



# Serving through Leadership: My approach to heading a federal statistical agency

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Robert L. Santos, Director  
Joint Statistical Meetings  
Toronto, Canada  
August 7, 2023

# AmStat News

May 20



Rob Santos

## A Stormy Spring Sprouts Blossoms of Optimism

**G**reetings, my fellow statisticians, data scientists, and math geeks. May we see a spring season that blossoms with health, tolerance, and friendship.

The three presidents of the American Statistical Association issued the following joint statement March 19 condemning the senseless atrocity:

# Leadership of a federal statistical agency



Leadership *is...*  
*a journey of* **growth**





# What is leadership?

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Bring your  
*whole self*  
to the table

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# Organizational knowledge

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# Goals and values

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**Executive Remarks**

**Robert L. Santos**  
Director

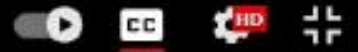



After all, who doesn't value the respect for one another

Pause (k)

21:24 / 8:19:49

Scroll for details



Data Input Categories



ADMIN RECORDS



CENSUS/SURVEY

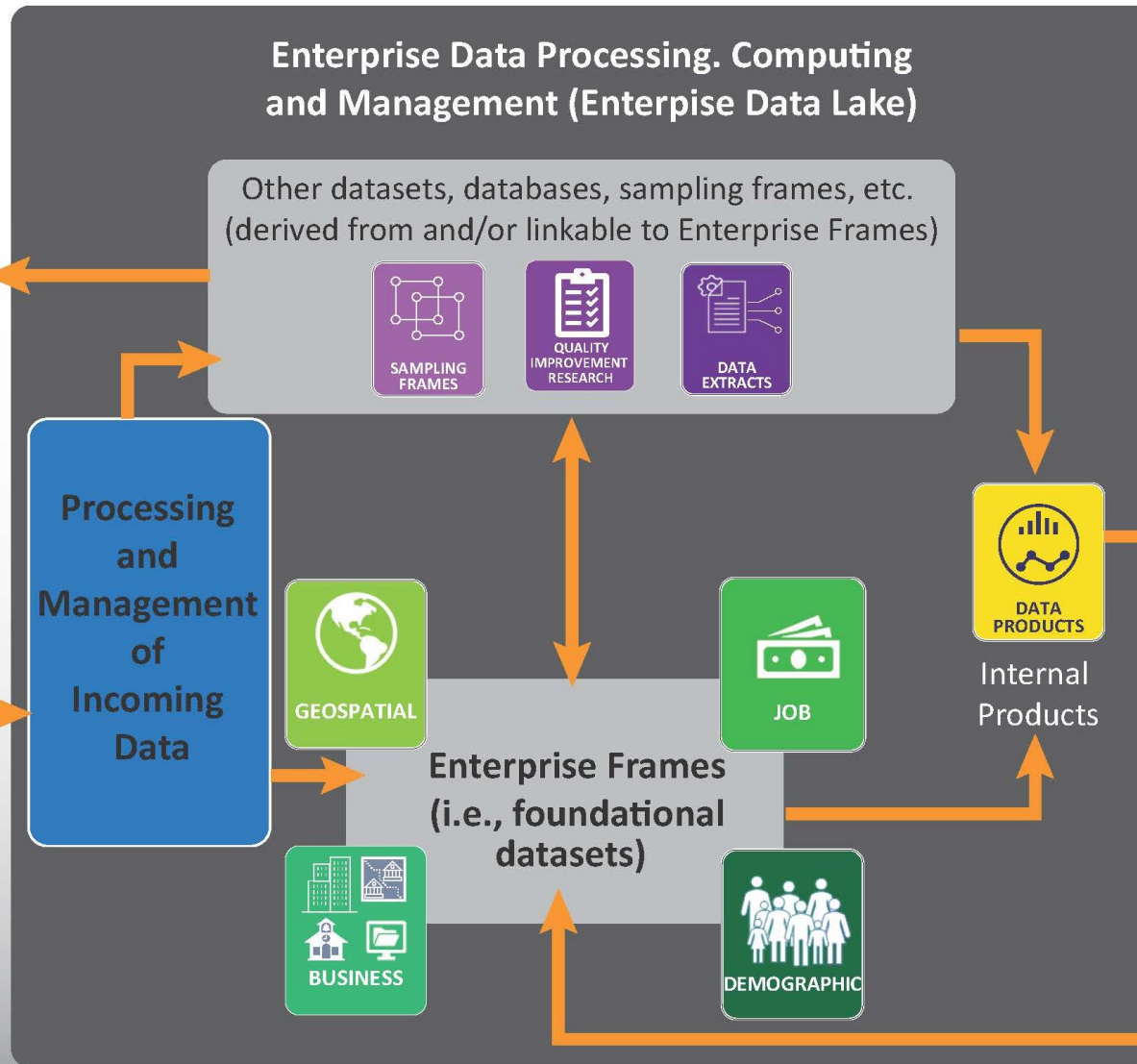


PUBLIC RECORDS



THIRD PARTY

Data Ingest and Collection for the Enterprise (DICE)



1982

**Sampling  
statistician  
and manager**



**TEMPLE**  
UNIVERSITY

**Institute for Survey Research**

50TH ANNIVERSARY

Honoring the Past & Preparing for the Future

February 22, 2018

# Institutional change

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# Self-reflection

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# Thank you

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United States<sup>®</sup>  
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Bureau

# Enabling Technologies to Support the Enterprise

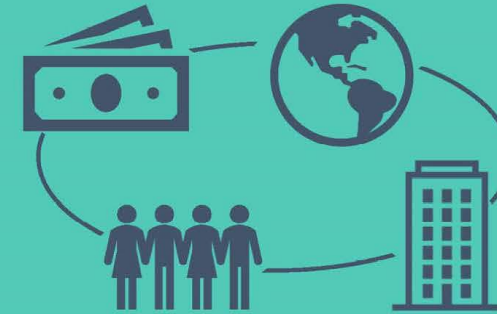
## Enterprise Data Lake

Data processing, computing, and management



## Enterprise Linked Frames

4 seamless and linkable frames



## Enterprise Dissemination Services



## Data Ingest and Collection for the Enterprise (*all data assets*)

