



**OFFICE OF INSTITUTIONAL RESEARCH & PLANNING**

**ANNUAL REPORT  
2010-2011**

**HENRY M. CODJOE  
DIRECTOR**

**September 2011**

## TABLE OF CONTENTS

Office Profile & Productivity At-a-Glance .....	3
Summary of Major Accomplishments.....	4
Annual Progress in Strategic Planning .....	9
Annual Progress in Assessing Institutional Effectiveness .....	10
Overall Divisional Health and Plans for the Upcoming Year .....	13

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

**Administration & Staff: Office of Institutional Research & Planning**

Henry Codjoe	Director
Marilyn Fitzpatrick	Research Analyst
Patrick Tisdell	Research Assistant

Number of Completed Projects, Assignments and Tasks	58
Number of Major Ongoing Projects	15
Number of Major New Projects	20
Number of Consulting Service/Advice Provided to College Community	12
Number of Written Reports or Studies	43
Number of Surveys/Questionnaires Administered and/or Responded	32
Number of Students Served by Surveys (duplicated)	2,640
Number of Faculty and Staff Served by Surveys (duplicated)	938
Number of External Data Requests Provided or Answered to	14
Number of Internal Data Requests Provided or Answered to	64
Number of Full-Time Staff	3
Number of Part-Time Staff	0
Number of Professional Development Activities by Staff	14
Number of Community Activities	6
Number of Staff Serving on Committees	1
Total Operating Expenditures (FY 2009)	\$179,108.05
Operating Supplies & Expenses (FY 2009)	\$15,989.99
Equipment Expenditures (FY 2009)	\$-0-

## **Section B: Summary of Major Accomplishments**

1. Provided assistance to campus committees working on the preparation of the Compliance Certification and the Quality Enhancement Plan (QEP) for Dalton State's 2013 SACS Reaffirmation.
2. Invited and hosted Dr. Claudette Williams, Dalton State's SACS liaison, to campus to meet with Compliance Certification and QEP committee members in preparation for Dalton State's 2013 reaffirmation.
3. Edited SACS compliance certification draft reports and uploaded them to Compliance Assist!, the software that the College is using to prepare for its 2013 reaffirmation.
4. Completed the first Delaware National Study of Instructional Costs and Productivity (2010) for 13 of the College's four-year degrees.
5. Completed a batch of unit satisfaction surveys and results reports for SACS and institutional effectiveness documentation.
6. Continued to chair the Compliance Certification Team of the 2013 DSC SACS Reaffirmation.
7. Served as a member of the SACS On-Site Reaffirmation Committee for Institutional Effectiveness at Northwest Florida State College in Niceville, FL on 10/18/2010 - 10/20/2010.
8. Completed the SACS request for additional information and clarification with respect to Dalton State's Substantive Change Prospectus which added the provision of an existing Associate of Arts Degree in General Studies at the off-campus instructional site at Ellijay, Gilmer County.
9. Prepared institutional policies with flowcharts for strategic planning and institutional effectiveness.
10. Produced Grade Distribution Charts to document course completions, one for all courses and for online/hybrid-only courses.
11. Produced a Learning Support (High School) table listing both freshmen and then total students enrolled in Learning Support classes.
12. Produced a revised list of Key Performance Indicators (KPIs) that were aligned with the College's mission and filled in all available data for the past ten years.
13. Prepared an Enrollment History table for the SACS QEP project.
14. Assisted the directors of Public Safety, Plant Operations, and Human Resources to prepare outcome assessment reports for their units.
15. Completed Strategic Plan Progress Reports for 2006-2007, 2007-2008, and 2009-2010.
16. Prepared a template to collect data for Dalton State's comprehensive program review process.
17. Assisted with data provision to prepare Spring 2011 comprehensive program review reports in Bachelor of Applied Science in Technology Management, Associate of Science in Agricultural and Environmental Sciences, Associate of Arts in Communications Studies, Associate of Arts in Psychology, and Certificate in Medical Assisting.
18. Prepared an Institutional Effectiveness Audit Form to gauge the level of unit outcome assessments concerning academic and administrative support services.
19. Revamped and updated IRP Website with assessment documents, surveys, and other important College documents, links, and other electronic resources.

20. Administered Dalton State participation in 2010 NSSE and FSSE Studies with Board of Regents coordination.
21. Completed 2010-11 Annual Report for the Office of Institutional Research.
22. Continues 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 2010-2011 year:

<b>Institutional Research Survey List &amp; Count</b>	
<b>July 1, 2010 - June 30, 2011</b>	
Academic Resources Office Satisfaction Survey	114
ACT Student Readiness Inventory	727
Adult Education Office Satisfaction Survey	37
Alumni Survey	106
Campus Recreation Office Satisfaction Survey	55
Collegiate Assessment of Academic Proficiency (CAAP)	210
Computing and Information Services Office Satisfaction Survey	134
Counseling and Career Services Survey (Fall)	12
Counseling and Career Services Survey (Spring)	13
Counseling and Career Services Survey (Summer)	2
Enrollment Services Office Satisfaction Survey	90
Faculty Survey of Student Engagement	76
Faculty Workload Survey	46
Financial Aid Office Satisfaction Survey	77
Fiscal Affairs Office Satisfaction Survey	79
Foundation Office Satisfaction Survey	37
Graduating Students Survey (Fall)	54
Graduating Students Survey (Spring)	191
Institutional Research Office Satisfaction Survey	53
Learning Support Post-Survey (All Learning Support Students)	551
Learning Support Pre-Survey (All Learning Support Students)	24
Learning Support Survey (All Learning Support Students - Spring)	34
Learning Support Survey (Former Learning Support English Students - Fall)	65
Learning Support Survey (Former Learning Support English Students - Spring)	87
Marketing and Communications Office Satisfaction Survey	60
National Survey of Student Engagement	395
Roberts Library Satisfaction Survey	80

School of Nursing Alumni Questionnaire	21
School of Nursing Graduates Survey	14
School of Nursing Graduating Students General Survey	50
Social Work Community Survey	3
Student Life Satisfaction Survey	81
<b>TOTAL SERVED</b>	<b>3,578</b>

23. The office also continued to provide and complete external information requests, as well as coordinate the 2010 -2011 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, 2010.
- College Board's Online Annual Survey of Colleges, 2010.
- International Student Enrollment Survey
- Peterson's Annual Survey of Interim Expenses Update for Undergraduate Institutions, 2010-2011.
- Peterson's Annual Survey of Undergraduate Institutions, 2010-2011.
- SACS 2010 Financial Profile (with Fiscal Affairs).
- SACS 2010 Institutional Profile for General and Enrollment Information.
- SACS Institutional Summary Form Prepared for Commission Reviews (in preparation for Dalton State's 2013 Reaffirmation).
- TCSG and USG Systems Survey of Students Regarding Seamless Transitions into Postsecondary Education.
- US News & World Report Student Survey.
- US News & World Financial Aid Survey.
- Wintergreen Orchard House Annual College Admission Data Survey, 2010-2011.

24. Office staff produced the following reports:

- *CAAP Assessment Results, Graduates – Spring 2010*
- *Common Data Set, 2010*
- *Dalton State College Fact Book, 2010*
- *Dalton State College Quick Facts, 2010*
- *Dalton State Peers Data Comparison Table* (to compare basic facts about Dalton State with facts about its peer institutions).
- *Dalton State Program Template* (with Dr. Mary Nielsen, Dean of School of Liberal Arts).
- *Facts & Figures, 2010*
- *Grade Distribution/Course Completion Chart – All Courses, 2010-2011*
- *Grade Distribution/Course Completion Chart – Online & Hybrid Courses, 2010-2011*
- *Graduating RN Nurses Survey Summary Report, 2010*
- *Graduating Student Survey Results Summary Reports, 2011*

- *Graduating Students Survey Summary Report, Fall 2010*
- *Graduating Students Survey Summary Report, Spring 2011*
- *Institutional Effectiveness Policy/Flowchart*
- *Mission-Driven Continuous Improvements and Accomplishments*
- *Mission-Driven Key Performance Indicators*
- *NSSE and FSSE Executive Summaries for freshmen and seniors, 2010*
- *Profile of Distance Learning at Dalton State College, 2010-2011*
- *Quick Facts, 2010*
- *Strategic Planning Policy/Flowchart*
- *Strategic Plan Progress Report, 2006-2007*
- *Strategic Plan Progress Report, 2007-2008*
- *Strategic Plan Progress Report, 2009-2010*
- *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 educational support programs the department of Enrollment Services (Jodi Johnson, vice president).
- Assessment and SACS information requirements with respect to program and course assessment reports in the School of Technology (Rachel Davis, Coordinator of Curriculum Development & Student Transition).
- Assessment and SACS information requirements with respect to program outcome assessment reports in the School of Social Work (Spencer Zeiger, dean).
- Assessment and SACS information requirements with respect to program and course assessment reports in the School of Natural Sciences & Mathematics (Randall Griffus, dean with Bob Clay, assessment reports coordinator).
- Assessment and SACS information requirements with respect to program and course assessment reports, job placement rates, alumni/employer surveys in the School of Business (Donna Mayo, dean).
- Assessment and SACS information requirements with respect to research-based reports in the department of Enrollment Services (Angela Harris, assistant vice president and Jami Hall, director of Student Life).
- Dalton State institutional effectiveness plan for 2013 SACS reaffirmation prep (Mary Nielsen, Dean of School of Liberal Arts)
- SACS Compliance Certification Committee on Faculty (Gina Kertulis-Tartar, committee chair).
- SACS Compliance Certification Committee on Governance (Kent Harrelson, committee report editor).
- SACS Compliance Certification Committee on Student and Academic Support Services (Linda Wheeler, committee chair).
- SACS Quality Enhancement Plan (QEP) reporting and assessment (Barbara Tucker, chair of QEP Committee).
- SACS Reaffirmation information briefs (Compliance Certification and QEP committees).

26. The Director served on the following committees during the 2010-2011 reporting period:
  - Administrative Council
  - 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
  
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:
  - Guest lecturer on African American Culture and Education, School of Education classes (Dr. Carol Pate [March 24, 2011], Dr. Cristian Aquino-Sterling [March 31, 2011], Dr. Lelia Mullis [June 2, 2011] and Dr. Sharon Beavers [June 6, 2011]).
  - Club Advisor, Dalton State International Students Association
  - Jury duty (March 28-30, 2011).
  
29. Attended the following professional development workshops/meetings/focus groups/webinars:
  - Annual meeting of the Commission on Colleges of the Southern Association of Colleges and Schools, Louisville, Kentucky, December 4-7, 2010.
  - Argos Banner Reporting Tool Training (attended by Research Analyst).
  - Dalton State annual training re: Right to Know, Ethics, Sexual Harassment, Auto Liability.
  - Diversity and Inclusion workshop by Human Resources, July 2010.
  - Fall USG Institutional Research & Planning meeting, Macon State College, Macon, October 27, 2010 (Attended by Research Analyst on behalf of Director).
  - IPEDS Training Workshop, Atlanta, June 23, 2011(attended by Research Analyst).
  - Participated in the one-day Orientation Session for institutions beginning their SACS decennial review process, Atlanta, January 31, 2011.
  - The 2<sup>nd</sup> Annual Dalton State College Teaching and Learning Conference, March 18, 2011.
  - University System of Georgia Regents Administrative Committee on Effectiveness and Accreditation (RACEA) second annual meeting, Clayton State College, Morrow, February 24-25, 2011.
  - Webmaster Training (attended by Research Analyst).



**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**

See below for a Unit Outcomes Assessment Report.

### *Unit Outcomes Assessment Results Report 2009-2011*

#### **Department Mission Statement**

The Office of Institutional Research and Planning (OIRP) reports directly to the president and works closely with senior-level administrators and deans to provide college-wide leadership and direction in the areas of strategic planning, institutional research, assessment, and effectiveness. The Office provides management information and analytical support for institutional planning and policy decision making in the College's quest for continuous improvement. The Office thus conducts research; provides analysis; and generates, interprets, and disseminates data on student enrollment and achievement, academic programs and support services, faculty and staff, finance, facilities, and other reports on an *ad hoc* basis.

#### **Department Goals**

1. To provide leadership and direction in meaningful assessment of all aspects of the College's operations.
2. To supply quality data and analysis of that data for use by the College's administration.
3. To keep the College community aware of the documents produced and maintained by OIRP.
4. To respond to requests for data and other forms of assistance in an efficient and timely manner.
5. To continually improve OIRP's effectiveness by acting on comments and suggestions from users.

#### **Assessments**

1. The College President appointed the director of Institutional Research to be Dalton State's SACS liaison in 2010. Since fall 2009, the director has initiated the organization of campus committees to work on the preparation of the Compliance Certification and the Quality Enhancement Plan for the institution's 2013 SACS Reaffirmation, including other preparatory logistics. Meanwhile, the director completed a SACS Substantive Change Prospectus for the off-campus site at Gilmer County, Ellijay. The director continues to brief and advise all College personnel and committees involved with the SACS reaffirmation projects, and keep the College up to date on SACS news.

The Office also provided research assistance/advice to the College community in the areas of course assessment plans, strategic planning, student engagement, and program reviews. The director administered DSC's participation in the Delaware National Study of Instructional Costs and Productivity for 4-Year Degree Programs and served on several committees,

including the Administrative Council, the Strategic Planning Committee, and the Regents Administrative Committee on Effectiveness and Accreditation.

2. OIRP produced many documents and reports important to the College community, such as the Common Data Set, the College Fact Book, Graduating Student Survey Results Reports, and the SACS 2013 Institutional Analysis Survey Summary Reports. These reports aid College administrators in making educated strategic planning decisions and resource allocations.
3. OIRP has also continually administered administrative and academic surveys to gather information in order to identify strategic areas needing improvement. These elicited 2,117 completed surveys in FY2009 alone. In fall 2011, IRP completed its regular cycle of administrative surveys. Below are assessment goals and results, based on IRP surveys distributed to staff and faculty members, which demonstrate IRP's departmental effectiveness:

#### **2009-2010**

1. 70% of Faculty and Staff will respond to the 2010 IRP administrative survey statement "The OIRP is effective in collecting, analyzing, and disseminating information and data" with "Full Implementation."
  - Outcome met. Of the staff and faculty who did not answer "Unknown," 78% responded with "Full Implementation."
2. 70% of Faculty and Staff will respond to the 2010 IRP administrative survey statement "IR staff members are seen as responsive to requests for information from administrators, faculty, and staff" with "Full Implementation."
  - Outcome met. Of the staff and faculty who did not answer "Unknown," 85% responded with "Full Implementation."
3. 70% of Faculty and Staff will respond to the 2010 IRP administrative survey statement "IR staff members produce information useful for program evaluation, strategic planning, and budgeting" with "Full Implementation."
  - Outcome met. Of the staff and faculty who did not answer "Unknown," 78% responded with "Full Implementation."
4. 70% of Faculty and Staff will respond to the 2010 IRP administrative survey statement "The IR office has more than an administrative support role (i.e., not just compliance reporting): The IR function is integral to the management of DSC" with "Full Implementation."
  - Outcome met. Of the staff and faculty who did not answer "Unknown," 79% responded with "Full Implementation."

### 2010-2011

5. 70% of Faculty and Staff will respond to the 2011 IRP administrative survey question “How satisfied were you with the service you received?” with “very satisfied” or “satisfied.”
  - Outcome met. Of the staff and faculty who answered, 91% responded with “very satisfied” or “satisfied.”
  
6. 70% of Faculty and Staff will respond to the 2011 IRP administrative survey statement “The Office of Institutional Research at Dalton State College is effective in collecting, analyzing, and disseminating information and data” with “strongly agree” or “agree.”
  - Outcome met. Of the staff and faculty who answered, 71% responded with “strongly agree” or “agree.”
  
7. 70% of Faculty and Staff will respond to the 2011 IRP administrative survey statement “In general, I am satisfied with the work performed by the Office of Institutional Research and Planning” with “strongly agree” or “agree.”
  - Outcome met. Of the staff and faculty who answered, 73% responded with “strongly agree” or “agree.”

### Improvements

In response to survey comments, OIRP is working to make the Fact Book more accessible and user-friendly. As such, 2012’s *Fact Book* will be revamped to focus on easier access. The document will be redesigned for online distribution, rather than for hard copies, in order to utilize tools unique to digital copies, such as search functions and crosslinking.

The 2012 *Fact Book* will also feature more analysis and summaries of College trends, highlighting the College’s strengths and weaknesses. A lack of analysis was a common complaint about previous Fact Books, but it will be addressed in the 2012 Fact Book. IRP’s surveys are also being redesigned in response to survey comments, taking care to improve design, wording, and scaling. Each question will be phrased in a way that elicits clear and interpretable data.

### User Comments

“Henry and Marilyn are GREAT! Friendly, helpful, accessible. They are always quick to provide me any info I need.”

“Statistical data and current year data from the fact book – I use these all the time. The fact book is one of the best things produced by the college.”

“I have no comments because I think they do an excellent job.”

“Marilyn and Henry do an excellent job!”

“They shouldn’t change—they are doing a very good job.”

“Henry and Marilyn do a great job.”

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

With the addition of a temporary full-time research assistant, this has been one of the most productive years for the Institutional Research office. At the same time, the ongoing preparation for Dalton State's upcoming SACS reaffirmation in 2012-2013 is also adding to the demands of the office, not to mention the continuing requests from internal and external parties for data and assistance/advice with respect to planning, institutional effectiveness and assessment. In the last year, the office added the responsibilities of comprehensive program reviews, grade distribution/course completion data, and the Delaware Study to its responsibilities. These are important developments and contribute to the office's mission of providing college-wide leadership and direction in the areas of strategic planning, institutional research, assessment, and effectiveness. Indeed, in the coming year, the office will be preparing to send Dalton State's Compliance Certification Report to the SACS Off-Site Review Committee and lay the ground for the On-Site Committee visit on September 18-20, 2012. There are still lots to be done, but with the assistance of the office's staff, the work will be accomplished. Moving forward and I know these are difficult budget times, but the office will like for the position of Research Assistant be made permanent. I believe a 3-Staff component can accomplish a great deal, especially in light of the work ahead. As I stated in my annual report last year, the office could indeed use an additional staff member who would be in charge of data analysis, including programming and statistical skills. The current temporary research assistant has shown his capabilities in these functions, and wishes to add him to the office's permanent staff. At this time, I am pleased to say that the office is functioning very well with the help of the research analyst and overall, I'll say the overall health of the department is healthy.

In the coming year, the office looks forward to working on various tasks and projects, including:

1. Continuing work with campus committees for the 2013 reaffirmation accreditation by SACS.
2. Prepare Dalton State's Compliance Certification report, with appropriate supporting documentation and resources for the SACS Off-Site Committee.
3. Begin preparation for producing the new *2013-2016 Strategic Plan* for the 2013-2016.
4. Prepare a revived *Dalton State Annual Report for Institutional Progress* for 2011.
5. Update Dalton State plan and report for institutional effectiveness.
6. Continue to revamp/update the IRP website for institutional accountability and documentation, and in preparation for the 2013 SACS reaffirmation accreditation.
7. Continue assisting with producing and documenting program reviews, including producing a revised and updated program review timetable following deletion/deactivation of some current programs and addition of new/renamed programs.

8. Monitor and report on progress of the last year of the *2009-2012 Strategic Plan*; produce Year 2 (2009-2010) Strategic Plan Progress Report.
9. Administer the second year of Dalton State's participation in the Delaware National Study of Instructional Costs and Productivity for 4-Year Degree Programs.
10. Administer the 2011 NSSE/FSSE and IPEDS surveys for Dalton State.
11. 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.
12. Prepare on a regular basis semester enrollment profiles for Dalton State students.
13. Produce an electronic executive statistical profile of various data for decision making.