



**OFFICE OF INSTITUTIONAL RESEARCH & PLANNING**

**ANNUAL REPORT  
2014-2015**

**HENRY M. CODJOE  
DIRECTOR**

**September 2015**

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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	52
Number of Major Ongoing Projects	18
Number of Major New Projects	26
Number of Consulting Service/Advice Provided to College Community	33
Number of Written Reports/Studies/Projects	30
Number of Surveys/Questionnaires Administered and/or Responded	2
Number of Students Served by Surveys (duplicated)	973
Number of Faculty and Staff Served by Surveys (duplicated)	590
Number of Internal and External Data Requests Provided or Answered to	42
Number of Full-Time Staff	2
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	100%
Total Operating Expenditures (FY 2015)	\$192,487.69
Operating Supplies & Expenses (FY 2015)	\$21,769.20
Equipment Expenditures (FY 2015)	\$-0-

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

1. Began preparation and draft of the College's SACS Fifth-Year Interim Report.
2. Prepared institutional-wide community/public service assessment report in fulfillment of SACS Institutional Effectiveness Standard 3.3.1.4: "community/public service within its mission."
3. Produced the first year annual progress report of the College's 2013-2016 Strategic Plan.
4. Produced and posted on IRP College Website the 'Need Student Achievement Data Website' requested by the president of SACSCOC to show where Dalton State "publishes its statements of goals for student achievement and the success of students in achieving those goals." This was in support of a SACSCOC Board approved policy regarding "Institutional Obligations for Public Disclosure."
5. Completed the College Affordability and Transparency Explanation Form (CATEF) providing additional information about college costs to the Department of Education.
6. Provided consultation, data analysis, and conference support to DSC Hispanic Outreach program to USG.
7. Provided graduate satisfaction survey analysis for the vice president for academic affairs.
8. Supervised and monitored the second year implementation and progress reporting of the new institutional Strategic Plan, 2013-2016.
9. Office collaborated with Office of Academic Affairs to produce College's annual Complete College Georgia report for the University System of Georgia.
10. Assisted the Office of Counseling and Career Services to launch the new Outcomes Survey to monitor and collect data on Dalton State's graduates.
11. Continued with data/information production, enhancement, and presentation using iDashboards.
12. Worked with respective deans/chairs/program directors to complete comprehensive program review reports for B.B.A. Accounting, B.B.A. Management, B.A. English/English Education, B.A. History/History Education, B.S. Criminal Justice, A.A.S. Medical Laboratory Technician, and A.A.S. Respiratory Therapy.

13. 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.
14. Completed 2013-14 Annual Report for the Office of Institutional Research.
15. Continue to help faculty and staff with producing Weave assessment reports.
16. 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 2014 -2015 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, 2014.
  - College Board's Online Annual Survey of Colleges, 2014.
  - SACS 2014 Financial Profile (with Fiscal Affairs).
  - SACS 2014 Institutional Profile for General and Enrollment Information.
18. Office staff produced the following reports:
  - Dalton State College Quick Facts, Fall 2013
  - Grade Distribution/Course Completion Chart – All Courses, 2013-2014
  - Grade Distribution/Course Completion Chart – Online & Hybrid Courses, 2013-2014
  - Graduating Students Survey Summary Report, Spring 2014
  - Weekly Enrollment Reports
19. The Director and Institutional Research Analyst served on the following committees during the 2014-2015 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:
  - “From Silver Bullets to Embedded Assessments” webinar
  - ADA training
  - Annual meeting of the Commission on Colleges of the Southern Association of Colleges and Schools, Nashville, Tennessee, December 2014.
  - Campus Suicide Prevention training (Red Book).
  - Complete College Georgia webinars
  - Dalton State annual training re: Right to Know, Ethics, Sexual Harassment, Auto Liability.
  - Georgia Association of Institutional Researchers meeting.
  - High Impact Assessment Practices (USG) training.
  - iDashboard training.
  - NSSE Webinar on 2014 Institutional Report.
  - The Consortium for Student Retention Data Exchange (CSRDE) webinar.
  - USG webinar re: Using the Data Warehouse.
  - USG institutional research directors fall and spring meetings.
  - WebExpress management.
  
23. IRP staff provided consultation and support to the campus community in the following special projects:
  - Catoosa County student data for community presentation (Rotary)
  - Chamber of Commerce/Newspaper request for Chemistry student profile
  - CIRP survey consultation
  - comparison of hybrid-online grades vs traditional grades
  - comprehensive program reviews for business school
  - continuing student enrollment
  - data analysis for Complete College Georgia
  - data tables for student placement study
  - data to support DSC fraternity application
  - developing research questions
  - international student enrollment
  - multiple data reports for School of Business AACSB reaccreditation
  - STEM enrollment data tables
  - student headcounts by nationality
  - student survey of satisfaction with online/hybrid courses

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:

<b>Institutional Research Survey List &amp; Count</b>	
<b>July 1, 2014 - June 30, 2015</b>	
Collegiate Assessment of Academic Proficiency (CAAP)	293
The Outcomes Survey (CSO Research) 2014-15	742
IRP Department Staff/Faculty Satisfaction Survey 2014-15	354
<b>TOTAL SERVED</b>	<b>1,389</b>

### **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**

While working with the 2015 Complete College Georgia team on campus which addresses the goal and objective and based on collected data and analysis, the institutional research office emphasized to senior administrators that timely graduation is probably inhibited by the informal, but commonly practiced, four-day fall and spring teaching schedules. Indeed, in past graduating students' survey results, students complained about the lack of available courses they needed, especially at the senior level, to graduate. The office suggested in its analysis that senior administrators reexamine this practice and look for solutions to remove such barriers as way to improve graduation rates. The office also suggested that faculty and advisors who use the new EAB Analytics provide analysis and reports for insights on how to retaining students and improve graduation rates. There are helpful reports that can be generated with that the EAB Analytics.

#### **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

To support improvements in graduation and retention rates for under-served populations, OIRP has perhaps not previously provided enough in-depth analysis of relevant data. This will be corrected as part of the office's 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:* Increase student success.

*Strategy:* Shorten time to degree.

*Objective:* Consider policy revisions that will encourage students to complete their programs in a timely manner

*Metric/Accountability Measure:*

Document changes in relevant policies and procedures.

### Findings/Progress Report

By way of the data analysis undertaken to support the College's Complete College Georgia report, the office suggested a number of ways that some policies may be revised to encourage students to complete their programs in a timely manner. These include: (1) doing away with the fee to apply for graduation. Graduates are required to pay a fee "for printing their diplomas"; (2) once students acquire the necessary credit hours, let candidates become eligible for an interim degree (i.e., an Associate's degree or Certificate) while pursuing a Bachelor's or Associate's degrees. Student records should be reviewed for such eligibility and diplomas be conferred without fees. Fees can be applied to those graduates who later elect to participate in a graduation ceremony; and (3) students with excessive accumulated student credit hours be reviewed for candidacy to graduate with any degree or certificate as appropriate.

### Conclusion

A consideration and implementation of such policies and others by senior administrators may help shorten time to degree for students.

*Continuous Improvement Summary:*

### Unit Performance

As part of its functions, the OIRP will continue to provide the necessary data and analysis to support policy and decision-making.

### 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 put emphasis on ideas that could generate policies and procedures that will encourage students to

complete their programs in a timely manner.

Benefits to Organization/Contribution to College Mission

The Office of Institutional Research and Planning (OIRP) function in providing data and analysis to senior administrators benefits the College in ways that support policy and decision-making. 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 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

The OIRP contributed to the goal and objective by continuing to coordinate the College's comprehensive academic program reviews – using a 5-year program schedule where deans complete reviews of their academic programs per a template produced by the office. The reports are reviewed by a faculty CPR committee and approved by the vice president for academic affairs. These program reviews potentially lead to data-driven decisions regarding academic programming.

### Conclusion

The program reviews are a critical component in fulfilling the SACS comprehensive standard on institutional effectiveness: “The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results in educational programs.”

*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 fulfills 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

The office's contribution in this area is its data review and analysis for the Complete College Georgia report where it observed that there appears to be many students with excessive accumulated student credit hours who could qualify for an associate's or certificate diploma. These students could be awarded such degrees without paying a graduation fee. It can also provide a positive metric for institutional graduation rate.

### Conclusion

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 efficiency and service excellence in campus processes.

*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 fulfillment 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. Slowly but surely, it is becoming an accepted assessment culture – even though there continues to be some resistance from certain sectors of the campus. In Section D (institutional effectiveness) of annual reports, deans, vice presidents, and directors report on their Weave assessment implementation.

### Conclusion

With WEAVE implementation, the College continues to engage in formal assessment processes and continuous improvement. The WEAVE 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 successful implementation 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 in full compliance 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 continues to improve with the addition of an analyst. Still, the office continues to face some challenges, especially with respect to using the Weave assessment system. This is particularly acute with faculty. The office doesn't have the resources to review and look at each assessment report and note deficiencies. Also, program reviews don't seem to be prepared on time. And sometimes, those prepared are not well done. Nonetheless, the office will continue to monitor and offer assistance where necessary. The office could still use another staff member to assist with functions.

In the years ahead, the office will be spending considerable amount of time to complete the College's SACS Fifth-Year Interim Report. And now with a new president who the office will report to, there could be new project demands that might require the assistance and efforts of the office. For example, the new president is emphasizing improving retention and graduation rates as key college goal to be attained. As well, the new president will like to lead in a different direction with the production of a new strategic plan. All these initiatives will require support from the office.

Apart from that, the office will still be engaged in some "maintenance" and new/ongoing projects. For the upcoming year, these will include:

1. Continue preparation on the SACS Fifth-Year Interim Report, including producing and gathering all the necessary supporting documentation for all the core requirements, comprehensive standards, and federal requirements.
2. Support the president's goal of improving retention and graduation rates by providing to committee the necessary data, information, and analysis.
3. Prepare the groundwork for a new strategic plan as per president's request.
4. Revamp/update and correct web links of the Institutional Research Website to facilitate access to institutional effectiveness documents, reports, data, and information – in light of migration to a new College website.
5. Prepare the second year progress report of the 2013-2016 Strategic Plan as well as monitor implementation of the third year, if needed.
6. Continue institutional support concerning the annual progress report of the Complete College Georgia project.
7. Continue 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.
8. Add more data elements and updates to the iDashboards, which now serves as the College's *Fact Book*.
9. Continue to assist deans, chairs, and program directors with program reviews.

10. Establish a faculty and staff survey assessment calendar to measure the efficiency and effectiveness of producing assessment reports using WEAVE-on-line.
11. 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.