DALTON STATE
INSTITUTIONAL RESEARCH

OFFICE OF INSTITUTIONAL RESEARCH & PLANNING

ANNUAL REPORT
2015-2016

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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

Number of Completed Projects, Assignments and Tasks	57
Number of Major Ongoing Projects	15
Number of Major New Projects	5
Number of Consulting Service/Advice Provided to College Community	40
Number of Written Reports/Studies/Projects	15
Number of Surveys/Questionnaires Administered and/or Responded	9
Number of Students Served by Surveys (duplicated)	1,003
Number of Faculty and Staff Served by Surveys (duplicated)	0
Number of Internal and External Data Requests Provided or Answered to	39
Number of Full-Time Staff	2
Number of Part-Time Staff	0
Number of Professional Development Activities by Staff	2
Number of Community Activities	3
Number of Staff Serving on Committees	100%
Total Operating Expenditures (FY 2015)	$194,202.57
Operating Supplies & Expenses (FY 2015)	$21,608.12
Equipment Expenditures (FY 2015)	$-0-

Section B: Summary of Major Accomplishments

1.   Finished first draft of the College's SACS Fifth-Year Interim Report to SACSCOC. Report will be updated with revised/new information for the 2016-2017 school year.

2.   Produced a 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.

3.   Supervised and monitored the third year implementation and progress reporting for the 2013-2016 *Strategic Plan*.

4.   Office collaborated with Office of Academic Affairs to produce College's annual Complete College Georgia report for the University System of Georgia.

5.   Continued with data/information production, updates, enhancement, and presentation for the iDashboards Fact Book.

6.   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.

7.   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.

8.   Completed 2014-15 Annual Report for the Office of Institutional Research.

9.   Started working with faculty coordinators to implement Academic Effect, the upgrade to the WeaveOnline assessment software.

10.   Director continued to teach course on African History (HIST 3150) for the Department of History in the School of Liberal Arts.

17.   The office also continued to provide and complete external information requests, as well as coordinate the 2015 -2016 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, 2015.
   - College Board's Online Annual Survey of Colleges, 2015.
   - SACS 2015 Financial Profile (with Fiscal Affairs).
   - SACS 2015 Institutional Profile for General and Enrollment Information.

18. Office staff produced the following reports:
    - Dalton State College Quick Facts, Fall 2015
    - Grade Distribution/Course Completion Chart – All Courses, 2014-2015
    - Grade Distribution/Course Completion Chart – Online & Hybrid Courses, 2014-2015

19. The Director and Institutional Research Analyst served on the following committees during the 2015-2016 reporting period:
    - Administrative Council
    - Adult Learning Consortium
    - Faculty Assessment Committee
    - Complete College Steering Committee
    - International Education Committee
    - QEP Advisory Committee
    - Regents Administrative Committee on Effectiveness and Accreditation (RACEA)
    - Staff Council
    - Strategic Planning Committee

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, Houston, Texas, December 2016.
    - Dalton State annual training re: Right to Know, Ethics, Sexual Harassment, Auto Liability.
    - Georgia Association of Institutional Researchers meeting.

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
    - Developing research questions
    - International student enrollment
    - Student headcounts by nationality
    - Dalton-Whitfield Economic Development Board data requests
    - Prepared data and analysis for NSF grant application for Science & Technology
    - College Affordability and Transparency report for President's office
    - Extensive grade comparison analysis for Interim VP Academic Affairs

- Enrollment by Advisor report for AVP of Enrollment Services
- Full disclosure report for School of Business
- Assisted with developing research questions multiple faculty and staff research efforts
- History of NSSE response rates for VP Academic Affairs
- Hispanic-Latino data analysis for Board of Regents grant/discusssion
- Graduate employment report for VP Enrollment Services
- STEM enrollment analysis
- Online courses report for USG colleague (UNGa)
- Nationality report for faculty member
- Ethnicity report for campus fraternity

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 2014-2015 year:

Institutional Research Survey List & Count	
July 1, 2015 - June 30, 2016	
Collegiate Assessment of Academic Proficiency (CAAP)	225
The Outcomes Survey (CSO Research) 2014-15	778
IRP Department Staff/Faculty Satisfaction Survey 2014-15	62
TOTAL SERVED	**1,065**

Section C: Annual Progress in Strategic Planning

Goal: Increase student success.

Strategy: Improve completion/access for students traditionally underserved.

Objective: Review relevant policies and procedures that might serve as barriers to student success and change these if needed.

Metric/Accountability Measure: Document any policy changes along with their impact in terms of reduced credit hours for each degree.

Findings/Progress Report

Accumulation of credit hours beyond the necessary amount to acquire a degree has been a concern for some time. Emphasis on intrusive advising was increased this year in order to counsel students to toward a major reflecting their previous academic success and to avoid impulsive decisions to change their major. Although every student may ultimately select any major they please, early guidance can help them determine what may be a best fit for their skills, abilities and ambitions, particularly if they are undecided coming into the College.

Although it is still early to ascertain the real impact on number of credit hours accumulated, there is early indication that fewer students are acquiring excessive credit hours before graduating. In 2008, 41% of enrolled students had earned more than 90 credit hours entering the Fall term. In Fall 2013, it was 31%. By 2015 Fall, it had dropped to 19% of enrolled students.

Conclusion

These reports and presentations will offer opportunity for senior administrators to review relevant policies and procedures that might serve as barriers to student success and change these if needed. And now with broader focus on the policies and practices affecting student retention/progression and graduation – especially in light of the president's goal on improving retention and graduation rates, IRP can support and produce analytic reports toward achieving this goal.

Continuous Improvement Summary:

In order to strengthen the utility of OIRP output and contribute to campus-wide retention and graduation efforts, the office will continue to become fully-versed in campus policies and practices related to student success, and produce and/or provide data and analysis as it continually does for the annual *Complete College Georgia* project.

Unit Performance

Goal Attainment
Attaining goal is an ongoing process and involves the whole campus. The office will continue to contribute its share of responsibility.

Effect for Next Planning Reporting Period
For the next period, the office will use the suggestions and recommendations provided by a consulting group as the basis for its data reporting and analyses with respect to improving graduation and retention rates.

Benefits to Organization/Contribution to College Mission
OIRP supports Dalton State's Core Mission Commitment #4 with this goal: "Continuous improvement in all aspects of its operations through the use of inclusive, participatory planning and meaningful assessment."

Goal: Seek and Steward Resources.

Strategy: Determine best practices and implement appropriate methods for increasing efficiency and service excellence in campus processes.

Objective: Engage in data-driven decision-making and, based on such data, make program additions/revisions/terminations and revise processes and procedures in an effort to increase the efficiency and effectiveness of our operations.

Metric/Accountability Measure:

Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.

Findings/Progress Report

Significant senior administrative changes began in 2014-15. The VP Academic Affairs moved on to an out-of-state position, the President retired a few months later and some Program Review Committee members rotated off without replacements. Although both administrative positions were ably filled on interim bases, lack of permanence affected management of some processes. During this period, 7 reviews came due. All necessary data were provided timely to Deans. Three reviews were completed and processed timely.

Conclusion

Timely program reviews are vitally important to ensuring institutional effectiveness. Rigorous review of programs' quality, productivity and value facilitates improvement, innovation and institutional growth. In its' absence, programs will grow stale and ineffective. Financial expenditures go unjustified and unchallenged. Beyond fulfilling institutional accreditation requirements, program reviews fulfill the College's duties of accountability, quality and continuous improvement. We cannot move forward if we do not look back and assess our progress.

Continuous Improvement Summary:

Unit Performance

A key unit performance of the office is to ensure that Dalton State complies with SACS accreditation standards. With coordinating and ensuring that program reviews are completed, the office fulfils its duties in this regard.

Goal Attainment

Attainment of this goal will take several planning year cycles, and the office will continue to do its part in fulfillment.

Effect for Next Planning Reporting Period

For the next planning period, the office will continue to assist deans, chairs, and program directors with program reviews and report on progress and achievements.

Benefits to Organization/Contribution to College Mission

The office's work in this area contributes to the College mission of "continuous improvement in all aspects of its operations through the use of inclusive, participatory planning and meaningful assessment."

Goal: Seek and Steward Resources.

Strategy: Determine best practices and implement appropriate methods for increasing efficiency and service excellence in campus processes.

Objective: Identify processes utilized in various departments and conduct audits to determine where improvements are needed.

Metric/Accountability Measure:

Each division head will document major data-driven decisions that change programs, policies, processes and procedures in the following areas: fiscal management, enrollment and student services, academic programming, and assessment and institutional effectiveness.

Findings/Progress Report

In the past, OIRP has suggested that academic records of students with excessive credit hours be evaluated for achievement of Associate or Certificate awards. It has since been clarified that such students could continue toward their current degree goal, as there is no financial aid penalty for continuing toward a subsequent degree.

Eliminating the diploma fee would remove another obstacle to receiving an award. The dollar value of collecting such a small fee would likely be outweighed by stronger graduation numbers/rates and strengthen our reputation for student success. The ultimate value to the student could be multiple credentials (perhaps in different majors) and a fallback degree if, for some reason, they are unable to complete a subsequent degree. They will have paid their tuition, earned the credits and can walk away with at least one credential, if not more.

Conclusion

Once again, OIRP offers that a change in policy to award an Associate's or Certificate diploma to students with excessive accumulated student credit hours can be a best practice for increasing productivity and service to our students and community.

Continuous Improvement Summary:

Unit Performance

The OIRP will continue to note and document any major data-driven decision that can change programs, policies, processes and procedures concerning institutional effectiveness.

Goal Attainment

This is an ongoing objective for the institution, and the office will continue to support in fulfilment of goal.

Effect for Next Planning Reporting Period

Through its support of the Complete College Georgia project, the office will continue to note and document policies and procedures for continuous improvements.

Benefits to Organization/Contribution to College Mission

This supports and fulfills one of the core commitments of the institutional mission that the College embark on "continuous improvement in all aspects of its operations through the use of inclusive, participatory planning and meaningful assessment."

Goal: Seek and Steward Resources.

Strategy: Determine best practices and implement appropriate methods for increasing efficiency and service excellence in campus processes.

Objective: Engage in formal assessment processes and continuous improvement.

Metric/Accountability Measure: All institutional units and academic programs will have their respective goals and student learning outcomes entered into the WEAVE online assessment program by the end of FY13 and will utilize that program to monitor progress towards goals, indicate goal achievement, and develop corrective action plans when targets are not met, including action plans for continuous improvement when targets are met.

Findings/Progress Report

Under the coordination and supervision of OIRP, the College entered its fourth year of Weave implementation across campus. The office is now assisted by faculty assessment coordinators to ensure that faculty and academic departments complete their program and course assessments. During the year, the director started introduction and training with the faculty coordinators to transition to an upgrade to Weave, called Academic Effect. The campus will begin to use the upgrade system starting with the 2016-2017 academic year.

Conclusion

With WEAVE implementation and the upgrade to Academic Effect, the College continues to engage in formal assessment processes and continuous improvement. The assessment reports produced by academic and administrative departments, including community/public service demonstrate the College's commitment to continually enhance its institutional effectiveness through formal, ongoing processes in order to identify expected outcomes, assess outcomes, and use assessment results for improvement.

Continuous Improvement Summary:

Unit Performance

This goal and results stated here will help to fulfill the institutional effectiveness standard for the forthcoming Fifth-Year Interim Report for SACS in the next few years. Again, it will respond to the SACS committee's report following the 2013 reaccreditation that the College "document that the institution is undertaking a consistent process of assessment that includes the identification of authentic outcomes, assessment that produces meaningful data, and an analysis of that data leading to documented improvements in the administrative support services units."

Goal Attainment

The continuing use of the WEAVE assessment program across campus has contributed to attaining the objective of "engag[ing] in formal assessment processes and continuous improvement" toward the goal of "mak[ing] effective resource management a top priority by seeking new resources and strategically managing the resources (Seek and Steward Resources)."

Effect for Next Planning Reporting Period

The college is now committed to continually enhance its institutional effectiveness through formal, ongoing processes in order to identify expected outcomes, assess outcomes, and use assessment results for the improvement of educational programs and student learning. All academic and administrative departments must now produce annual assessment reports for academic courses, programs, and administrative and student support service programs and report annually during each planning period.

Benefits to Organization/Contribution to College Mission

The College is now complying with SACS standards on institutional effectiveness with the Weave assessment program, and fulfills one of the core commitments of the institutional mission that the College embark on "continuous improvement in all aspects of its operations through the use of inclusive, participatory planning and meaningful assessment."

Section D: Annual Progress in Assessing Institutional Effectiveness

The office's assessment report is produced in Weave.

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

The overall departmental health of the office is good. The two full-time personnel and a student worker have been able to manage and execute all assignments and projects. The office also continues to be a resource for the College community, working with various offices and departments. Thankfully, with the addition of faculty assessment coordinators to assist the office with program and course assessments, the workload in this area is gradually reducing – allowing the office to spend time on other pressing issues and projects. Yet, there is still ways to go for the College to embrace an assessment culture. This is an ongoing challenge, but with the support of the President and the new vice-president for academic affairs, this would change. So far, developments have been positive.

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

1. Work to complete the institution's SACSCoC 5th-Year Interim Report for a positive outcome. Update report with new campus developments, including data for the 2016-2017 year. Also, produce and gather all the necessary supporting documentation for all the core requirements, comprehensive standards, and federal requirements.

2. Coordinate implementation and assessment of new 2016-2019 Strategic Plan, including producing annual reports to monitor progress and effectiveness.

3. Assist academic affairs with producing annual program reviews to comply with new Board of Regents reporting vehicle, policy and requirements; and continue to work with deans, chairs, and assessment coordinators to fully implement assessment of educational programs and student learning outcomes in compliance with SACSCoC standards.

4. Work with OCIS to produce data for deans to satisfy USG reporting requirements concerning program reviews for Dalton State

5. Support the president's goal of improving retention and graduation rates by providing to committee the necessary data, information, and analysis.

6. Prepare the third year progress report of the 2013-2016 Strategic Plan as well as monitor implementation of the third year, if needed.

7. Continue institutional support concerning the annual progress report of the Complete College Georgia project.

8. Continue work with academic and administrative departments in implementing the upgrade to WEAVE Online Assessment Management System, Academic Effect, to improve educational programs, student learning outcomes, and administrative/academic support services assessment.

9. Continue to update the *iDashboards*, which now serves as the College's official *Fact Book,* and information resource. The office will also continue *iDashboards* development to support campus endeavors, including, but not limited to, program accreditation preparation/reporting, maintaining status awareness, develop presentations and research papers, and generally offer information for discussion and consideration.

10. Produce and maintain Common Data Set project in collaboration with OCIS to assist with responses to internal and external queries to Dalton State data and information.

11. Develop Records Management program by collaborating with Georgia Archives staff and working closely with College staff and faculty to design strategies and implement processes.

12. Continue support to administrative departments for various projects/endeavors needing data/reports/analysis, survey support, goals development, outcomes assessment and general consultative assistance.

13. Regularly present analytical status reports to the College community.

14. Manage implementation of external surveys such as IPEDS, NSSE, GradLeaders, etc.

15. Respond to internal and external requests for special reports, data, analyses, etc.