



OFFICE OF INSTITUTIONAL RESEARCH & PLANNING

**ANNUAL REPORT
2016-2017**

**HENRY M. CODJOE
DIRECTOR**

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Section A: Division/Department Profile & Productivity At-a-Glance

Administration & Staff: Office of Institutional Research & Planning

Henry Codjoe	Director
Carol Moore	Institutional Research Analyst (ceased employment on June 30, 2017)

Number of Completed Projects, Assignments and Tasks	47
Number of Major Ongoing Projects	10
Number of Major New Projects	3
Number of Consulting Service/Advice Provided to College Community	49
Number of Written Reports/Studies/Projects	12
Number of Surveys/Questionnaires Administered and/or Responded	9
Number of Students Served by Surveys (duplicated)	437
Number of Faculty and Staff Served by Surveys (duplicated)	0
Number of Internal and External Data Requests Provided or Answered to	27
Number of Full-Time Staff	2
Number of Part-Time Staff	0
Number of Professional Development Activities by Staff	2
Number of Community Activities	2
Number of Staff Serving on Committees	100%
Total Operating Expenditures (FY 2017)	\$208,978.67
Operating Supplies & Expenses (FY 2017)	\$23,546.54
Equipment Expenditures (FY 2017)	\$-0-

Section B: Summary of Major Accomplishments

1. Gathered updates and new information to continue working on second draft of the College's SACSCOC Fifth-Year Interim Report. The report will be updated with revised/new information for the 2017-2018 school year. Finished first draft of 5th-Year Interim Report, including updating all necessary information with 2016-2017 data. The process will continue in the coming year as we await instructions from SACSCOC on when to submit institutional report.
2. Produced a final institutional copy of the 2016-2019 *Strategic Plan* from Strategic Planning Committee deliberations and draft reports, and officially posted on DSC website at: https://www.daltonstate.edu/skins/userfiles/files/strategic_plan_2016-2019.pdf
3. Produced Planning and Budgeting Matrix for the new 2016-2019 Strategic Plan to assist with implementation and monitoring with respect to budgets, responsible departments, performance indicators/measures, and anticipated completion dates.
4. Produced an Annual Action Plans report to assign responsibilities and monitor and report annual progress of strategic plan goals and objectives.
5. Supervised and monitored the last year implementation and progress reporting for the 2013-2016 *Strategic Plan*.
6. Started work to update institutional effectiveness plan and policy as supporting documentation for the SACSCOC Fifth-Year Interim Report.
7. Worked with respective deans/chairs/program directors to complete comprehensive program review reports for: Management Information Systems B.B.A.; Marketing B.B.A.; Respiratory Therapy A.A.S.; and Communication Studies A.A.
8. Produced new/revised template and data elements to implement the new Board of Regents CPR Reporting Vehicle. The first batch of Dalton State's program reviews based on the new Reporting Vehicle will be submitted to the Board of Regents. The programs up for review are: B.A.S. Technology Management, and Cert LPN.
9. Completed 2015-16 Annual Report for the Office of Institutional Research.
10. Continued to work with faculty and assessment coordinators to implement Weave assessment upgrade.
11. Director continued to teach course on African History (HIST 3150) for the Department of History in the School of Liberal Arts. Developed and taught in Spring 2017 a new history of the African Diaspora (HIST 3160).

17. The office also continued to provide and complete external information requests, as well as coordinate the 2016 -2017 IPEDS Collection (Completions/Institutional Characteristics/Fall Enrollment/Finance/Financial Aid/Graduation Rates/Human Resources) reports for Dalton State College. Information requests/surveys were completed and coordinated for the following:
 - SACS 2016 Financial Profile (with Fiscal Affairs).
 - SACS 2016 Institutional Profile for General and Enrollment Information.
18. Office staff produced the following reports:
 - Dalton State College Quick Facts, Fall 2016
 - Grade Distribution/Course Completion Chart – All Courses, Spring 2016
 - Grade Distribution/Course Completion Chart – Distance Education Courses, Spring 2016
19. The Director and Institutional Research Analyst served on the following committees during the 2016-2017 reporting period:
 - Administrative Council
 - Accessibility Compliance Taskforce
 - Faculty Assessment Committee
 - Complete College Steering Committee
 - International Education Committee
 - QEP Advisory Committee
 - Regents Administrative Committee on Effectiveness and Accreditation (RACEA)
 - Strategic Planning Committee
 - Strategic Planning Monitoring Committee (Faculty Senate)
20. Continued to represent the College at the Administrative Council of Institutional Researchers of the University System of Georgia.
21. Director participated in the following services to the College:
 - Club Advisor, Dalton State International Students Association.
 - Club Advisor, Dalton State African Students Association.
22. IRP staff attended the following professional development workshops/meetings/conferences/focus groups/webinars:
 - Annual meeting of the Commission on Colleges of the Southern Association of Colleges and Schools, Atlanta, Georgia, December 2016.
 - Dalton State annual training re: Right to Know, Ethics, Sexual Harassment, Auto Liability.
23. IRP staff provided consultation and support to the campus community in the following special projects:
 - Multiple comprehensive program review data preparations
 - Data analysis for Complete College Georgia
 - International student enrollment

- College Affordability and Transparency report for President's office
- Assisted with developing research questions multiple faculty and staff research efforts

24. Continued to support and administer surveys to gather information to use in identifying strategic areas needing improvement with regard to College programs and services. The Table below shows the surveys and the numbers served during the 2016-2017 year:

Institutional Research Survey List & Count	
July 1, 2016 - June 30, 2017	
Collegiate Assessment of Academic Proficiency (CAAP)	136
IRP Department Staff/Faculty Satisfaction Survey 2016-17	59
National Survey of Student Engagement (NSSE), 2017	301
TOTAL SERVED	496

Section C: Annual Progress in Strategic Planning

Goal (1): Student success: opportunities for learning exist everywhere.

Strategy: Examine graduation and retention rates.

Objective: Identify the data that are necessary and relevant to address persistence and graduation rates.

Findings/Progress Report

The Office has produced and published a historical data table that shows Dalton State's graduation and retention rates for 6-Year Bachelor's and 3-Year Associate's first-time, full-time degree seeking students.

Conclusion

Continuous Improvement Summary:

Unit Performance

As part of its 'Student Achievement Data' project to fulfill SACSCOC standards on institutional effectiveness, the information provided by the office assists in looking at trend data on an aspect of student achievement and helps to identify areas of weaknesses that needs intervention.

Goal Attainment

This a long term goal. Indeed, Dalton State's graduation and retention rates are not particularly impressive. Attaining this goal is thus an ongoing process and will involve the whole campus. Senior administrators have identified graduation and retention rates as needing serious attention.

Effect for Next Planning Reporting Period

The office will continue to contribute and provide the necessary information and analysis to address persistence and graduation rates. The office will use suggestions and recommendations from campus committees as part of its work with respect to improving graduation and retention rates.

Benefits to Organization/Contribution to College Mission

Improving and addressing persistence and graduation rates will support the institutional mission of "[providing] a diverse student population with opportunities to acquire the knowledge and skills necessary to attain affordable baccalaureate degrees, associate degrees, and certificates and to reach their personal and professional goals."

Goal (IV): Operational excellence: College should support transparency, efficiency, and stewardship.

Strategy: Strategize data management.

Objective: Track graduates who go to graduate/professional school, salary, and location of employment as part of institutional graduates' outcome assessment.

Findings/Progress Report

This has been an area of constant challenges for the office and campus. There has not been an efficient and effective way to collect graduates' outcomes data. In the past, the office worked with various schools and departments to find ways where deans and department chairs can collect information pertaining to their programs. This has worked in some ways – but not a perfect solution. In 2014, the College contracted with The Outcomes Survey project to gather outcomes survey of its graduates. The office worked with Career Services to implement the survey and receive a results report. After a full year's report, the College decided to use another survey and cancelled the contract with The Outcomes Survey project.

Conclusion

Continuous Improvement Summary:

Unit Performance

Beginning with the 2017-2018 year, the College will start to use Purple Briefcase – First Destination Survey Information to track and gather information on its graduates with respect to graduate/professional school attendance, salary, and location of employment, etc. The office is working with the Office of Career/Professional Development to get this going. The first report is expected in 2018.

Goal Attainment

The goal will take a while to attain – in view of the recent change to a new survey system. Institutional accountability for student career outcomes has become a top priority across the country. The Department of Education, the White House College Scorecard, and accrediting boards, along with current and prospective students and their parents, want data on what students do with their college degrees after they graduate. The Purple Briefcase – First Destination Survey Information will allow the institution to gather first destination data on all graduates regardless of when the graduate.

Effect for Next Planning Reporting Period

The office will review information produced from the first Purple Briefcase report and share results with deans and departments with information regarding their graduates. The office will also use the information for its Student Achievement Data project for purposes of institutional accreditation.

Benefits to Organization/Contribution to College Mission

Collecting information about how Dalton State's graduates are doing after graduation will help fulfill the institutional mission of "[providing] a diverse student population with opportunities to acquire the knowledge and skills necessary to attain affordable baccalaureate degrees, associate degrees, and certificates and to reach their personal and professional goals," as well as "promote lifelong learning, active leadership, and positive contributions in Northwest Georgia and beyond."

Goal (IV): Operational excellence: College should support transparency, efficiency, and stewardship.

Strategy: Demonstrate quality improvement.

Objective: Ensure completion of annual comprehensive program reviews

Findings/Progress Report

Working with respective deans/chairs/program directors, the office helped to complete comprehensive program review reports for: Management Information Systems B.B.A.; Marketing B.B.A.; Respiratory Therapy A.A.S.; and Communication Studies A.A.

Conclusion

Continuous Improvement Summary:

Unit Performance

The production and submission of the program reviews was aided by the office's production of a new/revised template and data elements to implement the new Board of Regents CPR Reporting Vehicle. The first batch of Dalton State's program reviews based on the new Reporting Vehicle will be submitted to the Board of Regents.

Goal Attainment

The completion of the comprehensive program reviews helped to attain goal.

Effect for Next Planning Reporting Period

The next programs up for review are: B.A.S. Technology Management, and Cert LPN.

Benefits to Organization/Contribution to College Mission

Producing comprehensive program reviews assist in fulfilling institutional effectiveness standards for SACSCOC, as well contribute to the institutional mission of "[providing] a diverse student population with opportunities to acquire the knowledge and skills necessary to attain affordable baccalaureate degrees, associate degrees, and certificates."

Goal (IV): Operational excellence: College should support transparency, efficiency, and stewardship.

Strategy: Demonstrate quality improvement.

Objective: Evaluate graduating student survey results.

Findings/Progress Report

The College recently adopted the University of California Higher Education Research Institute (HERI) College Senior Survey to gather information about its graduating students. This new survey is administered from the Office of the Vice President for Student Services and Enrollment Management. The first report of the HERI survey was in 2016. The survey replaced the Graduating Students Survey administered by the office. Results of the HERI and previous surveys are posted on the office's website and shared campus wide. Survey results that show particular issues are confidentially shared with respective department heads for improvement action.

Conclusion

Continuous Improvement Summary:

Unit Performance

Results of graduating students survey are posted on office's website for review and use by campus community.

Goal Attainment

Administering, producing, and publishing graduating students' surveys contributes to goal attainment.

Effect for Next Planning Reporting Period

The office will provide any assistance with the Office of the Vice President for Student Services and Enrollment Management to continue to administer and produce the HERI College Senior Survey. Results will be published on website.

Benefits to Organization/Contribution to College Mission

Graduating students' survey results will help fulfill the institutional mission by finding out whether graduates have "acquire[d] the knowledge and skills necessary to attain affordable baccalaureate degrees, associate degrees, and certificates," and if they have also "reached their personal and professional goals," including "... lifelong learning, active leadership, and positive contributions in Northwest Georgia and beyond."

Goal (IV): Operational excellence: College should support transparency, efficiency, and stewardship.

Strategy: Demonstrate quality improvement.

Objective: Institute an alumni survey.

Findings/Progress Report

This has not yet been accomplished. It requires collaboration with the Alumni unit in the Office of Institutional Advancement.

Conclusion

Continuous Improvement Summary:

Unit Performance

The office with will work with the Office of Institutional Advancement to develop and administer an alumni survey.

Goal Attainment

Goal not attained with this non-action.

Effect for Next Planning Reporting Period

The office with will work with the Office of Institutional Advancement to develop and administer an alumni survey.

Benefits to Organization/Contribution to College Mission

Developing, administering, and publishing results of alumni survey will provide additional information regarding graduates' outcomes to support the Student Achievement Data project and for program improvement.

Section D: Annual Progress in Assessing Institutional Effectiveness

The office's assessment report is produced and reported in Weave. A copy is available on request from the Institutional Research office.

Section E: Overall Divisional Health and Plans for the Upcoming Year

The office continues to operate smoothly and it's in pretty good health. The office contributes to the College's institutional effectiveness program. The staff responds to all requests and helps out with various assignments and responsibilities. Unfortunately, because of budget constraints, the office lost its institutional research analyst position at the end of June 30, 2017. However, with the assistance of a student worker, most functions of the office can still be carried out. The office lost its student worker who assisted with duties at the end of the spring semester. He was very instrumental in helping out with various assignments during his two years with the office. At the beginning of the fall 2017 semester, the office acquired the services of a new student worker. Hopefully, things will turn out fine. Shortly, the office will be in the midst of working on preparing the institution's 5th-Year Interim Report to SACSCOC – due sometime in 2018. This will keep the office busy until the report is done and submitted.

For the upcoming year, the office will engage in the following projects:

1. Work to complete the institution's SACSCoC 5th-Year Interim Report due in Fall 2018 for a positive outcome. Update report with new campus developments, including data for the 2017-2018 year. Also, produce and gather all the necessary supporting documentation for all the core requirements, comprehensive standards, and federal requirements.
2. Monitor and prepare the first year progress report of the 2016-2019 *Strategic Plan*.
3. Update Dalton State's Institutional Effectiveness Plan and Policy to support institutional accreditation and as documentation for 5th Year Interim Report.
4. Continue to assist academic affairs and deans to produce required annual comprehensive program reports for the Board of Regents.
5. Support the president's goal of improving retention and graduation rates by providing to committee the necessary data, information, and analysis.
6. Continue work with faculty assessment coordinators to ensure assessment of educational programs and courses are completed by faculty.
7. Continue support to administrative departments for various projects/endeavors needing data/reports/analysis, survey support, goals development, outcomes assessment and general consultative assistance.

8. Manage implementation of the IPEDS and SACSCOC external surveys.
9. Respond to internal and external requests for special reports, data, analyses, etc.