

# CCPRO

Community College  
Planning & Research  
Organization

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May 3, 2001

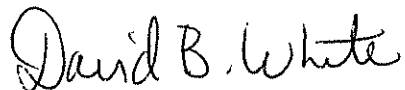
Delos Monteith  
Institutional Research & Planning Officer  
Southwestern Community College  
447 College Drive  
Sylva, NC 28779

Dear Mr. Monteith:

The Executive Committee of the Community College Planning and Research Organization (CCPRO) has reviewed the final report of a peer review conducted on February 19, 2001 evaluating the institutional effectiveness program at Southwestern Community College. The report provides evidence that the review was conducted in accord with the requirements set forth in the policies and procedures of a CCPRO sanctioned peer review process.

Congratulations on conducting a rigorous review of the institutional effectiveness program. Best wishes in the successful implementation of the recommendations to improve the college. Please distribute copies of this letter to the members of your peer review team.

Sincerely,



David B. White, Ph.D.  
2000-2001 CCPRO President

# CCPRO Peer Review Report

## **Southwestern Community College**

*Conducted Monday, February 19, 2001*

# **Southwestern Community College**

## **Peer Review Report**

### **Process Used to Regularly Evaluate Institutional Effectiveness and Research**

Southwestern Community College has developed a survey instrument to assess faculty and staff satisfaction with administrative and support functions at the institution. This survey is administered annually. One of the areas of the college evaluated by this survey is the Institutional Research and Planning Office. The 2000 results of this survey for the Institutional Research and Planning Office are included in the Appendix of this report.

A CCPRO approved peer review will be conducted every five years. The initial review was conducted in February 2001 and the next review will be conducted in 2006.

### **Peer Review Statement of Purpose**

The peer review process (as adopted by CCPRO) serves the following purposes:

1. To respond in part, to criteria 3.2 and 3.3 of the Southern Association of Colleges and Schools (SACS) requiring the regular evaluation of administrative and educational support services and institutional research;
2. To improve the practice of institutional effectiveness and institutional research among the North Carolina Community Colleges in a collegial, constructive environment;
3. To provide an in-depth, substantive professional development experience for research and planning staff and the visiting peer review team;
4. To further cultivate working relationships among professionals in the field of institutional effectiveness and institutional research.

### **Peer Review Team Members and Date of Site Visit**

Date of Site Visit: February 19, 2001

Members of Visiting Team:

Amy Allison, Research Assistant, Blue Ridge Community College

Dr. David White, Director of Research & Planning at Asheville-Buncombe Technical Community College

Dr. F. David Slagle, Dean of Planning and Institutional Research, Tri-County Community College

## **Peer Review Evaluation Activities**

1. Review of Agenda/Orientation to the College
2. Review of Research & Planning Products
3. Interview With President's Council and Institutional Effectiveness Committee
4. Lunch Meeting With Executive Council
5. Meeting With Research and Planning Staff
6. Peer Review Team Discussion of Findings

## **Key Evaluation Findings**

The following strengths and weaknesses of the Institutional Research and Planning Office were identified as a result of the evaluation activities conducted by the peer review team.

### **Strengths**

1. The Institutional Research and Planning Office has developed and maintains good working relationships across campus. Adjectives used to describe the office include fair, honest, straightforward, trustworthy and personable.
2. The office guided the college through a 'fairly painless' self-study.
3. The office does a good job of executing the data coordinator role.
4. The planning and program review processes are well documented and are supported by faculty and staff.
5. All areas share responsibility for the college planning process.
6. Institutional research is produced on a regular basis as evidenced by examples of surveys and reports.
7. Information provided by the office is characterized as accurate and timely.

### **Weaknesses**

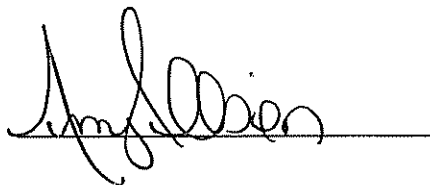
1. A method is needed to track and follow-up with students who enroll fall semester and don't return for the spring semester.
2. The Institutional Effectiveness process is not fully understood by some faculty members
3. There is no closure to the program review process (outcomes should be reported to Institutional Research and Planning Office).
4. Current staffing is adequate (currently the President's secretary assists the office with clerical functions). However, staffing should be monitored should there be staffing changes within the President's Office at the college.
5. The relationship between the college's budgeting and planning processes is not well documented or fully understood by some members of the campus community.

## Recommendations

Based on the findings of the peer review team, the following recommendations are made to improve the institutional effectiveness program at Southwestern Community College.

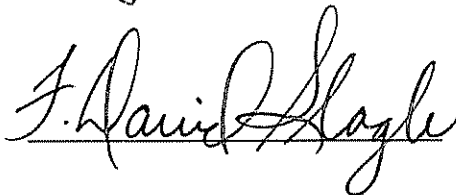
*It is recommended that:*

1. The college's planning process should document how assessment results are used to improve programs and services (the use of the results section of the program review process should incorporate information derived from the Advanced Planning Document).
2. The office's staffing should be monitored (especially if there are staff changes in the President's Office).
3. Orientation for new employees should include an introduction to the Institutional Research and Planning Office.
4. Efforts should be made to use a campus intranet to disseminate institutional research and planning information.
5. The relationship between the college budgeting and planning processes should be clearly documented and disseminated to the campus community.



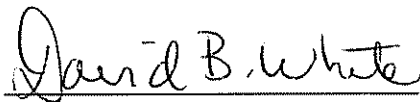
4/17/01  
Date

Amy Allison  
Research Assistant  
Blue Ridge Community College



4/20/2001  
Date

Dr. David Slagle  
Dean of Planning & Institutional Research  
Tri-County Community College



4/12/2001  
Date

Dr. David White  
Director of Research & Planning  
Asheville-Buncombe Technical  
Community College

# Appendix

Agenda for Peer Review  
Southwestern Community College  
February 19, 2001

Review of Agenda/Orientation to the College	9:30 am
Review of Research & Planning Products	9:45 am
Interview With President's Council/IE Committee	11:00 am
Lunch Meeting With Executive Council	12:15 pm
Meeting With Research & Planning Staff	1:30 pm
Peer Review Team Discussion of Findings	2:30 pm
Adjourn	3:30 pm

## Southwestern Community College Peer Review Group Interview Questions

1. On a scale of 1 to 10 (poor to excellent) rate the overall quality of services provided by the Institutional Research & Planning Office. What is the primary reason for the rating you assigned?
2. What role does the Institutional Research & Planning Office at Southwestern perform in the planning and evaluation process of the College (e.g. coordinating, facilitating, leading)?
3. Are there important aspects of the College that are not evaluated (e.g. employee job performance, general education)?
4. What are some other important functions provided by the Institutional Research and Planning Office?
5. Are the products of the Institutional Research & Planning Office used? If so, give an example:
6. State one recommendation you would make to improve the services provided by the Institutional Research & Planning Office:

**Institutional Research and Planning Peer Review  
Southwestern Community College  
February 19, 2001  
Minutes of the Interview  
With the President's Council and IE Committee**

Members of the Southwestern Community College President's Council and IE Committee present: Sarah Altman, Thom Brooks, Jim Campbell, Myrna Campbell, Misty Colton, Gene Couch, Elaine Estes, Tyler Goode, Cecil Groves, Debra Klavohn, Dianne Lindgren, Susan McCaskill, Laura Pennington, Chuck Reece, George Stanley, Roger Stephens, and Dwight Wiggins.

Peer Review Team Members Present: Dr. David White, Asheville Buncombe Technical Community College, Dr. David Slagle, Tri-County Community College and Amy Allison, Blue Ridge Community College.

Following introductions of the President's Council/IE Committee and the members of the visiting team, Dr. White explained the purpose of this interview session. Dr. White indicated he would serve as interviewer, Dr. Slagle as listener and Amy Alison as recorder for the session. The following section lists those questions posed to the group and a summary of the responses to each question.

1. **On a scale of 1 to 10 (poor to excellent) rate the overall quality of services provided by the Institutional Research & Planning Office. What is the primary reason for the rating you assigned?**
  - 10—Always comes forward with information requested.
  - 10—Timely
  - Provides standard information
  - User Friendly—Good working relationships
  - Trust—Fair, Honest and straight forward, which creates acceptance of the information provided
  - Generates his own data and uses the technology staff as resources
  - Accurate
  - Much attention paid to "process"
  
2. **What role does the Institutional Research & Planning Office at Southwestern perform in the planning and evaluation process of the College (e.g. coordinating, facilitating, leading)?**
  - Pays attention to detail
  - Tries to get us to see the "Big Picture"
  - The Planning Handbook is very helpful, and useful
  - Continuing to move forward—ongoing process
  - Continuous Improvement

- Surveys to address planning documents
- Will take time to adjust surveys to individual program request
- Feel they share in the planning process
- Facilitates rather than directing
- Natural to him—Personable
- Analytical portion
- Doesn't venture to guessing, which is a good thing
- Has the knowledge to recognize incorrect figures and information
- Uses the umbrella approach – he “orchestrates” what happens without “overly controlling or directing”.
- Streamlines “red-tape”.

**3. Are there important aspects of the College that are not evaluated (e.g. employee job performance, general education)?**

- Knowing more about why students leave—(not enough of a sample to get a good response) looking at Fall to Spring

**4. What are some other important functions provided by the Institutional Research and Planning Office?**

- Institutional Effectiveness Council developed Employee Climate Survey
- Got through a fairly painless self-study
- As Data Coordinator he provided a list at the beginning of the fall semester with highlighted reports each department was required to compile.
- He makes you feel guilty rather than threatened
- The Faculty / Staff Evaluation of services is a very good service.
- Recruitment effort—Marketing Committee—New Student Survey helps track some of the marketing efforts. More organization of the efforts (e.g. what the faculty is doing, what the staff is doing)
- Increasing number of reports that are being required—will take time away from recruitment efforts and organization of recruitment efforts.
- State Reporting –Correlate information—reports-and external surveys

**5. Are the products of the Institutional Research & Planning Office used? If so, give an example:**

- Survey Results
- Fact book- (Paper/Internet)
- Faculty don't know a lot about
- Highest Quality but explained in layman's terms
- When called for information he finds a polite friendly way to say “Did you know this information is available on the Internet”

**6. State one recommendation you would make to improve the services provided by the Institutional Research & Planning Office:**

- Outcomes/Advanced Planning Document could tie the Budgeting Process together more. Possibility of FTE ratio and Delos should coordinate the process.
- Formalized Retention Plan—not just following State Requirements.

**Survey Results Pertaining to Institutional Research & Planning Office  
From SCC Faculty & Staff Evaluation of College Services Survey (April, 2000)**

	Don't Know/ Cannot Judge	Strongly Disagree 1	Disagree 2	Agree 3	Strongly Agree 4	Mean
Research & Planning reports and publications (such as the Fact Book) contain valid and reliable information.	32.6%	0.0%	0.0%	37.0%	30.4%	3.45
The Research & Planning Office provides an effective level of support to program review efforts.	34.1%	0.0%	0.0%	30.8%	35.2%	3.53
The Research & Planning Office provides an effective level of support to departmental planning efforts.	35.2%	0.0%	0.0%	30.8%	34.1%	3.53
The Research & Planning Officer responds promptly and effectively to my research, information and/or planning requests.	32.6%	0.0%	0.0%	30.4%	37.0%	3.55
Overall, I am satisfied with the planning, research and institutional effectiveness efforts at SCC.	25.0%	0.0%	0.0%	37.0%	38.0%	3.51

**Survey Comments**

- The office does a great job in providing good decision-making data.
- Very professional service from this area.
- We have the best institutional effectiveness department in the state! Good job.
- I have never seen any of these listed above #132-136.
- Our Research & Planning Office really has its finger on the pulse of SCC.