The primary purpose of the South Carolina Association for Institutional Research shall be to benefit, assist, and advance research leading to improved understanding, planning, and operation of institutions of postsecondary education in South Carolina. Research focused on a single institution and that concerned with groups of institutions both fall within this purpose.

In keeping with the dynamic nature of institutions of postsecondary education, our Association seeks to encourage the application of appropriate methodologies and techniques from many disciplines. SCAIR also seeks to encourage and facilitate publishing and exchange of ideas and information with respect to institutions of postsecondary education through our website, conferences, and webinars.
Greetings SCAIR Members and Friends:

Welcome to Columbia and the 2016 annual meeting of the South Carolina Association for Institutional Research. The SCAIR conference is a great opportunity to catch up with old friends, make new friends, learn important information for the practice of IR from fellow SCAIR colleagues and associated higher education professionals, and reflect on the field and the ways it may enhance the educational well-being of its varied constituencies.

The Conference Chair (and incoming SCAIR President) Dr. Mary Beth Schwartz (York Technical College) has worked diligently planning for and leading the efforts of the excellent members of the SCAIR Board to bring you an exciting conference showcasing the varied and wide talents and expertise of South Carolina IR professionals. We hope it will provide both formal and informal opportunities to engage in meaningful, insightful, and heartfelt dialogue with SCAIR members serving in technical, community, private, public, undergraduate, graduate, and all combinations thereof. Kudos to Mary Beth and the SCAIR Board for their dedication to SCAIR and higher education.

Please note that our conference would not be possible without the kind and generous support of our sponsors, thus at some point over the next two days please take some time to learn of the many fine products that they offer and thank them for the expertise they bring to our field.

But most important to the conference is you! You are the focus, motivation, and reason for the existence of SCAIR and why we care so much about the annual meeting and the association. The Board is extraordinarily glad you are here and anticipates the many helpful things we will learn from you. Welcome!

From the 2015-16 SCAIR Board, I hope you have a great conference experience.

Kindest regards,

Sincerely,
Norm Bryan
SCAIR President

“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016
SCAIR Executive Committee

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President: Norm Bryan, Presbyterian College
President-Elect: Mary Beth Schwartz, York Technical College
Past-President: Donald Miles, University of South Carolina
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Treasurer: Julie Eddy, Greenville Technical College

MEMBERS AT LARGE
Ben Bryan, Columbia International University
Bridget Dewees, Claflin University
Donna Foster, Piedmont Technical College

SCAIR extends a special thanks to all our conference sponsors.

“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016
**2016 IR: Beyond Compliance: IR to Maximize Success**  
*(Schedule at a Glance)*

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<td>Modeling Student Engagement</td>
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<td><strong>PANEL DISCUSSION</strong></td>
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<td>Aspirational IR Practices</td>
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<td>Welcome to IR!</td>
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<td>Linking Student Satisfaction with Retention</td>
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<td>Student Success and Statements of Achievement</td>
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<td>Comprehensive Academic Program Assessment – Part I</td>
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<td><strong>CONCURRENT SESSION VII</strong></td>
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<tr>
<td>Creating a Culture of Excellence in Higher Education</td>
<td>Dewees, Room 324</td>
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<tr>
<td>Comprehensive Academic Program Assessment – Part II</td>
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KEYNOTE SPEAKER
Dr. Gina Johnson, Strategy Director for IR Capacity Issues, AIR
Monday, March 7, 2016 — 12:00 PM-1:30 PM

Gina Johnson, PhD, is Strategy Director for IR Capacity Initiatives at the Association for Institutional Research. Prior to this position she served as the Executive Director of Institutional Research & Analysis at the University of Denver. She has twenty years of experience in the field of education, including teaching, policy analysis, and institutional research.

At AIR, Gina’s focus is on the needs of the association membership and expanding the capacity of IR functions at institutions through professional development of IR professionals and other institutional data users. At DU, Gina led the Information, Measurement, and Analysis Council and served on the Data Stewardship Advisory Board, bringing a measure of collaboration to a traditionally decentralized environment in order to coordinate data management, analysis, and decision support. She also served as the liaison to AIR while DU participated as a pilot institution on the Statement of Aspirational Practice project.
SESSION SPEAKERS

Ben James Bryan, Director of Institutional Research, Columbia International University
Ph.D., University of South Carolina
Ben oversees institutional research, effectiveness, and planning efforts at CIU, in addition to serving as SACSCOC liaison. Previously, he has worked as a performance and management auditor in state government and as an assessment coordinator for CIU’s teacher preparation program. Ben serves as an at-large member of the SCAIR executive committee and is the current Robert C. Kallgren Chair of the South Carolina Independent Colleges and Universities Institutional Research group (SCICU-IR).

Norman B. Bryan Jr., Director of Institutional Research and Assessment, Presbyterian College
Ph.D., Georgia State
Previous to his tenure at Presbyterian College, Norm taught management studies at Georgia State University and the University of North Carolina at Chapel Hill. After receiving a doctorate, Bryan has been pretty useless on the golf course (his preferred low per capita scoring system has not yet been embraced by many golfers), and has since committed himself to policies, programs, and processes that promote the educational and professional development of students, in addition to visiting every Krispy Kreme donut shop in the country.

Bridget Dewees, Assistant Vice President of Institutional Effectiveness, Claflin University
M.B.A., Webster University
Bridget Dewees is currently the Assistant VP of Institutional Effectiveness and an adjunct instructor at Claflin University in Orangeburg, SC. She is responsible for managing a comprehensive university-wide assessment program to include assessment and institutional research. Prior to coming to Claflin, Bridget worked twenty years at Trident Technical College in various roles including Director of Quality and a Business Instructor. Bridget is a SC Champion for Excellence award recipient, Chair of the SC Quality Forum and a Commissioner for the Accreditation Commission for Education in Nursing. Bridget lives in Summerville SC with her husband and son.

Julie Eddy, Director of Quality and Planning, Greenville Technical College
B.S., Clemson University
Julie Eddy is the Director of Quality and Planning at Greenville Technical College, a two-year public technical college, in Greenville, South Carolina. Julie has been with Greenville Technical College for eight years and has served in many capacities at the college supporting and promoting institutional effectiveness activities. In addition to serving on and chairing numerous committees within in the college, Julie has served on committees and taskforces throughout the state of South Carolina. Julie has served on the SACS-COC On-Site Review Committee seeking reaffirmation, chair of the Institutional Effectiveness Peer Group for the South Carolina Technical College System, and serves as a Malcom Baldridge examiner on the Board of Examiners for the South Carolina Quality Forum who sponsor the Governor’s Quality Award. Julie earned her Bachelor’s degree in Management from Clemson University and later completing her Graduate Certificate in Institutional Research from Florida State University. Julie and her husband welcomed their first child last April and have been longtime members of Advent United Methodist Church where they are active in the youth and music ministries.

“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016
David Eubanks, Assistant Vice President for Assessment and Institutional Effectiveness, Furman University
Ph.D., Southern Illinois University-Carbondale

David Eubanks has held faculty or administrative roles in liberal arts colleges since 1991. He began working in IR, assessment, and accreditation in 2000.

Donna Foster, Associate Vice President, Assessment and Compliance, Piedmont Technical College
Ph.D., University of South Carolina

Donna has worked in the community college environment for 23 years. Her first position after completing an undergraduate degree at Clemson University was as a secondary mathematics teacher for Greenwood School District 50. After earning her master’s degree, she earned the appointment of Adjunct Professor of Mathematics at Lander University and at Piedmont Technical College before joining the faculty at Piedmont Technical College full time. She has served in a number of positions at the college including: Developmental Mathematics Coordinator, Developmental and Transitional Studies Department Head, and Dean of Arts and Sciences before serving in her current role where she leads college planning and assessment activities, collaborates on policy and procedure development and maintenance, and serves as the SACSCOC institutional liaison. She currently serves on the SCAIR Board, treasurer of her church, and is an active participant and past chair of the Greenwood Women’s Leadership Council. She and her husband, Lee, enjoy being involved with Connie Maxwell Children’s Home. In 1996, Donna was selected as the first two year college recipient of the SC Governor’s Professor of the Year.

Dub Green, Director of Institutional Research, Trident Technical College
M.S., College of Charleston

Dub began his career at TTC as an adjunct instructor in 1993 and spent 14 years in the math department before moving to the “dark side” in 2007. Dub served as a Research Analyst in the office of Institutional Research until being named the Director of IR in January, 2015. Dub serves on the SCAIR board and has served on several SACS-COC On-Site Review Committees.

Daryl A. Iverson, Director of Institutional Research, Anderson University
MHRD, Webster

Daryl A. Iverson began his career in Institutional Research in 2006 at Anderson University after working in data processing and management in several industries, the last of which was Construction Management. He has served on the SCAIR executive board as an at large member, President-elect, President, and Past President. He also served as the Robert C. Kallgren Chair of the South Carolina Independent Colleges and Universities Institutional Research (SCICU-IR) group for 2015.

David Kil, Chief Data Scientist, Civitas Learning
M.B.A., Arizona State University

David Kil is currently Chief Data Scientist at CivitasLearning, building a family of SaaS connected analytics applications in the Data-Insight-Action-Learning (DIAL) framework to help students succeed. Prior to CivitasLearning, he was Chief Science Officer at Humana and SKT Americas, building both enterprise and consumer health applications leveraging big data, social network, and networked sensors. He has also been building consumer health mobile apps. His research
interests encompass all aspects of data processing, machine learning, complex event processing, nudging, and multi-level impact analysis. He has published over 40 papers in various journals and conferences, as well as a research monograph entitled “Pattern Recognition and Prediction with Applications to Signal Characterization” by Springer-Verlag. He holds 13 US and international patents and is active as a reviewer for journals and grant agencies.

**Jody W. Lipford, Professor of Economics, Presbyterian College**  
*Ph.D., Clemson University*  
Jody received his doctorate in applied economics from Clemson University. His research interests include property rights, environmental economics, and public finance. He has recently published in *Public Finance Review* and *The Journal of Private Enterprise*.

**Chris Marino, Director of Institutional Research and Evaluation, Tri-County Technical College**  
*Ph.D., University of Georgia*  
Before working at Tri-County, Chris worked at Oracle Corporation as a usability engineer helping to make minor user interface design changes to web-based software that had an average life cycle of approximately three months. Before that he was the laboratory director for the Advanced Human Resource Project at the University of Georgia. While there, his team worked with AWACS weapons directors to help develop real-time measures of cognitive workload of weapons controllers. Not being a pilot nor in the military, the project proved challenging. However, his combined experiences provided him a unique collection of technological, research, project management and problem-solving skills that are well-suited to the evolving role of institutional research in supporting institutional accreditation, planning and decision making.

**Rob Robinson, Senior Director, Partner Services, Civitas Learning**  
*Ph.D., University of Texas - Austin*  
Dr. Rob Robinson is a Senior Director of Partner Services at Civitas Learning where he works with colleges and universities to help them leverage data analytics to further their mission of student success. Prior to coming to Civitas Learning, Rob was a Principal Strategist at Blackboard, a position in which he provided strategic consulting services to higher education clients in the US and abroad. Between 2010 and early 2012, Rob served as Assistant Vice Provost for Educational Technology at the University of Texas at San Antonio where he led online and hybrid course development and supported faculty and staff across the institution. From 1999 until 2010, Rob was a key leader with the University of Texas TeleCampus, a large-scale, System-wide organization supporting fully online degree programs, many of which were inter-institutional collaborative programs. Rob holds a B.S. and a Ph.D. from UT Austin and an MBA from St. Edward’s University. His areas of expertise include: Online Education, Analytics Maturity Assessments, Resource Allocation, and Public Speaking.

**Mary Beth Schwartz, Director for Institutional Effectiveness and Research, York Technical College**  
*Ph.D., University of South Carolina*  
Mary Beth has over 20 years’ experience in institutional research, and an extensive background in program evaluation, assessment, and research in higher education. Prior to coming to York Technical College, Mary Beth spent four years working in Washington D.C. as a Program Evaluator with the U.S. Government Accountability Office (GAO). She also holds a B.A. from Antioch College, an M.P.A. from the University of Pittsburgh.

“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016
Thomas W. Simpson, Research Associate, Clemson University
M.S., University of South Carolina
Thomas started working in IR in 2004 while teaching math at USC Union. At Union he served as Institutional Effectiveness Officer from 2004 – 2013, during which time USC Union became the only school in S.C. to be nominated for an Aspen Award for Excellence in 2011 and 2013. After teaching college math & statistics for almost 25 years, Thomas changed careers last fall to become a Research Associate at Clemson University. He has also taught at Piedmont Technical College and USC Columbia and is currently a PhD candidate in Educational Research at USC, planning to graduate in December. A native of Abbeville, SC, Thomas currently resides in Seneca.

Jerry K. Slice, Professor of Economics, Presbyterian College
Ph.D., Mississippi State University
Jerry received his doctorate in agricultural economics from Mississippi State University. His research interests include environmental economics and international economics.

Kimberly Young Walker, Program Coordinator, University of South Carolina—Columbia
Ph.D., North Carolina A&T State University
Kimberly is in her second year as an assessment professional in the Office of Institutional Research where she primarily works with program assessment and university wide survey administration. Prior to arriving at the Office of Institutional Research and Assessment, Kimberly was a research assistant for three years in the Department of Leadership Studies at North Carolina A&T State University. Kimberly also worked for two years as an adjunct instructor at Virginia College and at Guilford Technical Community College. She earned her PhD from North Carolina A&T State University in December.

Melissa Welborn, Research Associate, Clemson University
M.P.A., University of Georgia
Melissa submits state reporting for the Commission on Higher Education and the South Carolina Human Affairs Commission, manages the faculty credentialing process, and serves as an administrator/technical support for the online course evaluation system. She has presented at AIR, SAIR, and won Best Paper at SCAIR in 2011. She has an MPA and a BA in English from the University of Georgia, and has been at Clemson since 2007. Prior to working for Clemson, she served as a compensation analyst and human resources consultant.
**SCAIR**
South Carolina Association for Institutional Research

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**MONDAY, MARCH 7**

**SCHEDULE OF EVENTS**

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**Morning Refreshments:**

**Concurrent Session I:**

- **Collaborative Cross-campus Partnerships: Multi-level Assessment Plan Feedback**
  *Kimberly Young Walker, University of South Carolina*
  This work share expounds upon utilizing cross-campus partnerships in order to improve upon the assessment practices currently in place leading up to the campus’ fifth-year accreditation review. Assessment professionals held one-on-one feedback sessions with program content experts in order to provide the individuals who wrote the plans with specific, timely, and relevant program assessment plan feedback. The partnerships allowed the content experts to detect areas in which the plans’ individual sections may be appropriate or closely enough aligned with departments’ external accreditors to streamline the processes and reduce work for departments and assessment professionals. Additionally, this process allowed for direct feedback which enabled assessment plan creators to have a more in-depth understanding that contributed to creating more appropriate assessment plans in the future.

- **Wrapping Planning, Assessment, Budgeting in One Package: Compliance Assist**
  *Donna Foster, Piedmont Technical College*
  This session will demonstrate Piedmont Technical College adaptation of the Planning Module in Compliance Assist to track implementation of the 2015-18 Strategic plan, annual Institutional Effectiveness Outcomes Assessment planning and reporting, operational planning and reporting, and quarterly budget reviews.

**Concurrent Session II:**

**Modeling Student Engagement**

*Norm Bryan, Presbyterian College*
Incorporating NSSE data, derived from the revised instrument, of several institutions, a theoretical model of student engagement is presented and findings and implications of an empirical assessment of the model are discussed.

**Connecting The Dots With Analytics: Using Micro-Level Data To Paint The Big Picture Of Improved Institutional Outcomes**

*David Kil & Rob Robinson, Civitas Learning*
In 1886, impressionist artists Georges Seurat and Paul Signac developed a technique known as pointillism, in which thousands of tiny individual dots are painted to form patterns that make up a large, complete image. The technique was digitized in the 21st century, serving as the basis for developing television pixels and computer monitors. Just as Seurat and Signac connected their dots to form the big picture, this session will focus on analytics tools and strategies that are enabling institutional researchers to create a more complete and cohesive picture of student

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“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016
retention, progression, and success trends. Speakers will share stories of institutions where IR teams are beginning to go beyond the broad strokes of static data and descriptive analytics, and moving toward sophisticated data science models to surface predictive insights that can drive compelling macro institutional changes and important micro student-level decision making. This session will underline the importance of recognizing individual student needs to increase individual outcomes and, in doing so, drive institution-wide success.

**Lunch and Keynote Address:** 12:00 PM – 1:30 PM

**Room 331**

**IR: Moving Beyond Institutional Reporting to Intentional Research**

*Gina Johnson, Association for Institutional Research*

The field of institutional research has transformed and developed over time from its early beginnings on individual campuses, to its recognition as a field via the development of a professional organization in 1965, to its challenges today in the era of business intelligence and big data. While increasing numbers of constituents on college campuses are versed in the jargon of data and analytics, and new generations of students expect campuses to utilize data in the manner of large corporations with which they interact daily, higher education institutional research professionals continue to lag in staffing and resources, according to at least one recent study. We have advanced well beyond reporting IPEDS data via paper and pencil and administering surveys on Scantron forms, but continually need to stay up-to-date on advances in technology, analytics, and applied research to keep up with increased demands and expectations of campus leaders, colleagues, and students. This presentation will explore the movement of the field of IR beyond “mere” reporting toward purposeful, strategic, anticipatory information management and applied research.

**Panel Discussion:** 1:45 PM – 2:45 PM

**Room 324**

**Moving Toward Aspirational Practices in Institutional Research**

*Daryl Iverson, Anderson University; Thomas Simpson, Clemson University; Chris Marino, Trident Technical College; Gina Johnson, Association for Institutional Research*

**Moderator: Mary Beth Schwartz, York Technical College**

**Afternoon Refreshments:** 2:45 PM – 3:00 PM

**Room: 331**

**Concurrent Sessions III:** 3:00 PM – 3:45 PM

**The Compression Conversion: Increasing Success and Completion**

*Dub Green, Trident Technical College*

In 2011 while completing another seemingly routine data request, closer inspection of the data seemed to suggest that shorter terms produced much greater success rates. After months of follow-up study the President of Trident Technical College decided to convert the majority of all class offerings to the compressed schedule. This presentation will discuss the data leading to the decision and the results thus far of our grand experiment, pro and con.

*“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016*
High Fixed Costs, Economies of Scale, and Financial Viability in College Athletic Spending  Room 329

Jody Lipford & Jerry Slice, Presbyterian College

The cost of higher education in the United States is high and rising, a source of financial strain for many families and increasingly the focus of unwanted political attention. Accordingly, student debt has also mounted as students attempt to cover these escalating costs. Although many factors contribute to the rising cost of higher education, the role of athletics is significant and often overlooked. In this paper, we examine the costs of college athletic programs and find significant economies of scale. Schools of sub-optimal size for their level of athletic program face high per-student costs and, in accordance with Stigler’s (1968) survivorship principle, potentially severe financial challenges.

Concurrent Sessions IV:  4:00 PM – 4:45 PM

Welcome to IR!  Room 329

Thomas Simpson, Clemson University

A long tradition of the SCAIR conference has been a session for newcomers to institutional research (and SCAIR) led by their more experienced peers. Welcome to IR! is a very informal sharing between colleagues. Best practices, professional resources and other IR knowledge that can be used every day will be discussed.

Linking Student Satisfaction with Retention  Room 324

Julie Eddy, Greenville Technical College

Community colleges typically measure enrollment, retention, and completion, but are we missing another key metric? Several community colleges have administered a national student satisfaction survey and the results and experiences of Greenville Technical College will be shared. This session will also highlight national research connecting student satisfaction to retention in community colleges. The research suggests that student satisfaction is key to cultural changes in community colleges. The workshop will inform your student engagement and retention work at a time when we are all looking to gain a competitive edge on completion.

Evening Reception:  5:00 pm – 7:00 pm  Rooftop 511

“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016
TUESDAY, MARCH 8

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Breakfast: 7:30 – 8:30 AM Room: 331

Concurrent Sessions IV: 9:00 AM – 9:45 AM

Using Microsoft OneNote for Process Documentation

Melissa Welborn, Clemson University

OneNote is a note and document storage system that is included in most Microsoft Office packages. It can be used to share work, manage to-do lists, and keep track of those miscellaneous little facts that can get lost in your email. Learn how to capture project steps and documentation to ensure consistency from year to year, or term to term.

Understandable Inter-Rater Agreement

David Eubanks, Furman University

We often rely on ratings with ordinal scales (rubric ratings, student evaluations of faculty), or judgments with nominal classes (admit/don't admit). In some sense, the quality of the data we get from these ratings is tied to the level of agreement among raters. There are several statistical choices for measuring this agreement, such as Cohen's Kappa. This presentation will demonstrate an online app (source code available) to visualize rater agreement using a new geometric approach. Several public and private data sources will be used to show how the level of agreement varies from student peer reviews, professional reviews of student work, Amazon.com ratings, and several more. This helps us understand a typical level of agreement for different kinds of ratings. Session participants will go away with a free new tool to use for visualizing and comparing rater agreement. Source code and public data are found at https://github.com/stanislavzza/Inter-Rater-Facets

Morning Refreshments: 9:45 AM – 10:00 AM Room: 331
Concurrent Sessions V:  10:00 AM – 10:45 AM

Student Success and Statements of Achievement  Room 324
Ben Bryan, Columbia International University

SACSCOC requires institutions to evaluate student achievement (FR 4.1) and to publish statements on student success in achieving institutional goals (institutional obligations for public disclosure). This session will cover simple methods for reporting student success outcomes using basic resources such as MS Excel to create dashboards.

Comprehensive Academic Program Assessment – Part I  Room 329
Norm Bryan, Presbyterian College

In addition to the requirements of SACSCOC Comprehensive Standard 3.3.1.1, academic programs periodically need to be assessed inclusive with but beyond student performance on program SLOs. A comprehensive, dynamic approach to program evaluation is presented in this session.

Concurrent Sessions VI:  11:00 AM – 11:45 AM

Creating a Culture of Excellence in Higher Education  Room 324
Bridget Dewees, Claflin University

There is a positive correlation between student satisfaction and retention. Participants will gain tips on how to effectively implement a culture of service excellence in any higher education institution. Starting with a review of your mission, vision and values, learn how to create a platform that embraces and promotes excellence on your campus. Claflin University will share a seven-year history of using student satisfaction and institutional priorities data to create effective change on its campus.

Comprehensive Academic Program Assessment – Part II  Room 329
Norm Bryan, Presbyterian College

In addition to the requirements of SACSCOC Comprehensive Standard 3.3.1.1, academic programs periodically need to be assessed inclusive with but beyond student performance on program SLOs. A comprehensive, dynamic approach to program evaluation is presented in this session.

Lunch and Business Meeting:  12:00 PM – 1:30 PM  Room: 331

“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016
Again, Thank you Sponsors!

“Beyond Compliance: IR to Maximize Success” SCAIR Annual Conference 2016
Discovery Garage is located on the corner of Park and College Streets; Enter Moore School of Business on Greene Street.
3rd Floor of Moore School of Business
(Sessions held in rooms 324, 329, 330 & 331; Carolina Coliseum side of building)
Thank you for attending the 2016 SCAIR Conference!