As departments continue to compete for limited resources due to enrollment declines and sluggish recoveries from the pandemic, chairpersons must use data as the basis for all advocacy efforts. Long gone are the days when a department could reliably count on a replacement faculty line for all retirements; now, every hire is carefully reviewed. Data-based arguments are expected, but often chairpersons find it difficult to acquire and analyze their data in a manner that aids their advocacy efforts. This presentation will provide a succinct review of the most common data metrics used by deans to evaluate academic departments, followed by guidance on how to use these data to advocate effectively for your department or program.

The workshop will be delivered in the following manner:
- **Welcome and introductions** (5 min). Participants will be provided a prompt to facilitate introductions and a quick discussion at their tables.
- **Presentation of data related to department growth** (20 min). Several different data points will be presented and discussed; each will be viewed through the lens of the chair and the academic dean. Metrics specific to enrollment management/admissions, financial health, student performance, and alumni success will be introduced.
- **Data Discussion** (10 min). Participants will have an opportunity to discuss in their groups what data they currently use to assess their department and whether any barriers exist at their institution to their access to relevant data.
- **Advocacy Strategies** (20 min): Attendees will be guided through a series of advocacy strategies using data. Insights as to how deans frequently view department performance and potential for investment will be provided.
- **Scenario** (15 min): Participants will be provided some basic context for an institution and a series of basic data sets for a department. In small groups, participants will be asked to come up with an advocacy strategy seeking funding for additional resources.
- **Large-group discussion** (15 min): Based on the scenarios, groups will be asked to report out on their advocacy plans.
- **Action Plans** (15 min): Given a template, participants will be asked to begin to flesh out an action plan for how they can advocate for their department, program, or division once they return to campus.
- **Final questions** (5 min).