

UNIVERSITY OF WEST GEORGIA  
ANNUAL REPORT TEMPLATE (NONACADEMIC)  
Fiscal Year 2011 (July 1, 2010 to June 30, 2011)

Department of **Institutional Research and Planning**  
Name of Person Completing Report **Dr. Ebenezer Kolajo**

### **DEPARTMENTAL MISSION & ASSESSMENT**

#### **1. Departmental Mission** <http://www.westga.edu/irp>

The University of West Georgia's strong commitment to "Educational Excellence in a Personal Environment" is central to the mission of the Department of Institutional Research and Planning. The Department has, as its primary mission, the collection of data (from both internal and external sources), and timely analysis, distribution, and presentation of information for use in planning, decision-making, and policy formulation at the University.

The Department is also responsible for ensuring the accuracy of vital University statistics and for reporting these data to a broad spectrum of stakeholders including regulatory entities, management, faculty, private organizations, parents and the general public. Another major function of the Department is to respond to diverse requests for data from members of the University community and to assist with research and analysis.

Institutional Research and Planning also serves as records custodian for the University of West Georgia. In this capacity, it promotes an efficient administration and management of State governmental records in compliance with the Georgia Records Act and the Georgia Open Records Act. Institutional Research and Planning also advises departments on appropriate records keeping techniques and guides in developing records retention schedules.

#### **Departmental Goals**

The Department of Institutional Research and Planning adopted the following goals to facilitate institutional effectiveness and to foster mechanisms to assess results:

- Serve the executive functions of the institution by providing a reliable and proactive management and decision-support system. (Supports SPG Goal VII)
- Promote an improvement of West Georgia's planning process in compliance with the Board of Regents' policies and the Southern Association of Colleges and Schools' criteria.
- Generate data, information, and analytical reports on institutional research topics designed to improve information usage in the planning process at the University. (Supports SPG Goal VIII)
- Assist the executive and administrative officers of the University in facilitating institutional assessment geared toward institutional effectiveness. (Supports SPG Goal VII)
- Provide systematic collection and reporting of standard institutional, regional, environmental, and student-centered information for institutional planning and assessment. (Supports SPG Goal IV)
- Reply in a punctual manner to spontaneous requests for data, descriptive information, and analytical reports.
- Provide guidelines and standards to various departments for establishing and maintaining successful individual records management programs that comply with the Georgia Records Act and the Open Records Act. (Supports SPG Goal XII)

#### **2. Assessment Summary of Departmental Goals Addressed This Academic Year**

The Department of Institutional Research and Planning administered an online customer satisfaction survey to UWG faculty and staff. This survey covered various areas of the department and requested feedback as to how the department may improve. One of the major findings of the survey was that many individuals are not aware of Institutional Research and Planning and the services it provides. This finding suggests that the department needs to

increase its visibility by marketing its services to the university community as a whole. For those who are aware of the department and its services, they are very pleased and highly complimentary. Link to full results: [2011 IRP Survey Results](#)

### 3. Changes/Improvements Made as a Result of Assessment

Starting fall 2011, the Department of Institutional Research and Planning will promote the department and the services provided to all UWG units. Each week, IRP will include a short write up on a subject of interest in the UWG Daily Report to highlight the numerical significance or trends in the subject matter. Information presented will include UWG specifics and comparative trends or statistics to inform and encourage the use of IRP services and become a data-driven community. The IRP website will continually improve to facilitate increasing data-driven decision making across the campus. IRP publications will be shared more widely to different units.

### STRATEGIC PLAN UPDATES

The Strategic Plan (2010-2015) is designed to shape the University of West Georgia for the next five years in such a way as to place it as a **destination university**, particularly among peer universities in the state of Georgia and among those universities in the nation granting doctoral degrees in programs that balance liberal arts education with professional preparation.

### 4. Identify the strategic plan goals pursued by your department during this academic year:

No.	Institutional Strategic Plan Goals (SPG) (2010-15)	Check the SPG pursued	Indicate your Departmental Initiatives that correspond to applicable institutional SPG
i	Every undergraduate academic program will demonstrate a distinctive blending of liberal arts education, professional competencies, and experiential learning, preparing students to be ethically responsible and civically engaged professionals in the global economy of the 21st century.		
ii	Every undergraduate student will be advised to take advantage of one of multiple available learning communities. Learning communities that are available to students will include communities organized by living arrangement, by year in program, by other co-curricular associations – Honors Program, Advanced Academy, Band, Athletics, Debate, or program in the major.		
iii	The University will endeavor to increase enrollment in and graduation from graduate programs, including doctoral programs, that have as their mark a practical professional purpose, experiential learning opportunities, and an intellectual program informed by a foundation of liberal education.	X	Provide analytical support to evaluate RPG performance. A departmental staff was actively involved in the activities of the President's Commission to Improve Graduation at UWG.
iv	The University will maintain an environment that is safe and conducive to learning.	X	Conduct evaluative survey of faculty, staff and students to facilitate an environment that is conducive to learning
v	The University community will provide a balanced variety of cultural, recreational, leisure, and informal education programming opportunities for faculty, staff, and students that enhance the quality of campus life.		

vi	All units will strive to improve the compensation and working environment of faculty and staff in order to recruit and retain the best individuals.		
vii	The University will endeavor to increase our overall enrollment to 14,500 by the year 2015.	X	Provide data analysis support to enhance decision-making. In addition, a departmental staff was actively involved in the activities of the Strategic Enrollment Committee that provides an oversight on strategies for increasing students' enrollment.
viii	With our enrollment growth, West Georgia will remain committed to the following targets of academic quality: faculty-student ratio of 18 to 1; average class size of 29; full-time to part-time faculty ratio of 4.4 to 1.	X	Keep up-to-date records of institutional KPIs to monitor compliance with desired targets.
ix	West Georgia will develop several new facilities to improve quality along with meeting capacity demands due to enrollment growth		
x	Capital Campaign: The Development Office will prepare for a capital campaign to assist in meeting the long-term needs of the University of West Georgia.		
xi	Communication and Marketing: The Office of University Communications and Marketing (UCM) will internally and externally promote the missions and goals of the strategic plan. This will be achieved by aligning the institution's integrated marketing plan (advertising, visual identity standards, web presence, media relations, etc.) with the strategic plan.	X	Share information that positively promotes the university's image and the strategic plan. The department provides information on the status of strategic plan implementation.
xii	Community Relations: The University will engage the local community educationally, culturally and recreationally.	X	Provide easy access to data for all stakeholders

## 5. How did you measure successes/failures toward your expected goal(s)? What metrics are being used?

The Department of Institutional Research and Planning measures success/failure by completing an internal work log that tracks completed requests. The following are examples of the metrics that are observed: the number of visits to the IRP website; the number of data requests responded to; the number of surveys, projects, ORRs completed; the number of presentations made on-campus and off-campus to inform and improve decision-making processes; contribution to instructional assessment such as the administration of the CLA, a value-added assessment of student learning in general education; and feedback from the campus-wide satisfaction survey administered.

## 6. Describe some notable achievements toward selected goal(s) during this academic year.

1. Conducted value-added assessment of student learning (CLA) in Fall 2010 and Spring 2011 (iii)
2. Facilitated the administration of NSSE on campus (iv)
3. Facilitated the administration of The Chronicle's Best Colleges to Work for Survey (iv)
4. Tracked institutional Key Performance Indicators (KPIs) to monitor institutional progress using dashboards (viii)
5. Improved Access to Data through the IRP website (xii)
6. Produced the Annual Fact Book & Just the Fact (xii)
7. Produced the Five-Year Data Report by Department (xii)
8. Responded to Open Records Requests (xii)

## 7. What resources could have helped you achieve or exceed your goals for the year? How would you have used them to facilitate/improve the work of your department?

Department of Institutional Research and Planning could benefit from additional personnel to assist in in-depth study and analysis useful for institutional progress. A better infrastructure which provides access to data from key areas of the campus such as finance, faculty and staff data.

## 8. Departmental Accomplishments

### • IRP Activities

- a. Completed multiple, mandatory federal and state reports within specified deadlines.
- b. Participated in the National Study of Instructional Costs and Productivity (the Delaware Study) 2011 for comparative analysis of teaching loads and productivity, as well as providing national disciplinary benchmarks.
- c. Compiled the Annual Institutional Progress Report (2010) from various departmental annual reports. The report provides an update on general institutional accomplishments, progress on strategic plan 2010-2015 implementation, institutional assessments and status report on retention, progression and graduation (RPG) at UWG. [46 pages]
- d. Produced the Annual Fact Book 2010-2011, which provides information on student enrollment trends and credit hours generated; number of degrees conferred; sponsored research activities; institutional financial data; and other relevant records.
- e. Tracked institutional Key Performance Indicators (KPIs) to monitor institutional progress and effectiveness in specific areas. KPIs are made accessible in a dashboard format on IRP website.
- f. Improved access to data through the IRP website, which resulted in 4,194 visits and 16,449 page views within the year.
- g. Produced a 5-year data report for each academic department to facilitate program review, strategic decision making, and continuous improvement of programs. Available on IRP website.
- h. Produced a periodic analysis of student grades from fall 2006 to fall 2010 as a PowerPoint presentation and in Excel format. The PowerPoint presentation graphically summarizes the trends in grades distribution by core courses, lower-level courses, upper-level courses, and graduate-level courses, as well as by gender and by colleges.
- i. Administered the Collegiate Learning Assessment (CLA), a value-added assessment of student learning outcomes related to critical thinking and analytical writing, to freshmen and seniors in Fall 2010 and Spring 2011, respectively.
- j. Provided data support analysis to selected faculty for the National Science Foundation (NSF) Grants and to others for various purposes.
- k. Provided data support to various departments for disciplinary accreditations.
- l. Facilitated the administration of The Chronicle's Best Colleges to Work for Survey 2011.
- m. Facilitated the administration of NSSE 2011 as means of assessing student engagement.
- n. Completed 71 assorted surveys pertaining to institutional or program rankings, and others.
- o. Responded to over 70 Open Records, Subpoenas, and Requests for Production of Document.
- p. Assisted various departments with Records Management compliance issues.
- q. Administered and analyzed Institutional Research and Planning Satisfaction Survey
- r. Continued with Institutional Research and Planning website development

### • Campus Committees

- Member - Strategic Enrollment Committee (SEC)
- Member - Institutional Studies and Planning Committee (ISP)
- Served as Chief Data Officer (CDO) for UWG/USG
- Member – Staff Advisory Council
- President's Special Commission on Improving Graduation
- Research Chair, USG Administrative Committee on Institutional Research and Planning
- Chief Data Officer (CDO) for UWG/USG
- Records Advisory Committee (RAC) of the USG Board of Regents

- **Conferences/Presentations/Webinar/Statewide Meetings Attended**
  - **Conferences**
    - Georgia Records Association (GRA) Fall Conference, Macon, GA (October 26-27, 2011)
    - Recall User Conference/ARMA, Atlanta, GA (May 28-29, 2011)
    - Georgia Records Association (GRA) Conference, Athens, GA (June 20-22, 2011)
    - Economic Development Hispanic Economic Issues Conference (November 2010)
    - Southern Association for Institutional Research (SAIR), New Orleans, LA (September 25-28, 2010)
    - Association for Institutional Research (AIR) Forum, Toronto, Canada (May 21-25, 2011)
  - **Presentations**
    - **Campus Presentations**
      - Presented progress on Key Performance Indicators to Strategic Enrollment Committee (SEC) (Sept 3, 2010)
      - Presented NSSE 2010 results at the Vice Presidents' Meeting (October 19, 2010)
      - Made two Records Management presentations at ITS Brown Bag Lunch (October 2010)
      - Presented NSSE 2010 results to Engagement Subcommittee of the Special Commission on Graduation (February 10, 2011)
      - Served as discussant for the book, Banker to the Poor, by Muhammad Yunus at a meeting organized by the Office of Institutional Diversity (February 18, 2011)
      - Collegiate Learning Assessment: Information Sharing Related to UWG's AY 2009-10 Participation was presented to PAC (March 1, 2011)
      - Presented an Overview of the Georgia Open Records Act to PAC (March 8, 2011)
      - Records Management and Georgia Open Records Act presentations during Data Security Awareness Month (April 5 and 19, 2011)
  - **Webinars and Training**
    - Rapid Insight's Retention Analysis Webinars (July 2010)
    - Business and Records Management
    - Exploring Interactive and Visual Data Mining (July 2010)
    - ESRI Seminar (September 2010)
    - MAP Works (November 2010)
    - SAS Enterprise Guide Training (December 2010)
    - WeaveOnline Effective Context for Continuous Improvement, (December 2010)
    - Forth Southeastern International/ Development Economics Workshop (December 2010)
    - Outlook 2010 Training (January 2011)
    - Pivot Table Training (January 2011)
    - NSSE Webinar: Improving Student Response Rates (January 2011)
    - At Risk Students Webinar (February 2011)
    - Revenue Tracking Training (February 2011)
    - At-Risk Intervention (February 2011)
    - NSSE Webinar: Using NSSE Data (March 2011)
    - Analytical Center of Excellence (and Other Ways to Create More (June 2011)
    - Improving Student Learning Outcomes (June 14, 2011)
    - ESS-GA-0002: Essential Records Webinar
  - **Statewide Meetings**
    - State IRP Fall Meeting, Macon State College, (October 27, 2010)
    - State IRP Spring Meeting, Georgia Southern, Statesboro, GA (March 17, 2011)
    - University System of Georgia Staff Council Quarterly Meeting, Macon, GA (March 2011)
    - USG Records Advisory Committee (RAC)
- **Teaching**
  - Taught Economic Development (ECON 4485) - Spring Semester 2011
- **Professional Activities**
  - Reviewed conference papers for the Southern Association for Institutional Research (SAIR)

- Served as facilitator at the SAIR Conference 2010
- Made competitively selected presentations at the Southern Association for Institutional Research (SAIR)
- Reviewed conference papers for the National Quality in Education Conference 2010
- Served as facilitator at the Association for Institutional Research (AIR) Conference 2011 in Canada
- Made a poster presentation at the Association for Institutional Research (AIR) Conference 2011 in Canada
- **Professional Development**
  - EDP Training (September 2010)
  - Human Resources Seminar (November 2010)
  - ITS Meeting on Data (November 2010)
  - ITS Remote Access Class (March 2011)
  - ITS TrueCrypt Training (April 2011)
  - Fuel Card Training (April 2011)
  - SAS Training (LiveWeb), (May 2011)
  - Dashboards and Reporting (May 17, 2011)
  - Selling Assessment (May 18, 2011)
  - EXCEL Training (January 2011)
  - Increase Productivity with ArcGIS10 workshop, Atlanta, GA (September 2010)
  - Records Management and Imaging Technology Show (Southeast), Atlanta, GA (July 2010)
  - FERPA Presentation
  - HIPPA Presentation
  - Digital Fingerprint Presentation
  - IT Town Hall: Privacy
  - Contract Training (January 2011)
  - PAR Training (June 2011)
  - Ethics Training (April 2011)
  - Right-to-Know (April 2011)
  - Risk Management (April 2011)
  - Vehicle Risk and Safety Training (April 2011)
  - IPEDS Training Workshop, New Orleans, LA (September 29, 2010)
  - Cash Handling Policy Training
  - SAS Institute Training and Meetings:
    - - SAS Programming I (July 2010)
      - SAS Training (August 2010)
      - SAS Training (September 2010)
      - SAS Programming II (October 2010)
- **Professional Affiliations**
  - Association for Institutional Research (AIR)
  - Southern Association for Institutional Research (SAIR)
  - Society for College & University Planning (SCUP)
  - Society for International Development (SID)
  - American Society for Quality (ASQ)
  - Georgia Records Association (GRA)