

2021 AIR National Survey of Institutional Research Offices

Longitudinal Survey Data Report



ASSOCIATION
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RESEARCH

Response Rates

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

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

Longitudinal Comparisons

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

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

Report Structure

This report has six sections:

Section 1: Office Structure

Section 2: Staffing the Office

Section 3: Evaluation of Office

Section 4: Data Use, Literacy, and Capacity

Section 5: Maturity of the Data Environment

Section 6: Office Work

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

Section 1: Office Structure

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Where does your office primarily focus its attention?				
Number of respondents	520	543	259	259
Institution-level	90%	88%	95%	90%
Program-level	1%	3%	0%	2%
School/college-level	8%	8%	4%	8%
System/State/Corporate	1%	1%	0%	0%
Service Area of IR Office				
Number of respondents	459	477	236	226
Average number of institutions served	1.07	1.08	1.08	1.05
Average number of branch campuses	1.74	3.13	1.59	2.80
Average number of regional campuses	1.05	2.97	1.10	2.66
Current Division: Select the division where the office is currently located for reporting purposes.				
Number of respondents	520	493	226	238
President/Chief Executive Officer	18%	19%	14%	17%
Provost/Chief Academic Officer	56%	54%	60%	56%
Independent IR/IE/Planning division	5%	7%	3%	7%
Administration Services	1%	2%	1%	2%
Finance/Operations/Business	5%	5%	6%	6%
Development	0%	0%	0%	0%
Enrollment Management/Admissions	3%	3%	3%	4%
Human Resources	0%	0%	0%	0%
Information Technology (IT)	4%	4%	4%	4%
Other	8%	5%	9%	4%

Section 1: Office Structure

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

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

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

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

Section 1: Office Structure

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

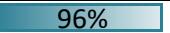
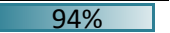
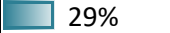
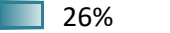
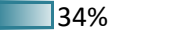
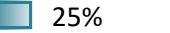
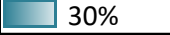
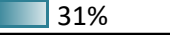
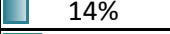
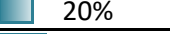
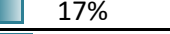
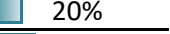
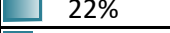
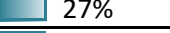
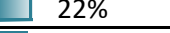
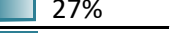
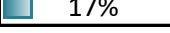
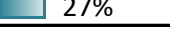
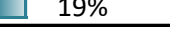
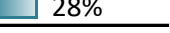
<i>Number of respondents</i>	520	N/A	259	N/A
Woman	 54%	N/A	 53%	N/A
Man	 44%	N/A	 44%	N/A
Genderqueer or Non-binary	 0%	N/A	 0%	N/A
Prefer not to answer	 2%	N/A	 2%	N/A
Option not provided	 0%	N/A	 0%	N/A

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

Section 1: Office Structure

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office leader is the institution's Chief Data Officer (or equivalent position)					
	<i>Number of respondents</i>	511	532	255	255
Yes	 31%	 38%	 31%	 35%	
No, but the institution has this position	 11%	 6%	 10%	 7%	
No and the institution does not have this position	 58%	 56%	 58%	 59%	
Office leader's relationship with President/CEO cabinet					
	<i>Number of respondents</i>	515	532	256	256
Member of cabinet	 17%	 17%	 13%	 14%	
Not a member but attends as needed	 81%	 38%	 39%	 38%	
Not a member and does not attend	 44%	 43%	 48%	 45%	
Cabinet does not exist	 3%	 2%	 1%	 2%	
Office leader's relationship with Provost/CAO cabinet					
	<i>Number of respondents</i>	498	515	248	248
Member of cabinet	 40%	 31%	 31%	 27%	
Not a member but attends as needed	 57%	 27%	 23%	 29%	
Not a member and does not attend	 20%	 19%	 25%	 21%	
Cabinet does not exist	 61%	 23%	 22%	 23%	

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Staff Roles in IR Offices				
<i>Number of respondents</i>	496	543	248	248
Percentage of offices with an Office Leader	 95%	 95%	 96%	 94%
Percentage of offices with an Assistant/Associate Director	 29%	 26%	 34%	 25%
Percentage of offices with Senior Analytical staff	 30%	N/A	 31%	N/A
Percentage of offices with Analytical staff	 53%	 63%	 55%	 64%
Percentage of offices with Technical staff	 14%	 20%	 17%	 20%
Percentage of offices with Administrative Support staff	 22%	 27%	 22%	 27%
Percentage of offices with Student staff	 17%	 27%	 19%	 28%
Average Staff FTE				
<i>Number of respondents</i>	520	543	259	259
Average Staff FTE	3.45	3.85	3.83	4.03
To meet current demand, what is your ideal staff FTE?	4.75	N/A	5.22	N/A
Office Leader: Headcount, FTE, Salary				
<i>Number of respondents</i>	496	517	248	244
Office Leader: Average Headcount	1.07	1.06	1.06	1.09
Office Leader: Average FTE	1.04	1.03	1.03	1.03
Office Leader: Average Annual Salary/Wage Expense	\$ 99,180	N/A	\$ 103,608	N/A
Assistant/Associate Directors: Headcount, FTE, Salary				
<i>Number of respondents</i>	149	139	89	65
Assistant/Associate Directors: Average Headcount	1.54	1.53	1.62	1.63
Assistant/Associate Directors: Average FTE	1.51	1.48	1.58	1.60
Assistant/Associate Directors: Average Annual Salary/Wage Expense	\$ 81,127	N/A	\$ 80,228	N/A

Section 2. Staffing the Office

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

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
IR Office Staff: Gender Identity				
<i>Number of respondents</i>	483	N/A	243	N/A
Average Staff Headcount: Identify as Women	2.24	N/A	2.65	N/A
Average Staff Headcount: Identify as Men	1.41	N/A	1.55	N/A
Average Staff Headcount: Identify as Genderqueer or Non-binary	0.01	N/A	0.01	N/A
Average Staff Headcount: Identify as Agender	0.02	N/A	0.05	N/A
Average Staff Headcount: Don't know/did not disclose gender identity	0.10	N/A	0.11	N/A
Average Staff Headcount: Option not provided	0.16	N/A	0.15	N/A
IR Office Staff: Race/ethnicity				
<i>Number of respondents</i>	483	N/A	243	N/A
Average Staff Headcount: African American or Black	0.25	N/A	0.24	N/A
Average Staff Headcount: Asian	0.37	N/A	0.40	N/A
Average Staff Headcount: American Indian or Alaska Native	0.02	N/A	0.02	N/A
Average Staff Headcount: Hispanic or Latino/a	0.24	N/A	0.32	N/A
Average Staff Headcount: Native Hawaiian or Other Pacific Islander	0.00	N/A	0.00	N/A
Average Staff Headcount: White	2.42	N/A	2.76	N/A
Average Staff Headcount: Bi/Multiracial	0.05	N/A	0.04	N/A
Average Staff Headcount: Don't know/did not disclose ethnicity	0.21	N/A	0.16	N/A
Average Staff Headcount: Other/Option not given	0.06	N/A	0.03	N/A

Section 2. Staffing the Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office Leader: Work Effort					
	Number of respondents	496	516	248	244
% of work time spent on - Data collection and management	18%	18%	18%	18%	18%
% of work time spent on - Basic analytics	13%	14%	13%	14%	14%
% of work time spent on - Advanced analytics	5%	6%	5%	6%	6%
% of work time spent on - Communication of information	14%	14%	14%	15%	15%
% of work time spent on - Educating data users	7%	7%	7%	7%	7%
% of work time spent on - Technology management	4%	4%	4%	4%	4%
% of work time spent on - Professional development	4%	4%	4%	4%	4%
% of work time spent on - Office management	6%	6%	7%	6%	6%
% of work time spent on - Attending meetings	14%	13%	14%	13%	13%
% of work time spent on - Policy/governance/planning	8%	7%	8%	7%	7%
% of work time spent on - Administrative activities	4%	4%	4%	4%	4%
% of work time spent on - Other	2%	3%	2%	3%	3%
Assistant/Associate Directors: Work Effort					
	Number of respondents	149	139	89	65
% of work time spent on - Data collection and management	23%	21%	22%	19%	19%
% of work time spent on - Basic analytics	16%	14%	15%	15%	15%
% of work time spent on - Advanced analytics	6%	6%	6%	6%	6%
% of work time spent on - Communication of information	13%	13%	14%	12%	12%
% of work time spent on - Educating data users	7%	8%	7%	9%	9%
% of work time spent on - Technology management	7%	6%	7%	7%	7%
% of work time spent on - Professional development	6%	5%	6%	5%	5%
% of work time spent on - Office management	4%	5%	4%	5%	5%
% of work time spent on - Attending meetings	9%	9%	10%	10%	10%
% of work time spent on - Policy/governance/planning	4%	4%	4%	5%	5%
% of work time spent on - Administrative activities	3%	4%	3%	3%	3%
% of work time spent on - Other	2%	4%	1%	4%	4%

Section 2. Staffing the Office

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

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

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Technical Staff: Work Effort				
Number of respondents	71	108	44	51
% of work time spent on - Data collection and management	29%	25%	27%	24%
% of work time spent on - Basic analytics	12%	14%	11%	16%
% of work time spent on - Advanced analytics	3%	3%	4%	3%
% of work time spent on - Communication of information	10%	10%	10%	10%
% of work time spent on - Educating data users	6%	5%	6%	5%
% of work time spent on - Technology management	23%	25%	24%	26%
% of work time spent on - Professional development	6%	4%	7%	5%
% of work time spent on - Office management	1%	1%	1%	1%
% of work time spent on - Attending meetings	7%	5%	7%	5%
% of work time spent on - Policy/governance/planning	2%	2%	2%	2%
% of work time spent on - Administrative activities	1%	1%	1%	1%
% of work time spent on - Other	0%	4%	1%	4%
Administrative Support Staff: Work Effort				
Number of respondents	113	148	57	70
% of work time spent on - Data collection and management	17%	17%	15%	17%
% of work time spent on - Basic analytics	6%	6%	6%	4%
% of work time spent on - Advanced analytics	0%	0%	0%	0%
% of work time spent on - Communication of information	9%	7%	8%	8%
% of work time spent on - Educating data users	3%	2%	4%	2%
% of work time spent on - Technology management	2%	3%	1%	3%
% of work time spent on - Professional development	5%	3%	4%	4%
% of work time spent on - Office management	14%	15%	15%	17%
% of work time spent on - Attending meetings	7%	5%	6%	5%
% of work time spent on - Policy/governance/planning	1%	1%	1%	1%
% of work time spent on - Administrative activities	32%	33%	36%	34%
% of work time spent on - Other	4%	8%	4%	5%

Section 2. Staffing the Office

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Student Staff: Work Effort				
<i>Number of respondents</i>	86	145	50	73
% of work time spent on - Data collection and management	 33%	 39%	 31%	 35%
% of work time spent on - Basic analytics	 30%	 26%	 30%	 28%
% of work time spent on - Advanced analytics	 4%	 3%	 4%	 3%
% of work time spent on - Communication of information	 14%	 7%	 14%	 8%
% of work time spent on - Educating data users	 1%	 1%	 1%	 1%
% of work time spent on - Technology management	 2%	 2%	 2%	 1%
% of work time spent on - Professional development	 2%	 2%	 2%	 2%
% of work time spent on - Office management	 1%	 0%	 1%	 1%
% of work time spent on - Attending meetings	 3%	 1%	 2%	 1%
% of work time spent on - Policy/governance/planning	 0%	 0%	 0%	 0%
% of work time spent on - Administrative activities	 4%	 3%	 4%	 3%
% of work time spent on - Other	 6%	 17%	 9%	 17%
Office Leader: Professional Development				
<i>Number of respondents</i>	452	N/A	452	N/A
% of offices with staff participating in professional development	 96%	N/A	 96%	N/A
% of offices with staff participating in prof dev related to - Data management/governance	 16%	N/A	 17%	N/A
% of offices with staff participating in prof dev related to - Basic analytics	 9%	N/A	 8%	N/A
% of offices with staff participating in prof dev related to - Advanced analytics	 10%	N/A	 11%	N/A
% of offices with staff participating in prof dev related to - Software tools	 15%	N/A	 14%	N/A
% of offices with staff participating in prof dev related to - Data viz/communicating results	 15%	N/A	 16%	N/A
% of offices with staff participating in prof dev related to - Leadership/management	 14%	N/A	 15%	N/A
% of offices with staff participating in prof dev related to - Technology-related content	 9%	N/A	 8%	N/A
% of offices with staff participating in prof dev related to - Other content	 11%	N/A	 11%	N/A

Section 2. Staffing the Office

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

Section 2. Staffing the Office

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

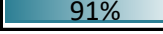
Section 2. Staffing the Office

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

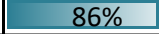
Section 3. Evaluation of Office

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

Section 3. Evaluation of Office

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

Section 3. Evaluation of Office

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

Section 3. Evaluation of Office

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

Section 3. Evaluation of Office

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

Section 3. Evaluation of Office

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

Section 3. Evaluation of Office

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Staff serve as institutional experts in data and analytics					
Number of respondents		520	N/A	259	N/A
Strongly / Moderately disagree	3%		N/A	2%	N/A
Neutral	9%		N/A	11%	N/A
Strongly / Moderately agree	88%		N/A	86%	N/A
Staff are paid competitive salaries					
Number of respondents		520	543	259	259
Strongly / Moderately disagree	33%	30%		35%	27%
Neutral	18%	23%		15%	22%
Strongly / Moderately agree	49%	47%		50%	51%
Office can recruit talented staff					
Number of respondents		520	543	259	259
Strongly / Moderately disagree	18%	13%		16%	10%
Neutral	31%	29%		35%	31%
Strongly / Moderately agree	51%	57%		49%	59%
Office can retain talented staff					
Number of respondents		520	543	259	259
Strongly / Moderately disagree	11%	7%		10%	7%
Neutral	26%	24%		23%	23%
Strongly / Moderately agree	64%	69%		66%	70%
Office can recruit a diverse staff					
Number of respondents		520	N/A	259	N/A
Strongly / Moderately disagree	20%		N/A	22%	N/A
Neutral	37%		N/A	36%	N/A
Strongly / Moderately agree	43%		N/A	42%	N/A

Section 3. Evaluation of Office

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

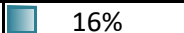
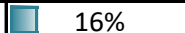
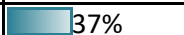
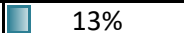
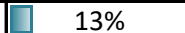
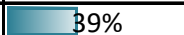
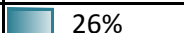
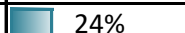
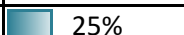
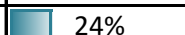
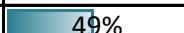
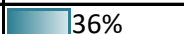
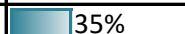
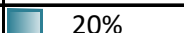
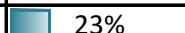
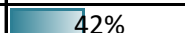
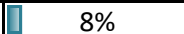
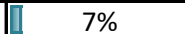
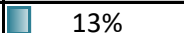
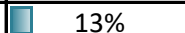
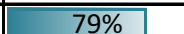
Section 4. Data Use, Literacy, and Capacity

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

Section 4. Data Use, Literacy, and Capacity

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

Section 4. Data Use, Literacy, and Capacity

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

Section 4. Data Use, Literacy, and Capacity

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

Section 5. Maturity of the Data Environment

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the Office for: Advanced analytics (e.g., predictive, prescriptive)					
Number of respondents		507	N/A	253	N/A
Not occurring		23%	N/A	20%	N/A
Reactive		42%	N/A	45%	N/A
Proactive		30%	N/A	30%	N/A
Optimized		5%	N/A	5%	N/A
Estimate the level of maturity of the Office for: Basic analytics (e.g., descriptive statistics)					
Number of respondents		512	N/A	255	N/A
Not occurring		0%	N/A	0%	N/A
Reactive		9%	N/A	5%	N/A
Proactive		50%	N/A	50%	N/A
Optimized		40%	N/A	44%	N/A
Estimate the level of maturity of the Office for: Data ethics					
Number of respondents		501	N/A	249	N/A
Not occurring		3%	N/A	2%	N/A
Reactive		9%	N/A	8%	N/A
Proactive		41%	N/A	37%	N/A
Optimized		48%	N/A	53%	N/A
Estimate the level of maturity of the Office for: Data management					
Number of respondents		514	N/A	255	N/A
Not occurring		2%	N/A	2%	N/A
Reactive		21%	N/A	19%	N/A
Proactive		55%	N/A	58%	N/A
Optimized		22%	N/A	21%	N/A

Section 5. Maturity of the Data Environment

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the Office for: Data visualization					
	<i>Number of respondents</i>	513	N/A	255	N/A
Not occurring	 6%	N/A	 6%	N/A	N/A
Reactive	 28%	N/A	 26%	N/A	N/A
Proactive	 52%	N/A	 53%	N/A	N/A
Optimized	 14%	N/A	 15%	N/A	N/A
Estimate the level of maturity of the Office for: Effective communication of results/insights					
	<i>Number of respondents</i>	515	N/A	256	N/A
Not occurring	 2%	N/A	 2%	N/A	N/A
Reactive	 24%	N/A	 24%	N/A	N/A
Proactive	 59%	N/A	 62%	N/A	N/A
Optimized	 16%	N/A	 13%	N/A	N/A
Estimate the level of maturity of the Office for: Managing project/data requests					
	<i>Number of respondents</i>	515	N/A	256	N/A
Not occurring	 1%	N/A	 1%	N/A	N/A
Reactive	 25%	N/A	 21%	N/A	N/A
Proactive	 47%	N/A	 48%	N/A	N/A
Optimized	 28%	N/A	 30%	N/A	N/A
Estimate the level of maturity of the Office for: Technology management					
	<i>Number of respondents</i>	492	N/A	245	N/A
Not occurring	 6%	N/A	 7%	N/A	N/A
Reactive	 32%	N/A	 31%	N/A	N/A
Proactive	 47%	N/A	 47%	N/A	N/A
Optimized	 15%	N/A	 16%	N/A	N/A

Section 5. Maturity of the Data Environment

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the institution for: Change management					
Number of respondents		474	N/A	236	N/A
Not occurring	7%	N/A	9%	N/A	
Reactive	59%	N/A	58%	N/A	
Proactive	32%	N/A	31%	N/A	
Optimized	3%	N/A	2%	N/A	
Estimate the level of maturity of the institution for: Data access					
Number of respondents		504	N/A	253	N/A
Not occurring	2%	N/A	1%	N/A	
Reactive	52%	N/A	53%	N/A	
Proactive	38%	N/A	37%	N/A	
Optimized	8%	N/A	8%	N/A	
Estimate the level of maturity of the institution for: Data capacity					
Number of respondents		479	N/A	242	N/A
Not occurring	3%	N/A	2%	N/A	
Reactive	52%	N/A	52%	N/A	
Proactive	39%	N/A	39%	N/A	
Optimized	6%	N/A	7%	N/A	
Estimate the level of maturity of the institution for: Data ethics					
Number of respondents		480	N/A	240	N/A
Not occurring	4%	N/A	3%	N/A	
Reactive	31%	N/A	27%	N/A	
Proactive	50%	N/A	53%	N/A	
Optimized	15%	N/A	16%	N/A	

Section 5. Maturity of the Data Environment

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the institution for: Data governance					
Number of respondents		496	N/A	251	N/A
Not occurring	17%	N/A	18%	N/A	
Reactive	41%	N/A	45%	N/A	
Proactive	36%	N/A	33%	N/A	
Optimized	6%	N/A	5%	N/A	
Estimate the level of maturity of the institution for: Data integrity					
Number of respondents		499	N/A	251	N/A
Not occurring	4%	N/A	3%	N/A	
Reactive	39%	N/A	41%	N/A	
Proactive	45%	N/A	46%	N/A	
Optimized	11%	N/A	10%	N/A	
Estimate the level of maturity of the institution for: Data literacy					
Number of respondents		492	N/A	248	N/A
Not occurring	8%	N/A	9%	N/A	
Reactive	56%	N/A	57%	N/A	
Proactive	33%	N/A	33%	N/A	
Optimized	2%	N/A	0%	N/A	
Estimate the level of maturity of the institution for: Data management					
Number of respondents		493	N/A	249	N/A
Not occurring	3%	N/A	3%	N/A	
Reactive	40%	N/A	39%	N/A	
Proactive	51%	N/A	53%	N/A	
Optimized	6%	N/A	6%	N/A	

Section 5. Maturity of the Data Environment

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Estimate the level of maturity of the institution for: Data privacy					
	<i>Number of respondents</i>	497	N/A	248	N/A
Not occurring		0%	N/A	0%	N/A
Reactive		16%	N/A	18%	N/A
Proactive		61%	N/A	58%	N/A
Optimized		22%	N/A	23%	N/A

Estimate the level of maturity of the institution for: Data security					
	<i>Number of respondents</i>	495	N/A	249	N/A
Not occurring		1%	N/A	1%	N/A
Reactive		14%	N/A	13%	N/A
Proactive		59%	N/A	57%	N/A
Optimized		26%	N/A	29%	N/A

Estimate the level of maturity of the institution for: Data use					
	<i>Number of respondents</i>	494	N/A	247	N/A
Not occurring		1%	N/A	0%	N/A
Reactive		44%	N/A	42%	N/A
Proactive		52%	N/A	55%	N/A
Optimized		4%	N/A	2%	N/A

Estimate the level of maturity of the institution for: Decision support culture					
	<i>Number of respondents</i>	478	N/A	247	N/A
Not occurring		4%	N/A	6%	N/A
Reactive		44%	N/A	42%	N/A
Proactive		47%	N/A	47%	N/A
Optimized		5%	N/A	4%	N/A

Section 5. Maturity of the Data Environment

	All Institutions		Common Institutions	
	2021	2018	2021	2018
Estimate the level of maturity of the institution for: Effective communication of results/insights				
<i>Number of respondents</i>	497	N/A	251	N/A
Not occurring	 4%	N/A	 6%	N/A
Reactive	 45%	N/A	 49%	N/A
Proactive	 46%	N/A	 41%	N/A
Optimized	 4%	N/A	 4%	N/A
Estimate the level of maturity of the institution for: Technology management				
<i>Number of respondents</i>	459	N/A	228	N/A
Not occurring	 3%	N/A	 3%	N/A
Reactive	 40%	N/A	 37%	N/A
Proactive	 47%	N/A	 50%	N/A
Optimized	 10%	N/A	 10%	N/A

Section 6. Office Work

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

Section 6. Office Work

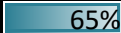
		All Institutions		Common Institutions	
		2021	2018	2021	2018
Office contributes to the institution’s ability to identify students who need additional support					
	Number of respondents	520	N/A	259	N/A
Strongly / Moderately disagree	12%	N/A	14%	N/A	
Neutral	17%	N/A	15%	N/A	
Strongly / Moderately agree	70%	N/A	70%	N/A	
Office provides student success reporting disaggregated by student characteristics or background					
	Number of respondents	518	N/A	258	N/A
Strongly / Moderately disagree	5%	N/A	4%	N/A	
Neutral	3%	N/A	4%	N/A	
Strongly / Moderately agree	91%	N/A	92%	N/A	
Office offers evidence-based recommendations on how to increase student success					
	Number of respondents	518	N/A	259	N/A
Strongly / Moderately disagree	16%	N/A	18%	N/A	
Neutral	23%	N/A	22%	N/A	
Strongly / Moderately agree	62%	N/A	60%	N/A	
Breakdown of Office Work					
	Number of respondents	520	543	259	259
% of Office work devoted to: Compliance reporting	20%	27%	20%	29%	
% of Office work devoted to: Non-compliance reporting	14%	N/A	15%	N/A	
% of Office work devoted to: Providing data and information for decision support	19%	22%	20%	23%	
% of Office work devoted to: Institutional effectiveness activities	9%	10%	9%	9%	
% of Office work devoted to: Assessment activities	9%	9%	8%	8%	
% of Office work devoted to: Strategic planning activities	8%	8%	7%	7%	
% of Office work devoted to: Accreditation activities	9%	9%	9%	9%	
% of Office work devoted to: Analytics/business intelligence (BI) activities	8%	8%	9%	9%	
% of Office work devoted to: Any/all other activities	4%	6%	4%	6%	

Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Frequency that Office conducts projects: Quantitative research projects					
Number of respondents		518	N/A	259	N/A
Not in the past year	7%	N/A	7%	N/A	
A few times a year	37%	N/A	36%	N/A	
A few times a term	25%	N/A	24%	N/A	
A few times a month	19%	N/A	17%	N/A	
A few times a week	13%	N/A	15%	N/A	
Frequency that Office conducts projects: Qualitative research projects					
Number of respondents		516	N/A	259	N/A
Not in the past year	42%	N/A	46%	N/A	
A few times a year	40%	N/A	36%	N/A	
A few times a term	12%	N/A	12%	N/A	
A few times a month	4%	N/A	4%	N/A	
A few times a week	2%	N/A	2%	N/A	
Frequency that Office conducts projects: Predictive analytics					
Number of respondents		513	N/A	259	N/A
Not in the past year	30%	N/A	27%	N/A	
A few times a year	44%	N/A	46%	N/A	
A few times a term	16%	N/A	14%	N/A	
A few times a month	6%	N/A	7%	N/A	
A few times a week	4%	N/A	6%	N/A	
Office staff member is involved with institution’s data governance structure or committee					
Number of respondents		386	404	201	195
No	10%	14%	10%	15%	
Yes	90%	86%	90%	85%	

Section 6. Office Work

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

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

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

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

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

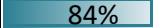
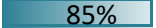
Section 6. Office Work

		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which software tool contributed to Office efficiency over past year: Query tools					
Number of respondents		469	489	235	236
Not at all / Slight	14%	14%	13%	13%	14%
Moderate	18%	18%	16%	21%	16%
High / Very high	68%	68%	71%	66%	71%
Degree to which software tool contributed to Office efficiency over past year: Reporting/data visualization tools					
Number of respondents		458	451	231	217
Not at all / Slight	22%	22%	24%	20%	22%
Moderate	22%	22%	20%	20%	26%
High / Very high	56%	56%	56%	60%	52%
Degree to which software tool contributed to Office efficiency over past year: Data warehouse tools					
Number of respondents		365	N/A	184	N/A
Not at all / Slight	32%	32%	N/A	35%	N/A
Moderate	17%	17%	N/A	15%	N/A
High / Very high	51%	51%	N/A	50%	N/A
Degree to which unit utilized IR Office data and analytics products: Senior leadership offices					
Number of respondents		520	N/A	259	N/A
No / Low utilization	7%	7%	N/A	6%	N/A
Moderate utilization	24%	24%	N/A	24%	N/A
High /Very high utilization	69%	69%	N/A	71%	N/A
Degree to which unit utilized IR Office data and analytics products: Academic colleges/departments					
Number of respondents		520	N/A	259	N/A
No / Low utilization	7%	7%	N/A	7%	N/A
Moderate utilization	35%	35%	N/A	34%	N/A
High /Very high utilization	58%	58%	N/A	59%	N/A

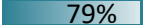
Section 6. Office Work

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

Section 6. Office Work

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

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

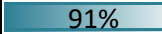
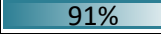
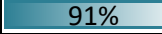
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		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which unit utilized IR Office coaching services: Academic support units					
Number of respondents		516	N/A	258	N/A
No / Low utilization		55%	N/A	58%	N/A
Moderate utilization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

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

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		All Institutions		Common Institutions	
		2021	2018	2021	2018
Degree to which unit utilized IR Office coaching services: Student involvement units					
	<i>Number of respondents</i>	486	N/A	247	N/A
No / Low utilization	 81%	N/A	 81%	N/A	
Moderate utilization	 14%	N/A	 15%	N/A	
High /Very high utilization	 4%	N/A	 4%	N/A	
Degree to which unit utilized IR Office coaching services: Student services/support					
	<i>Number of respondents</i>	516	N/A	258	N/A
No / Low utilization	 56%	N/A	 60%	N/A	
Moderate utilization	 32%	N/A	 31%	N/A	
High /Very high utilization	 13%	N/A	 9%	N/A	
Degree to which unit utilized IR Office coaching services: Technology-related units					
	<i>Number of respondents</i>	513	N/A	257	N/A
No / Low utilization	 76%	N/A	 80%	N/A	
Moderate utilization	 15%	N/A	 14%	N/A	
High /Very high utilization	 9%	N/A	 7%	N/A	
Office products and services are available to stakeholders in timely manner					
	<i>Number of respondents</i>	519	N/A	259	N/A
Strongly / Moderately disagree	 4%	N/A	 3%	N/A	
Neutral	 8%	N/A	 6%	N/A	
Strongly / Moderately agree	 88%	N/A	 91%	N/A	
Stakeholders are satisfied with the quality of Office products and services					
	<i>Number of respondents</i>	510	N/A	255	N/A
Strongly / Moderately disagree	 3%	N/A	 3%	N/A	
Neutral	 6%	N/A	 6%	N/A	
Strongly / Moderately agree	 91%	N/A	 91%	N/A	

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