Dollars and Data Points: Collaboration Between IR and Business Officers

Presenters: Ken Redd, NACUBO and Darlena Jones, AIR
Panelists: Serge Herzog, University of Nevada–Reno, Maria Drake, Purdue University, and Eric Lovik, Radford University

Session Outline

- A Portrait of a Chief Business Officer
- A Portrait of a Director of IR and Collaborations with the Business Office
- Panelist Discussion
- Open Discussion
A Portrait of a Chief Business Officer
Ken Redd, NACUBO
- White
- Male
- 56 years old
- Married
- Advanced degree
- 8 years at current institution
- Satisfied with job
- Higher Ed experience

Higher Ed experience required?
Most CBOs come from within Higher Ed

- 14% have spent entire career in higher ed
- 17% are new to higher ed

What are some benefits or disadvantages for CBOs with experience outside of higher ed?
CBO roles and responsibilities

- “Back office” to “key spokesperson”
- “Numbers only” to “overall strategy”
- “Solitary administrator” to “collaborative leader”
- “Revenue and expense manager” to “entrepreneur and cost cutter”
CBOs are asked to be more...

- In tune with the academic side
- Aware of legal and regulatory issues
- Attentive to data and information technology
- Focused on human resources and talent management
- Mindful of external politics
- Well-versed in facilities and construction
- Committed to teach and explain financial information to key constituents

CBO Areas of Responsibility

<table>
<thead>
<tr>
<th>Area</th>
<th>2010</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Controller</td>
<td>94.5%</td>
<td>96.5%</td>
</tr>
<tr>
<td>Budget</td>
<td>96.7%</td>
<td>96.1%</td>
</tr>
<tr>
<td>Purchasing</td>
<td>90.3%</td>
<td>89.5%</td>
</tr>
<tr>
<td>Bursar</td>
<td>81.1%</td>
<td>81.9%</td>
</tr>
<tr>
<td>Physical Plant</td>
<td>75.2%</td>
<td>77.3%</td>
</tr>
<tr>
<td>Auxiliary Services</td>
<td>69.7%</td>
<td>73.4%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>66.8%</td>
<td>67.0%</td>
</tr>
<tr>
<td>Endowment</td>
<td>59.5%</td>
<td>63.6%</td>
</tr>
<tr>
<td>Public Safety</td>
<td>52.5%</td>
<td>51.9%</td>
</tr>
<tr>
<td>Administrative Technology</td>
<td>47.8%</td>
<td>51.7%</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>54.2%</td>
<td>50.5%</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>45.2%</td>
<td>40.8%</td>
</tr>
<tr>
<td>Other</td>
<td>33.1%</td>
<td>38.5%</td>
</tr>
<tr>
<td>Academic Technology</td>
<td>31.3%</td>
<td>33.2%</td>
</tr>
</tbody>
</table>

- No significant changes in past 3 years.
- Slight uptick in 2013 in the number of CBOs who were responsible for auxiliary services.
CBOs most important duties

<table>
<thead>
<tr>
<th>CBO</th>
<th>CBO</th>
<th>Pres</th>
<th>Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing the institution’s resources</td>
<td>77.1%</td>
<td>77.5%</td>
<td>86.8%</td>
</tr>
<tr>
<td>Strategic thinking and decision-making</td>
<td>38.7%</td>
<td>34.2%</td>
<td>26.6%</td>
</tr>
<tr>
<td>Leading change and fostering innovation</td>
<td>21.4%</td>
<td>18.6%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Supporting the president and managing up</td>
<td>16.6%</td>
<td>23.6%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Appropriately engaging the community in financial decisions/Communicating</td>
<td>12.8%</td>
<td>14.7%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

CBOs’ Largest Source of Frustration?
CBOs’ Largest Source of Frustration?

*Culture that resists change*

![Bar chart showing culture that resists change as the largest source of frustration.](chart)

Campus Relationships and Partnerships
CAO was added as a response choice for the 2013 survey.
Increased Retirements are Imminent

- 40% say next career move is retirement
- 37% plan to retire in 3 years or less
As you reflect on your experience, what parts of the data presented thus far surprise you?

A Portrait of a Director of IR and Collaborations with the Business Office

Darlena Jones, AIR
Data Sets Used

- 2015–2016 National Survey of IR Offices
  - 1506 NFP institutions responded; 52% response rate

- 2016 AIR Member Survey: Collaborations between IR and the Business Office
  - 135 respondents; 27% response rate

- Female (57%)
- 50 years old
- Advanced degree (89% – 46% masters, 43% doctorate)
- 11 years in IR
- 6.5 years leading IR at their current institution
Who do they report to?

- 50% to Chief Academic Officer
- 25% to President/CEO
- 3% to Business Affairs

Reporting Lines
- 61% report directly to the CBO
- 20% report to Assistant/Associate CBO

How does the Director spend their time?

<table>
<thead>
<tr>
<th>Category</th>
<th>Average Hours Per Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings</td>
<td>5.3</td>
</tr>
<tr>
<td>Basic analytics</td>
<td>5.2</td>
</tr>
<tr>
<td>Data collection</td>
<td>4.6</td>
</tr>
<tr>
<td>Data governance</td>
<td>4.5</td>
</tr>
<tr>
<td>Direct dissemination</td>
<td>4.3</td>
</tr>
<tr>
<td>Data management</td>
<td>3.9</td>
</tr>
<tr>
<td>Office and staff management</td>
<td>2.9</td>
</tr>
<tr>
<td>Advanced analytics</td>
<td>2.2</td>
</tr>
<tr>
<td>Automated disseminations</td>
<td>2.0</td>
</tr>
<tr>
<td>Professional development</td>
<td>1.9</td>
</tr>
<tr>
<td>Other</td>
<td>1.6</td>
</tr>
<tr>
<td>Technology management</td>
<td>1.5</td>
</tr>
</tbody>
</table>

Average Hours Per Week for Director of IR: 2014–2015 academic year

*2015 National Survey of IR Office Survey*
Which business related area does the OIR support?

### Business Related Areas

- **Student Financial Aid**: 87% (Analysis/Consultation), 13% (No support)
- **Finance/Budget**: 80% (Analysis/Consultation), 20% (No support)
- **Human Resources**: 77% (Analysis/Consultation), 23% (No support)
- **Development Office/Foundation**: 67% (Analysis/Consultation), 33% (No support)
- **Advancement**: 72% (Analysis/Consultation), 28% (No support)
- **Campus Facilities/Buildings and Grounds Unit**: 50% (Analysis/Consultation), 50% (No support)

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Which business related tasks does the OIR perform or share responsibility for?

### Finance-Related Tasks and Functions

- **KPI development / monitoring**: 90% (Primary or shared responsibility), 10% (No responsibility)
- **Enrollment - predictions / modeling**: 87% (Primary or shared responsibility), 13% (No responsibility)
- **Economic impact studies**: 57% (Primary or shared responsibility), 43% (No responsibility)
- **Performance-based funding modeling and projecting**: 53% (Primary or shared responsibility), 47% (No responsibility)
- **Salary equity studies**: 43% (Primary or shared responsibility), 57% (No responsibility)
- **Net Price Calculator**: 40% (Primary or shared responsibility), 60% (No responsibility)
- **Student borrowing / debt studies**: 39% (Primary or shared responsibility), 61% (No responsibility)
- **Institutional budget / finance modeling**: 35% (Primary or shared responsibility), 65% (No responsibility)
- **Student financial aid modeling**: 31% (Primary or shared responsibility), 69% (No responsibility)
Meetings between IR and CBO

How often a representative from IR meet with the Chief Business Officer (CBO) or equivalent?

- Never meet, 18%
- Meet rarely (once per year or less), 12%
- Meet a few times a year, 38%
- Meet regularly (monthly, weekly, or daily), 32%

*2016 AIR Member Survey

Collaborations

During the past year, in which work did your institution’s IR and Business Office collaborate?

- KPI development / monitoring: 39%
- Institutional budget / finance modeling: 35%
- Performance-based funding modeling/projecting: 24%
- Cost/benefit analyses: 23%
- Economic impact studies: 17%
- Salary equity studies: 14%
- Student financial aid modeling: 13%
- Student borrowing / debt studies: 13%
- Net Price Calculator: 13%
- Other: 11%
- Capital expenditure analyses: 6%

*2016 AIR Member Survey

Picture looks different for some...
Collaborations between IR and Business Office Influenced by Frequency of Meetings

<table>
<thead>
<tr>
<th></th>
<th>Never meet</th>
<th>Meet rarely</th>
<th>Meet a few times a year</th>
<th>Meet regularly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic impact studies</td>
<td>4%</td>
<td>29%</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>Student financial aid modeling</td>
<td>14%</td>
<td>21%</td>
<td>64%</td>
<td></td>
</tr>
<tr>
<td>Cost/benefit analyses</td>
<td>2%</td>
<td>19%</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>Capital expenditure analyses</td>
<td>43%</td>
<td>19%</td>
<td>57%</td>
<td></td>
</tr>
<tr>
<td>Student borrowing / debt studies</td>
<td>7%</td>
<td>43%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Net Price Calculator</td>
<td>7%</td>
<td>43%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>KPI development / monitoring</td>
<td>14%</td>
<td>43%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td>Performance-based funding modeling/projecting</td>
<td>14%</td>
<td>44%</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>Institutional budget / finance modeling</td>
<td>14%</td>
<td>44%</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td>Salary equity studies</td>
<td>13%</td>
<td>13%</td>
<td>54%</td>
<td>23%</td>
</tr>
</tbody>
</table>

IR offices who meet regularly with their Business Office are more likely to collaborate on tasks.

Quick Summary

- Few IR Offices report to the Business Office
- Most IR Offices perform or support business related tasks
- About 1/3 of IR Offices regularly meet with their CBO
- Collaborations are correlated with the frequency of meetings
Communications 101
The language differences between Business Officers and IR Professionals

Three Challenges to IR & CBO Efforts to Communicate and Collaborate

- Different languages: academic IR research findings versus budget office accounting language for data reporting purposes.
  - Very dissimilar disciplinary training
  - Don’t always care about the same things
- Different methods of turning “theory” into “practice.”
  - Need to connect “academic” findings from IR to “action” items that CBOs can use (e.g., in budget or IPEDS Finance reporting).
- Different cultures: Need to solve the disconnect between cabinet and non-cabinet officer reporting levels.
Experience of the Panelists

Serge Herzog, University of Nevada–Reno
Maria Drake, Purdue University
Eric Lovik, Radford University

Share your experiences

- Describe an opportunity or a challenge you experienced collaborating with your institution’s business office.

- What does collaboration between these offices look like? Who initiates it? Who leads it?

- What opportunities exist for better collaboration? What challenges need to be addressed?
Share your experiences

- How has the shift from a focus on access to student success changed the ways IR and business offices interact and collaborate, if at all?

- How would you characterize the level of agreement on your campus about how finance and student success data are combined (enrollment, progress, completion)?

- What advice would you offer institutional researchers interested in engaging the business office on joint projects?

Open Discussion

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