

# Is IR Capacity “Bigger” in Texas?

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# The Association for Institutional Research (AIR)

- More than 4,100 members from 41 countries
- 87% of members from postsecondary institutions in a wide range of sectors and enrollments
- At least one member at 60% of Historically Black Colleges and Universities and 30% of Minority Serving Institutions



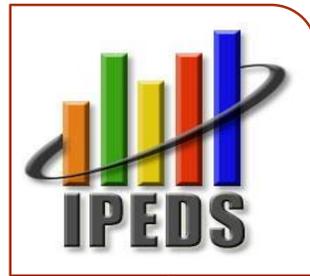
## Forum

- 2,000+ total attended
- Nearly 400 educational and networking opportunities



## Data and Decisions® Academy

- 6 online courses offered in topics like “Longitudinal Tracking” and “Data Management”



## IPEDS Training

- Over 1,000 people will participate in face-to-face training.
- Many more used the online tutorials.



## eAIR

- Over 9,000 subscribers receive this free newsletter covering topics of interest to IR professionals



## Research and Dissertation Grants

- ~\$200,000 awarded to college staff, faculty, and doctoral students to use NSF and NCES data sets



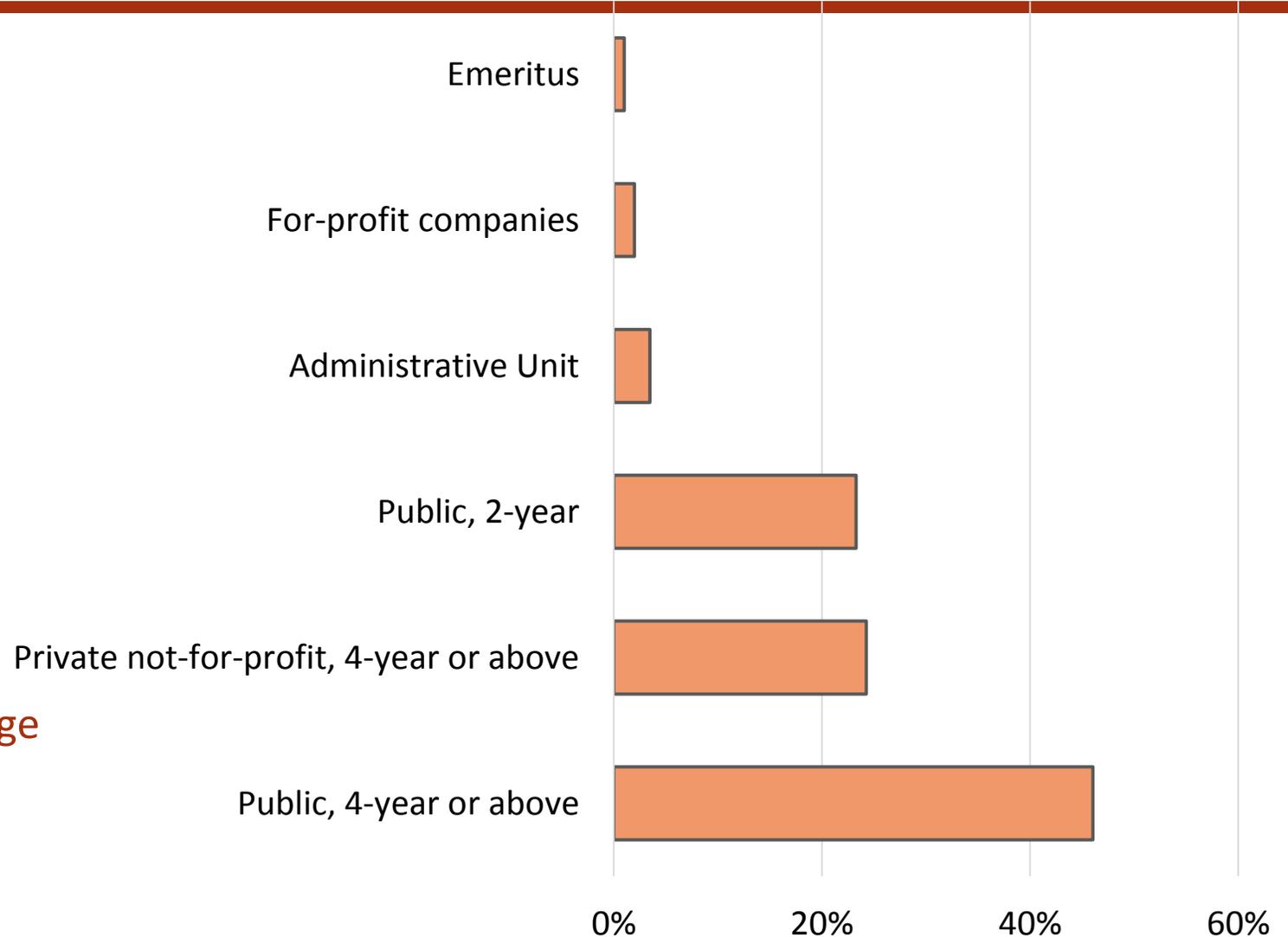
## National Data Institute

- Select attendees improved their use of NSF and NCES data for research by attending this week-long, face-to-face training.

Data from the 2013-2014 membership year

# Texas Members of AIR

- 4th highest state in membership
- 202 members from Texas (5% of total AIR membership)
  - 78 postsecondary institutions
  - 189 of TX members
    - 14 from The University of Texas at Austin
    - 8 from Baylor University
    - 8 from Texas A & M University-College Station

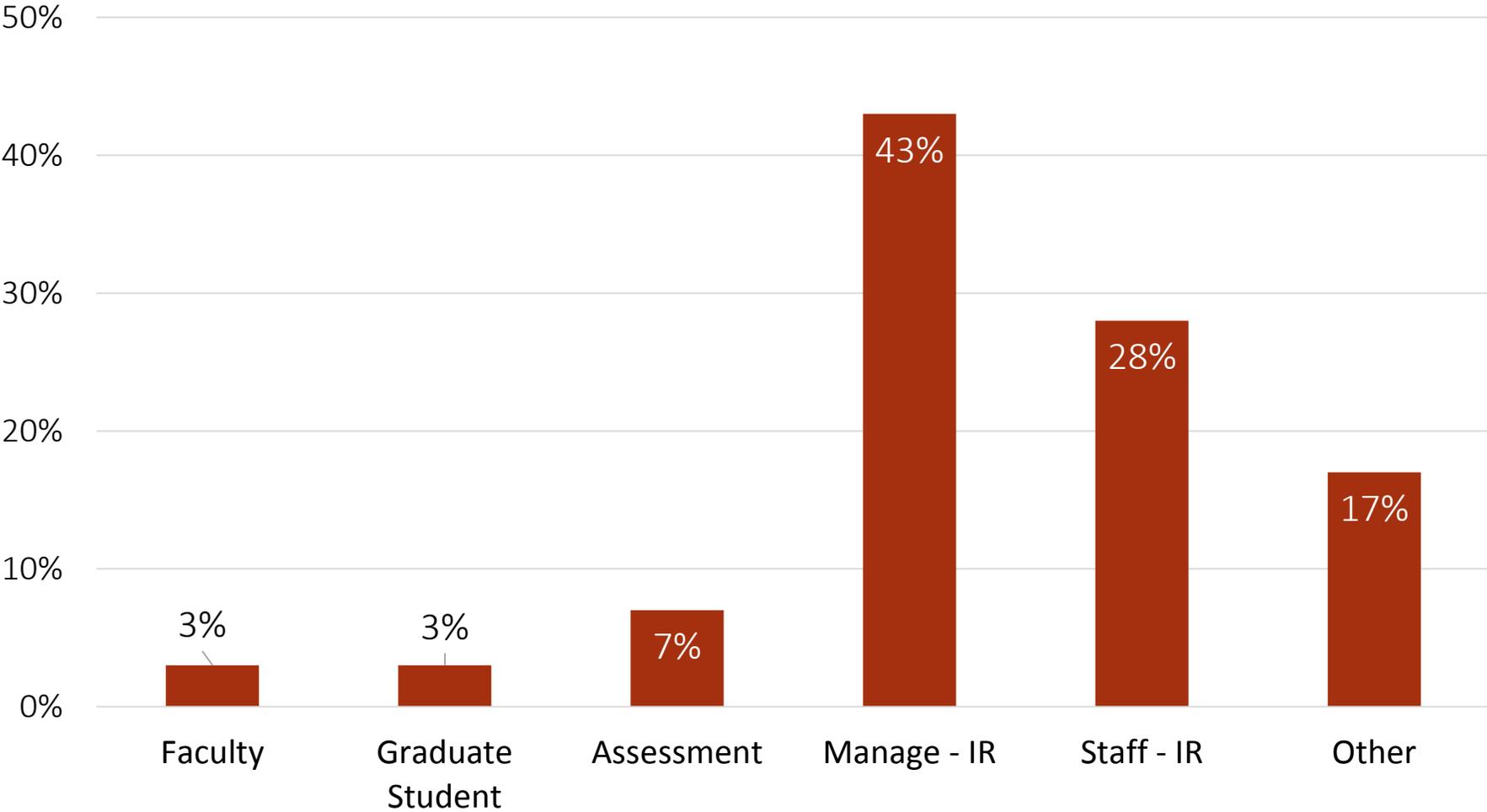


# AIR Members – 4,119

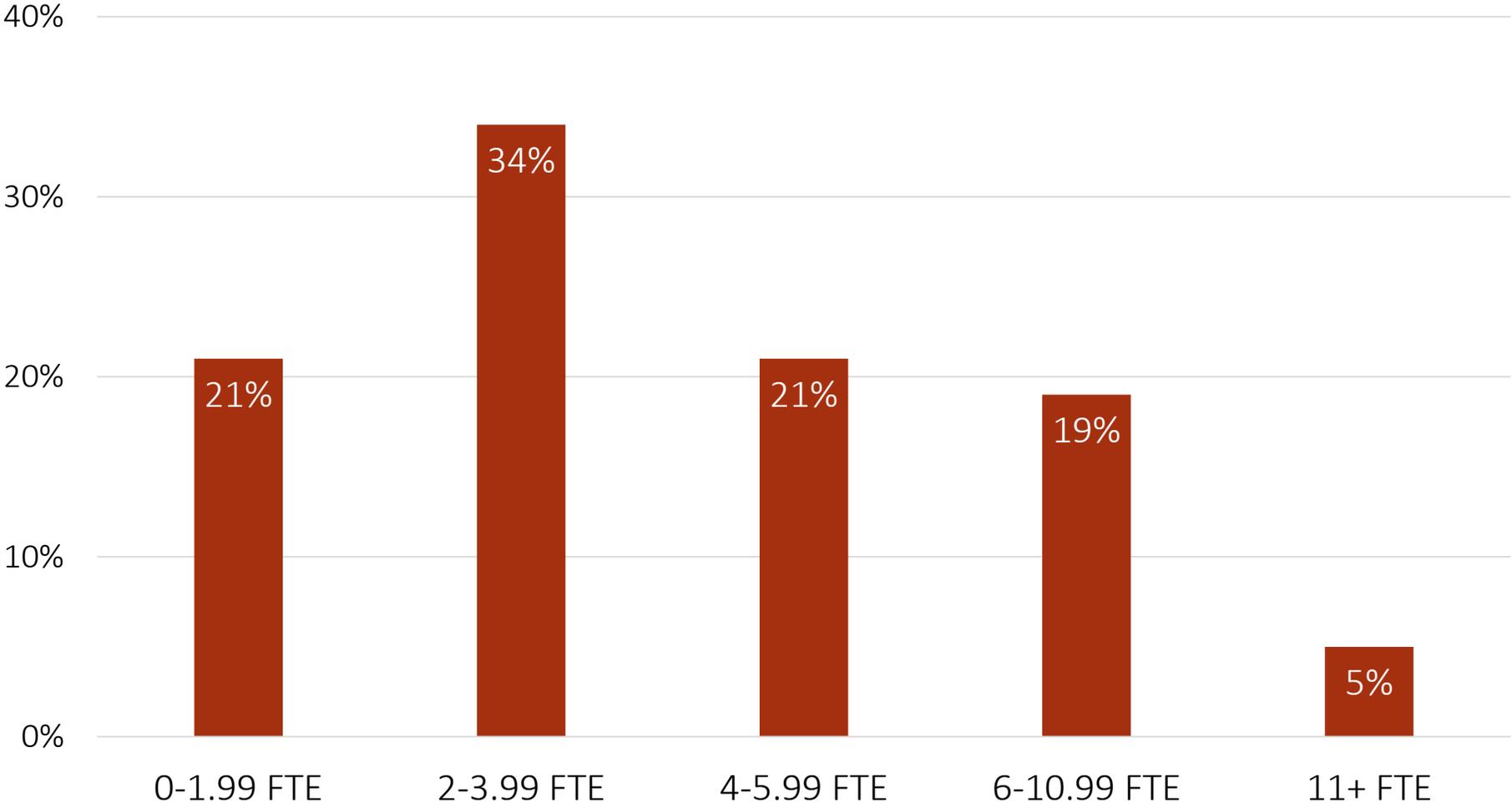
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- 25% New members each year
- 75% White (non-Hispanic)
- 67% Female
- 57% Bachelors or Masters Degree

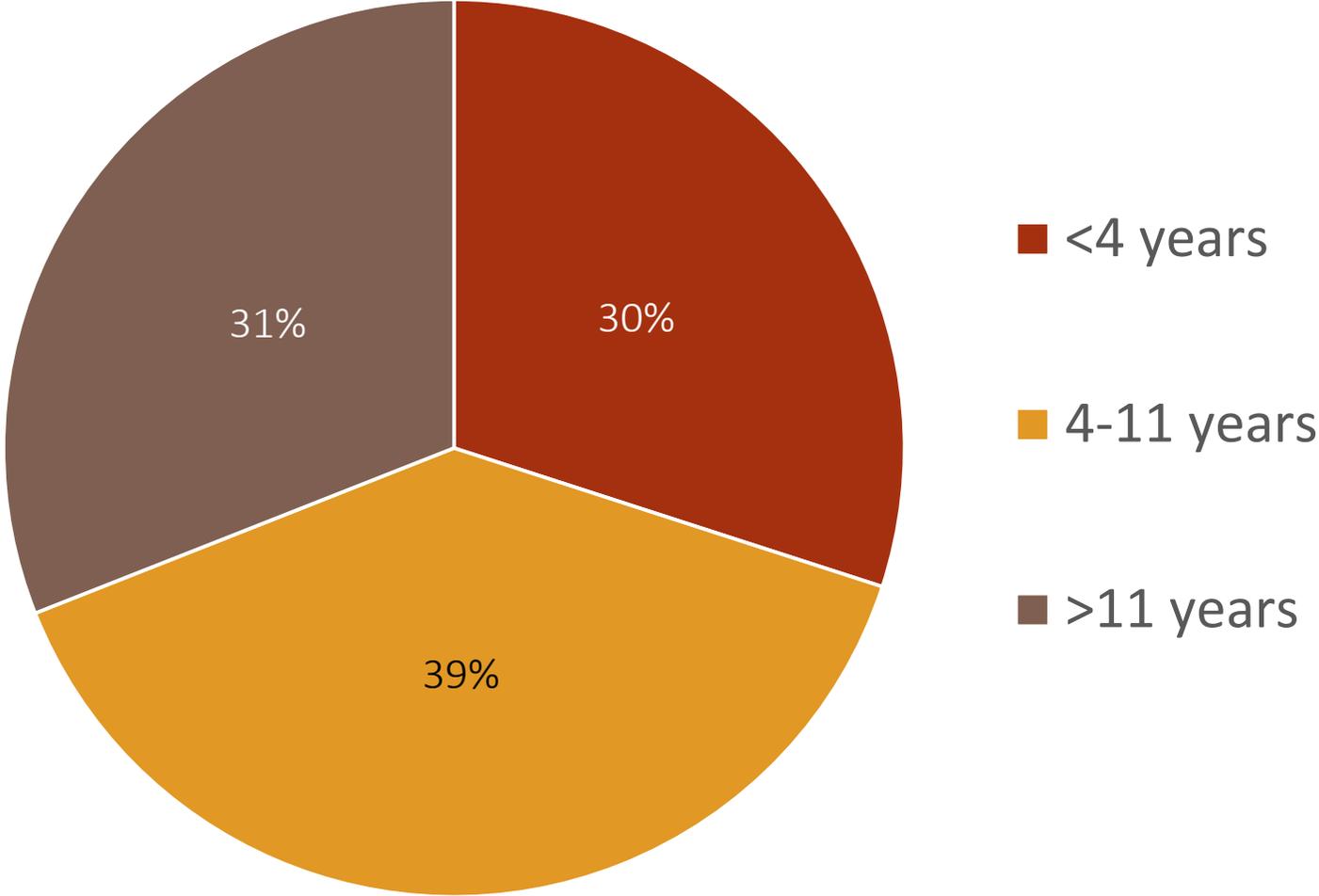
# AIR Members – Primary Role



# AIR Members – Office Size



# AIR Members – Years of Experience



# Institutions with a Member

Sector	Current (N=1,571)	No Member
<b>4 Year +</b>		
Public	66%	241 (34%)
Private	39%	1,019 (61%)
For-Profit	6%	753 (94%)
<b>2-Year</b>		
Public	36%	677 (64%)
For-Profit	0.5%	1,076 (99.5%)
<b>&lt; 2-Year</b>		
For-Profit	0.1%	1,783 (99.9%)

# The Association for Institutional Research

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# The Association for Institutional Research

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- Incorporated in Michigan
  - 1966 as non-profit organization
- 501(c)(3) tax-exempt, education focused
- Membership based organization that serves the field of institutional research
  - What is institutional research?

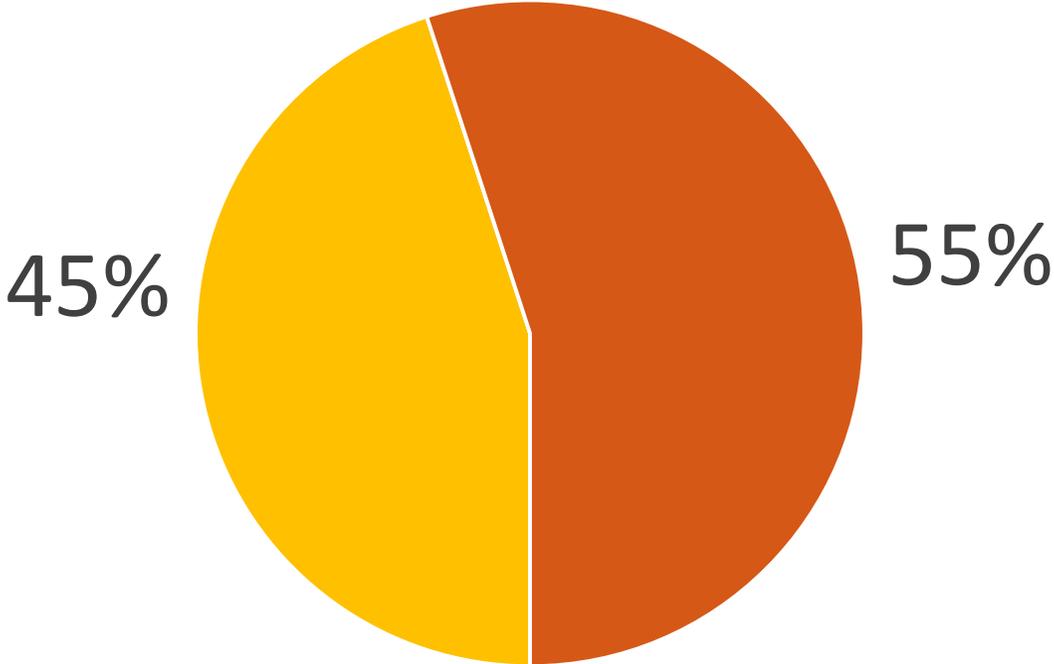
# AIR's Ends Statement – 2014 (reason for existence)

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- Institutions effectively use IR
  - Data, information, and analysis for decision support – in a rapidly changing environment

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- IR practitioners have knowledge and skills to perform IR
  - methods and tools; internal IE; external accountability; interpersonal skills; research and scholarship
- Higher ed. leaders view IR as essential

# AIR's Revenue Sources – ~\$4,000,000 annually



■ Member Services ■ Contracts & Grants

# Member Based Services Revenue

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- 53% Forum & Related Services
- 33% Membership Dues
- 10% Data & Decisions<sup>®</sup> Academy
- 4% Other

# AIR Services Provided to Non-Members

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- 4,300+ LinkedIn Discussion Board
- 9,000+ eAIR subscribers
  - 55% non-members
- ~1,000 IPEDS Workshop attendees each year
  - 75% non-members
- ~1,000 Academy Course Enrollments since 2010
  - 65% non-members

# The IR Field Continues to Evolve

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# Changing Roles of IR

## Primary Role **Previously**

Emphasized descriptive statistics

Production of fact books

Reporting

Evaluation

- Quantitative and qualitative

## Primary Role **Now**

More multivariate analysis and modeling skills needed

Forecasting enrollment and revenue

Analyzing policy issues

Modeling impact of tuition and financial aid on admissions and enrollment

*Source: The Foundations and Evolution of Institutional Research (J. Fredericks Volkwein, 2008)*

# Changing Titles of IR

Common words appearing in title:

- Research
  - Institutional Research
  - Research and Information
  - Research and Planning
  - Analysis
  - Budget Analysis
- 48%**

- Strategic Planning
  - Academic Planning
  - Institutional Planning
  - Assessment
  - Evaluation
  - Effectiveness
  - Institutional Effectiveness
  - Enrollment Management
  - Enrollment Research and Planning
- 49%**

Source: *The Foundations and Evolution of Institutional Research* (J. Fredericks Volkwein, 2008)

# Institutions Use of Business Intelligence & Changes to IR

**53%** predict their roles will change within the next three years.

**38%** → shift toward more strategic planning.

One respondent explained: “More strategic, with greater use of existing data collection for accountability measures in institutional decision making. Focus on communicating the importance and meaning of data.”

*Source: AIR Business Intelligence Survey, 2014*

# AIR Funded to Benchmark IR and Investigate Future Models

The Bill & Melinda Gates Foundation recently funded AIR to undertake three projects that will:

- Document the current state of IR with attention to identification of gaps in capacity – **Benchmarking Survey**
- Establish a future-oriented vision of high-quality IR practices – **Statements of Aspirational Practice**
- Explore how colleges might overcome the current shortage of IR talent needed to serve postsecondary education – **Report on models of Shared Services**

# Improving & Transforming IR in Postsecondary Education

## Rationale

- The current function of IR is not clearly defined and the future path of IR is unknown.
- Decision makers report they lack the capacity to turn data into information for decision support with the speed and quality needed.
- IR must respond to the changing landscape of higher education and look for new ways to meet demand.

## Projects

- Three projects designed to better understand current IR capacity and to help IR evolve to the next level of practice.
- Complete by late 2015
- IR Summit in Washington, DC in late 2015

# The Three Projects

## National Survey of IR Offices



Document the current state of Offices of Institutional Research

## Statements of Aspirational Practice for IR



Declaration from the IR field about what matters most

## Exploration of Shared Services for IR



Explore capacity building models

## IR Summit:

- As the culmination of these activities, AIR will hold a “Focus on IR” half-day summit in Washington, D.C. in late 2015
- A summative report will be released at the Summit then widely disseminated afterwards

# The National Survey of IR Offices

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A comprehensive data collection to establish the capacity and structures of the IR Office

# Project Timeline

Jul – Sept  
2014

- Launch
- Apply to participate

Oct – Dec  
2014

- SME Meeting
- Peer review

Jan – Mar  
2015

- Peer review
- Test instrument

Apr – Jun  
2015

- Collect and verify data

Jul – Sept  
2015

- Analyze data

Oct – Dec  
2015

- Write final report

# Member Involvement

This survey was informed by 80 AIR members.

Their collective knowledge and insight proved invaluable and AIR is grateful for their involvement.

70 people provided ideas.

Of those, 65 applied to serve as a Subject Matter Expert or Peer Reviewer.

## Call for Volunteers

10 SMEs attended a two-day meeting to identify the critical areas.

## Subject Matter Experts

42 peer reviewers provided feedback on survey metrics.

## Peer Reviewers

10 members tested the final instrument.

## Pilot Testers

# Survey Metrics



IR Staff and  
Expenditures

## Example Questions:

- **In which division is the Office of Institutional Research located?**
- **Within that division, who does the Institutional Research Officer report to?**
- **What is the headcount and FTE of the Office of Institutional Research staff?**
- **For the 2014-2015 fiscal year, what was spent on IR staff professional development (e.g., conference registration fees) and related travel expenses?**

NOTE: While we are primarily focused on IR Offices at U.S. degree-granting institutions, we will gather information on institutions with dispersed IR. System offices and non-degree-granting institutions are not included.

# Survey Metrics



## IR Tasks and Functions

### Example Questions

- **What percentage of your Office of Institutional Research's work is planning and decision support?**
- **Which tasks/functions is the responsibility of the Office of Institutional Research?**
- **Does a staff member in the Office of Institutional Research serve as the institution's IPEDS Keyholder?**

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# Survey Metrics



Data Use and  
Access

## Example Questions

- During this year, how did the Office of Institutional Research access their data?
- How important are the following external data sets to your IR work?

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# Survey Metrics



Clients and  
Colleagues of IR

## Example Questions

- **During this year, what types of support did the Office of Institutional Research provide to the following campus units/offices/groups?**
- **Please identify the three offices that are the top consumers of IR work.**
- **Does IT have staff assigned to support the Office of Institutional Research?**

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# Survey Metrics



IR Work outside  
of the IR Office

## Example Questions

- **Describe how IR is coordinated across offices. Is there a central office/person that coordinates that work?**
- **How are IR tasks/functions assigned across offices? Is work tracked?**
- **What kinds of contact do people performing IR tasks/functions have across offices? Is there a formal committee? If yes, how often do you meet?**

NOTE: While we are primarily focused on IR Offices at U.S. degree-granting institutions, we will gather information on institutions with dispersed IR. System offices and non-degree-granting institutions are not included.

# Anticipated Data Collection Challenges



Contact person

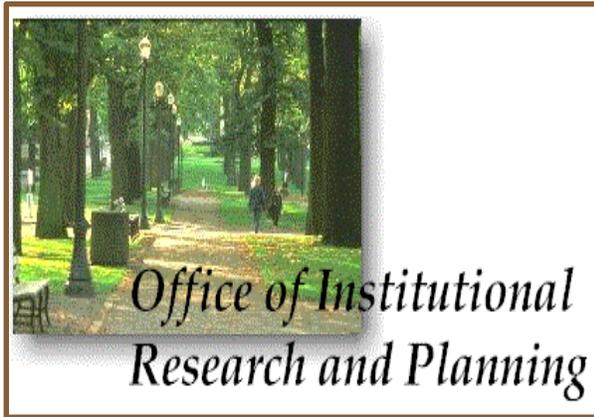
Not having a contact person at an institution to survey



IR Office Expenditures

Some offices don't track expenditures

Some offices may not be allowed to provide expenditures



Defining an "IR Office"

Some institutions do not have an "Office of Institutional Research" but may have an office recognized as producing IR work.



Terminology

Differences in terminology across institutions may cause confusion

# Anticipated Study Outcomes



## Document current IR capacity

- IR offices vary however information is largely anecdotal
- This study will help document the current state of IR



## Address senior leaders' needs

- Results will inform senior decision makers about how to resource IR offices



## Address IR officers' needs

- Results will inform IR Officers in the operations of their Office of Institutional Research and to leverage for additional resources.



## Inform Professional Development

- We expect the results to be used by AIR and IR Certificate programs to inform professional development.

# Lessons Learned

- Don't let a large project overwhelm and intimidate you.
- Always be aware of the other projects to avoid duplicating efforts
- Reach out for help!
- *Take it one bite at a time!*



# Back to the Question...

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Is IR capacity “bigger” in Texas?

# We don't know... Yet.

- It is impossible to answer that question without credible, reliable evidence
- The purpose of the National Survey of IR Offices is to establish the current capacity and structures of IR capacity in Texas (and Missouri and Oregon and Wisconsin...)
- With this data, we can answer these tough questions



# Get Involved!

Give us a  
business card

OR

Add your name to the  
sign-in sheet

OR

Visit [www.airweb.org](http://www.airweb.org)  
and register

OR

Email Darlena at  
[DJones@airweb.org](mailto:DJones@airweb.org)



# Discussion Questions

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- What questions would you like answered by a study like this?
- How would you use this information to create change at your institution?

# Thank you!

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obrigado

Dank U

Дубо

Grazie

Merci

mahalo

Thank

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