



Tennessee  
Association for  
Institutional Research



# Strengthening Data Ethics in IR

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35TH ANNUAL TENNAIR CONFERENCE  
AUGUST 3 - AUGUST 5, 2022

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Drury Plaza Hotel Nashville Franklin

Nashville, TN

## Schedule at a Glance

### Wednesday, August 3<sup>rd</sup>

- 12:30 PM - 3:00 PM Pre-Conference Workshop (P20 Longitudinal Data System & Transforming Data to Policy)
- 3:15 PM - 5:30 PM Pre-Conference Workshops (Newcomer Workshop & Introduction to R)

### Thursday, August 4<sup>th</sup>

- 8:45 AM - 10:15 AM Sector Meetings
- 10:30 AM - 11:45 AM Opening Session and Keynote Address
- 11:45 AM - 1:15 PM Lunch (On your own)
- 1:15 PM - 2:05 PM Concurrent Sessions
- 2:15 PM - 3:05 PM Concurrent sessions
- 3:05 PM- 3:45 PM Coffee Break sponsored by SAS
- 3:45 PM - 4:45 PM Concurrent Sessions
- 5:00 PM - 6:00 PM Reception

### Friday, August 5<sup>th</sup>

- 8:30 AM - 9:20 AM Concurrent Sessions
- 9:30 AM - 10:45 AM General Session Panel moderated by Jacob Kamer
- 11:00 AM - 11:50 AM Concurrent Sessions
- 12:00 PM - 1:15 PM Business Meeting and Awards Luncheon

**THE ANSWERS WE NEED  
ARE EVERYWHERE.  
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The advertisement features a woman with curly hair, wearing a black and white patterned sleeveless top, looking towards the left. The background is a yellow gradient with a city skyline at the bottom. A series of orange dots connected by lines forms a path that leads from the bottom left towards the woman's head. The SAS logo is in the top right corner.

## 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 give an opportunity for current and aspiring institutional research professionals, scholars, and students to meet and collaborate on topics related to their work, and showcase innovative research and ideas pertaining to the field of institutional research or to Tennessee's current postsecondary context and landscape. Over the past several years, conference attendance has ranged from approximately 80 to 100 attendees representing various institutions and agencies from all regions of the state. 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

Hello colleagues!

Welcome to the 35<sup>th</sup> 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.

This year's meeting is being held in unique Franklin, Tennessee, where it is said that progress and history give you a unique sense of place<sup>i</sup>. Under the leadership of Brian Joy (Conference Chair), he and the many volunteers supporting his efforts have developed a strong and exciting program. The theme for this year's conference, "Strengthening Data Ethics in IR" is supported through a diverse slate of keynote speakers and panels, including Dr. Karen Webber of AIR, Dr. Russ Deaton of TBR, Dr. Emily House of THEC, Ms. Elise Miller of SCORE, and Dr. Claude Pressnell of TICUA.

Concurrent sessions with topics such as enhancing IR reporting, data visualization implementation, SACSCOC best practices, machine learning techniques, and institutional effectiveness examples will be showcased. There are sessions relevant for all sectors, levels, and types of IR/IE staff.

The value of a smaller, regional conference is the ability to get to know your colleagues across the state more closely and learn from each other. 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 professional relationships.

Take time while in Franklin, with your TENNAIR colleagues, to combine the history of your prior knowledge and the progress of gaining new expertise to find your place in the changing world of IR/IE. So much has shifted in the landscape of higher education over the last few years and we need to strive to stay relevant in our field — often with fewer resources. Reach out to your colleagues and share your successes, challenges, and frustrations, to encourage and support each other.

Again, welcome to TENNAIR! I appreciate your participation and hope you enjoy the conference.

Sherry Marlow-Ormsby  
President, TENNAIR

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<sup>i</sup> <https://www.franklintn.gov/our-city/about-franklin>





Wednesday, August 3th

8:00 a.m.—4:30 p.m. .... CONFERENCE REGISTRATION

12:30 p.m.—3:00 p.m. .... PRE-CONFERENCE WORKSHOP

**COMBINED WORKSHOP:**

**P20 LONGITUDINAL DATA SYSTEM (OFFICE OF EVIDENCE AND IMPACT) AND  
TRANSLATING DATA TO POLICY (TENNESSEE SCORE)**

*Kyle Welch, Office of Evidence and Impact (OEI)*

*Elise Miller & Alexis Parker, Tennessee SCORE*

Location: Leipers A

**Goal:** Offer a pre-conference workshop on the data policy landscape in the state with a focus on the state longitudinal data system (TN DATA) and its history, the available data, and processes for requesting, accessing, and reporting the data.

**SCORE** - In this workshop, we will provide an overview of the relationship between data and policy in Tennessee with examples of data-driven policy change, key data influencers in the state, and innovative practices for data sharing at the local level.

**OEI** - In this workshop, we will discuss opportunities for leveraging longitudinal, integrated data, provide an overview for what data are available, and processes for accessing and reporting on those data.

Wednesday, August 3th

3:15 p.m.—5:30 p.m. ....PRE-CONFERENCE WORKSHOPS

### NEWCOMER WORKSHOP

*Denise Gardner, The University of Tennessee*

Location: Leipers A

This workshop is intended for those who are new to the field of institutional research. Participants will develop a basic understanding of the functions, roles, responsibilities (including ethics), and practices of IR and learn about IR and institutional effectiveness. The session will provide opportunities for discussion and networking, and participants will discover resources that can enhance their professional skills and development in IR.

### INTRODUCTION TO R

*Joseph Chappell, East Tennessee State University*

Location: Leipers B

Come and learn some of the fundamentals of R and RStudio! This workshop will cover some of the introductory concepts of the R programming language and demonstrate how these concepts can be used as building blocks for more complex scripts. In addition to basic R commands, the workshop will cover multiple common R packages such as *dplyr*, *lubridate*, and *openxlsx* that can be leveraged to your benefit. The workshop will culminate in two real-world examples of how R has been used in IR:

Creating the Faculty Roster form for SACSCOC

Creating a continuum of point-in-time historical enrollment counts from the Banner table SFRSTCA



## Thursday, August 4th

8:00 a.m.—4:30 p.m. .... **CONFERENCE REGISTRATION**

8:45 a.m.—10:15 a.m..... **SECTOR MEETINGS**

### **INDEPENDENT SECTOR MEETING**

*Amy Heckman, Tennessee Independent Colleges and Universities Association (TICUA)*

LOCATION: Leipers A

### **PUBLIC FOUR-YEAR SECTOR MEETING**

*Brian Hester, UT System & Joseph Chappell, East Tennessee State University*

LOCATION: Franklin Ballroom

### **PUBLIC TWO-YEAR SECTOR MEETING**

*Melissa Hunter, TBR—The College System of Tennessee*

LOCATION: Leipers B

10:15 a.m.—10:30 a.m..... **BREAK**

10:30a.m.—11:45 a.m..... **OPENING SESSION AND KEYNOTE ADDRESS**

**FACING FORWARD IN IR:**

**OPPORTUNITY AWAITS**

*Karen Webber, President, Association for Institutional Research*

LOCATION: Franklin Ballroom

11:45 a.m.—1:15 p.m. .... **LUNCH BREAK (ON YOUR OWN)**

Thursday, August 4th

1:15 p.m.—2:05 p.m. .... **CONCURRENT SESSIONS**

### HAPPENINGS AT AIR: AN INTERACTIVE DISCUSSION

*Karen Webber, President, Association for Institutional Research*

*Glenn James, Past President, Association for Institutional Research*

LOCATION: Carter (11th Floor)

### LIGHTS, CAMERA, ACTION! USING MULTI-MEDIA TOOLS TO ENHANCE IR REPORTING

*Andrew Luna, Austin Peay State University*

LOCATION: Franklin B

Looking through myriad videos, podcasts, and blogs, it is easy to see the impact that multi-media technology has on communications and learning. This same technology can be used by institutional research offices to inform more people about important information and reports created within the office. The purpose of this presentation is to introduce multi-media technology to the IR office and go over the processes involved in creating captivating presentations.

### ATTENDANCE MATTERS: HOW INSTITUTING AN ATTENDANCE MODEL INCREASED TWU'S STUDENT RETENTION.

*Stephanie Smallen, Tennessee Wesleyan University*

LOCATION: Leipers A

The purpose of this session is to share how Tennessee Wesleyan University's focus on attendance led to an increase in student retention. This presentation will showcase an overview of the attendance model, implementation process, faculty buy-in, revenue savings and how the data led to a collaborative, campus-wide effort to increase student success

### COLLEGE GOING IN TENNESSEE: DATA AND STRATEGY

*Amanda Klafehn & Paige Elliott, Tennessee Higher Education Commission*

LOCATION: Leipers B

Higher education has undergone significant change in recent years, including notable undergraduate and first-time freshman enrollment declines. To better understand the high school pipeline, this session will offer attendees a look at the Tennessee Higher Education Commission's inaugural College Going for the Class of 2021 report, including an overview of the data, definitions, and findings. This session will further delve into data available to localize the common high school to college pathways through new data tools.

2:05 p.m.—2:15 p.m. .... **BREAK**



Thursday, August 4th

2:15 p.m.—3:05 p.m. .... CONCURRENT SESSIONS

### BEST PRACTICES FOR DOCUMENTATION OF SACSCOC SUBSTANTIVE CHANGES

*Jacob Carver, Lincoln Memorial University*

LOCATION: Franklin B

After providing a brief overview of the SACSCOC Substantive Change Policy and Procedures, we discuss best practices for documenting substantive changes and non-substantive changes. Focusing on program-specific changes, the presenter will discuss the procedures utilized by Lincoln Memorial University to document substantive changes. After the presentation, participants will be asked to share best practices utilized by their institutions to maintain compliance with the SACSCOC Substantive Change Policy and Procedures.

### PAIRING MACHINE LEARNING WITH QUALITATIVE PROCESSES TO IDENTIFY PEER INSTITUTIONS

*Joseph Chappell, East Tennessee State University*

*Michael Hoff, East Tennessee State University*

LOCATION: Leipers A

Comparison data serves as one of the most critical components of assessing overall institutional performance; however, identifying an appropriate set of comparison institutions can be an overwhelming task. This session will demonstrate how clustering techniques can be used with IPEDS data to develop a list of potential peers. The session will also cover qualitative processes by which the preliminary list can be refined into a final comparator set while simultaneously generating stakeholder buy-in.

### USING PUBLIC EDUCATION DATA IN STRATEGIC ENROLLMENT AND PLANNING

*John Grubb, Northeast State Community College*

*John Murrell, Southwest Tennessee Community College*

LOCATION: Leipers B

Do you ever wonder what percentage of students your institution is recruiting from the high schools in your service region or even statewide? How many minority students are in each of the high schools where you recruit? How might you estimate the need for learning support classes or services for students learning English? Where can you go for supporting data? What data are available? The good news is that the Tennessee Department of Education posts actionable data for K-12 education down to the school and grade level on its website. Come to this session to learn about publicly-available public education data and to sign up for an emailed copy of Excel files that have been configured to help you use the data for your own institution.

Thursday, August 4th

3:05 p.m.—3:45 p.m. .... COFFEE BREAK SPONSORED BY SAS

3:45 p.m.—4:45 p.m. .... CONCURRENT SESSIONS

### DASHBOARDS FOR ADMINISTRATORS

*Denise Gardner, University of Tennessee, Knoxville*

*Rion McDonald, University of Tennessee, Martin*

LOCATION: Leipers A

‘Data-driven’ or ‘data-informed’ decision making is increasingly important to campus administration. This session will discuss the process that two institutions took toward creating dashboards that their leaders have asked for. This process involves collaboration with other units such as IT or BI, attention to data quality and ethical use of data, and continual conversations with leaders on modifications and additions. The two presenters will demonstrate some of their SAS Viya dashboards

### EXPLORING VARIABILITY ACROSS HIGH SCHOOLS AND THE RELATIONSHIP BETWEEN HS GPA AND ACT COMPOSITE SCORE IN PREDICTING LONG-TERM STUDENT SUCCESS

*Ryan King, Austin Peay State University*

LOCATION: Leipers B

An analysis of six-year graduation rates among bachelor-seeking freshmen at APSU was conducted in order to determine the relationship between high school grade-point average and ACT scores in predicting student success while accounting for variability across High Schools.

### THE STATE OF TRANSFER IN TENNESSEE

*Paige Elliot, Tennessee Higher Education Commission*

*Julie Roberts, Tennessee Higher Education Commission*

LOCATION: Carter (11th Floor)

Many analyses in the Institutional Research office focus on a freshman cohort. However, transfer students are an increasingly important population at institutions across the state, and transfer students are not just those students who start at a community college and transfer to a four-year college or university. This session will provide attendees with a look at the most recent Articulation and Transfer in Tennessee Higher Education Report and elaborate on the developing work of the Articulation & Transfer Council. The session will also provide space for discussion of transfer student data. How can transfer data benefit IR offices at all kinds of institutions in Tennessee? How do IR offices contribute to transfer student success?

5:00 p.m.—6:00 p.m. .... RECEPTION

LOCATION: FRANKLIN B

Friday, August 5th

8:30 a.m.—9:20 a.m. .... CONCURRENT SESSIONS

**DATA ACADEMY JOURNEY:**

**A COLLABORATION TO PROMOTE AND SUPPORT DATA LITERACY ON CAMPUS**

*Melissa Hunter, TBR—The College System of Tennessee*

*Chris Tingle, TBR—The College System of Tennessee*

LOCATION: Franklin Ballroom

Data literacy is an increasingly important skill to have for both IR and non-IR professionals. When the Academic Affairs Office calls and wants to collaborate on a series of Data Academies, first response is yes! This presentation will take the audience through the journey of TBR IR staff, TBR Academic Affairs staff, and outside consultants creating and conducting a series of Data Academies for select college campuses. The presenters will share examples of how and why the IR staff needed to manage data discussions to achieve the goals set out for the academies. Finally, lessons learned in the process, next steps presented, and the session will conclude with an open discussion of best practices.

**BUILDING A PATHWAY FROM TENNESSEE COLLEGES OF APPLIED TECHNOLOGY (TCAT) TO AN ASSOCIATE DEGREES: MAPPING ENROLLMENT AND EVALUATING STUDENT OUTCOMES OF STUDENTS WITH ENROLLMENT AT ROANE STATE COMMUNITY COLLEGE AND A TCAT**

*Jeffrey Tinley, Roane State Community College*

LOCATION: Leipers A

Using enrollment and outcomes data from Roane State Community College (RSCC) and Tennessee Colleges of Applied Technology, the presentation provides a description of student enrollment patterns across these different institutions. It further investigates outcomes of students that begin their educational journey at TCATs and enroll at RSCC seeking an associate degree. The findings of this research have implications for building career pathways and strengthening the relationship between TCATs and community colleges. Community college Institutional Researchers, educational researchers, and state policy makers will find this research relevant to their own efforts to create programs that help students move from obtaining an entry level credential to a degree with greater earning potential. Institutional Researchers at the university level may find the techniques used to visualize student pathways useful for mapping student movement through their institutions. By the end of the presentation, participants will have a better understanding of student movement through both TCATs and community colleges and the implications for efforts to build programs that help students progress from a certificate to an associate degree. Participants will also come away with a technique for visualizing student movement within their own institutions or across multiple institutions.

Friday, August 5th

8:30 a.m.—9:20 a.m. .... CONCURRENT SESSIONS (CONTINUED)

TRACKING COURSE OFFERINGS BY LOCATION FOR COMPLIANCE WITH SACSCOC  
SUBSTANTIVE CHANGE POLICY USING POWER BI

*Alex Smyth, Walters State Community College*  
*Andrea Isenberg, Walters State Community College*

LOCATION: Leipers B

Pursuant to the SACSCOC Substantive Change Policy, Walters State Community College is approved to offer 25% to 49% of credits toward a program at many local area high schools. To more effectively monitor our course offerings at these locations and remain in compliance, we have created a Power BI Dashboard that provides the percentage of courses offered toward each area of study at every approved location. This presentation will explain how we have used Degree Works data blocks, Banner course data, and Power BI/ DAX coding to create intuitive visuals for sharing with administration. Experience with Power BI is preferred.

9:20 a.m.—9:30 a.m. .... BREAK

9:30 a.m.—10:45 a.m. .... GENERAL SESSION  
TENNESSEE HIGHER EDUCATION DATA POLICY AND ETHICS

*Panelists:*

*Emily House, THEC/TSAC*  
*Russ Deaton, TBR—The College System of Tennessee*  
*Claude Pressnell, Tennessee Independent Colleges and Universities Association (TICUA)*  
*Elise Miller, Tennessee SCORE*

LOCATION: Franklin Ballroom

The field of institutional research has a shared mission to promote data-informed decision making. Arguably, there are more data widely available about postsecondary education than ever before, and the prospect of even larger data availability is on the horizon. In this panel discussion, distinguished higher education leaders from across Tennessee will discuss their perspectives about data value, vision, policy, and ethics.

Friday, August 5th

10:45 a.m.—11:00 a.m.....BREAK

11:00 a.m.—11:50 p.m. .... CONCURRENT SESSIONS

### USING MARKET RESEARCH IN INSTITUTIONAL RESEARCH: UNDERSTANDING ENROLLMENT MANAGEMENT, STUDENT SUCCESS, AND INSTITUTIONAL POSITION

*Andrew Luna, Austin Peay State University*

LOCATION: Franklin A

Market research should clearly be an important component within IR offices. This type of research is mainly used to better understand enrollment management, student success, and institutional position. In this market research study, a telephone survey was administered to students who were accepted to attend the institution but who decided to attend another institution. Results of the survey will be presented as well as how the results can help to better understand enrollment management and institutional positioning.

### ENGAGING WITH THE DATA: UTILIZING DATA DASHBOARDS TO ENHANCE INSTITUTIONAL KNOWLEDGE

*Meagan McManus, Motlow State Community College*

*Tiffany Phillips, Motlow State Community College*

*Erica Newman, Motlow State Community College*

LOCATION: Leipers A

This session will explore how Motlow State Community College took its printed fact book and turned it into an interactive data dashboard utilizing Power BI, which ultimately led to the creation of additional data dashboards. These dashboards are part of the IR Office’s plan to make data more accessible and equitable and to promote a data-driven culture at the college. Elements of usability, design, consistency, efficiency, and flexibility will be highlighted in this session, as well as strategies for engaging with college constituents to make evidence-based decisions for continuous improvement.



Friday, August 5th

11:00 a.m.—11:50 p.m. .... CONCURRENT SESSIONS (CONTINUED)

REIMAGINING REMEDIATION:

DESIGNING THE NEXT GENERATION OF DEVELOPMENTAL EDUCATION REFORMS

*Lindsey Koch, TBR—The College System of Tennessee*

*Amy Moreland, TBR—The College System of Tennessee*

*Gus Gluek, TBR—The College System of Tennessee*

LOCATION: Leipers B

Over the last decade, community colleges in Tennessee have reimagined remediation. In 2015, Tennessee colleges pioneered a model of corequisite learning support that was implemented at scale statewide. The results of these efforts are clear. Success rates in gatekeeper general education courses in math and writing doubled for Hispanic students and tripled for Black students. Nevertheless, gaps persist in student success outcomes, and traditional developmental education policies have not kept pace with changing student needs and readiness for college. The challenges posed by COVID-19 have sparked new interest statewide in the next generation of developmental education reforms. In this session, a team from the Tennessee Board of Regents will share new research and data tools from the state’s efforts to reimagine developmental education and design equity-focused policies to address the challenge of college readiness.

11:50 p.m.—12:00 p.m. .... BREAK

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

LOCATION: Franklin B

1:30 p.m.—2:30 p.m. .... EXECUTIVE COMMITTEE MEETING

## Featured Speaker Biographies

### Dr. Karen Webber



Dr. Karen Webber is a professor emerita in the Institute of Higher Education at the University of Georgia and currently serves as the president of the Association for Institutional Research (AIR). She holds her Ph.D. from The University of Maryland College Park. Prior to joining the IHE faculty on a full-time basis, she served as director of institutional research and interim associate provost for institutional effectiveness at the University of Georgia. Webber came to UGA in 2003, following a 15-year tenure in the Office of Institutional Research & Planning at the University of Delaware.

She has published research on a number of issues related to institutional effectiveness in higher education including faculty roles and work productivity, graduate education, gender equity in higher education, undergraduate research, and capacity building in institutional research. Her primary research interests remain centered on the assessment of academic, cognitive, and psychosocial growth of college students, with additional interests in gender studies, and higher education data management.

Webber is the recipient of the 2018 Sidney Suslow Scholar award, which is the highest honor the Association for Institutional Research (AIR) bestows on an individual. AIR recognizes a member who has made extraordinary contributions through scholarly work to the field of institutional research and advanced understanding of the profession in a meaningful way. Webber was nominated and selected for this honor by her AIR peers.

She remains active in national and regional professional organizations including ASHE, AIR, and SCUP. Webber was president of the North East Association for Institutional Research (1998-99) and received the NEAIR Distinguished Service Award in November 2004. Through 2009, she served as chair of AIR's Professional Development Services Committee, has previously served on the Membership and Nomination Committees, and is a faculty member in the annual AIR Foundations Institute. In 2016 Webber received the Distinguished Service Award from the Society for College and University Planning.



### Dr. Russ Deaton

Dr. Russ Deaton is the Executive Vice Chancellor for Policy and Strategy at the Tennessee Board of Regents - The College System of Tennessee (TBR), where he provides leadership to the offices of Academic Affairs, Student Success, Organizational Effectiveness, and Research and Data. Before joining The College System of Tennessee, he served 17 years at the Tennessee Higher Education Commission serving in a variety of roles including the Chief Financial Officer, the Chief Policy Officer, and the Deputy Executive Director. He received his PhD from Vanderbilt in 2006 where he has served as an adjunct faculty member since 2007.

## Featured Speaker Biographies



### **Dr. Emily House**

Dr. Emily House has served as the Executive Director of the Tennessee Higher Education Commission and the Tennessee Student Assistance Corporation (THEC/TSAC) since January 2021. Prior to assuming this role, she served as the agency's Deputy Executive Director and Interim Executive Director. Dr. House earned her Bachelor's degree at Cornell University, her master's of Public Policy at Vanderbilt University, and Doctor of Philosophy from the University of Michigan. She is a graduate of the Tennessee Government Executive Institute and is the recipient of the inaugural THEC Presidential Fellowship.



### **Ms. Elise Miller**

Elise Miller leads the State Collaborative on Reforming Education's (SCORE) efforts to elevate and use key data to drive decisions and interventions at critical transition points for students along the K-12 to career continuum. Before joining SCORE in 2022, she served as program director for Postsecondary Institutional Studies at the National Center for Education Statistics and led development of the postsecondary success data strategy for the Bill & Melinda Gates Foundation. Elise Miller earned a master's degree in higher education at the University of Pennsylvania and a bachelor's in politics at The Catholic University of America.



### **Dr. Claude Pressnell, Jr.**

Dr. Claude Pressnell, Jr. has spent over 30 years in higher education administration. He holds a doctorate in higher education administration/educational leadership from Vanderbilt University. While attending Vanderbilt he served as the Director of Financial Assistance and Assistant Professor of Religion at Belmont University. In 1995 he served as the Founding Executive Director of the Institute for Family Studies in Colorado. Pressnell soon returned to Tennessee to become 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 (TICUA).

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# Thank You

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## Thank You to TENNAIR Conference Partners



## Thank You for attending the 2022 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 2022 Officers

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