Data and Analytics Leadership Survey 2016
Understanding the Skills Required of Data and Analytics Leaders in Higher Education

In recent years, higher education’s technological capacity to collect and store data has outpaced its ability to organize, analyze, and leverage those data to the benefit of the institution. Moreover, the ability to collect, store, and use data about faculty, staff, students, and departmental business activities has raised privacy and governance issues, and increased scrutiny from external entities requires that institutions comply with a host of regulatory mandates. To address these and other emerging issues related to data, institutions of higher education are taking cues from the private sector and designating a position—by title (chief data officer, or CDO) or function (data management officers)—to oversee data issues from an executive perspective. For institutions to respond appropriately and effectively to the challenges of the new data regime, understanding the skills, roles, and expertise required of data management leadership is essential.

Are you the highest-ranking data and analytics leader, or CDO, in your institution? You could be part of the IT unit, the IR unit, or another unit/department.
- If yes, we invite you to participate in this survey. The survey covers questions about the skills, qualities, and traits needed to successfully lead data management efforts. We estimate the survey will take 15–20 minutes to complete.
- If no, please forward this link to the highest-ranking data management leader, the CDO or equivalent, in your institution.

The last day to participate is May 15.

Please use the survey’s navigation buttons to go back or forward within the survey. Using your device or browser’s navigation buttons may result in lost answers.

An asterisk indicates that a question is required to be answered or that a write-in response is required when “Other” is selected.

Only EDUCAUSE researchers will have access to personally identifiable data collected in this survey.

Section A: About You
This survey link is not tied to your EDUCAUSE profile, so we need to ask a few questions about yourself.

1. Institution:* ____________________________________________

2. What is your current title?* ____________________________________________

3. Campus/.edu e-mail address:* ____________________________________________
   (Your e-mail address will only be accessible by EDUCAUSE researchers, and your identity will be kept confidential.)

4a. Does your current title accurately reflect the scope and nature of your responsibilities?
   ( ) No
   ( ) Yes <<go to Section B>>

4b. What is a more accurate title for your position?
   ____________________________________________
Section B: Roles and Responsibilities

1. What areas of data oversight or management are you currently responsible for at your institution? Include all the areas you oversee, regardless of whether they are insourced or outsourced. (Select all that apply.)
   - [ ] Analytics
   - [ ] Analytics tool training
   - [ ] Business intelligence
   - [ ] Business performance metrics
   - [ ] Data governance
   - [ ] Data management
   - [ ] Data or analytics vendor relations
   - [ ] Data storytelling
   - [ ] Data visualization
   - [ ] Data warehousing
   - [ ] Data/information security and services
   - [ ] Database architecture
   - [ ] Decision support system
   - [ ] Federal, state, or local compliance reporting
   - [ ] Institutional research
   - [ ] Predictive modeling
   - [ ] Statistical analysis
   - [ ] Student success metrics
   - [ ] Other, please specify: ________________________________________________________

2. Are there any areas of data oversight or management that you ARE but SHOULD NOT be responsible for at your institution? (Select all that apply.) <<Same list as QB1, but only display items checked in QB1>>

3. Are there any areas of data oversight or management that you ARE NOT but SHOULD be responsible for at your institution? (Select all that apply.) <<Same list as QB1, but only display items NOT checked in QB1>>

4. Number of staff reporting to you: (Do not include student workers.)
   4a. FTE/number of direct reports: _________________________________________________
   4b. FTE/number of total reports in your "reporting umbrella" (includes direct and indirect reports): ____________________________________________________________

5. Which organizational structure best describes the scope of your responsibilities for your current data and analytics leadership position?
   - ( ) System-level responsibility
   - ( ) Multiple-campus (not a system) responsibility
   - ( ) Institution-level responsibility
   - ( ) School- or college-level (within an institution) responsibility
   - ( ) Other decentralized unit (within an institution) responsibility
   - ( ) Other, please specify: ____________________________________________________________

6a. Are you currently the senior-most data officer in your organization?
   - ( ) Yes, I am the senior-most data officer.
   - ( ) No, I report directly to another data officer.

6b. Organizational reporting lines can be complicated. What else can you tell us about how your position fits into the leadership structure at your institution?
   ____________________________________________________________
   ____________________________________________________________
7a. Which position best describes the person to whom you report?
( ) President/chancellor/CEO
( ) CDO/other senior data officer
( ) Highest-ranking technology officer (CIO, CTO)
( ) Highest-ranking academic officer (provost, academic VP/VC, dean)
( ) Highest-ranking administrative officer (administrative VP/VC, executive VP)
( ) Highest-ranking business officer (VP/VC, business officer, CFO)
( ) Second-level academic officer (vice provost, assistant or associate provost/academic VP)
( ) Second-level administrative officer (assistant or associate administrative VP/VC)
( ) Jointly to president/chancellor/CEO and chief academic officer
( ) Jointly to president/chancellor/CEO and chief administrative or financial officer
( ) Jointly to chief academic officer and chief administrative or financial officer
( ) Other, please specify: ____________________________________________ *
( ) Not applicable

7b. What is the exact title of the position to whom you report?
__________________________________________

8a. Which position do you think you should report to?
( ) President/chancellor/CEO
( ) CDO/other senior data officer
( ) Highest-ranking technology officer (CIO, CTO)
( ) Highest-ranking academic officer (provost, academic VP/VC, dean)
( ) Highest-ranking administrative officer (administrative VP/VC, executive VP)
( ) Highest-ranking business officer (VP/VC, business officer, CFO)
( ) Second-level academic officer (vice provost, assistant or associate provost/academic VP)
( ) Second-level administrative officer (assistant or associate administrative VP/VC)
( ) Jointly to president/chancellor/CEO and chief academic officer
( ) Jointly to president/chancellor/CEO and chief administrative or financial officer
( ) Jointly to chief academic officer and chief administrative or financial officer
( ) Other, please specify: ____________________________________________ *
( ) Not applicable

8b. Why do you think you should report to this position? <<Only display if QB8a doesn’t match QB7a>>
__________________________________________

9. Are you a member of the president/chancellor’s cabinet?
( ) No
( ) Yes

10a. Are you required to attend meetings of the board of regents/board of governors?
( ) No <<Go to QB11>>
( ) Yes, on an as-needed basis
( ) Yes, expected to attend every meeting

10b. What is the nature of your board reporting responsibilities? Select all that apply.
[ ] I have a designated seat at the board table.
[ ] I give a board report/update at each board meeting.
[ ] I give occasional/as-needed reports/updates at board meetings.
[ ] I brief the board on topical issues that relate to data and analytics issues.
[ ] My board reports/updates are reviewed/approved by the institution’s CEO.
[ ] My board reports/updates are reviewed/approved by the institution’s highest-ranking IT administrator/officer (e.g., CIO).
[ ] My board reports/updates are reviewed/approved by my supervisor.
11. On average, what percentage of your time do you allocate in your current data and analytics leadership position to the following activities? (Answers must sum to 100%. Use positive whole numbers only, omitting decimal places and percentage symbols. Enter “0” if you allocate no time to a given activity.)

- Data, research, or analytics leadership
- Planning and innovation of data management activities
- Managing and enforcing data governance policies and procedures
- Managing and establishing data quality standards
- Coordinating analytics, data mining, and business intelligence initiatives/projects
- Managing institutional data and/or metadata (from enterprise systems, big-data sources, unstructured sources, etc.)
- Managing and enforcing security and privacy laws, industry regulations, and compliance mandates
- Other

<<Must add up to 100%>>

12. How important are the following skills for success in higher education data and analytics leadership?

<table>
<thead>
<tr>
<th>Skill</th>
<th>Not at all important</th>
<th>Somewhat important</th>
<th>Moderately important</th>
<th>Very important</th>
<th>Extremely important</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political skills</td>
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<tr>
<td>Thinking skills</td>
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<td>Relationship and networking skills</td>
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<tr>
<td>Collaborative skills</td>
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<td>Business skills</td>
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<tr>
<td>Individual leadership skills</td>
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<td>Technical skills</td>
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<tr>
<td>Communication skills</td>
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</tbody>
</table>

Section C: Employment Status and History

1. How many years have you:
   - Worked in your current data and analytics leadership position? __________________________
   - Worked in any data and analytics leadership position? _________________________________
   - Worked in higher education? ______________________________________________________
   - Worked in your current institution? _______________________________________________
   - Worked in a data and analytics leadership position outside higher education? (Enter "0" if you have not held a data and analytics leadership position outside higher education.) __________________________

2. How influential do you feel you are at your institution?
   0 ________________________ [ ] __________________________ 100
   Not at all influential  Highly influential

3. My last performance review rating was:
   ( ) Unsatisfactory
   ( ) Improvement needed
   ( ) Meets expectations
   ( ) Exceeds expectations
   ( ) Exceptional
   ( ) Have not received a review yet
   ( ) Prefer not to state
4. What do you enjoy most about being a data and analytics leader?


5. What advice do you have for those aspiring to become data and analytics leaders?


**Section D: Your Skills and Abilities**

1. To what extent do you agree with the following statements about yourself?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am an expert in enterprise information management (EIM).</td>
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<tr>
<td>I have a strong background in statistical analysis (e.g., measurement, analytics, predictive modeling).</td>
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<tr>
<td>I have expertise in data and database management (e.g., cleaning, validating, formatting, integration).</td>
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<tr>
<td>I understand the appropriate methods required of data-mining expeditions.</td>
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<tr>
<td>I have experience working with metadata (e.g., embedding, capturing, extracting).</td>
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<tr>
<td>I have experience designing data architecture and infrastructure systems.</td>
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<tr>
<td>I have experience managing data warehouses.</td>
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<tr>
<td>I have experience creating and/or improving existing processes for data governance.</td>
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<tr>
<td>I am familiar with the major big-data solutions and products available in the market (e.g., Hadoop, SQL, Python).</td>
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<tr>
<td>I have experience using data visualization techniques to help tell the story of the data.</td>
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<tr>
<td>I have expertise managing organizational and institutional change.</td>
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<tr>
<td>I understand the business of higher education.</td>
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<tr>
<td>I understand the drivers of change in higher education.</td>
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<tr>
<td>I know how to manage and lead teams across multiple departments or units.</td>
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<tr>
<td>I know how to build and support teams across the institution.</td>
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<td>I effectively present ideas in written formats.</td>
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<tr>
<td>I effectively present ideas in oral formats.</td>
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<td>I effectively present ideas to a variety of audiences, including students and academic staff.</td>
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<tr>
<td>I am excited about technology’s role in supporting the institution’s mission.</td>
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<td>I continually improve my knowledge of data management in higher education.</td>
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<td>I know my weaknesses and strengths.</td>
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<tr>
<td>I reflect on feedback that I have received.</td>
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<tr>
<td>I manage enterprise data resources.</td>
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<td>I set up frameworks that optimize collaboration across internal functional units.</td>
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<td>I deliver quality data to consumers in the institution.</td>
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<td>I focus on enterprise data to fulfill external reporting and compliance requirements.</td>
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<tr>
<td>I deliver institutional data for external reporting purposes.</td>
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</table>
I use data processes to develop new opportunities for the institution.  

I promote the development of enterprise data policy for business strategy and external collaboration.  

I define common data sets, data standards, and data assessment measures among peer institutions.  

I focus on improving internal business performance by exploring big data.  

I develop relationships with external data partners and stakeholders.  

I improve externally provided data services using big data.  

I interface with internal divisions to develop new opportunities for the institution to exploit big data.  

I engage with external collaborators to explore new, unidentified markets and products based on insights from big data.  

I maintain access to various sources of data.  

I use various sources of data to create new markets and identify innovative strategies for institutional growth.

### Section E. Expertise and Experiences as a Data and Analytics Leader

1. Please rate your level of experience in each of the following data and analytics areas:

<table>
<thead>
<tr>
<th>Area</th>
<th>No experience; none needed</th>
<th>No experience; some needed</th>
<th>Some experience; no more needed</th>
<th>Some experience; more needed</th>
<th>Expert-level experience; no more needed</th>
<th>Expert-level experience; more needed</th>
<th>Don't know</th>
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<tbody>
<tr>
<td>Analytics</td>
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<td>Analytics tool training</td>
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<td>Business intelligence</td>
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<td>Business performance metrics</td>
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<td>Data governance</td>
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<td>Data management</td>
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<td>Data or analytics vendor relations</td>
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<td>Data storytelling</td>
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<td>Data visualization</td>
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<td>Data warehousing</td>
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<td>Data/information security and services</td>
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<td>Database architecture</td>
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<td>Decision support system</td>
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<td>Federal, state, or local compliance reporting</td>
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<td>Institutional research</td>
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<td>Predictive modeling</td>
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<td>Statistical analysis</td>
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<td>Student success metrics</td>
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</table>
2. Please rate your level of expertise with each of the following strategic technologies:

<table>
<thead>
<tr>
<th>Technology</th>
<th>No expertise</th>
<th>Novice</th>
<th>Competent</th>
<th>Proficient</th>
<th>Expert</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative or business performance analytics</td>
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<tr>
<td>Mobile apps for enterprise applications</td>
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<tr>
<td>Learning analytics</td>
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<tr>
<td>Data collection and sophisticated analytics methodologies for information security</td>
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<tr>
<td>Application performance monitoring</td>
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</table>

3. Please rate your level of expertise with each of the following analytics technologies:

<table>
<thead>
<tr>
<th>Technology</th>
<th>No expertise</th>
<th>Novice</th>
<th>Competent</th>
<th>Proficient</th>
<th>Expert</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictive analytics for learning</td>
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<tr>
<td>Mobile apps for BI/reporting dashboards</td>
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<tr>
<td>Use of big data in institutional analytics</td>
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<tr>
<td>Use of big data in learning analytics</td>
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<tr>
<td>Uses of the Internet of Things</td>
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<tr>
<td>Talent/workforce analytics</td>
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<td>Text/content analysis</td>
<td>( )</td>
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</tbody>
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4. If you could change one thing about yourself to be a more effective data and analytics leader, what would it be?

____________________________________________

____________________________________________

Section F. Respondent Demographics

1. What is your age? ____________________________________________________________

2. Are you...?
( ) Male
( ) Female
( ) Other
( ) Decline to answer

3. What is your ethnic background? (Select all that apply.)
[ ] American Indian/Native American/Alaska Native
[ ] Asian/Pacific Islander
[ ] Black/African American
[ ] Hispanic/Latino
[ ] White/Caucasian
[ ] Other, please specify: ___________________________________________________
[ ] Decline to answer

4a. What is the highest degree you have earned?
( ) High school diploma or equivalent
( ) Vocational/occupational certificate
( ) Associate's degree
( ) Bachelor's degree
( ) Master's degree
( ) Doctorate or other terminal degree (e.g., PhD, JD, EdD, MD)
( ) Other, please specify: ___________________________________________________
[ ] Decline to answer
4b. Do you intend to earn another degree, certificate, credential, badge, or competency-based certification within the next five years?
( ) No
( ) Yes, please specify: ________________________________________________
( ) Don't know

5a. What professional certifications related to data and analytics do you have?
________________________________________
________________________________________
________________________________________

5b. What professional certifications related to data and analytics do you aspire to earn?
________________________________________
________________________________________
________________________________________

6. ECAR welcomes your feedback on this survey and your survey-taking experience. Please tell us how you think we can improve.
________________________________________
________________________________________

Thank You!

Thank you for participating in ECAR's data and analytics leadership survey. Your data will contribute to a report to be published in 2016 here.

If you have any additional questions or feedback on this survey, please contact ECAR at ecarstudy@educause.edu.

Help us extend our reach by also sharing this survey invitation with your colleagues in data and analytics leadership roles.

Share via e-mail:
Subject: Take the EDUCAUSE Data and Analytics Leadership Survey


Data are so much a part of the fabric of the university that their contribution is often not fully recognized. In recent years, the focus on data has shifted from a tactical to a strategic perspective. With the demand for data, research, and analytics only growing, understanding the expertise and experience of data and analytics leaders is important. Take this survey by May 15 and help the EDUCAUSE Center for Analysis and Research (ECAR) identify professional and career development needs to build and grow successful data and analytics leaders. For more information, visit the 2016 ECAR Workforce Research Hub: https://library.educause.edu/resources/2016/3/the-it-workforce-in-higher-education-2016

Share via Twitter:
Help #ECARres identify #data #analytics leadership sklz & profdev needs. Take the @EDUCAUSEecar #HigherEd survey now http://goo.gl/EnTWEQ