



EXECUTIVE DIRECTOR OF INSTITUTIONAL RESEARCH
AND
CHIEF DATA STRATEGIST

Position Profile

Purdue University Northwest invites nominations and applications for the inaugural role of Executive Director of Institutional Research and Chief Data Strategist. The university seeks applications from visionary leaders who are aware of national best practices and trends in institutional research and are committed to collaboration and innovation. The Executive Director and Chief Data Strategist will report to the Associate Vice Chancellor for Academic Affairs – Institutional Effectiveness and will be charged with bringing a strategic, forward-looking approach to advancing the Office of Institutional Research.

Purdue University Northwest

Purdue Northwest (PNW) is an academically comprehensive, student-centered university located in northwest Indiana, just southeast of Chicago. As an independent university within the Purdue University System, PNW fosters a vibrant academic community for its more than 10,000 students through high quality and engaging undergraduate and graduate education. Offering nearly 70 academic programs at the bachelor's, master's and doctoral levels, PNW's colleges, schools, and centers are distinguished through prestigious accreditations, national recognitions, and competitive rankings. The university is widely respected for its faculty dedication to student success through experiential learning and collaborative research across its two culturally diverse campuses in Hammond and Westville, Indiana.

PNW was formed in 2016 by the unification of the former Purdue Calumet and Purdue North Central. Academic programs are offered within five colleges, plus an Honors College, with operations on two campuses located 35 miles apart in Hammond and Westville. The university is currently in the midst of a strategic resource allocation process and will commence a new strategic planning initiative in summer 2019. PNW is accredited by the Higher Learning Commission (HLC).

The university's mission – in the land grant tradition of learning, discovery, and engagement – is to provide high quality undergraduate and graduate education to students of Northwest Indiana and beyond. PNW seeks to create a welcoming environment that promotes critical inquiry through experiential learning, faculty scholarship, civic engagement, and community partnerships.

Leadership

Chancellor

Thomas L. Keon became Chancellor of Purdue University Northwest on July 1, 2016 after the unification of Purdue University Calumet and Purdue University North Central was finalized. Dr. Keon had previously served as Chancellor of Purdue Calumet, beginning in 2011.

Prior to coming to Purdue Calumet, Dr. Keon spent 14 years as Dean of the College of Business Administration at the University of Central Florida (1997-2011), where he was responsible for all personnel, including 150 full-time faculty members, budgets up to \$31 million, 9,100 students, and academic programs at the baccalaureate, master's, and doctoral levels at a university of more than 55,000 students.

Dr. Keon holds a baccalaureate degree in accounting from Bentley University, a master's in education from Suffolk University, an MBA from Babson College and Ph.D. in management from Michigan State University.

Provost

Ralph O. Mueller became Vice Chancellor for Academic Affairs and Provost at PNW on July 15, 2016. Dr. Mueller had previously served as Dean of the College of Education, Nursing, and Health Professions at the University of Hartford, beginning in 2009. In addition to his role as Dean, Dr. Mueller also was the founding Director of the University of Hartford's Institute for Translational Research, a multidisciplinary umbrella for collaborations among faculty, students, and community partners.

Prior to his University of Hartford tenure, Dr. Mueller served five years as Chair of the Department of Educational Leadership at The George Washington University. He also was a 2007-08 fellow of the American Council on Education (ACE) at the University of Miami. Throughout his 31-year career in higher education, he has served as a tenured faculty member of applied statistics with joint appointments in education, psychology, and public policy/public administration.

Dr. Mueller holds an extensive academic portfolio of published books and peer-reviewed articles and presentations. He holds a baccalaureate degree from Elon University, master's degree from Wake Forest University, and Ph.D. from Virginia Tech.

Associate Vice Chancellor for Academic Affairs – Institutional Effectiveness

Rebecca House Stankowski holds the position of Associate Vice Chancellor for Academic Affairs – Institutional Effectiveness, and is serving as the Interim Director of Graduate Studies. Dr. Stankowski began her academic career at Purdue Northwest as an Assistant Professor of Library Science in 1986 and advanced to Professor in 1996. She has served as the Assistant Library Director for Technical Services, as Director of Graduate Recruitment and Liberal Studies, and as Executive Director of Multidisciplinary

Studies and Learning Outcomes Assessment in the School of Liberal Arts and Social Sciences. She was also the Director of the Institute for Social and Policy Research.

Dr. Stankowski earned her undergraduate degree in English literature from Purdue Calumet, a Master of Library Science from Indiana University, and a Ph.D. in Higher Education Administration from Purdue University.

Institutional Research at PNW

The Office of Institutional Research (OIR) is responsible for data management and reporting used to support university-level accountability, decision-making, planning, and policy development for Purdue Northwest. The OIR conducts data collection and analysis activities related to the development and implementation of institutional effectiveness measures to inform institutional agendas.

OIR provides centralized, conformed, consistent, and clear information to support academic assessment, internal evaluation, and institutional improvement efforts, as well as that required for federal, state, and accrediting reporting. These activities complement other IR duties, such as meeting compliance reporting requirements, support for accreditation, and the dissemination of information.

The Position

The Executive Director for Institutional Research and Chief Data Strategist is an inaugural position within the Office of Institutional Research. The position was created to oversee the existing unit and to drive a more strategic and forward-thinking approach to the use of data and the functionality of OIR. The Executive Director and Chief Data Strategist will report to the Associate Vice Chancellor for Academic Affairs – Institutional Effectiveness and will directly supervise the Director of Compliance and Data Governance; the Associate Director; the Data Architect; the IR Analyst; the Business Intelligence Analyst; and, potentially, an Information Access Specialist (position under discussion).

Responsibilities of the Executive Director and Chief Data Strategist include, but are not limited to:

- Selecting the issues and identifying the institutional data challenges of greatest import to the institution and designing research to provide related insights to university leaders, utilizing the most appropriate methods to address each question or need;
- Driving collection of new data and the refinement of existing data sources, applying and using algorithms or other advanced techniques to accomplish this; recommending ways to apply insights generated from such analyses; assuring that reliable and valid data are maintained and available for both ad hoc and longitudinal inquiries;
- Promoting the increased use of research and assessment data for decision-making across the university;

- Establishing, administering, and coordinating institutional research activities, including collecting, analyzing, interpreting, and reporting information for use in decision-making; determining the ideal office structure to support such activities;
- Conducting statistical analyses, forecasting, and modeling around issues related to higher education and translating the results to various audiences;
- Communicating proactive ideas and analyses of data to stakeholder audiences;
- Ensuring the integrity and accuracy of reports and deliverables produced by the IR team; and
- Monitoring external resources to increase IR's use of innovative approaches and techniques.

Leadership Opportunities

Expand the Focus of Institutional Research

OIR provides strong support for external reporting and day-to-day data needs. The Executive Director and Chief Data Strategist will explore and devise additional capabilities that will expand the scope of OIR to have a broader impact, including more attention spent on the internal needs of the university, at the highest levels. This includes working with data related to market research and putting heightened emphases on data analysis, projections, modeling, and forecasting as they relate to curricular development, new program innovation, and enrollment strategy, among other crucial areas.

Lead with Best Practices in Institutional Research and Management

The Executive Director and Chief Data Strategist will be tasked with evolving the OIR operation to reflect best practices in collecting, reporting, analyzing, and utilizing data. The Executive Director and Chief Data Strategist will also streamline processes to foster data agility and bring innovative ideas regarding how PNW should be and could be engaging with data. This will include considering OIR's strategic role in the university and how the division can help shape its future goals. The Executive Director and Chief Data Strategist will also encourage professional development and collaboration to ensure OIR is both current and future-focused with its systems and processes.

Educate the Campus on Data Engagement

OIR has begun the process of making data more accessible to administrators, deans, and departments chairs through trainings and standardized reporting. The Executive Director and Chief Data Strategist will continue this effort by identifying more opportunities for data sharing and by suggesting additional useful reports and resources for administrators, faculty, and staff to access and engage with real-time data. The Executive Director and Chief Data Strategist will also offer suggestions and innovative ideas to the administration regarding optimal data utilization. This includes analyzing and translating data for all audiences, thinking strategically and proactively, and both anticipating the needs of the administration and making relevant recommendations. This work will demand an Executive Director and Chief Data Strategist who welcomes visibility and an externally-facing role and possesses excellent communication skills.

Collaborate Internally and Externally

The Executive Director and Chief Data Strategist will continue to encourage collaboration across campuses and among units that collect and use data, including Enrollment Management and Information Services. The Executive Director and Chief Data Strategist will be part of a university-wide team that seeks to ensure the credibility and accuracy of all data. The Executive Director and Chief Data Strategist will also collaborate closely with administrative leaders as they embark on a new strategic planning process.

Qualifications

The successful candidate will possess the following skills and qualifications:

- A minimum of a master's degree from an accredited institution, Ph.D. in related field (e.g., applied statistics, social science research methods, sociology, or psychology) preferred;
- A minimum of seven to ten years of experience with analytics, research methods, survey design, and algorithms;
- Demonstrated statistical analysis knowledge including the ability to produce predictive models;
- An entrepreneurial mindset;
- Experience with university data systems like Cognos and/or Banner, visual presentation tools such as Tableau, and data mining languages like R and/or Python;
- An understanding of institutional research activities, higher education related theories (e.g., graduation rates, first-year attrition, etc.) and the ability to interpret and present findings in a compelling, easily understandable way;
- An awareness of best practices and trends impacting the field of institutional research;
- Experience collaborating with other units on a campus, especially those that routinely work with data, including enrollment management and information services;
- Experience working in higher education at a college or university;
- Demonstrated strategic thinking capabilities;
- Demonstrated leadership and management skills;
- Superb communication and interpersonal skills with the ability to convert and translate data reports and analyses in a way that is accessible and understandable to all stakeholder audiences; and
- A demonstrated commitment to promoting diversity and inclusivity among staff.

Nomination and Application Process

Review of candidates will begin immediately. To be considered for this role, please send a résumé and letter of interest to the email address listed below. Please send all confidential nominations, inquiries, and expressions of interest to:

Ms. Julie E. Tea, Partner

Ms. Lindsay Allison, Associate

Storbeck/Pimentel & Associates, LP
PNWExDirectorIR@storbecksearch.com

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