

## SECTION 2: CORE REQUIREMENTS

### 2.5 Institutional Effectiveness

*The institution engages in ongoing, integrated, and institution-wide research-based planning and evaluation processes that incorporate a systematic review of programs and services that (a) results in continuing improvement, and (b) demonstrates that the institution is effectively accomplishing its mission.*

#### **Judgment of Compliance**

Partial Compliance

#### **Narrative of Compliance**

Western Carolina University conducts regular, comprehensive planning and evaluation of all programs and services offered by the institution for the purposes of enhancing institutional effectiveness and ensuring that the University's mission is accomplished. The Office for University Planning, the Office of the Provost, and the University Strategic Planning Committee [SPC website-in development] oversee the processes for institutional planning, assessment, and evaluation, and serve in an advisory role to the Executive Council and the Chancellor. The Strategic Planning Committee meets bi-weekly and is responsible for conducting periodic reviews of the institution's mission statement, outlining a strategic planning process, etc. [\_\_\_\_\_].

Western Carolina University also adheres to the long-range planning process established by the University of North Carolina and adopted by the Board of Governors. Long-Range Plans are developed and approved at the institutional level and at the UNC system level on a five-year cycle, with plans for 2006-2011 in progress (<http://intranet.northcarolina.edu/docs/aa/planning/reports/longplan/LRP2006-2011.pdf>). This process involves comprehensive planning with particular emphasis on the relationships between planning in the following areas: enrollment, academic programs, facilities, expansion budgets and capital improvements, and policies adopted by the Board of Governors to advance the University. Constituent institutions also submit internal strategic plans as a part of the long-range planning process.

In 1996, the Shirley Planning Model was adopted by the University to incorporate strategic plans developed at various levels:

- Level I (university) planning: <http://planning.wcu.edu/stratgcplan/vision.htm>
- Level II (division) planning: [http://planning.wcu.edu/stratgcplan/level\\_II.htm](http://planning.wcu.edu/stratgcplan/level_II.htm)
- Level III (individual units): <http://planning.wcu.edu/planning.htm>

The Shirley Planning Model was developed specifically for WCU, providing important contextual considerations in the planning process and incorporating internal and external planning activities (<http://planning.wcu.edu/StratgcPlan/model.htm>).

The result is a strategic planning system that identifies internal strengths and weaknesses as well as external opportunities and threats, assesses the institutional environment, and evaluates programs, finances, facilities, and other resources in the context of WCU's unique characteristics (<http://planning.wcu.edu/StratgcPlan/EXTSCAN5.pdf> and <http://planning.wcu.edu/StratgcPlan/Internal.pdf>). Planning at Levels I (university) and II (division) influence Level III (unit) planning. General mission, clientele, programs/services, comparative advantages and objectives are determined for each unit and this information is used to develop annual action plans for the following areas: technology, organization, human resources, enrollment management, facilities, finance, academic (such as liberal studies), and program review (such as academic departments, administration, student support services, and athletics).

Program review is an important aspect of planning and evaluation at WCU. Established in 1999 by the Chancellor, and incorporating recommendations from the Strategic Planning Committee, the Program Review Committee conducted its first major review of undergraduate programs during AY 1999-2000 ([http://www.wcu.edu/stratplan/stratgcplan/final\\_report.pdf](http://www.wcu.edu/stratplan/stratgcplan/final_report.pdf)). Currently, graduate programs are reviewed on a seven-year cycle, and undergraduate programs are reviewed on a five-year cycle. The review cycle takes the University of North Carolina external productivity reviews into consideration ([http://planning.wcu.edu/stratgcplan/undergrad\\_prog\\_rev.pdf](http://planning.wcu.edu/stratgcplan/undergrad_prog_rev.pdf)).

[Committee charges]

[Documents

Minutes of the University's Strategic Planning Committee  
Reports of the Program Review Committee (3)  
UNC Planning Documents]

### Supporting Documentation and Links

- UNC Long Range Plan  
<http://intranet.northcarolina.edu/docs/aa/planning/reports/longplan/LRP2006-2011.pdf>
- WCU Strategic Planning Vision Statement  
<http://planning.wcu.edu/stratgcplan/vision.htm>
- WCU Level II Strategic Planning Activities and Planning Documents  
[http://planning.wcu.edu/stratgcplan/level\\_II.htm](http://planning.wcu.edu/stratgcplan/level_II.htm)
- WCU Strategic Planning – Individual Units  
<http://planning.wcu.edu/planning.htm>
- WCU Strategic Planning – Model  
<http://planning.wcu.edu/StratgcPlan/model.htm>
- WCU Strategic Planning – External Scan  
<http://planning.wcu.edu/StratgcPlan/EXTSCAN5.pdf>

- WCU Strategic Planning – Internal Scan  
<http://planning.wcu.edu/StratgcPlan/Internal.pdf>
- WCU 2000 Strategic Planning Committee Final Report  
[http://www.wcu.edu/stratplan/stratgcplan/final\\_report.pdf](http://www.wcu.edu/stratplan/stratgcplan/final_report.pdf)
- WCU Undergraduate Program Review  
[http://planning.wcu.edu/stratgcplan/undergrad\\_prog\\_rev.pdf](http://planning.wcu.edu/stratgcplan/undergrad_prog_rev.pdf)