



OFFICE OF INSTITUTIONAL RESEARCH & PLANNING

**ANNUAL REPORT
2011-2012**

**HENRY M. CODJOE
DIRECTOR**

August 2012

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

Administration & Staff: Office of Institutional Research & Planning

| | |
|-----------------|---------------------------------|
| Henry Codjoe | Director |
| Patrick Tisdell | Data and Assessment Coordinator |

| | |
|---|--------------|
| Number of Completed Projects, Assignments and Tasks | 36 |
| Number of Major Ongoing Projects | 10 |
| Number of Major New Projects | 8 |
| Number of Consulting Service/Advice Provided to College Community | 25 |
| Number of Written Reports/Studies/Projects | 52 |
| Number of Surveys/Questionnaires Administered and/or Responded | 7 |
| Number of Students Served by Surveys (duplicated) | 2,346 |
| Number of Faculty and Staff Served by Surveys (duplicated) | 94 |
| Number of External Data Requests Provided or Answered to | 11 |
| Number of Internal Data Requests Provided or Answered to | 38 |
| Number of Full-Time Staff | 2 |
| Number of Part-Time Staff | 0 |
| Number of Professional Development Activities by Staff | 21 |
| Number of Community Activities | 8 |
| Number of Staff Serving on Committees | 2 |
| Total Operating Expenditures (FY 2009) | \$186,565.66 |
| Operating Supplies & Expenses (FY 2009) | \$16,364.98 |
| Equipment Expenditures (FY 2009) | \$-0- |

Section B: Summary of Major Accomplishments

1. Produced the College's *Compliance Certification Report* for its 2013 SACS Reaffirmation. Delivered Off-Site Committee Report in Atlanta, March 14, 2012.
2. Produced *Focused Report* to address non-compliance issues from the SACS Off-Site Committee review of Dalton State's *Compliance Certification Report*.
3. Worked with respective deans/chairs/program directors to produce Program Review Reports for BAS Technology Management, AA Communication Studies, AA Psychology, AS Computer Science, AS Physics Pre-Engineering, CERT Licensed Practical Nursing, and CERT Medical Assisting.
4. Completed the second Delaware National Study of Instructional Costs and Productivity (2011) for 13 of the College's four-year degrees.
5. Continued to produce Grade Distribution Reports to monitor course completion rates, including D/F/W. Reports are produced for All Courses, All Courses by Faculty, Distance Education Courses (Online and Hybrid), and Distance Education Courses (Online and Hybrid) by Faculty.
6. Began to produce a Faculty Teaching Load Analysis by School to measure faculty productivity levels.
7. Completed the Strategic Plan Progress Report for 2010-2011.
8. Administered annual Dalton State participation in 2011 NSSE and FSSE Studies.
9. Completed 2011-12 Annual Report for the Office of Institutional Research.
10. Created time-saving Program Instructional Cost Review master form.
11. Created time-saving Grade Distribution Table master form.
12. Created time-saving Faculty Course Load Table master form.
13. Designed Complete College Georgia Data Analysis Master Tables.
14. Administrated WEAVEOnline setup for campus implementation.
15. Redesigned Weekly Enrollment Report form to monitor and provide useful enrollment data for the President and Vice Presidents.
16. Updated Dalton State's Institutional Effectiveness Handbook.
17. Continued to 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 2011-2012 year:

| Institutional Research Survey List & Count | |
|---|-----|
| July 1, 2011 - June 30, 2012 | |
| Collegiate Assessment of Academic Proficiency (CAAP) | 175 |
| Counseling and Career Services Survey (Spring) | 331 |
| Faculty Survey of Student Engagement (FSSE) | 94 |
| Graduating Students Survey (Fall 2011) | 78 |

| | |
|--|--------------|
| Graduating Students Survey (Spring 2012) | 162 |
| National Survey of Student Engagement (NSSE) | 1,872 |
| School of Nursing Graduates Survey | 26 |
| TOTAL SERVED | 2,738 |

23. The office also continued to provide and complete external information requests, as well as coordinate the 2011 -2012 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:
- College Board's Annual Survey of Colleges, 2011.
 - College Board's Online Annual Survey of Colleges, 2011.
 - Peterson's Annual Survey of Interim Expenses Update for Undergraduate Institutions, 2011-2012.
 - Peterson's Annual Survey of Undergraduate Institutions, 2011-2012.
 - SACS 2011 Financial Profile (with Fiscal Affairs).
 - SACS 2011 Institutional Profile for General and Enrollment Information.
 - US News & World Financial Aid Survey.
 - Wintergreen Orchard House Annual College Admission Data Survey, 2011-2012.
24. Office staff produced the following reports:
- CAAP Assessment Results, Graduates – Spring 2011
 - Common Data Set, 2011
 - Dalton State College Fact Book, 2011
 - Dalton State College Quick Facts, Fall 2011
 - Grade Distribution/Course Completion Chart – All Courses, 2011-2012
 - Grade Distribution/Course Completion Chart – Online & Hybrid Courses, 2011-2012
 - Graduating RN Nurses Survey Summary Report, 2011
 - Graduating Students Survey Summary Report, Fall 2011
 - Graduating Students Survey Summary Report, Spring 2012
 - NSSE and FSSE Executive Summaries for freshmen and seniors, 2011
 - Profile of Distance Learning at Dalton State College, 2011-2012
 - Strategic Plan Progress Report, 2010-2011
 - Weekly Enrollment Reports
25. Consulted and provided research assistance/advice to college community in the following areas:
- Assessment and SACS information requirements with respect to fiscal affairs (Scott Bailey, vice president).
 - Course Completion data (Sandra Stone, vice president).
 - School of Business assessment reports and materials for SACS (Marilyn Helms, School

- of Business).
 - SACS Faculty reports (Gina Kertulis-Tartar, School of Natural Sciences and Mathematics).
 - SACS Mission and QEP Marketing Strategy (Pam Partain, Marketing and Communications).
 - Assessment and SACS information requirements with respect to program and course assessment reports in the School of Business (Dean Donna Mayo, Marilyn Helms).
 - Assessment and SACS information requirements with respect to Radiologic Technology Program (Susan West, Program Director).
 - Strategic planning (Joshua Pfiester, School of Education)
 - Approved degrees/majors in an effort to clean-up our records with the BOR (Sandra Stone, vice president).
 - SACS QEP (Jenny Crisp, Humanities).
 - SACS documentation for Financial Report Drafts (Scott Bailey, Fiscal Affairs).
 - SACS Compliance Certification Review re Financial Report Drafts (Scott Bailey, Fiscal Affairs).
 - Assessment and SACS information requirements with respect to programs and course assessment reports in the School of Natural Sciences and Mathematics (Randall Griffus, Dean).
 - Student Readiness Inventory (Jody Trost, Academic Resources).
 - School of Natural Sciences and Mathematics Program Reviews (Randal Griffus, Dean).
 - SACS Focused Report on General Education (Mary Nielsen, Dean).
 - SACS and Assessment Issues (Mary Nielsen, Dean; Randall Griffus, Dean).
 - SACS Assessment Issues for Social Work (Spencer Zeiger, Dean).
 - Administrative Assessment Outcomes (Enrollment Services, June 21, 2012).
 - Admissions data consulting (Angela Harris, Admissions)
26. The Director and staff served on the following committees during the 2011-2012 reporting period:
- Administrative Council
 - Complete College Steering Committee
 - Adult Learning Consortium
 - International Education Committee
 - Regents Administrative Committee on Effectiveness and Accreditation (RACEA)
 - SACS Compliance Certification Team
 - SACS Leadership Team
 - SACS QEP Team
 - Strategic Planning Committee
 - Student Publications Advisory Committee
 - Web Monitor Committee

27. Continued to represent the College at the Administrative Council of Institutional Researchers of the University System of Georgia.
28. Participated in the following services to the College and community:
- Served on Grand Jury Duty, Whitfield County Court House.
 - Club Advisor, Dalton State International Students Association.
 - Organized campus-wide book drive collection for Methodist University College, Ghana.
 - Guest Speaker, 2011 International Education Week – Global Citizenship, November 14, 2011.
29. 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, Orlando, Florida, December 2-6, 2011.
 - SACS-COC “By Invitation Only” Evaluator Training Workshop for Institutional Effectiveness Evaluators, Orlando, Florida, December 3, 2011.
 - USG Completion Summit, University of Georgia, March 19, 2012.
 - Dalton State QEP Report Review with SACS Vice President, Dr. Claudette Williams (Jenny Crisp, Barbara Tucker, Mary Nielsen – Department of Humanities), March 23, 2012.
 - I-Strategy Budget Training.
 - DegreeWorks, November 28, 2011.
 - Analytics for Leadership Conference, Macon State College, April 10 2012.
 - iDashboards/Dalton State Working Session, April 26, 2012.
 - Faculty-Led Study Abroad Program Development, November 18, 2011.
 - Dalton State annual training re: Right to Know, Ethics, Sexual Harassment, Auto Liability.
 - Webinar: Do you know what SACS Accreditors REALLY Expect in Assessment? (Weave Online), October 4, 2011.
 - Webinar - Predictive Modeling for Institutional Researchers, April 3, 2012.
 - 3rd Annual Dalton State College Teaching and Learning Conference, March 23, 2012.
 - Complete College Georgia – Mandatory Data Discussion for USG Campus Teams, April 13, 2012.
 - Workshop re SACS suggestions on how to address the college's 3.3.1 (institutional effectiveness) non-compliance issue, SACS Atlanta Office, June 13, 2012.
 - Webinar - "Simple & Meaningful Assessment Basics", June 19, 2012.
 - Webinar – WeaveOnline Assessment Management System, June 21, 2012.

Section C: Annual Progress in Strategic Planning

No implementation goal was assigned to Institutional Research during this annual cycle.

Section D: Annual Progress in Assessing Institutional Effectiveness

There is no assessment report for this cycle of the annual report. In light of the SACS Off-Site Report that found Dalton State College not in compliance with the assessment of administrative support services, the College has invested in the WEAVEOnline Assessment Management System as part of an Improvement Plan to SACS that will respond to the SACS recommendations. This plan will include a complete review and revision of all administrative support services' unit outcomes, with the goal that administrative directors and unit heads are able to (a) write or formulate effective administrative objectives as expected *outcomes* and not as lists of accomplishments or tasks, (b) identify appropriate and realistic measures/means of assessment that include both direct and indirect measures, and (c) know what components should be included in a completed administrative outcomes unit assessment plan so that the College's reports are consistent. A WEAVE training workshop was held on July 19, 2012 for administrative directors, and the Office of Institutional Research and Office has begun the process of using the WEAVE software to write mission, goals, outcomes/objectives, measures, targets, findings, action plans and documenting progress, and post-assessment. A new OIRP assessment report using this new system will become effective with the 2012-2013 Annual Report.

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

Budgetary restraints resulted in the loss of a full-time permanent position (Research Analyst) in the office during the 2011-2012 year. At the same time, because of preparation for the College's 2013 SACS reaffirmation, the continued use of a temporary full-time research assistant resulted in another productive year for the Institutional Research office. Fortunately for the office, the additional demand on the services of the office with the new Complete College Georgia project and the funds provided to it, led to the hiring of a full-time permanent position to coordinate data and assessment activities. This is a huge relief and added benefit since the new Data and Assessment Coordinator has excellent quantitative and qualitative research skills, and he will assist the office in providing needed resource and expertise in advancing the college's institutional research and effectiveness efforts. On that note, I can pronounce the office's overall health as improved with better things to come. So far, the productivity level has increased in some important areas (e.g., comprehensive program reviews, grade distribution/course completion data). I am pleased to say the office is functioning in the way I have always envisioned it to be. Moving forward once we get through with the SACS reaffirmation, I believe the office can accomplish a great deal and we look forward in the next year and beyond to work on various tasks and projects, including:

1. Address any issues in an Improvement Plan Report to address any recommendations arising from the September 18-20, 2012 SACS On-Site Reaffirmation Committee.
2. Assist with the new 2013-2016 Strategic Plan, including monitoring and reporting on its progress.
3. Monitor and report on progress of Dalton State College's Complete College Georgia project.
4. Work with academic and administrative departments in implementing the WEAVEOnline Assessment Management System to improve educational programs, student learning outcomes, and administrative/academic support services assessment. This will help Dalton State to be in compliance the SACS standards on institutional effectiveness (3.3.1).
5. Prepare a revived *Dalton State Annual Report for Institutional Progress* for 2011-2012 and annually.
6. Create new analysis tools that access the student, admissions, and graduation database tables directly for real-time results. This will save literally hundreds of hours of work-time from both this department and OCIS.
7. Complete Dalton State's iDashboards site and embedding it in the IRP Website. This will likewise save hours of time for many different parties and provide access to data and information for planning and decision making.
8. Redesign the IRP Website for ease of access.

9. Implement the WEAVEOnline framework for all College departments. This will make SACS visits much easier.
10. Scan the bulk of our records and switching to an all-digital environment with multiple backups.
11. Continue to assist deans, chairs, and program directors with program reviews.
12. Administer the third year of Dalton State's participation in the Delaware National Study of Instructional Costs and Productivity for 4-Year Degree Programs.
13. Administer the 2012 NSSE/FSSE and IPEDS surveys for Dalton State.
14. Work with School of Business to put in place an assessment structure/plan that will systematically collect and analyze data with respect to job placement rates, employer surveys, and graduating students and alumni surveys.