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**POSITION:** Director of Institutional Research and Analysis

**REPORTS TO:** Joann Mitchell  
Vice President for Institutional Affairs

**INSTITUTION:** University of Pennsylvania

**LOCATION:** Philadelphia, Pennsylvania

### **University of Pennsylvania**

The University of Pennsylvania – “Penn” – is a private, non-denominational research university with world-class undergraduate, graduate, and professional degree programs. Recognized as America’s first university, Penn carries on the principles and spirit of its founder, Benjamin Franklin: entrepreneurship, innovation, invention, outreach, and a pragmatic love of knowledge. Doors to the University opened in 1751, and more than 250 years later, Franklin's practical outlook remains a driving force in the University's evolution.

Today Penn is the largest private employer in the city of Philadelphia and the second-largest in the Commonwealth of Pennsylvania. As of December 2005, Penn had a total regular work force exceeding 24,000. Its faculty of approximately 4,200 teaches a diverse undergraduate student body of nearly 10,000 who come from every state in the union and countries all around the globe. Another 10,000 students are enrolled in the University’s twelve graduate and professional schools, which are national leaders in their fields. Penn’s total operating budget is in excess of \$4.4 billion (FY 2006); the market value of its endowment is approximately \$4.5 billion (FY 2005).

With its green lawns and landmark architecture, the University’s 269-acre urban campus in West Philadelphia houses all of the University’s activities, from student life, athletics, and academics to research, scholarship, and cultural life. All of Penn's twelve schools are located within walking distance of one another. This geographical unity, unique among Ivy League institutions, supports and fosters Penn's interdisciplinary approach to education, scholarship, and research.

Research is a substantial and esteemed enterprise at Penn. The research community includes 1,000 faculty, 1,000 postdoctoral fellows, 3,000 graduate students, and 5,000 support staff, with a budget of more than \$700 million each year. Penn's 25 research centers and institutes bring together researchers from multiple departments, schools, and disciplines. The scale and interdisciplinary character of research activities make Penn a nationally-ranked research university. In 2005, Penn generated approximately \$580 million in direct and indirect research

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expenditures and received nearly \$732 million in combined research, education, and licensing income from corporate and other non-federal sources.

Penn has welcomed countless leaders through its doors. Nine signers of the Declaration of Independence and eleven signers of the Constitution are associated with the University. Since 1923, fifteen Penn scholars have been awarded Nobel Prizes.

The University's leaders are currently planning a significant expansion to the east along the Schuylkill River corridor. This expansion, known as Penn Connects, will enable Penn to create a new gateway to the campus from the center of the City of Philadelphia and to establish new connections with the surrounding communities while addressing short-term programmatic needs as well as strategic priorities that may arise over the next 30 years.

### **The Position**

The Office of Institutional Research and Analysis is responsible for providing the President, Provost, and other University leaders with studies, surveys, and assessments that support and inform the development of University policy, the assessment of academic progress, and the evaluation of operational outcomes.

In addition, Institutional Research and Analysis is responsible for preparing the approximately 100 reports that Penn files annually with the array of regulatory and research entities to which it is accountable in its educational, research, and public-service activities. The Director is also accountable for compiling accurate data for various internal studies for the President, Provost, and other University leaders.

The Director is proactive in overseeing all aspects of the work of the office including selection, development, and management of staff; definition and distribution of workload; identification and implementation of best practices in project definition, work production, and knowledge management; and timely distribution of accurate reports to clients.

The Director serves as Penn's institutional research delegate to the Consortium on Financing Higher Education (COFHE) and other professional organizations devoted to advancing the field of institutional research in higher education.

### **Specific Responsibilities**

- Contribute to the planning activities of University leaders by providing clear, timely, accurate, and usable data and metrics on Penn initiatives, on its competitive landscape, and on national and international trends in higher education.

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- Enable the University to satisfy its external reporting requirements through the timely production of accurate reports and assessments addressing aspects of student, faculty, and staff constituencies as well financial, operational, and programmatic activities.
- Provide reliable data to document Penn's evolution as world-class university.
- Respond to requests for information from and provide support for the relevant work of other external entities involved in accreditation, institutional research on admissions and financial aid, rankings, and related issues.
- Set standards of excellence for the staff in the office and provide leadership and appropriate supervision to ensure that the mission of the office is carried out.

### **Requirements**

The Director will bring a client-oriented and collaborative style of leadership to the Office in order to enhance its capacity to provide timely, concise, and actionable knowledge to the President, Provost, and other University leaders across all areas of planning and performance.

In addition, the successful candidate will possess:

- A passion for excellent customer service, a tangible commitment to exceptional quality, energy, and resilience.
- A minimum of five years of experience, preferably at the Director or at least at the Associate / Assistant Director level, preparing analyses in support of university planning.
- Strong collaboration, communication (oral and written), and presentation skills.
- The ability effectively to manage competing priorities and deadlines.
- A Master's degree in a relevant field, and preferably a Ph.D. or Ed.D.
- Management experience in a large, research-intensive, decentralized university or comparable organization.
- Deep experience and current skills in research methods and data analysis, including facility with descriptive and inferential statistics and statistical forecasting.
- Demonstrated competency with relevant knowledge-management tools plus some familiarity with data warehouses and legacy and distributed MIS environments.
- The versatility to work closely and effectively with a diverse group of senior University administrators.

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