
BRIDGING THE GAP:
LINKING STUDENT SUCCESS AND WORKFORCE DEVELOPMENT

32ND ANNUAL CONFERENCE



July 31—August 2, 2019
Drury Plaza Hotel Nashville
Franklin, TN



Tennessee
Association for
Institutional Research

A Brief History of TENNAIR

The Tennessee Association for Institutional Research (TENNAIR) was founded in 1988 and was organized to serve professionals in postsecondary education institutions and agencies whose interest include management research, policy analysis, and planning.

The major purposes of TENNAIR are to:

- ◆ Foster cooperation among professionals in institutional research in Tennessee
- ◆ Disseminate information and ideas about methods, processes, and problems of common interest, and
- ◆ Support the professional development of individuals engaged in institutional research.

Each year, TENNAIR hosts a statewide conference to allow institutional research and institutional effectiveness professionals an opportunity to meet and collaborate on topics related to their work. Keynote speakers are often leaders in the field of research and bring their expertise to share with the membership.

TENNAIR is affiliated with the Association for Institutional Research (AIR) on the national level.

Welcome from the President of TENNAIR

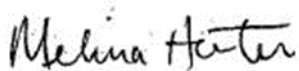
Welcome to the 32nd gathering of Tennessee's Institutional Research annual conference. As President of TENNAIR and on behalf of the Program Committee, it is my privilege and pleasure to welcome you to Middle Tennessee. A new year is upon us, bringing new colleagues, new opportunities, new challenges, a new year of learning, of serving our colleges, and together furthering our Institutional Research (IR) and Institutional Effectiveness (IE) community.

This year's meeting is being held in beautiful Middle Tennessee under the leadership of Brian Hester (Conference Chair), and the many volunteers supporting his efforts, who have developed an exciting program. The theme for this year's conference, "Bridging the Gap: Linking Student Success and Workforce Development" is supported through a diverse and interesting slate of keynote speakers and presentations, including Russ Deaton of TBR, Claude Pressnell of TICUA, Mike Krause of THEC, David Miller of University of Tennessee, and Dennis Jones of NCHEMS.

An Institutional Effectiveness session makes its debut at this year's conference. Those of you who are involved in IE please join this session to support and be supported by your colleagues in this challenging and crucial endeavor. My hope is that this area will grow and be an effective source of information and support for all Tennessee colleges of higher education at future conferences. In addition, there are sessions for all sectors (public, private), levels and types of IR/IE staff. Prepare to be challenged, excited, and inspired.

TENNAIR continues to strive to provide a unique, effective platform for those in IR (and IE) to present, network, learn from each other, meet someone new, and make lasting friendships. There have been many changes this past year bringing new faces and familiar faces in new places with friends retiring or changing positions. Take time to reach out to your colleagues and share your successes, joys, challenges, and frustrations; to encourage and support each other.

Again, welcome to TENNAIR! I appreciate your participation and hope you will find this conference stimulating and rewarding.

A handwritten signature in black ink that reads "Melissa Hunter".

Melissa Hunter

President, TENNAIR

Wednesday, July 31

6:00 a.m.—9:00 a.m. **COMPLIMENTARY BREAKFAST**

LOCATION: Lobby

8:00 a.m.—4:00 p.m. **CONFERENCE REGISTRATION**

8:30 a.m.—12:00 p.m. **PRE-CONFERENCE WORKSHOPS**

R FOR BEGINNERS

Melissa Hunter, Director of Research, Tennessee Board of Regents

Location: Bending Chestnut

Curious about R? This workshop will cover the basics of R such as navigating RStudio, the basic structure of R including packages, perform basic commands in R, and how to make basic graphs. Participants can download RStudio for free and follow along or just come watch and learn.

IPEDS DATA AS THE PUBLIC FACE OF AN INSTITUTION

Sandra Kinney, Senior Director for Institutional Research and Planning

Georgia Institute of Technology

Location: Forest Hill

This workshop stresses the importance of accuracy and consistency in data reported to IPEDS. Examples of real IPEDS data used in the public domain are incorporated, enabling participants to understand the role of governmental and non-governmental entities in IPEDS reporting. The workshop includes presentations, discussions, exercises, and demonstrations using IPEDS data tools and resources.

Wednesday, July 31

1:00 p.m.—4:30 p.m. PRE-CONFERENCE WORKSHOPS

OPTIMIZATION OF SCHOLARLY ACTIVITY REPORTING THROUGH FACULTY COLLABORATION

Donny Behneman, Vickie Adkison, Brad Kiser, Sherry Marlow Ormsby,

University of Tennessee at Chattanooga

Location: Bending Chestnut

Faculty workload reporting can be an institutionally challenging task. UTC implemented Digital Measures as a method of collecting and reporting one component of workload, scholarly activity. The platform allows faculty members to document peer-reviewed work and is integrated into the annual evaluation process.

This workshop will share UTC’s experience including purpose, implementation process, reporting capability, lessons learned, and future recommendations. This session will introduce one way to leverage Digital Measures; however, the main purpose is to imagine how this platform may be beneficial by allowing attendees to ask questions and consider challenges of implementation based on their unique environment

IPEDS DATA AND BENCHMARKING: SUPPORTING DECISION MAKING & INSTITUTIONAL EFFECTIVENESS

Hui-Min Wen, Director of Institutional Research & Assessment, New College of Florida

Location: Forest Hill

This workshop introduces the fundamentals of benchmarking as a measure of institutional effectiveness. It is designed for individuals with little to no experience in benchmarking studies. Participants use data from the IPEDS Surveys, Data Feedback Reports, and the “Use of Data” section of the NCES website to learn about the types of comparison groups that can be constructed. Exercises demonstrate establishment of key performance indicators (KPIs) and identification of variables to refine comparison groups.



Thursday, August 1

6:00 a.m.—9:00 a.m. COMPLIMENTARY BREAKFAST

LOCATION: Lobby

8:00 a.m.—4:00 p.m. CONFERENCE REGISTRATION

8:00 a.m.—8:45 a.m. SPONSOR PRESENTATION

Brandon Allen, Qualtrics

LOCATION: Forest Hill

Qualtrics is the gold standard for academic and administrative data collection, and analysis in higher education. Utilized by over 2,200 higher education institutions and 1.2 academic users, the Qualtrics technology is proven to make your research experience quicker, easier, and more efficient. Not only will this presentation introduce the Qualtrics platform, but will demonstrate how to effectively conduct data collection, contact management, data analysis, and report configuration.

9:00 a.m.—10:30 a.m. SEGMENTAL MEETINGS

TICUA GROUP

Amy Heckman, TICUA

LOCATION: Forest Hill

TENNESSEE BOARD OF REGENTS (TBR) GROUP

Nancy Ramsey, Pellissippi State Community College

LOCATION: Natchez

LOCALLY GOVERNED INSTITUTIONS (LGI's) GROUP

Bridgette Decent, University of Memphis

LOCATION: Bending Chestnut

UNIVERSITY OF TENNESSEE (UT) GROUP

Dennis Hengstler, University of Tennessee System

LOCATION: Harpeth

Thursday, August 1

10:45 a.m.—11:30 a.m.....**CONCURRENT SESSIONS**

WELCOME TO INSTITUTIONAL RESEARCH! A NEWCOMER’S GUIDE TO IR

Matt Rehbein, Lipscomb University

LOCATION: Forest Hill

This session is intended for those who are new to the field of institutional research. Participants will develop a basic understanding of the roles, responsibilities, functions, and practice of institutional research. Special attention will be given to the changing nature of the IR profession and how new professionals can influence their organizations. Participants will discover resources and networking opportunities that can enhance their professional skills and development in IR.

STATEWIDE DEMOGRAPHIC AND LABOR MARKET ANALYSIS IN ACTION

Douglas Comes and Russ Deaton, Tennessee Board of Regents

LOCATION: Bending Chestnut

Last year, TBR and Woody Giles of TSW, an Atlanta–based design firm, developed the TN Education and Workforce Maps based on a statewide demographic and labor market analysis that examines demographic, enrollment, and job data. The maps inform coordinated decision–making for academic planning and facility expansions at both the institutional and statewide level. This publicly available interactive map tool shows areas of the state with high need and demand for additional higher education investment, job growth projections in key labor market sectors, and the locations of campuses with degree programs related to those sectors. In this session you will learn how TBR is leveraging this tool to further its mission and better serve the state, as well as how to utilize resources like this at your institution.

11:30 a.m.—1:00 p.m.....**LUNCH (ON YOUR OWN)**

Thursday, August 1

1:00 p.m.—1:45 p.m..... **CONCURRENT SESSIONS**

DATA VISUALIZATION IN IR

Meredith Hoffman, Jackson State Community College

LOCATION: Forest Hill

As focus continues to move toward a more data-informed campus, the IR office is more vital than ever in its role as the college data hub. This importance can be a double-edged sword— more people are looking at the data, but many do not know how to interpret it quickly or have the interest to look through a report full of spreadsheets. This presentation will show the benefits of using an infographic to relate bigger/more complex data to a broader audience than those five people who love charts and tables.

HELPING EACH OTHER SUCCEED: A SACSCOC VISIT DISCUSSION GROUP

Karen Brunner, Roane State Community College

LOCATION: Bending Chestnut

Accreditation is a critical and challenging endeavor. This discussion group is intended to bring together Accreditation Liaisons and others involved in Institutional Effectiveness, both new to the work and those with experience. Topics to be discussed are the ones brought to the session by participants and all topics related to accreditation, institutional effectiveness, and assessment are encouraged. Want to know what other schools are planning for their next Quality Enhancement Program? How do institutional completion strategies fit into effectiveness at different campuses? Want ideas on how to translate Program Review into SACSCOC Student Learning Outcomes standards? How do others approach faculty to discuss assessment? What are the implications of the new Principles? Join the discussion as challenging accreditation and effectiveness topics are shared.

Thursday, August 1

2:00 p.m.—3:15 p.m. KEYNOTE PANEL

“BRIDGING THE GAP: LINKING STUDENT SUCCESS AND WORKFORCE DEVELOPMENT”

THEC Executive Director Mike Krause; TICUA President Claude Pressnell; TBR Executive Vice Chancellor Russ Deaton; University of Tennessee System Chief Financial Officer David Miller

LOCATION: Natchez

This panel discussion will explore some of the chief concerns Tennessee’s higher education leaders are anticipating in the near future – from within each of their respective educational systems and sectors. Furthermore, how might the initiatives to address these challenges align with our state’s workforce development needs? A better understanding of the goals of these executive officers will enable institutional researchers to be more proactive and responsive in supporting the important decisions that senior officers will be making.

3:45 p.m.—5:00 p.m. GENERAL SESSION

**FOLLOWING STUDENTS THROUGH THE COLLEGE PIPELINE:
AN ANALYSIS OF DUAL ENROLLMENT TO THE WORKFORCE**

Brian Douglas and Emily Wilcox, THEC

LOCATION: Natchez

This session uses data from Tennessee’s longitudinal data system (P20 Connect) and THEC’s Student Information System to track the postsecondary and workforce outcomes of dual enrollment students. We are able to identify where dual enrollment students are matriculating, persisting, and completing across public institutions in the state. In addition, we compare on time graduation rates of dual enrollment and non–dual enrollment students. By following students through this pipeline, we are better able to understand the benefits from taking dual enrollment courses while in high school.

5:30 p.m.—6:30 p.m. EVENING RECEPTION

LOCATION: Harpeth

Friday, August 2

6:00 a.m.—9:00 a.m. **COMPLIMENTARY BREAKFAST**

LOCATION: Lobby

8:00 a.m.—8:45 a.m. **SPONSOR PRESENTATION**

MASTER YOUR DATA TO DRIVE INSTITUTIONAL EFFECTIVENESS

Microsoft

LOCATION: Forest Hill

To compete and educate at scale, institutions must effectively use their resources by applying intelligence to unified data. With the right solutions, you can attract students, manage your school’s relationship with them, use predictive analytics to improve learning outcomes, and boost marketing and institutional performance. Empower your people with actionable insights in familiar tools, and personalize engagement with intelligent systems that drive outcomes. To learn more visit: <https://www.microsoft.com/en-us/education/higher-education>.

8:00 a.m.—8:45 a.m. **CONCURRENT SESSION**

USING PREDICTIVE ANALYTICS TO EXPLORE STUDENT SUCCESS

IN UNDERGRADUATE ENGLISH COURSES

Karen Etzkorn and Brian Hester, University of Tennessee System

LOCATION: Bending Chestnut

Using system-wide institutional data from three public four-year university campuses, this study uses predictive analytics to investigate student success related to English composition and literature. Specifically, the researchers use a variety of student demographics (e.g., gender, race/ethnicity, age, Pell eligibility status) and student characteristics (e.g., transfer status, high school GPA, ACT/SAT English sub-test scores, undergraduate GPA, course grades in intro-level composition and literature courses) to analyze and predict future student success outcomes at the individual level. This research offers important implications for the development and provision of student resources, support, and undergraduate curriculum.

Friday, August 2

9:00 a.m.—10:00 a.m. KEYNOTE SPEAKER

HIGHER EDUCATION & THE ECONOMY: INFORMATION AT THE CROSSROADS

*Dennis Jones, President Emeritus
National Center for Higher Education Management Systems (NCHEMS)*

LOCATION: Natchez

Public policy regarding higher education puts preparation of the workforce needed for a 21st century economy at the center of the debate. This presentation:

1. Provides background information about the evolution of Drive to 55 as the Tennessee response to the workforce agenda
2. Describes the role of higher education in the broader context of workforce development strategies
3. Illustrates the kinds of data and analysis required at the state and institutional levels to address state needs and institutional responses
4. Summarizes the information and analytic capacities that the IR professional needs to respond to policy-makers who are grappling with workforce issues.

Friday, August 2

10:15 a.m.—11:00 a.m. CONCURRENT SESSIONS

POWER BI MARGINAL REVENUE MODULE

Ande Munsey, Carson-Newman University

LOCATION: Forest Hill

This presentation will examine student revenues for the university using Power BI. We will demonstrate how much tuition revenue each student, teacher, course, department, building profits the university. We will discuss how adding room and board revenues to the module changed the dynamics of the results and why. We will also discuss future enhancements of the Marginal Revenue Module and how it will allow management to determine profits and losses for the university.

**STUDENT DEBT AND INCOME PROFILE: A BRIEF LOOK AT A DECADE OF GRADUATES
FROM UT KNOXVILLE, THEIR STUDENT DEBT, AND THEIR SUBSEQUENT EARNINGS**

Kriss Gabourel and Gresham Collom, University of Tennessee, Knoxville

LOCATION: Bending Chestnut

Students graduating in the United States today are leaving college with the largest average student debt in history. Our research seeks to understand the short term and long-term effects of student debt after graduation. We seek to answer the questions: 1) What does the debt profile look like for graduates at the University of Tennessee, 2) Does student debt affect earning potential immediately upon graduation, and 3) Is there a longitudinal effect of student debt on a student’s earning potential? We look specifically at UTK students who have graduated from 2008 to 2018.

Friday, August 2

11:15 a.m.—12:00 p.m. CONCURRENT SESSIONS

UT TRANSPARENCY DASHBOARD PRESENTATION

Katie Singer, Tyler Brown, Denise Haley, University of Tennessee System

LOCATION: Forest Hill

What does it take to increase your institution’s transparency for the public good? Join us as we cover the process, requirements, and lessons learned in producing a suite of multi-faceted, interactive dashboards. We will demonstrate the importance of collaboration, modeling, and visualization techniques in addressing challenges and increasing the usability of data. We will discuss how data quality and benchmarking influence our understanding and context of what our university system provides to the public.

HOW STUDENTS RECONNECT: A LONGITUDINAL STUDY

Gresham Collom and Kriss Gabourel, University of Tennessee, Knoxville

LOCATION: Bending Chestnut

The primary goal of this study was to capture and illustrate experiences of the students participating in Tennessee Reconnect. We recruited and followed students from across the state during their journey, interviewing them at specific stages. The study addressed 1) student experiences within program, 2) the opportunities, challenges, and barriers for students, and 3) best practices and scalable changes for the program. The intention of this project was to give voice to early participants of the Tennessee Reconnect program. Personal accounts of participants illustrated successes and challenges in the recruitment, retention, and degree attainment of adult students while providing valuable information program.

12:15 p.m.—1:00 p.m. BUSINESS MEETING AND LUNCHEON

LOCATION: Harpeth

1:15 p.m.—2:00 p.m. EXECUTIVE COMMITTEE MEETING

LOCATION: Forest Hill

2019 Keynote Speakers

Dr. Claude Pressnell, Jr.

President of Tennessee Independent Colleges and Universities Association

Dr. Claude Pressnell, Jr., a native of Kansas, has spent over 30 years in higher education administration.

He holds a doctorate in higher education administration/educational leadership from Vanderbilt University. Pressnell became the Executive Director of the Tennessee Foundation for Independent Colleges and since 2000 has served as President of the Tennessee Independent Colleges and Universities Association.

In 2013, Tennessee Governor Bill Haslam appointed Pressnell as a Commissioner representing the state's interests on the Education Commission of the States. In 2014 Pressnell was appointed by four US Senators to serve on a committee to recommend a pathway to reduce the federal regulatory burden on higher education in the United States, and in 2016 Pressnell was appointed by Senate Majority Leader Mitch McConnell for a six year term to the National Advisory Committee on Institutional Quality and Integrity.

Pressnell serves on numerous international, national, and state level boards. He also has served as an international advisor on higher education reform to foreign governments in the Middle East, South Asia, the Balkan region of Europe and South America.



Mike Krause

Executive Director of Tennessee Higher Education Commission

Mike Krause serves as the Executive Director of the Tennessee Higher Education Commission and Tennessee Student Assistance Corporation.

Prior to assuming this role, he served as the founding Executive Director of the Tennessee Promise and Drive to 55, where he coordinated the launch of the nation's first free community college program and an array of other programs focused on increasing state higher education attainment.

Previously, Mike served as the Assistant Executive Director at the Tennessee Higher Education Commission.

Krause also served for eight years in the U.S. Army and Tennessee Army National Guard, where he completed three combat tours with the 101st Airborne Division and was awarded the Bronze Star Medal during Operation Iraqi Freedom.

An eighth generation Tennessean, Mike earned his bachelor's degree from Austin Peay State University and Master's in Public Policy from Vanderbilt University. He is a graduate of Class V of Leadership Tennessee.



Dr. Russ Deaton

Executive Vice Chancellor for Policy and Strategy at TBR

Dr. Russ Deaton is Executive Vice Chancellor for Policy and Strategy at the Tennessee Board of Regents, where his responsibilities include leadership of the Offices of Academic Affairs, Student Success, Organization Effectiveness, and Research and Data. He was appointed Executive Vice Chancellor in July 2017 after a 17-year career at the Tennessee Higher Education Commission.

Dr. Deaton joined THEC in 2000 as a Policy Research Analyst, before being named Director of Facilities Planning. He later served nine years as the Director of Fiscal Policy Analysis and then four years as Associate Executive Director for Fiscal Policy and Administration. In addition to his responsibilities as THEC's chief fiscal officer, his policy work has included the development of higher education funding formulae, tuition policy and financial aid research. He has designed several higher education finance policy tools for state government, including a tuition model and Tennessee's higher education outcomes-based funding formula, the first of its kind in the nation.

He received his PhD in Higher Education Administration from Vanderbilt University in 2006, where he studied the public policy adoption process in state government. Since 2007, he has served as an adjunct faculty member and lecturer at Vanderbilt, teaching courses in Higher Education Finance, Public Policy and Policy Economics. He was honored with the Distinguished Adjunct Faculty Member Award from Vanderbilt's Peabody College for the 2014-2015 academic year. He has authored and co-authored numerous research publications and presentations.



David Miller

Chief Financial Officer at University of Tennessee

David L. Miller began as the University of Tennessee System Chief Financial Officer in January 2017. In this role he is responsible for all financial operations of The University of Tennessee System, including the development of financial and operational strategy, metrics tied to that strategy, and the ongoing development and monitoring of control systems designed to preserve University assets and report accurate financial results.

Miller joined the University of Tennessee System following 20 years of service in the University of Wisconsin System. In the UW System he served as the senior vice president for administration and fiscal affairs; associate vice president for capital planning & budget; and assistant vice president for state relations. Prior to joining the University of Wisconsin System Miller was a policy analyst in the Wisconsin legislature where he specialized in higher education policy and state finance.

Miller has served as an elected member of the board of directors of the Society of College and University Planning (SCUP). In addition to SCUP, he has actively participated in several higher education associations such as NACUBO, AACSB, and APLU, and CASE.



Dennis Jones, President Emeritus

National Center for Higher Education Management Systems (NCHEMS)



Mr. Jones has nearly 50 years of experience in research, development, technical assistance, and administration in the field of higher education management and policy-making. A member of the NCHEMS staff since 1969, he assumed increasing levels of responsibility within that organization, becoming president in 1986. Under his leadership, and in collaboration with an extraordinarily talented staff, NCHEMS has achieved a position of preeminence as a leader in the development and promulgation of information-based approaches to policy-making in higher education.

Mr. Jones is widely recognized for his work in such areas as developing “public agendas” to guide state higher education policy-making; financing, budgeting, and resource allocation methodologies for use at both state and institutional levels; linking higher education with states’ workforce and economic development needs; and developing and using information to inform policy-making.

Mr. Jones has written many monographs and articles on these topics, has presented his work at many regional, national, and international conferences, and has consulted with hundreds of institutions and state higher education agencies on management issues of all kinds.

Mr. Jones is a graduate of Rensselaer Polytechnic Institute and served as an administrator (in business and institutional planning) there for eight years prior to his joining the NCHEMS staff. He has served as an advisor to the U.S. Secretary of Education, the Lumina Foundation for Education, the National Center for Public Policy and Higher Education and to numerous other associations, policy organizations, and state agencies.

THANK YOU

TENNAIR 2019 Program Committee

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Brian Hester, University of Tennessee System

Program Coordinator

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Jeff Parsell, Nashville State Community College

Desiree McCullough, University of Tennessee at Martin

Denise Gardner, University of Tennessee, Knoxville

Workshop Coordination

Bridgette Decent, The University of Memphis

Judith Nyabando, University of Tennessee Health Science Center

Donald Cunningham, University of Tennessee, Knoxville

Newcomers

Matt Rehbein, Lipscomb University

Evaluations

Dennis Hengstler, University of Tennessee System

Sherry Marlow Ormsby, University of Tennessee, Chattanooga

On-Site Technology/Equipment

Amy Heckman, Tennessee Independent College and Universities Association

THANK YOU

TENNAIR 2019 Program Committee

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Photography

Nat Perry, Tennessee State University

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Nancy Ramsey, Pellissippi State Community College

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Amy Heckman, Tennessee Independent College and Universities Association



Thank You for attending the 2019 TENNAIR Conference!

Please don't forget to complete the conference survey, and we look forward to seeing you again at next year's conference.

TENNAIR 2019 Officers

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