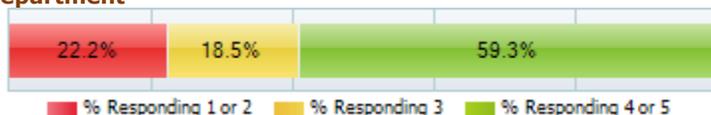
**Veterans affairs**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 9  | 31.0%      |
| (2) Low       | 11 | 37.9%      |
| (3) Moderate  | 7  | 24.1%      |
| (4) High      | 1  | 3.5%       |
| (5) Very High | 1  | 3.5%       |

|                |
|----------------|
| % Resp = 80.6% |
| N = 29         |
| Mean = 2.10    |
| Std Dev = 0.99 |

**Q041. To what degree does the system IR office anticipate increased collaboration with the following state entities? Labor department**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 3  | 11.1%      |
| (2) Low       | 3  | 11.1%      |
| (3) Moderate  | 5  | 18.5%      |
| (4) High      | 5  | 18.5%      |
| (5) Very High | 11 | 40.7%      |

|                |
|----------------|
| % Resp = 75.0% |
| N = 27         |
| Mean = 3.67    |
| Std Dev = 1.39 |

**Q042. To what degree does the system IR office anticipate increased collaboration with the following state entities? Tax collector's office**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 11 | 50.0%      |
| (2) Low       | 6  | 27.3%      |
| (3) Moderate  | 4  | 18.2%      |
| (4) High      | 0  | 0.0%       |
| (5) Very High | 1  | 4.6%       |

|                |
|----------------|
| % Resp = 61.1% |
| N = 22         |
| Mean = 1.82    |
| Std Dev = 1.03 |

**Q043. To what degree does the system IR office anticipate increased collaboration with the following state entities?**

**Economic development department**

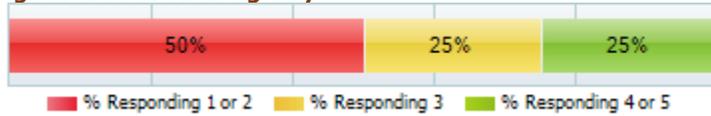


|               | N | % of Total |
|---------------|---|------------|
| (1) Very Low  | 6 | 20.0%      |
| (2) Low       | 9 | 30.0%      |
| (3) Moderate  | 7 | 23.3%      |
| (4) High      | 3 | 10.0%      |
| (5) Very High | 5 | 16.7%      |

|                |
|----------------|
| % Resp = 83.3% |
| N = 30         |
| Mean = 2.73    |
| Std Dev = 1.34 |

**Q044. To what degree does the system IR office anticipate increased collaboration with the following state entities?**

**Legislative research agency**

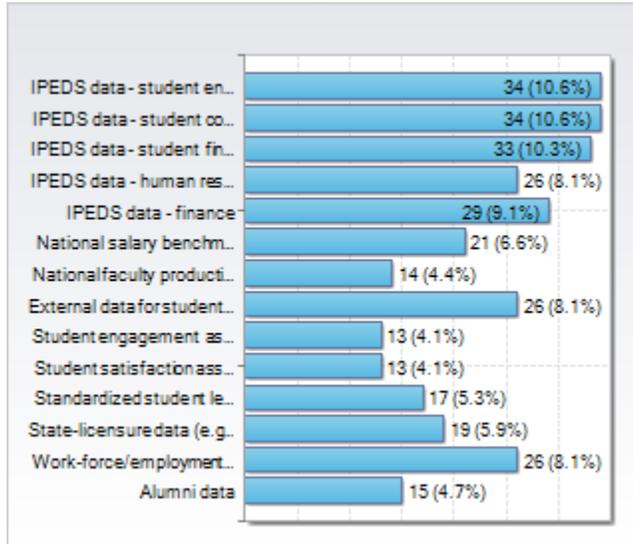


|               | N | % of Total |
|---------------|---|------------|
| (1) Very Low  | 8 | 25.0%      |
| (2) Low       | 8 | 25.0%      |
| (3) Moderate  | 8 | 25.0%      |
| (4) High      | 4 | 12.5%      |
| (5) Very High | 4 | 12.5%      |

|                |
|----------------|
| % = 88.9%      |
| N = 32         |
| Mean = 2.62    |
| Std Dev = 1.32 |

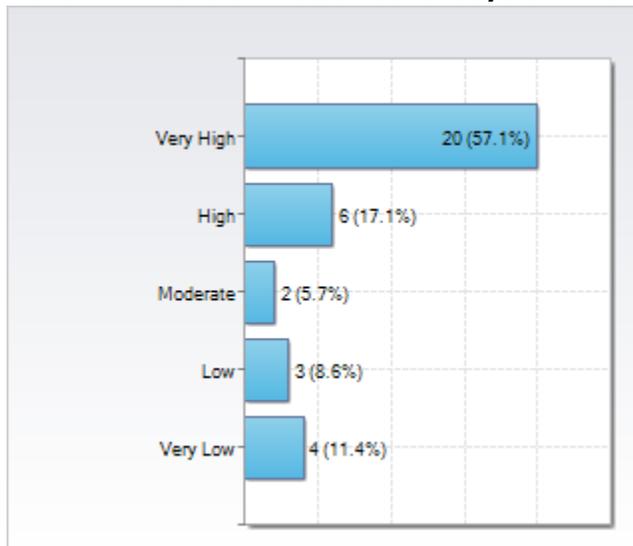
**MR045. During the past three years, which of the following types of data were used by the system IR office? (Choose all that apply)**

**Note: N = number of responses. % of Total = N / total number of responses. This provides a measure of size.**



|   | N  | % of Total |
|---|----|------------|
| IPEDS data - student enrollments  | 34 | 10.6%      |
| IPEDS data - student completions  | 34 | 10.6%      |
| IPEDS data - student financial aid  | 33 | 10.3%      |
| IPEDS data - human resources  | 26 | 8.1%       |
| IPEDS data - finance  | 29 | 9.1%       |
| National salary benchmarks (e.g., CUPA-HR)  | 21 | 6.6%       |
| National faculty productivity studies (e.g., Delaware Studies)                                | 14 | 4.4%       |
| External data for student tracking across institutions (e.g., National Student Clearinghouse) | 26 | 8.1%       |
| Student engagement assessments (e.g., NSSE)   | 13 | 4.1%       |
| Student satisfaction assessments  | 13 | 4.1%       |
| Standardized student learning outcomes assessments (e.g., CLA)                                | 17 | 5.3%       |
| State-licensure data (e.g., teacher licensure records)  | 19 | 5.9%       |
| Work-force/employment data records (e.g., unemployment records, state wage records)           | 26 | 8.1%       |
| Alumni data   | 15 | 4.7%       |

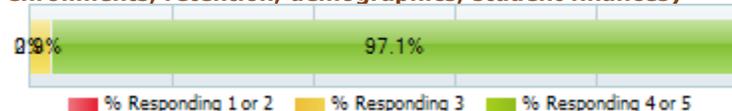
**D046. What level of access does the system IR office have to data held by the IT department?**



|           | N  | % of Total |
|-----------|----|------------|
| Very High | 20 | 57.1%      |
| High      | 6  | 17.1%      |
| Moderate  | 2  | 5.7%       |
| Low       | 3  | 8.6%       |
| Very Low  | 4  | 11.4%      |

|           |
|-----------|
| % = 97.2% |
| N = 35    |

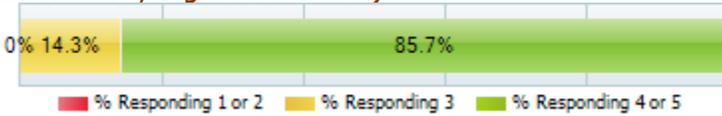
**Q047. Rate the relative focus of system IR on each of the following: Students and student-related research (e.g., enrollments, retention, demographics, student finances)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 0  | 0.0%       |
| (2) Low       | 0  | 0.0%       |
| (3) Moderate  | 1  | 2.9%       |
| (4) High      | 5  | 14.3%      |
| (5) Very High | 29 | 82.9%      |

|                |
|----------------|
| % = 97.2%      |
| N = 35         |
| Mean = 4.80    |
| Std Dev = 0.47 |

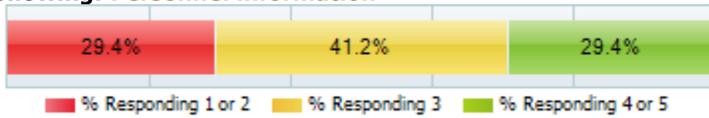
**Q048. Rate the relative focus of system IR on each of the following: Academic program information (e.g., course enrollments, degrees conferred)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 0  | 0.0%       |
| (2) Low       | 0  | 0.0%       |
| (3) Moderate  | 5  | 14.3%      |
| (4) High      | 11 | 31.4%      |
| (5) Very High | 19 | 54.3%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 4.40    |
| Std Dev = 0.73 |

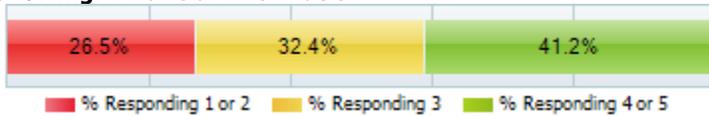
**Q049. Rate the relative focus of system IR on each of the following: Personnel information**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 4  | 11.8%      |
| (2) Low       | 6  | 17.7%      |
| (3) Moderate  | 14 | 41.2%      |
| (4) High      | 5  | 14.7%      |
| (5) Very High | 5  | 14.7%      |

|                |
|----------------|
| % = 94.4%      |
| N = 34         |
| Mean = 3.03    |
| Std Dev = 1.18 |

**Q050. Rate the relative focus of system IR on each of the following: Financial information**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 1  | 2.9%       |
| (2) Low       | 8  | 23.5%      |
| (3) Moderate  | 11 | 32.4%      |
| (4) High      | 7  | 20.6%      |
| (5) Very High | 7  | 20.6%      |

|                |
|----------------|
| % = 94.4%      |
| N = 34         |
| Mean = 3.32    |
| Std Dev = 1.13 |

**Q051. Rate the relative focus of system IR on each of the following: Facilities**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 7  | 21.2%      |
| (2) Low       | 14 | 42.4%      |
| (3) Moderate  | 7  | 21.2%      |
| (4) High      | 5  | 15.2%      |
| (5) Very High | 0  | 0.0%       |

|                |
|----------------|
| % = 91.7%      |
| N = 33         |
| Mean = 2.30    |
| Std Dev = 0.97 |

**Q052. Rate the relative focus of system IR on each of the following: Short-term strategic planning**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 3  | 8.6%       |
| (2) Low       | 5  | 14.3%      |
| (3) Moderate  | 6  | 17.1%      |
| (4) High      | 9  | 25.7%      |
| (5) Very High | 12 | 34.3%      |

|                |
|----------------|
| % = 97.2%      |
| N = 35         |
| Mean = 3.63    |
| Std Dev = 1.31 |

**Q053. Rate the relative focus of system IR on each of the following: Long-term strategic planning**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 3  | 8.6%       |
| (2) Low       | 1  | 2.9%       |
| (3) Moderate  | 6  | 17.1%      |
| (4) High      | 10 | 28.6%      |
| (5) Very High | 15 | 42.9%      |

|                |
|----------------|
| % = 97.2%      |
| N = 35         |
| Mean = 3.94    |
| Std Dev = 1.22 |

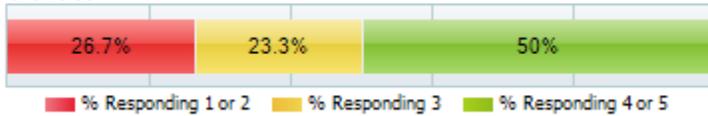
**Q054. Rate the relative focus of system IR on each of the following: Academic achievement**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 3  | 8.6%       |
| (2) Low       | 2  | 5.7%       |
| (3) Moderate  | 11 | 31.4%      |
| (4) High      | 7  | 20.0%      |
| (5) Very High | 12 | 34.3%      |

|                |
|----------------|
| % = 97.2%      |
| N = 35         |
| Mean = 3.66    |
| Std Dev = 1.24 |

**Q055. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: Reducing tuition or minimizing tuition increases**



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 4  | 13.3%      |
| (2) Slightly Important  | 4  | 13.3%      |
| (3) Important           | 7  | 23.3%      |
| (4) Very Important      | 10 | 33.3%      |
| (5) Extremely Important | 5  | 16.7%      |

|                |
|----------------|
| % Resp = 83.3% |
| N = 30         |
| Mean = 3.27    |
| Std Dev = 1.26 |

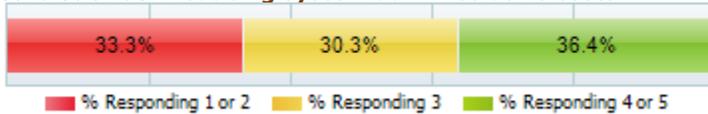
**Q056. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: Reducing student cost of attendance**



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 2  | 6.5%       |
| (2) Slightly Important  | 4  | 12.9%      |
| (3) Important           | 10 | 32.3%      |
| (4) Very Important      | 11 | 35.5%      |
| (5) Extremely Important | 4  | 12.9%      |

|                |
|----------------|
| % Resp = 86.1% |
| N = 31         |
| Mean = 3.35    |
| Std Dev = 1.06 |

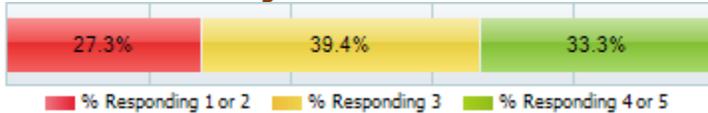
**Q057. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: Reducing system administrative costs**



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 5  | 15.2%      |
| (2) Slightly Important  | 6  | 18.2%      |
| (3) Important           | 10 | 30.3%      |
| (4) Very Important      | 10 | 30.3%      |
| (5) Extremely Important | 2  | 6.1%       |

|                |
|----------------|
| % Resp = 91.7% |
| N = 33         |
| Mean = 2.94    |
| Std Dev = 1.15 |

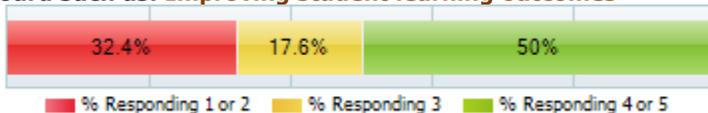
**Q058. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: Reducing student loan burden**



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 4  | 12.1%      |
| (2) Slightly Important  | 5  | 15.2%      |
| (3) Important           | 13 | 39.4%      |
| (4) Very Important      | 7  | 21.2%      |
| (5) Extremely Important | 4  | 12.1%      |

|                |
|----------------|
| % Resp = 91.7% |
| N = 33         |
| Mean = 3.06    |
| Std Dev = 1.15 |

**Q059. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: Improving student learning outcomes**



|                         | N | % of Total |
|-------------------------|---|------------|
| (1) Not important       | 5 | 14.7%      |
| (2) Slightly Important  | 6 | 17.7%      |
| (3) Important           | 6 | 17.7%      |
| (4) Very Important      | 9 | 26.5%      |
| (5) Extremely Important | 8 | 23.5%      |

|                |
|----------------|
| % Resp = 94.4% |
| N = 34         |
| Mean = 3.26    |
| Std Dev = 1.38 |

**Q060. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: Achieving equity of student outcomes across groups**



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 1  | 2.9%       |
| (2) Slightly Important  | 7  | 20.6%      |
| (3) Important           | 10 | 29.4%      |
| (4) Very Important      | 7  | 20.6%      |
| (5) Extremely Important | 9  | 26.5%      |

|                |
|----------------|
| % Resp = 94.4% |
| N = 34         |
| Mean = 3.47    |
| Std Dev = 1.17 |

**Q061. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: **Improving retention rates****



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 0  | 0.0%       |
| (2) Slightly Important  | 1  | 2.9%       |
| (3) Important           | 5  | 14.3%      |
| (4) Very Important      | 11 | 31.4%      |
| (5) Extremely Important | 18 | 51.4%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 4.31    |
| Std Dev = 0.82 |

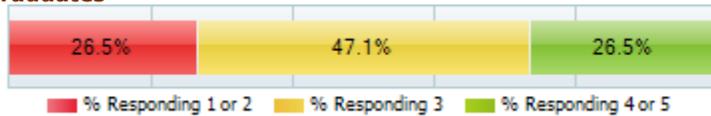
**Q062. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: **Improving graduation rates****



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 0  | 0.0%       |
| (2) Slightly Important  | 1  | 2.9%       |
| (3) Important           | 5  | 14.3%      |
| (4) Very Important      | 12 | 34.3%      |
| (5) Extremely Important | 17 | 48.6%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 4.29    |
| Std Dev = 0.81 |

**Q063. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: **Achieving high employment rates for graduates****



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 0  | 0.0%       |
| (2) Slightly Important  | 9  | 26.5%      |
| (3) Important           | 16 | 47.1%      |
| (4) Very Important      | 2  | 5.9%       |
| (5) Extremely Important | 7  | 20.6%      |

|                |
|----------------|
| % Resp = 94.4% |
| N = 34         |
| Mean = 3.21    |
| Std Dev = 1.05 |

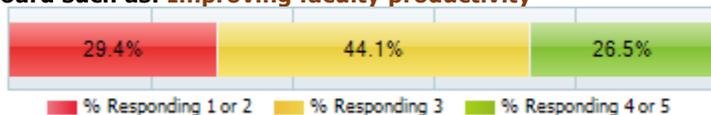
**Q064. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: **Improving college access****



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 1  | 2.9%       |
| (2) Slightly Important  | 3  | 8.8%       |
| (3) Important           | 12 | 35.3%      |
| (4) Very Important      | 7  | 20.6%      |
| (5) Extremely Important | 11 | 32.4%      |

|                |
|----------------|
| % Resp = 94.4% |
| N = 34         |
| Mean = 3.71    |
| Std Dev = 1.10 |

**Q065. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: **Improving faculty productivity****



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 5  | 14.7%      |
| (2) Slightly Important  | 5  | 14.7%      |
| (3) Important           | 15 | 44.1%      |
| (4) Very Important      | 4  | 11.8%      |
| (5) Extremely Important | 5  | 14.7%      |

|                |
|----------------|
| % Resp = 94.4% |
| N = 34         |
| Mean = 2.97    |
| Std Dev = 1.20 |

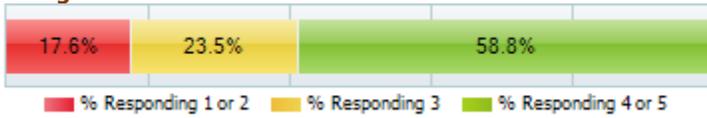
**Q066. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: **Increasing external research funding****



|                         | N | % of Total |
|-------------------------|---|------------|
| (1) Not important       | 7 | 21.9%      |
| (2) Slightly Important  | 9 | 28.1%      |
| (3) Important           | 9 | 28.1%      |
| (4) Very Important      | 3 | 9.4%       |
| (5) Extremely Important | 4 | 12.5%      |

|                |
|----------------|
| % Resp = 88.9% |
| N = 32         |
| Mean = 2.62    |
| Std Dev = 1.27 |

**Q067. In prioritizing system IR work, how important are IR data/analytics for achieving strategic outcomes set by the board such as: Improving senior-level campus decision making**



|                         | N  | % of Total |
|-------------------------|----|------------|
| (1) Not important       | 1  | 2.9%       |
| (2) Slightly Important  | 5  | 14.7%      |
| (3) Important           | 8  | 23.5%      |
| (4) Very Important      | 5  | 14.7%      |
| (5) Extremely Important | 15 | 44.1%      |

|         |         |
|---------|---------|
| % Resp  | = 94.4% |
| N       | = 34    |
| Mean    | = 3.82  |
| Std Dev | = 1.22  |

**Q068. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Reducing tuition or minimizing tuition increases**

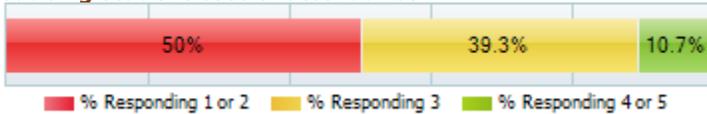


|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 6  | 22.2%      |
| (2) Low       | 5  | 18.5%      |
| (3) Moderate  | 10 | 37.0%      |
| (4) High      | 4  | 14.8%      |
| (5) Very High | 2  | 7.4%       |

|         |         |
|---------|---------|
| % Resp  | = 75.0% |
| N       | = 27    |
| Mean    | = 2.67  |
| Std Dev | = 1.19  |

**Q069. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Reducing student cost of attendance**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 5  | 17.9%      |
| (2) Low       | 9  | 32.1%      |
| (3) Moderate  | 11 | 39.3%      |
| (4) High      | 2  | 7.1%       |
| (5) Very High | 1  | 3.6%       |

|         |         |
|---------|---------|
| % Resp  | = 77.8% |
| N       | = 28    |
| Mean    | = 2.46  |
| Std Dev | = 0.98  |

**Q070. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Reducing system administrative costs**



|               | N | % of Total |
|---------------|---|------------|
| (1) None      | 6 | 21.4%      |
| (2) Low       | 6 | 21.4%      |
| (3) Moderate  | 6 | 21.4%      |
| (4) High      | 9 | 32.1%      |
| (5) Very High | 1 | 3.6%       |

|         |         |
|---------|---------|
| % Resp  | = 77.8% |
| N       | = 28    |
| Mean    | = 2.75  |
| Std Dev | = 1.21  |

**Q071. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Reducing student loan burden**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 7  | 23.3%      |
| (2) Low       | 7  | 23.3%      |
| (3) Moderate  | 11 | 36.7%      |
| (4) High      | 3  | 10.0%      |
| (5) Very High | 2  | 6.7%       |

|         |         |
|---------|---------|
| % Resp  | = 83.3% |
| N       | = 30    |
| Mean    | = 2.53  |
| Std Dev | = 1.15  |

**Q072. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Improving student learning outcomes**

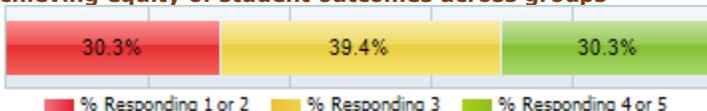


|               | N | % of Total |
|---------------|---|------------|
| (1) None      | 7 | 23.3%      |
| (2) Low       | 8 | 26.7%      |
| (3) Moderate  | 9 | 30.0%      |
| (4) High      | 4 | 13.3%      |
| (5) Very High | 2 | 6.7%       |

|         |         |
|---------|---------|
| % Resp  | = 83.3% |
| N       | = 30    |
| Mean    | = 2.53  |
| Std Dev | = 1.18  |

**Q073. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Achieving equity of student outcomes across groups**

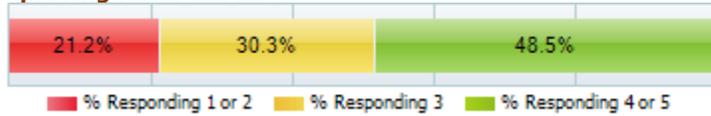


|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 3  | 9.1%       |
| (2) Low       | 7  | 21.2%      |
| (3) Moderate  | 13 | 39.4%      |
| (4) High      | 6  | 18.2%      |
| (5) Very High | 4  | 12.1%      |

|         |         |
|---------|---------|
| % Resp  | = 91.7% |
| N       | = 33    |
| Mean    | = 3.03  |
| Std Dev | = 1.11  |

**Q074. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Improving retention rates**

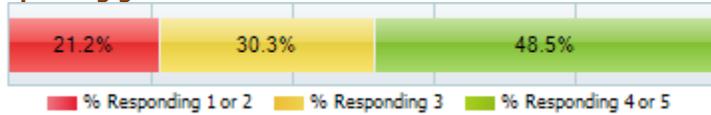


|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 4  | 12.1%      |
| (2) Low       | 3  | 9.1%       |
| (3) Moderate  | 10 | 30.3%      |
| (4) High      | 9  | 27.3%      |
| (5) Very High | 7  | 21.2%      |

|                |
|----------------|
| % Resp = 91.7% |
| N = 33         |
| Mean = 3.36    |
| Std Dev = 1.25 |

**Q075. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Improving graduation rates**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 4  | 12.1%      |
| (2) Low       | 3  | 9.1%       |
| (3) Moderate  | 10 | 30.3%      |
| (4) High      | 10 | 30.3%      |
| (5) Very High | 6  | 18.2%      |

|                |
|----------------|
| % Resp = 91.7% |
| N = 33         |
| Mean = 3.33    |
| Std Dev = 1.22 |

**Q076. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Achieving high employment rates for graduates**

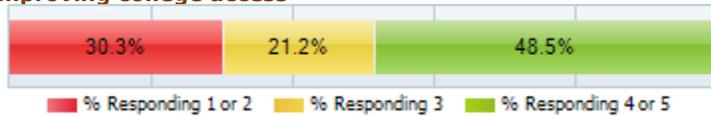


|               | N | % of Total |
|---------------|---|------------|
| (1) None      | 8 | 28.6%      |
| (2) Low       | 9 | 32.1%      |
| (3) Moderate  | 9 | 32.1%      |
| (4) High      | 1 | 3.6%       |
| (5) Very High | 1 | 3.6%       |

|                |
|----------------|
| % Resp = 77.8% |
| N = 28         |
| Mean = 2.21    |
| Std Dev = 1.01 |

**Q077. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Improving college access**

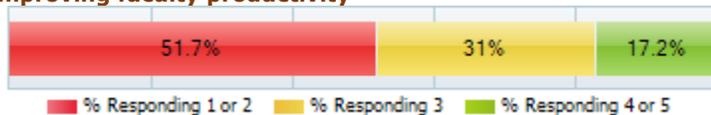


|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 2  | 6.1%       |
| (2) Low       | 8  | 24.2%      |
| (3) Moderate  | 7  | 21.2%      |
| (4) High      | 10 | 30.3%      |
| (5) Very High | 6  | 18.2%      |

|                |
|----------------|
| % Resp = 91.7% |
| N = 33         |
| Mean = 3.30    |
| Std Dev = 1.19 |

**Q078. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Improving faculty productivity**

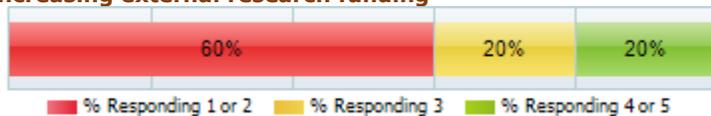


|               | N | % of Total |
|---------------|---|------------|
| (1) None      | 6 | 20.7%      |
| (2) Low       | 9 | 31.0%      |
| (3) Moderate  | 9 | 31.0%      |
| (4) High      | 3 | 10.3%      |
| (5) Very High | 2 | 6.9%       |

|                |
|----------------|
| % Resp = 80.6% |
| N = 29         |
| Mean = 2.52    |
| Std Dev = 1.13 |

**Q079. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

**Increasing external research funding**



|               | N | % of Total |
|---------------|---|------------|
| (1) None      | 9 | 30.0%      |
| (2) Low       | 9 | 30.0%      |
| (3) Moderate  | 6 | 20.0%      |
| (4) High      | 5 | 16.7%      |
| (5) Very High | 1 | 3.3%       |

|                |
|----------------|
| % Resp = 83.3% |
| N = 30         |
| Mean = 2.33    |
| Std Dev = 1.16 |

**Q080. To what degree have system IR studies helped achieve positive results in the following areas in recent years?**

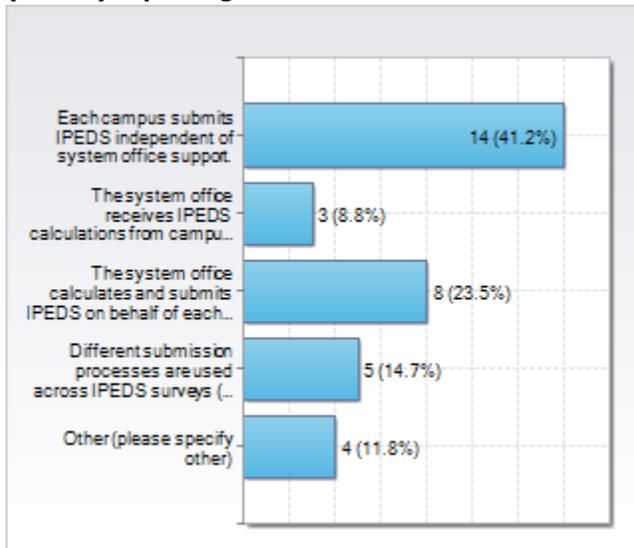
**Improving senior-level campus decision making**



|               | N  | % of Total |
|---------------|----|------------|
| (1) None      | 3  | 9.4%       |
| (2) Low       | 4  | 12.5%      |
| (3) Moderate  | 8  | 25.0%      |
| (4) High      | 7  | 21.9%      |
| (5) Very High | 10 | 31.3%      |

|                |
|----------------|
| % Resp = 88.9% |
| N = 32         |
| Mean = 3.53    |
| Std Dev = 1.30 |

**D081. Which best describes the system role in campus Integrated Postsecondary Education Data System (IPEDS) reporting?**



|  | N  | % of Total |
|--|----|------------|
| Each campus submits IPEDS independent of system office support.  | 14 | 41.2%      |
| The system office receives IPEDS calculations from campuses, checks them, and submits them on behalf of each campus. | 3  | 8.8%       |
| The system office calculates and submits IPEDS on behalf of each campus.   | 8  | 23.5%      |
| Different submission processes are used across IPEDS surveys (e.g., HR, enrollment, completions).                    | 5  | 14.7%      |
| Other (please specify other)   | 4  | 11.8%      |

% = 94.4%  
Resp  
N = 34

**Other (Please specify other)**

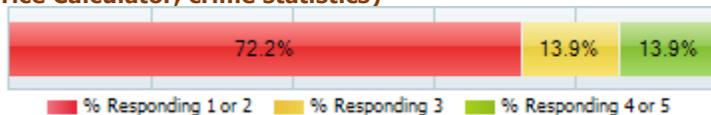
Generally, system submits all IPEDS with campus review, except for a few fairly campus-specific items. Finance and HR do those sections. Academic does the rest.

We process most IPEDS surveys centrally, with campus review and approval. Exceptions: Institutional Characteristics

Each campus submits IPEDS data System Office acts as coordinating office with secondary key-holder lock

The System IR office completes and submits IPEDS surveys on behalf of each campus, except for HR survey. The System HR office does IPEDS HR survey for campuses

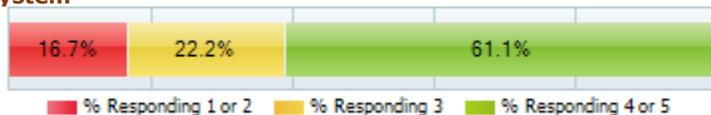
**Q082. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Display of mandatory disclosures (e.g., Net Price Calculator, crime statistics)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 19 | 52.8%      |
| (2) Low       | 7  | 19.4%      |
| (3) Moderate  | 5  | 13.9%      |
| (4) High      | 2  | 5.6%       |
| (5) Very High | 3  | 8.3%       |

% = 100.0%  
Resp  
N = 36  
Mean = 1.97  
Std Dev = 1.28

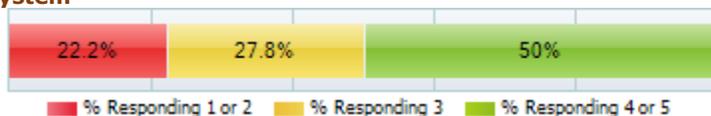
**Q083. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Benchmarking across campuses within the system**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 3  | 8.3%       |
| (2) Low       | 3  | 8.3%       |
| (3) Moderate  | 8  | 22.2%      |
| (4) High      | 9  | 25.0%      |
| (5) Very High | 13 | 36.1%      |

% = 100.0%  
Resp  
N = 36  
Mean = 3.72  
Std Dev = 1.26

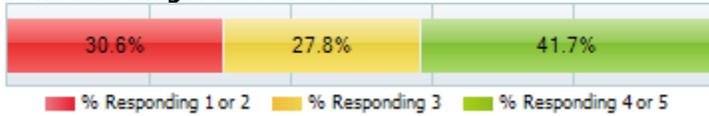
**Q084. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Benchmarking across campuses outside the system**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 5  | 13.9%      |
| (2) Low       | 3  | 8.3%       |
| (3) Moderate  | 10 | 27.8%      |
| (4) High      | 8  | 22.2%      |
| (5) Very High | 10 | 27.8%      |

% = 100.0%  
Resp  
N = 36  
Mean = 3.42  
Std Dev = 1.34

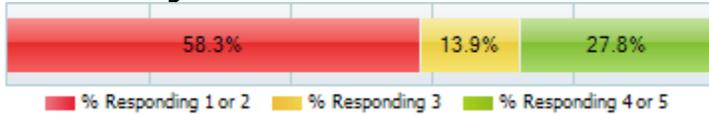
**Q085. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Peer selection**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 8  | 22.2%      |
| (2) Low       | 3  | 8.3%       |
| (3) Moderate  | 10 | 27.8%      |
| (4) High      | 4  | 11.1%      |
| (5) Very High | 11 | 30.6%      |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 3.19    |
| Std Dev = 1.51 |

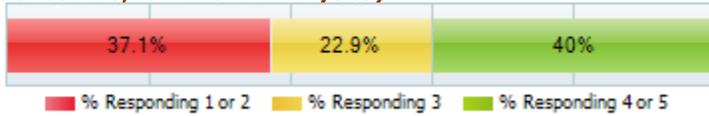
**Q086. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Student and alumni studies**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 14 | 38.9%      |
| (2) Low       | 7  | 19.4%      |
| (3) Moderate  | 5  | 13.9%      |
| (4) High      | 6  | 16.7%      |
| (5) Very High | 4  | 11.1%      |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 2.42    |
| Std Dev = 1.42 |

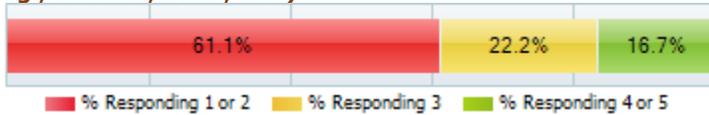
**Q087. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Web-displayed analytics (e.g., prepared dashboards, drill-down analytics)**



|               | N | % of Total |
|---------------|---|------------|
| (1) Very Low  | 9 | 25.7%      |
| (2) Low       | 4 | 11.4%      |
| (3) Moderate  | 8 | 22.9%      |
| (4) High      | 8 | 22.9%      |
| (5) Very High | 6 | 17.1%      |

|                |
|----------------|
| % = 97.2%      |
| N = 35         |
| Mean = 2.94    |
| Std Dev = 1.43 |

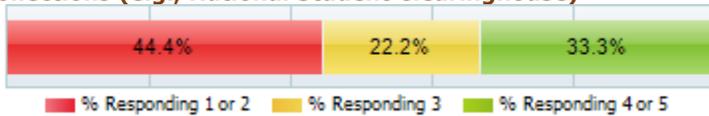
**Q088. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: System-wide software purchase/licensing (e.g., Tableau, SPSS, SAS)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 18 | 50.0%      |
| (2) Low       | 4  | 11.1%      |
| (3) Moderate  | 8  | 22.2%      |
| (4) High      | 5  | 13.9%      |
| (5) Very High | 1  | 2.8%       |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 2.08    |
| Std Dev = 1.23 |

**Q089. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: System-wide access to proprietary data collections (e.g., National Student Clearinghouse)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 12 | 33.3%      |
| (2) Low       | 4  | 11.1%      |
| (3) Moderate  | 8  | 22.2%      |
| (4) High      | 7  | 19.4%      |
| (5) Very High | 5  | 13.9%      |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 2.69    |
| Std Dev = 1.45 |

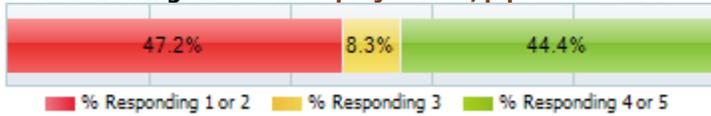
**Q090. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Market review/economic impact studies**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 9  | 25.0%      |
| (2) Low       | 12 | 33.3%      |
| (3) Moderate  | 10 | 27.8%      |
| (4) High      | 2  | 5.6%       |
| (5) Very High | 3  | 8.3%       |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 2.39    |
| Std Dev = 1.16 |

**Q091. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Enrollment projections/pipeline studies**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 11 | 30.6%      |
| (2) Low       | 6  | 16.7%      |
| (3) Moderate  | 3  | 8.3%       |
| (4) High      | 10 | 27.8%      |
| (5) Very High | 6  | 16.7%      |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 2.83    |
| Std Dev = 1.52 |

**Q092. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Budget for national data collections (e.g., NSSE, student assessment tests)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 21 | 58.3%      |
| (2) Low       | 3  | 8.3%       |
| (3) Moderate  | 5  | 13.9%      |
| (4) High      | 4  | 11.1%      |
| (5) Very High | 3  | 8.3%       |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 2.03    |
| Std Dev = 1.38 |

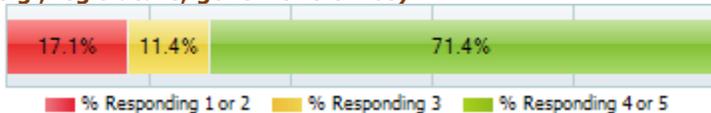
**Q093. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Professional development/training (e.g., workshops, listservs, teleconferences)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 18 | 50.0%      |
| (2) Low       | 7  | 19.4%      |
| (3) Moderate  | 7  | 19.4%      |
| (4) High      | 1  | 2.8%       |
| (5) Very High | 3  | 8.3%       |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 2.00    |
| Std Dev = 1.25 |

**Q094. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Reports mandated by state government (e.g., legislature, governor's office)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 5  | 14.3%      |
| (2) Low       | 1  | 2.9%       |
| (3) Moderate  | 4  | 11.4%      |
| (4) High      | 6  | 17.1%      |
| (5) Very High | 19 | 54.3%      |

|                |
|----------------|
| % = 97.2%      |
| N = 35         |
| Mean = 3.94    |
| Std Dev = 1.43 |

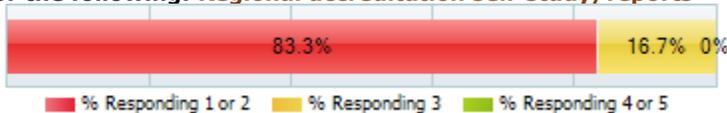
**Q095. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Coordination of membership in national projects (e.g., VSA, VFA, Access to Success)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 12 | 35.3%      |
| (2) Low       | 4  | 11.8%      |
| (3) Moderate  | 5  | 14.7%      |
| (4) High      | 5  | 14.7%      |
| (5) Very High | 8  | 23.5%      |

|                |
|----------------|
| % = 94.4%      |
| N = 34         |
| Mean = 2.79    |
| Std Dev = 1.60 |

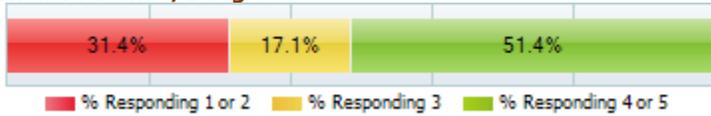
**Q096. System Support to Campus IR Offices - To what degree does the system IR office provide support to campus IR offices for the following: Regional accreditation self-study/reports**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 20 | 55.6%      |
| (2) Low       | 10 | 27.8%      |
| (3) Moderate  | 6  | 16.7%      |
| (4) High      | 0  | 0.0%       |
| (5) Very High | 0  | 0.0%       |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 1.61    |
| Std Dev = 0.76 |

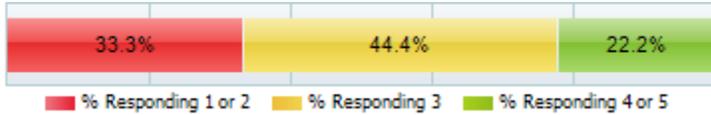
**Q097. How frequently do the following system functions/offices request information directly from campus IR offices: Finance/Budget**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 5  | 14.3%      |
| (2) Rarely     | 6  | 17.1%      |
| (3) Sometimes  | 6  | 17.1%      |
| (4) Often      | 10 | 28.6%      |
| (5) Very Often | 8  | 22.9%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 3.29    |
| Std Dev = 1.36 |

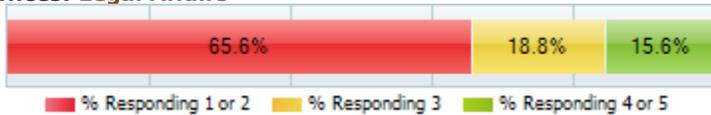
**Q098. How frequently do the following system functions/offices request information directly from campus IR offices: Human Resources**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 3  | 8.3%       |
| (2) Rarely     | 9  | 25.0%      |
| (3) Sometimes  | 16 | 44.4%      |
| (4) Often      | 7  | 19.4%      |
| (5) Very Often | 1  | 2.8%       |

|                |
|----------------|
| % = 100.0%     |
| Resp = 100.0%  |
| N = 36         |
| Mean = 2.83    |
| Std Dev = 0.93 |

**Q099. How frequently do the following system functions/offices request information directly from campus IR offices: Legal Affairs**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 7  | 21.9%      |
| (2) Rarely     | 14 | 43.8%      |
| (3) Sometimes  | 6  | 18.8%      |
| (4) Often      | 3  | 9.4%       |
| (5) Very Often | 2  | 6.3%       |

|                |
|----------------|
| % = 88.9%      |
| Resp = 88.9%   |
| N = 32         |
| Mean = 2.34    |
| Std Dev = 1.11 |

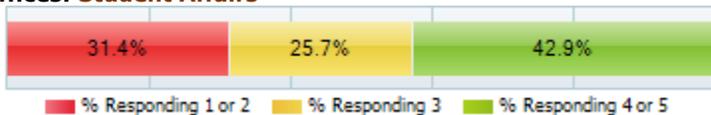
**Q100. How frequently do the following system functions/offices request information directly from campus IR offices: Academic Affairs**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 2  | 5.7%       |
| (2) Rarely     | 1  | 2.9%       |
| (3) Sometimes  | 7  | 20.0%      |
| (4) Often      | 12 | 34.3%      |
| (5) Very Often | 13 | 37.1%      |

|                |
|----------------|
| % = 97.2%      |
| Resp = 97.2%   |
| N = 35         |
| Mean = 3.94    |
| Std Dev = 1.09 |

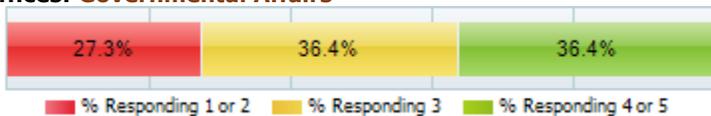
**Q101. How frequently do the following system functions/offices request information directly from campus IR offices: Student Affairs**



|                | N | % of Total |
|----------------|---|------------|
| (1) Never      | 4 | 11.4%      |
| (2) Rarely     | 7 | 20.0%      |
| (3) Sometimes  | 9 | 25.7%      |
| (4) Often      | 8 | 22.9%      |
| (5) Very Often | 7 | 20.0%      |

|                |
|----------------|
| % = 97.2%      |
| Resp = 97.2%   |
| N = 35         |
| Mean = 3.20    |
| Std Dev = 1.28 |

**Q102. How frequently do the following system functions/offices request information directly from campus IR offices: Governmental Affairs**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 4  | 12.1%      |
| (2) Rarely     | 5  | 15.2%      |
| (3) Sometimes  | 12 | 36.4%      |
| (4) Often      | 6  | 18.2%      |
| (5) Very Often | 6  | 18.2%      |

|                |
|----------------|
| % = 91.7%      |
| Resp = 91.7%   |
| N = 33         |
| Mean = 3.15    |
| Std Dev = 1.23 |

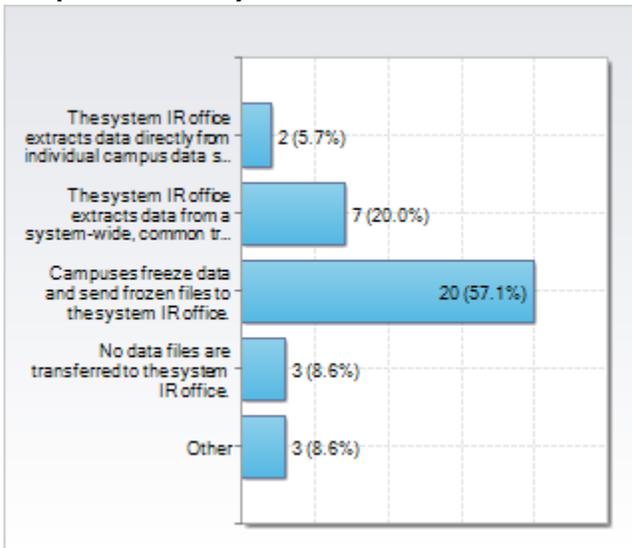
**Q103. How frequently do the following system functions/offices request information directly from campus IR offices: System Public Relations/Communications Office**



|                | N  | % of Total |
|----------------|----|------------|
| (1) Never      | 3  | 8.8%       |
| (2) Rarely     | 8  | 23.5%      |
| (3) Sometimes  | 8  | 23.5%      |
| (4) Often      | 10 | 29.4%      |
| (5) Very Often | 5  | 14.7%      |

|                |
|----------------|
| % = 94.4%      |
| Resp = 94.4%   |
| N = 34         |
| Mean = 3.18    |
| Std Dev = 1.20 |

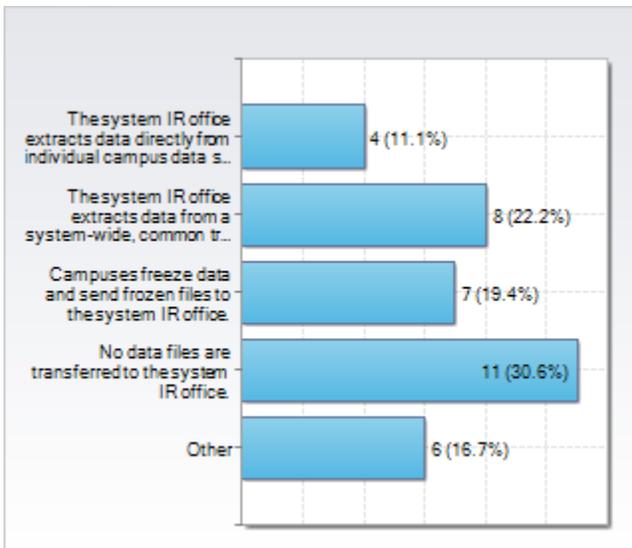
**D104. Which statement best describes the most common transfer of student data (e.g., unit records) from campuses to the system IR office?**



|   | N  | % of Total |
|---|----|------------|
| The system IR office extracts data directly from individual campus data systems (e.g., PeopleSoft, Banner). | 2  | 5.7%       |
| The system IR office extracts data from a system-wide, common transactional data system.                    | 7  | 20.0%      |
| Campuses freeze data and send frozen files to the system IR office.   | 20 | 57.1%      |
| No data files are transferred to the system IR office.  | 3  | 8.6%       |
| Other   | 3  | 8.6%       |

|           |
|-----------|
| % = 97.2% |
| Resp = 35 |

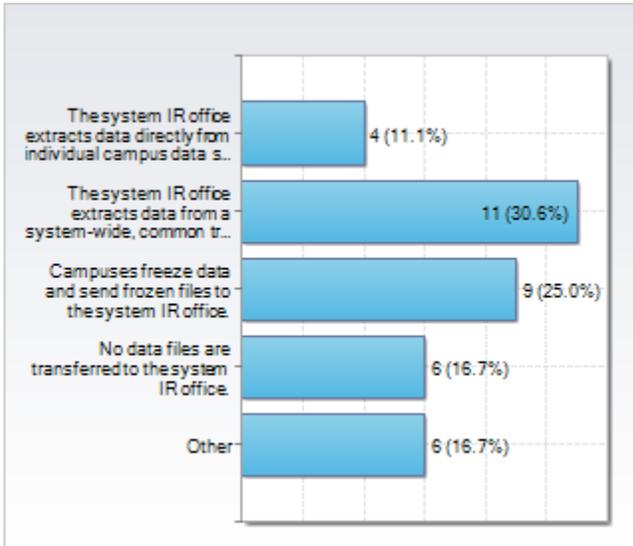
**D105. Which statement best describes the most common transfer of financial data from campuses to the system IR office?**



|   | N  | % of Total |
|---|----|------------|
| The system IR office extracts data directly from individual campus data systems (e.g., PeopleSoft, Banner). | 4  | 11.1%      |
| The system IR office extracts data from a system-wide, common transactional data system.                    | 8  | 22.2%      |
| Campuses freeze data and send frozen files to the system IR office.   | 7  | 19.4%      |
| No data files are transferred to the system IR office.  | 11 | 30.6%      |
| Other   | 6  | 16.7%      |

|            |
|------------|
| % = 100.0% |
| Resp = 36  |

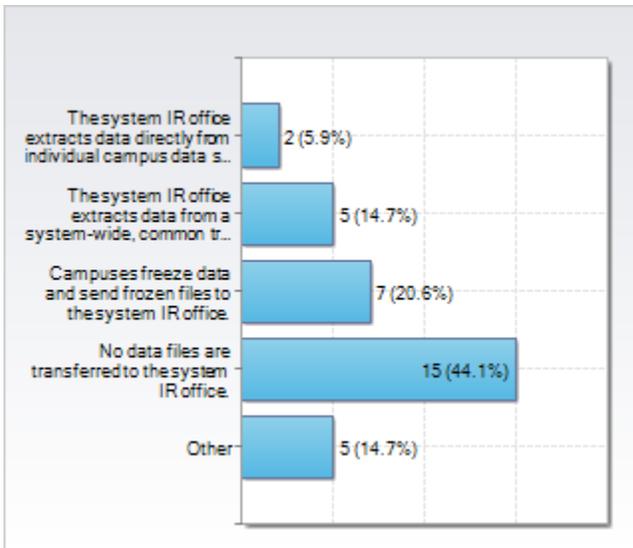
**D106. Which statement best describes the most common transfer of personnel (HR) data from campuses to the system IR office?**



|   | N  | % of Total |
|---|----|------------|
| The system IR office extracts data directly from individual campus data systems. (e.g., PeopleSoft, Banner) | 4  | 11.1%      |
| The system IR office extracts data from a system-wide, common transactional data system.                    | 11 | 30.6%      |
| Campuses freeze data and send frozen files to the system IR office.   | 9  | 25.0%      |
| No data files are transferred to the system IR office.  | 6  | 16.7%      |
| Other   | 6  | 16.7%      |

|            |
|------------|
| % = 100.0% |
| Resp = 36  |

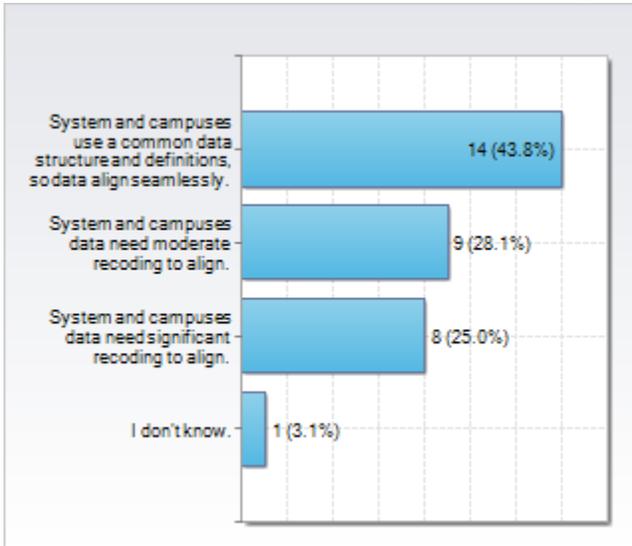
**D107. Which statement best describes the most common transfer of facilities data from campuses to the system IR office?**



|   | N  | % of Total |
|---|----|------------|
| The system IR office extracts data directly from individual campus data systems. (e.g., PeopleSoft, Banner) | 2  | 5.9%       |
| The system IR office extracts data from a system-wide, common transactional data system.                    | 5  | 14.7%      |
| Campuses freeze data and send frozen files to the system IR office.   | 7  | 20.6%      |
| No data files are transferred to the system IR office.  | 15 | 44.1%      |
| Other   | 5  | 14.7%      |

|           |
|-----------|
| % = 94.4% |
| Resp = 34 |

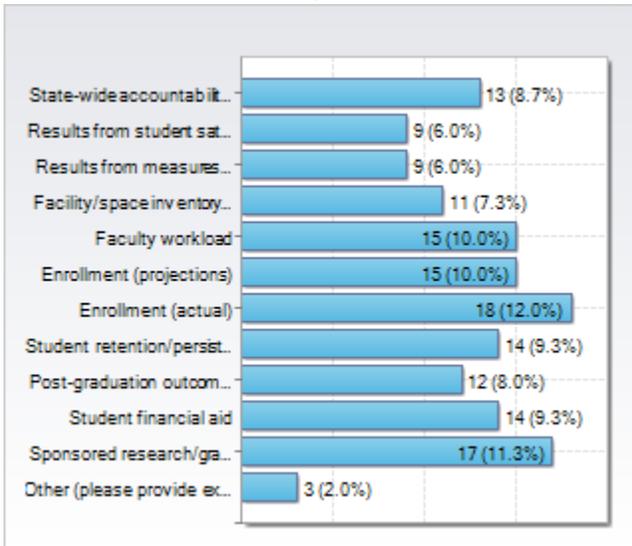
**D108. Which statement best describes the alignment of data variable names and definitions?**



|  | N  | % of Total |
|--|----|------------|
| System and campuses use a common data structure and definitions, so data align seamlessly. | 14 | 43.8%      |
| System and campuses data need moderate recoding to align.                                  | 9  | 28.1%      |
| System and campuses data need significant recoding to align.                               | 8  | 25.0%      |
| I don't know.  | 1  | 3.1%       |

% = 88.9%  
Resp  
N = 32

**MR109. Which of the following reports are supplied to the system IR office by campuses? (Choose all that apply)**  
**Note: N = number of responses. % of Total = N / total number of responses. This provides a measure of size.**

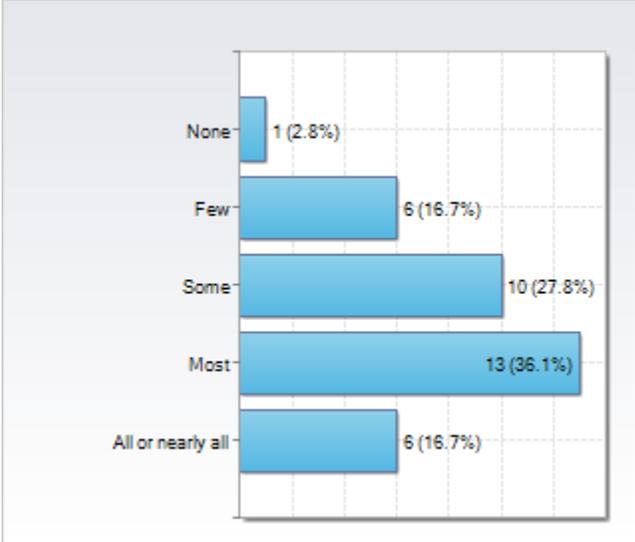


|   | N  | % of Total |
|---|----|------------|
| State-wide accountability metrics/standards                         | 13 | 8.7%       |
| Results from student satisfaction surveys                           | 9  | 6.0%       |
| Results from measures of student learning                           | 9  | 6.0%       |
| Facility/space inventory and usage                                  | 11 | 7.3%       |
| Faculty workload  | 15 | 10.0%      |
| Enrollment (projections)  | 15 | 10.0%      |
| Enrollment (actual)   | 18 | 12.0%      |
| Student retention/persistence and completion                        | 14 | 9.3%       |
| Post-graduation outcomes (e.g., graduation surveys; alumni surveys) | 12 | 8.0%       |
| Student financial aid   | 14 | 9.3%       |
| Sponsored research/grants   | 17 | 11.3%      |
| Other (please provide examples)                                     | 3  | 2.0%       |

**Other (Please provide examples)**

None of these are supplied to the system IR office. OTHER above means that another functional shop handles.  
 Financial Aid, tuition & waivers  
 NGA/CCA data, VFA, Remediation, Program Inventory, Scholarship, Campus Financial Reporting

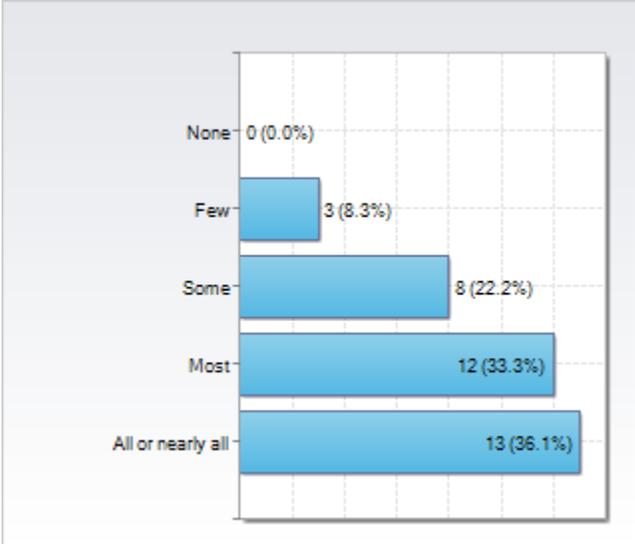
**D110. Based on past performance, how many campuses in your system have adequate IR staffing to accomplish accurate and timely system requested IR activities?**



|                   | N  | % of Total |
|-------------------|----|------------|
| None              | 1  | 2.8%       |
| Few               | 6  | 16.7%      |
| Some              | 10 | 27.8%      |
| Most              | 13 | 36.1%      |
| All or nearly all | 6  | 16.7%      |

% = 100.0%  
Resp = 36

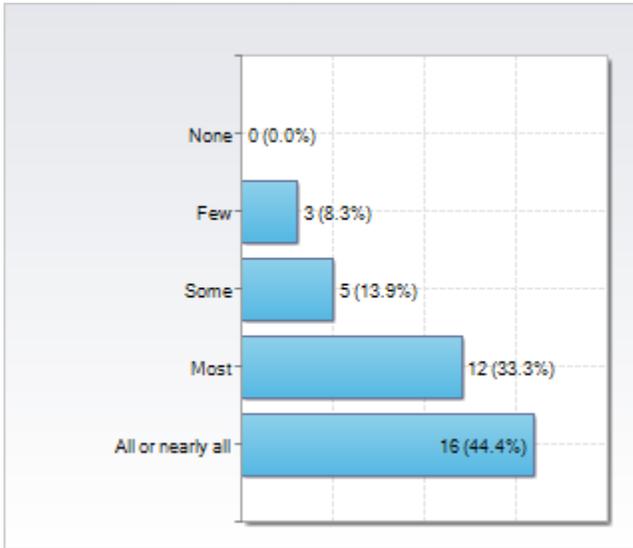
**D111. Based on past performance, how many campus IR offices in your system have adequate IR knowledge and skills to accomplish system requested IR activities?**



|                   | N  | % of Total |
|-------------------|----|------------|
| None              | 0  | 0.0%       |
| Few               | 3  | 8.3%       |
| Some              | 8  | 22.2%      |
| Most              | 12 | 33.3%      |
| All or nearly all | 13 | 36.1%      |

% = 100.0%  
Resp = 36

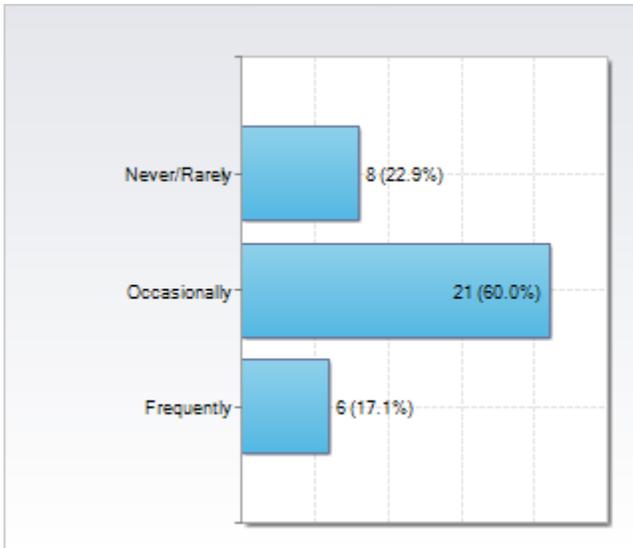
**D112. Based on past performance, how many campuses in your system have adequate data systems to accomplish system requested IR activities?**



|                   | N  | % of Total |
|-------------------|----|------------|
| None              | 0  | 0.0%       |
| Few               | 3  | 8.3%       |
| Some              | 5  | 13.9%      |
| Most              | 12 | 33.3%      |
| All or nearly all | 16 | 44.4%      |

|            |
|------------|
| % = 100.0% |
| N = 36     |

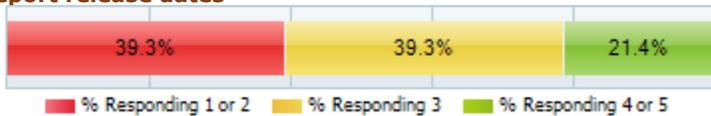
**D113. Redundancy of Campus- and System-Level IR Efforts - How often do campuses and system IR offices produce redundant/similar reports?**



|              | N  | % of Total |
|--------------|----|------------|
| Never/Rarely | 8  | 22.9%      |
| Occasionally | 21 | 60.0%      |
| Frequently   | 6  | 17.1%      |

|           |
|-----------|
| % = 97.2% |
| N = 35    |

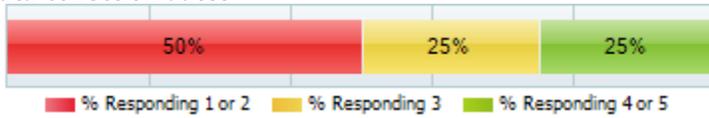
**Q114. To what degree is redundancy, if any, due to: Different report release dates**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 4  | 14.3%      |
| (2) Low       | 7  | 25.0%      |
| (3) Moderate  | 11 | 39.3%      |
| (4) High      | 5  | 17.9%      |
| (5) Very High | 1  | 3.6%       |

|                |
|----------------|
| % = 77.8%      |
| N = 28         |
| Mean = 2.71    |
| Std Dev = 1.03 |

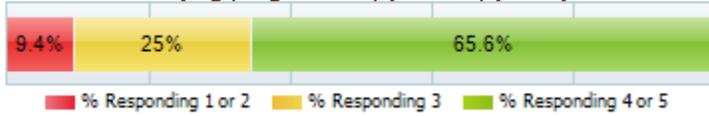
**Q115. To what degree is redundancy, if any, due to: Different data collection dates**



|               | N | % of Total |
|---------------|---|------------|
| (1) Very Low  | 8 | 28.6%      |
| (2) Low       | 6 | 21.4%      |
| (3) Moderate  | 7 | 25.0%      |
| (4) High      | 6 | 21.4%      |
| (5) Very High | 1 | 3.6%       |

|         |         |
|---------|---------|
| % Resp  | = 77.8% |
| N       | = 28    |
| Mean    | = 2.50  |
| Std Dev | = 1.21  |

**Q116. To what degree is redundancy, if any, due to: Different audience needs (e.g., legislature, parents, press)**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 2  | 6.3%       |
| (2) Low       | 1  | 3.1%       |
| (3) Moderate  | 8  | 25.0%      |
| (4) High      | 14 | 43.8%      |
| (5) Very High | 7  | 21.9%      |

|         |         |
|---------|---------|
| % Resp  | = 88.9% |
| N       | = 32    |
| Mean    | = 3.72  |
| Std Dev | = 1.04  |

**Q117. To what degree is redundancy, if any, due to: Different context for data presentation**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 1  | 3.3%       |
| (2) Low       | 2  | 6.7%       |
| (3) Moderate  | 5  | 16.7%      |
| (4) High      | 15 | 50.0%      |
| (5) Very High | 7  | 23.3%      |

|         |         |
|---------|---------|
| % Resp  | = 83.3% |
| N       | = 30    |
| Mean    | = 3.83  |
| Std Dev | = 0.97  |

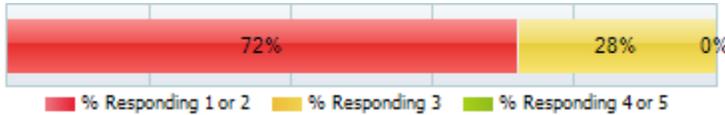
**Q118. To what degree is redundancy, if any, due to: Appropriate checks and balances**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 5  | 18.5%      |
| (2) Low       | 6  | 22.2%      |
| (3) Moderate  | 11 | 40.7%      |
| (4) High      | 2  | 7.4%       |
| (5) Very High | 3  | 11.1%      |

|         |         |
|---------|---------|
| % Resp  | = 75.0% |
| N       | = 27    |
| Mean    | = 2.70  |
| Std Dev | = 1.18  |

**Q119. To what degree is redundancy, if any, due to: Lack of confidence in sources**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 11 | 44.0%      |
| (2) Low       | 7  | 28.0%      |
| (3) Moderate  | 7  | 28.0%      |
| (4) High      | 0  | 0.0%       |
| (5) Very High | 0  | 0.0%       |

|         |         |
|---------|---------|
| % Resp  | = 69.4% |
| N       | = 25    |
| Mean    | = 1.84  |
| Std Dev | = 0.83  |

**Q120. To what degree is redundancy, if any, due to: Addressing campus/system-specific context**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 2  | 6.3%       |
| (2) Low       | 0  | 0.0%       |
| (3) Moderate  | 7  | 21.9%      |
| (4) High      | 13 | 40.6%      |
| (5) Very High | 10 | 31.3%      |

|         |         |
|---------|---------|
| % Resp  | = 88.9% |
| N       | = 32    |
| Mean    | = 3.91  |
| Std Dev | = 1.04  |

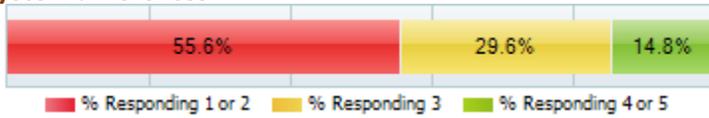
**Q121. To what degree is redundancy, if any, due to: Data definition differences**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 5  | 18.5%      |
| (2) Low       | 6  | 22.2%      |
| (3) Moderate  | 12 | 44.4%      |
| (4) High      | 2  | 7.4%       |
| (5) Very High | 2  | 7.4%       |

|         |         |
|---------|---------|
| % Resp  | = 75.0% |
| N       | = 27    |
| Mean    | = 2.63  |
| Std Dev | = 1.09  |

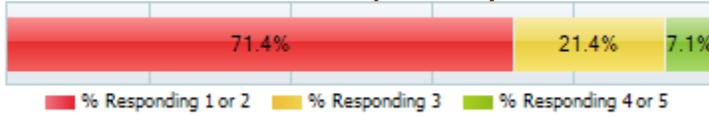
**Q122. To what degree is redundancy, if any, due to: Data system differences**



|               | N | % of Total |
|---------------|---|------------|
| (1) Very Low  | 7 | 25.9%      |
| (2) Low       | 8 | 29.6%      |
| (3) Moderate  | 8 | 29.6%      |
| (4) High      | 3 | 11.1%      |
| (5) Very High | 1 | 3.7%       |

|                |
|----------------|
| % Resp = 75.0% |
| N = 27         |
| Mean = 2.37    |
| Std Dev = 1.09 |

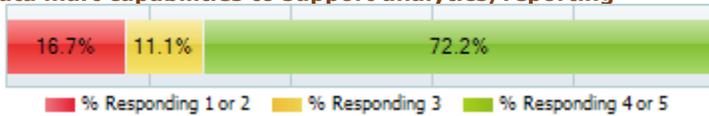
**Q123. To what degree is redundancy, if any, due to: Miscommunication between campus and system**



|               | N  | % of Total |
|---------------|----|------------|
| (1) Very Low  | 8  | 28.6%      |
| (2) Low       | 12 | 42.9%      |
| (3) Moderate  | 6  | 21.4%      |
| (4) High      | 0  | 0.0%       |
| (5) Very High | 2  | 7.1%       |

|                |
|----------------|
| % Resp = 77.8% |
| N = 28         |
| Mean = 2.14    |
| Std Dev = 1.06 |

**Q124. Future Planning - Within the next three years, how likely is the system to create or improve: Data warehouse or data mart capabilities to support analytics/reporting**



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 4  | 11.1%      |
| (2) Somewhat Likely  | 2  | 5.6%       |
| (3) Likely           | 4  | 11.1%      |
| (4) Very Likely      | 7  | 19.4%      |
| (5) Extremely Likely | 19 | 52.8%      |

|                 |
|-----------------|
| % Resp = 100.0% |
| N = 36          |
| Mean = 3.97     |
| Std Dev = 1.36  |

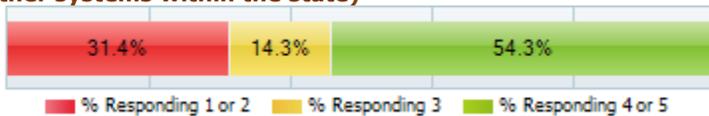
**Q125. Future Planning - Within the next three years, how likely is the system to create or improve: Integration of higher education, K-12, and workforce data into state longitudinal data system (e.g., SLDS projects)**



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 6  | 17.1%      |
| (2) Somewhat Likely  | 2  | 5.7%       |
| (3) Likely           | 2  | 5.7%       |
| (4) Very Likely      | 3  | 8.6%       |
| (5) Extremely Likely | 22 | 62.9%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 3.94    |
| Std Dev = 1.57 |

**Q126. Future Planning - Within the next three years, how likely is the system to create or improve: Student tracking across in-state systems (e.g., four-year, community college, other systems within the state)**



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 6  | 17.1%      |
| (2) Somewhat Likely  | 5  | 14.3%      |
| (3) Likely           | 5  | 14.3%      |
| (4) Very Likely      | 3  | 8.6%       |
| (5) Extremely Likely | 16 | 45.7%      |

|                |
|----------------|
| % Resp = 97.2% |
| N = 35         |
| Mean = 3.51    |
| Std Dev = 1.57 |

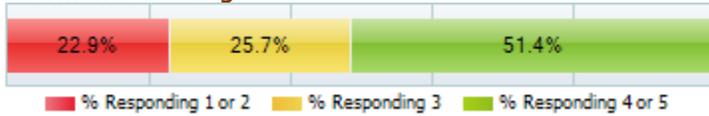
**Q127. Future Planning - Within the next three years, how likely is the system to create or improve: Student tracking across states (e.g., regional, national)**



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 16 | 44.4%      |
| (2) Somewhat Likely  | 6  | 16.7%      |
| (3) Likely           | 5  | 13.9%      |
| (4) Very Likely      | 3  | 8.3%       |
| (5) Extremely Likely | 6  | 16.7%      |

|                 |
|-----------------|
| % Resp = 100.0% |
| N = 36          |
| Mean = 2.36     |
| Std Dev = 1.51  |

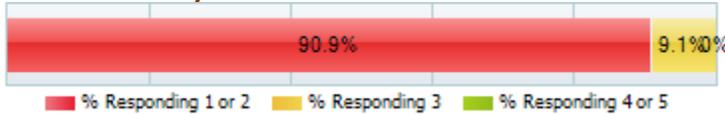
**Q128. Future Planning - Within the next three years, how likely is the system to create or improve: **Methods of applying performance funding****



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 4  | 11.4%      |
| (2) Somewhat Likely  | 4  | 11.4%      |
| (3) Likely           | 9  | 25.7%      |
| (4) Very Likely      | 5  | 14.3%      |
| (5) Extremely Likely | 13 | 37.1%      |

|         |         |
|---------|---------|
| % Resp  | = 97.2% |
| N       | = 35    |
| Mean    | = 3.54  |
| Std Dev | = 1.38  |

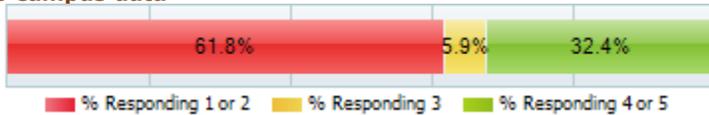
**Q129. Future Planning - Within the next three years, how likely is the system to create or improve: **Consolidation of IR functions to the system office****



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 25 | 75.8%      |
| (2) Somewhat Likely  | 5  | 15.2%      |
| (3) Likely           | 3  | 9.1%       |
| (4) Very Likely      | 0  | 0.0%       |
| (5) Extremely Likely | 0  | 0.0%       |

|         |         |
|---------|---------|
| % Resp  | = 91.7% |
| N       | = 33    |
| Mean    | = 1.33  |
| Std Dev | = 0.64  |

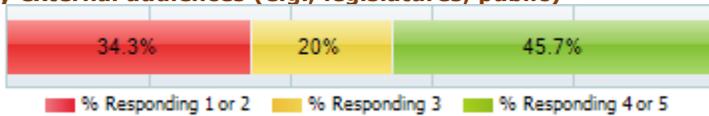
**Q130. Future Planning - Within the next three years, how likely is the system to create or improve: **Direct system access to campus data****



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 17 | 50.0%      |
| (2) Somewhat Likely  | 4  | 11.8%      |
| (3) Likely           | 2  | 5.9%       |
| (4) Very Likely      | 2  | 5.9%       |
| (5) Extremely Likely | 9  | 26.5%      |

|         |         |
|---------|---------|
| % Resp  | = 94.4% |
| N       | = 34    |
| Mean    | = 2.47  |
| Std Dev | = 1.72  |

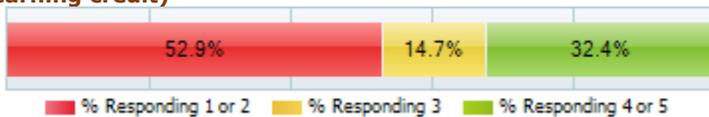
**Q131. Future Planning - Within the next three years, how likely is the system to create or improve: **Tools to access data by external audiences (e.g., legislatures, public)****



|                      | N | % of Total |
|----------------------|---|------------|
| (1) Not Likely       | 7 | 20.0%      |
| (2) Somewhat Likely  | 5 | 14.3%      |
| (3) Likely           | 7 | 20.0%      |
| (4) Very Likely      | 7 | 20.0%      |
| (5) Extremely Likely | 9 | 25.7%      |

|         |         |
|---------|---------|
| % Resp  | = 97.2% |
| N       | = 35    |
| Mean    | = 3.17  |
| Std Dev | = 1.46  |

**Q132. Future Planning - Within the next three years, how likely is the system to create or improve: **Reporting on alternative and non-traditional credit (e.g., MOOCs, prior-learning credit)****



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 3  | 8.8%       |
| (2) Somewhat Likely  | 15 | 44.1%      |
| (3) Likely           | 5  | 14.7%      |
| (4) Very Likely      | 6  | 17.7%      |
| (5) Extremely Likely | 5  | 14.7%      |

|         |         |
|---------|---------|
| % Resp  | = 94.4% |
| N       | = 34    |
| Mean    | = 2.85  |
| Std Dev | = 1.24  |

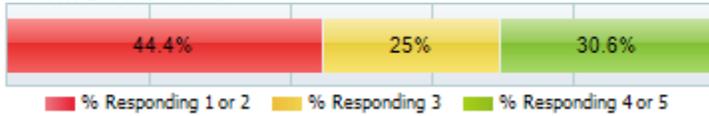
**Q133. Future Planning - Within the next three years, how likely is the system to create or improve: **Financial resources in support of system IR functions****



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 12 | 33.3%      |
| (2) Somewhat Likely  | 10 | 27.8%      |
| (3) Likely           | 6  | 16.7%      |
| (4) Very Likely      | 5  | 13.9%      |
| (5) Extremely Likely | 3  | 8.3%       |

|         |          |
|---------|----------|
| % Resp  | = 100.0% |
| N       | = 36     |
| Mean    | = 2.36   |
| Std Dev | = 1.29   |

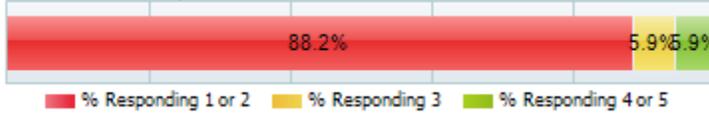
**Q134. Future Planning - Within the next three years, how likely is the system to create or improve: System capacity to perform IR functions**



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 10 | 27.8%      |
| (2) Somewhat Likely  | 6  | 16.7%      |
| (3) Likely           | 9  | 25.0%      |
| (4) Very Likely      | 5  | 13.9%      |
| (5) Extremely Likely | 6  | 16.7%      |

|                |
|----------------|
| % = 100.0%     |
| N = 36         |
| Mean = 2.75    |
| Std Dev = 1.42 |

**Q135. Future Planning - Within the next three years, how likely is the system to create or improve: Financial resources provided to campus IR functions**



|                      | N  | % of Total |
|----------------------|----|------------|
| (1) Not Likely       | 26 | 76.5%      |
| (2) Somewhat Likely  | 4  | 11.8%      |
| (3) Likely           | 2  | 5.9%       |
| (4) Very Likely      | 1  | 2.9%       |
| (5) Extremely Likely | 1  | 2.9%       |

|                |
|----------------|
| % = 94.4%      |
| N = 34         |
| Mean = 1.44    |
| Std Dev = 0.95 |

**LA136. Other (Please specify other)**

The System is undergoing the implementation of a new enterprise level [system] data warehouse which will result in the elimination of most of our flat files and freeze submissions in favor of direct, just-in-time access to university student data. The System already shares a centralized HR and Finance System but each campus has their own SIS system for students.

Perhaps I clicked the wrong button somewhere, but in essence, most resources since 1999 have been spent on common financial transaction systems on campuses and then making the disparate systems as common as possible to build a financial data warehouse; during the last few years, similar plans and work have been undertaken to make as common as possible a human resources system, largely to mirror the State Controller's payroll function and the benefits function; then a human resources data warehouse is slated to be developed. Faculty, courses course sections, students, enrollments, credit units taken and earned are collected in a circa 1980's independent flat file approach with common definitions; new needs and NO PRIORITY in IT necessitate additional common file requests from campus IR offices to address various needs. Generally, the new financial data warehouse does NOT even generate IPEDS finances and HR IPEDS is run out of another data collection.

Currently redoing higher education governance so some things are unknown.

System access to campus data refers to student data. Extremely likely for other data sets. President has funded an additional data administrator/analyst for the office who we just hired. New position starts in one month. President also agreed to fund development of an enterprise data warehouse for the System that will be functionally maintained (data attributes/reports, meta data) by IR and technically (server, software) maintained by IT.

**LA137. Are there important aspects of system IR organization, operations, or products that this survey failed to identify?**

I want to provide clarification to the staffing levels. While there are 13 individuals within the unit, they are not all focused on traditional IR work. There are 3 individuals doing reporting, 2 doing analysis and research, 4 IT staff (we manage our own servers, databases, file loads, applications, etc.), 2 individuals working solely on the new data warehouse initiative and the director and administrative assistant. Often there is a separate IT group outside of the IR team.

Let's just say that unlike every other state system office or segmental system office nationally, our system has invested in transactional data systems with data warehousing and use of data as afterthoughts -- which now are complicated with the many instances of non-integrated components of transactional systems. Thus, our system is behind those that built system ETF data pushes from campuses and conversion to common formats for populating system data warehouses. But such is life, right? It is what it is.

They survey covered the key IR functions, but my responses show that our system operates differently than many others. I am a one-person office coordinating office that works with the campus IR office to prepare reports or respond to ad hoc requests for the board or system leadership. The campuses in our system each perform the core IR functions.

It would have been helpful for the option to provide some clarification to some of the questions. Another question that might have been useful for the survey would be to inquire about system staff and support to meet the reporting and research needs of the system/agency. Also, there weren't any questions related to data governance and who is responsible at what levels.

Please know that the system does not have an IR office. Several years ago, to reduce costs, a decision was made that system staff would work with campus staff to obtain necessary data.

No

Regarding the questions of financial and facilities data, this information is reported to separate offices at the system level and there wasn't a clear option for saying that so I just chose that we didn't collect it. The information is collected from the campus but not by our office.

I responded to the first set of question from the perspective of system-wide IR functions - IR functions housed at the System and campuses. I'm not sure that was correct. Within the System Office itself, we are the only IR office. That said, system functions such HR, Finance, and the like do most of their own reporting. We tend to be the ones doing analytical research as well as combining data from the various functional areas.

I don't feel like I really told you very much about what our system IR office does or why. Many of these questions seemed to assume that campus IR offices and system IR offices are accomplishing the same functions. We do share data in common, but in our particular system, we're not always using it for the same purposes/audiences.

The survey captured elements but would like to clarify that system IR is primarily a collector of campus and external source aggregate data, which it consolidates/compares, analyzes, and reports out to various users (e.g., board, campus/system decision-makers, communications for PR/legislative, external surveys). System IR is instrumental in coordinating voluntary collaboration and planning among campus IR offices and internal system data sources (finance, HR).

[My system] is in the midst of a system-wide PeopleSoft conversion. We have centralized installations of financials and HCM, and local installations of Campus Solutions using a standard template. So for student data, we receive frozen census files from the colleges still on the legacy student system, but we draw our own extract files from the PeopleSoft schools. We are also installing a system-wide OBIEE reporting layer.

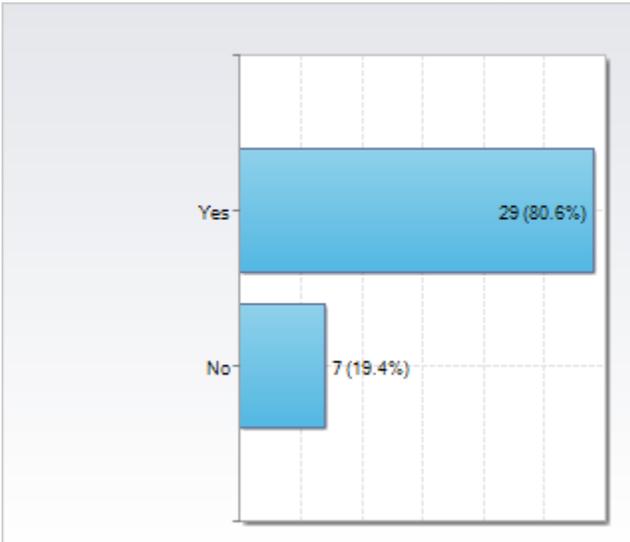
Not all questions could be answered with a box. For example, we don't collect many reports because we collect the underlying data that allows the central office to create the reports. Also, no mention of applications and admissions.

Level of direct access to the President/Chancellor of the system? (Very high, 3 doors down from my office) What standing committees does the IR Director serve on? (Strategic planning, various IT committees) Level of interaction/involvement with Statewide Higher Education Commissions, legislature, Governor's office? (Very high for me; travel to capital 2-4 times a month; invited to private meeting with Governor and President in the Governor's office). What percent of time is devoted to various functions (planning, analysis, assessment, reporting, database management/administration) in the areas of Student, Academic, Personnel, Financial, Facilities, Development/Alumni, and Financial Aid). Let me send you my one page summary on this. Level of contact with system IR Directors from peer group (None, should be high)

I don't know that the structure of our organization would be clear from my responses. Our office has two professional employees and one administrative assistant. Of those, I am the only one who works primarily on IR-related projects. So, really, I am a staff of one. My position did not exist at [my system] until I was hired. I also spend quite a bit of time with projects that might be a bit atypical for my position, like moderating/analyzing focus groups and analyzing census datasets (e.g., American Community Survey).

Education and training of users outside higher education in the terms, processes and data available for students and institutions.

**D138. Comments - Would you be willing to participate in a follow up interview about your system IR office?**



|     | N  | % of Total |
|-----|----|------------|
| Yes | 29 | 80.6%      |
| No  | 7  | 19.4%      |

|            |
|------------|
| % = 100.0% |
| Resp = 36  |