

Stages of Growth for the IR Professional

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You're an institutional
researcher.

Is a career
possible?

“...like student affairs,
institutional research
is a dead end field in
higher education.”

“Beware of a career in
institutional research.
It has no obvious career
path beyond director.”



The typical
career path for an
institutional researcher!

The typical career path for an **institutional researcher!**

Step 1: Analyst

The typical career path for an **institutional researcher!**

Step 1: Analyst

Step 2: Director

The typical career path for an **institutional researcher!**

Step 1: Analyst

Step 2: Director

Step 3: Retirement

“ My mother doesn't understand what I do for a living”



Gregg's four types of institutional researchers



Gregg's four types of institutional researchers

1. Accountability Technician

2. Campus Authority

3. Program Evaluator

4. Academic Researcher



1 DATA REPORTER

DATA REPORTER Is Where An IR Career Starts

Career Level: Beginning position

Context: Context is often missing

Communication Skills: Sending

Presentation Skills: Good data reports

Impact: Supportive



ANALYST

An ANALYST Has Some IR Experience

Career Level: Mid-level position

Context: Often in context

Communication Skills: Receiving

Presentation Skills: Refined display and organization of data

Impact: Some influence, authority in a few areas

EVALUATOR



An EVALUATOR Begins To Make An Impact

Career Level: Mid-level + experience

Context: Analysis in context in
evaluative areas

Communication Skills: Understanding

Presentation Skills: Creative in display of data

Impact: Recommendations



AUTHORITY

An AUTHORITY Understands Campus Operations

Career Level: Advanced

Context: All analysis in context

Communication Skills: Still understanding

Presentation Skills: Talented and creative in presentations

Impact: Innovative solutions + recommendations



ADVISOR

An ADVISOR Causes Change

Career Level: Mid-level manager

Context: All work in context,
internally + externally

Communication Skills: Agreements

Presentation Skills: Proactive in presenting
solutions

Impact: Advice can directly cause
change



VISIONARY

A VISIONARY Is At The IR CAREER PINNACLE

Career Level: A senior-level manager

Context: Always in context +
political environment

Communication Skills: Action

Presentation Skills: Visionary for IR office
and institution

Impact: Takes action, creates
change

How do I get

to Stage 6 ?





Try to learn
SOMETHING
about
EVERYTHING

Obtain Extensive Institutional Knowledge

Academic: Learn about the Senate and the academic departments

Obtain Extensive Institutional Knowledge

Academic:

Administrative: Learn how things operate and how budgeting works

Obtain Extensive Institutional Knowledge

Academic:

Administrative:

Public Relations: Understand and work with your public relations staff

Obtain Extensive Institutional Knowledge

Academic:

Administrative:

Public Relations:

Your IR World: Provide context, internally and externally, and over time

Improve Your Technical Knowledge

Data Analysis: Get your hands dirty!

Improve Your Technical Knowledge

Data Analysis:

Technical Skills: Statistics, programming, data systems, data sources, spreadsheets, writing, Web

Improve Your Technical Knowledge

Data Analysis:

Technical Skills:

Resource Mgmt: There are no absolutes.

Every decision has costs
and benefits.

Understand the difference
between effective and
efficient.

Improve Your Technical Knowledge

Data Analysis:

Technical Skills:

Resource Mgmt:

Get Lots of Training

Use Internal & External Training Sources

Never Stop Learning New Stuff

Learn

Get Lots of Training

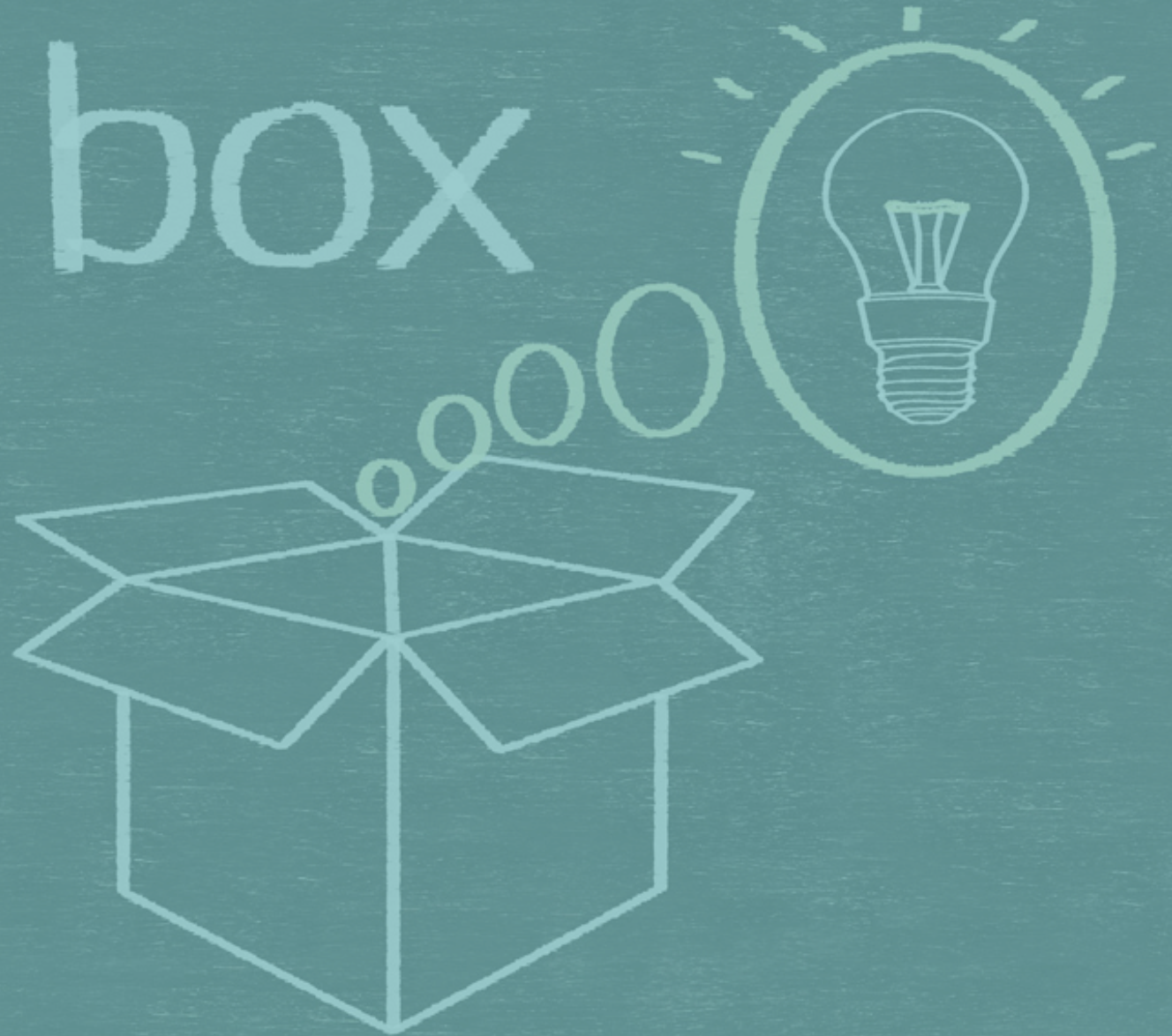
Attend CAIR!

Learn

Be Highly Dependable

*Always get the job done
right and quickly*

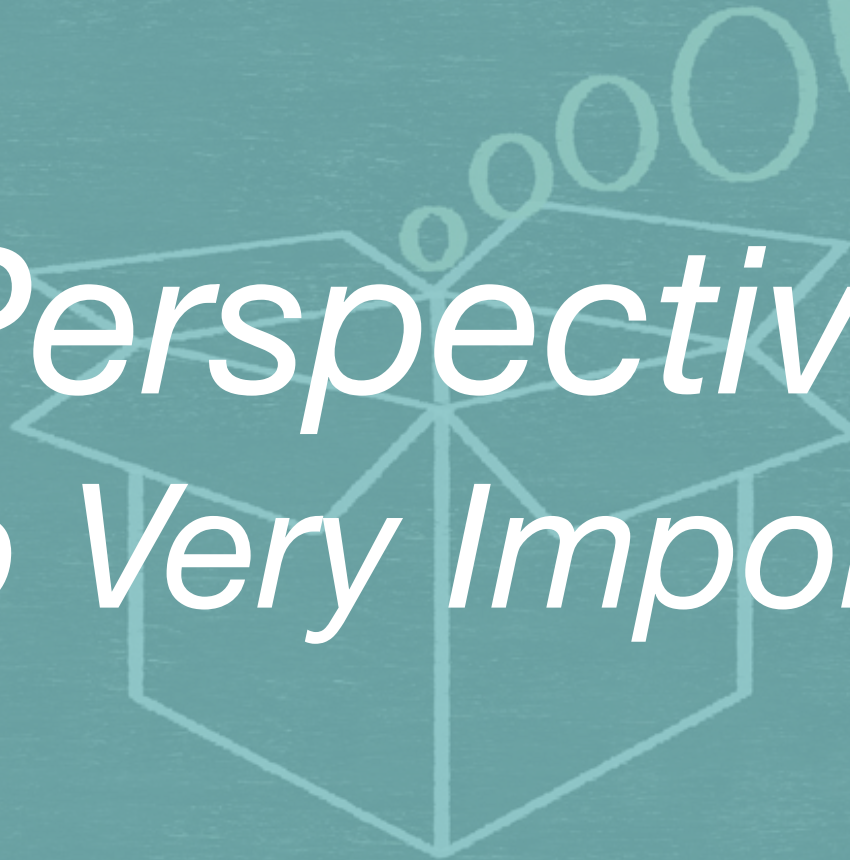
Think out of
the box

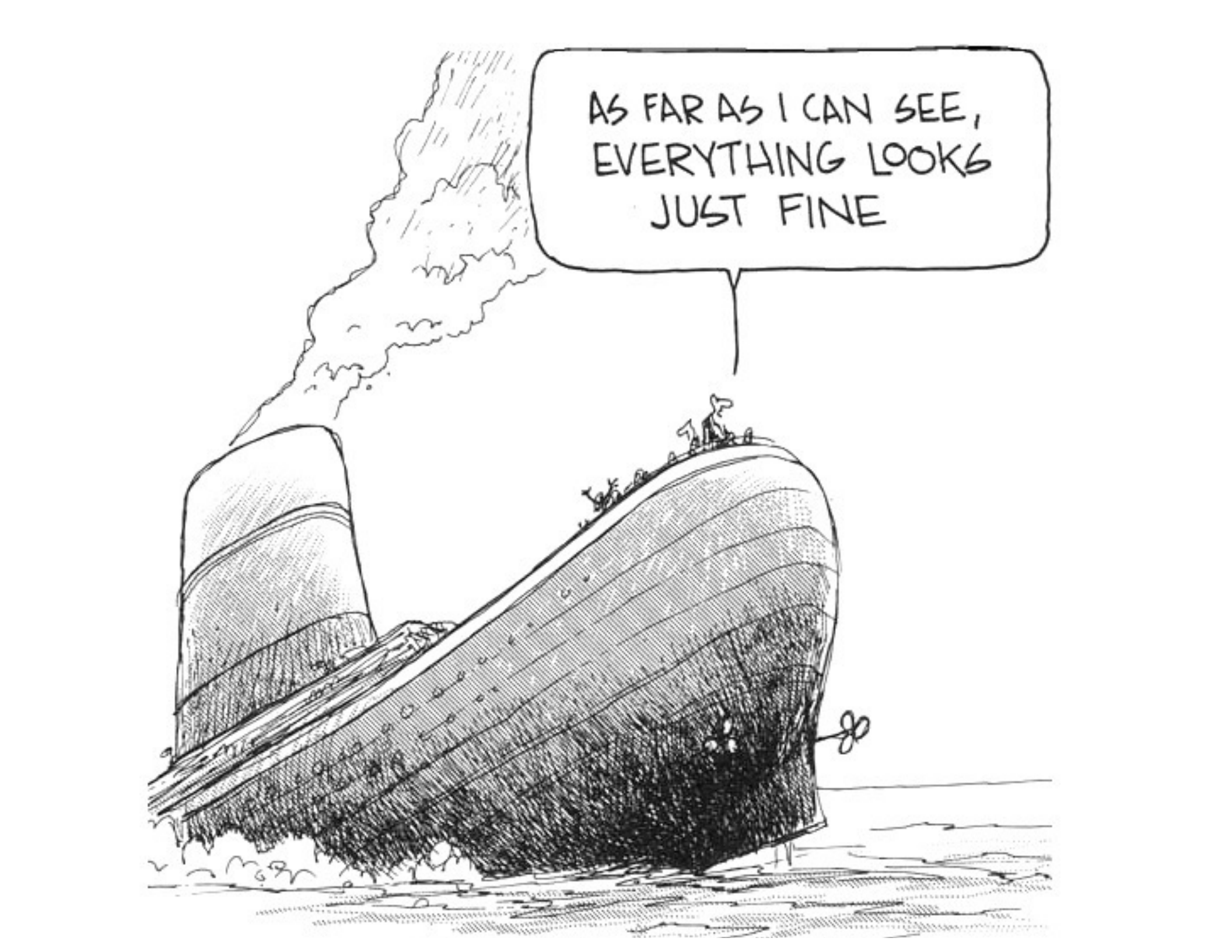


Think out of
the box



*Perspective
Is So Very Important!*



A black and white line drawing of a large steamship, viewed from a low angle. The ship is moving towards the right, with a large plume of white smoke or steam rising from its funnel. The hull is detailed with horizontal lines and small circular portholes. A small figure is visible on the deck near the funnel. A speech bubble originates from the ship, containing the text: "AS FAR AS I CAN SEE, EVERYTHING LOOKS JUST FINE". The ship is on a body of water, indicated by simple horizontal lines and some shading at the bottom of the frame.

AS FAR AS I CAN SEE,
EVERYTHING LOOKS
JUST FINE

Be a Great Communicator

With Presentations

- Communicating with groups is essential
- A presentation expert, not a PowerPoint expert

Be a Great Communicator

With Presentations

With Presenting Data

- Only present what is important
- Context is so very important
- “Take the garbage out”

Be a Great Communicator

With Presentations

With Presenting Data

With Senior Officers

- Interpersonal skills are very important
- Present and interact in committee meetings

Be a Great Communicator

With Presentations

With Presenting Data

With Senior Officers

With Faculty

- Understand the roles and priorities of faculty
- Interact with the Senate and faculty organizations

Take on Leadership Roles

Take on Leadership Roles

Committees are a good start

Participate in decision making

Work on being a visionary

*Why are
leadership roles so
necessary?*



**“Leaders
get
promotions”**

What Can I Do to Advance My Career?



What Can I Do to Advance My Career?

1. Set your career goal

What Can I Do to Advance My Career?

- 1. Set your career goal*
- 2. Use the six stages*

What Can I Do to Advance My Career?

- 1. Set your career goal*
- 2. Use the six stages*
- 3. Get an honest evaluation & identify your weaknesses*

What Can I Do to Advance My Career?

- 1. Set your career goal*
- 2. Use the six stages*
- 3. Get an honest evaluation & identify your weaknesses*
- 4. Get a review of your office*
 - An internal review
 - WASC now requires a formal review
 - Bite the bullet, get an external review

What Can I Do to Advance My Career?

- 1. Set your career goal*
- 2. Use the six stages*
- 3. Get an honest evaluation & identify your weaknesses*
- 4. Get a review of your office*
- 5. Take lots of training*

What Can I Do to Advance My Career?

- 1. Set your career goal*
- 2. Use the six stages*
- 3. Get an honest evaluation & identify your weaknesses*
- 4. Get a review of your office*
- 5. Take lots of training*

How Do I Get To Stage 6?



How Do I Get To Stage 6?

Be Invaluable!

Be Dependable!

Be Right!

Be the Best!



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