Administrative Program Review

Handbook for the External Reviewer

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WCU Campus Profile

Western Carolina University is a premier regional university with nationally and internationally recognized teacher-scholars dedicated to student learning. A constituent member of the University of North Carolina, WCU deploys its resources statewide either singly or collaboratively with other institutions to address state needs. The university offers courses in the arts, sciences, technologies, humanities, and professions through degree programs at the bachelor's, master's, educational specialist levels and a doctorate in Educational Leadership. Western offers the advantages of a large university while maintaining its small college atmosphere.

The Regional University

As a regional university, WCU is committed to serving constituents within its geographic domain by offering services and appropriate educational programs that serve bona fide needs. Wedded to its region, WCU strives to take advantage of its locational advantage by capitalizing on assets unique to the region. As a result, WCU's educational portfolio and services will be strongly influenced by its location and the opportunities within it. Although WCU has a defined region as specified below, it will utilize venues outside of the region including national and international sites for educational purposes and training.

WCU's core geographical region is defined as the 17 western most counties of North Carolina. As such, it is obligated to work most closely with educational, governmental, and business entities in this area. Historically, WCU has provided educational programs and services to an extended region as far east as the I-77 corridor when invited to do so. WCU will continue to serve its extended region selectively when called upon and when it fits within the university's resources and programming. Further, WCU has multiple programs that will interact with its larger economic region extending from Atlanta in the west, Raleigh in the east, Knoxville in the

Location: Cullowhee, North Carolina, near the Great Smoky and Blue Ridge mountains, fifty-two miles west of Asheville.

Character: A coeducational residential public university within the University of North Carolina system.

Enrollment: Approximately 9,400 students from the United States and from Europe, Asia, Africa, and South America. Student body is 56% female and 44% male.

Academic programs: More than 220 majors and concentrations for undergraduates in addition to over 42 graduate-level programs of study.

Campus: 600-acre campus (approximately).

Calendar: Two semesters (August to December and January to May) and multiple summer sessions.

Faculty: Almost 500 full-time faculty members; 76% hold doctoral or terminal degrees.

Class size: More than 75% of classes have fewer than 30 students; the average freshman class size is 23; the student/faculty ratio is 13 to 1.

Accreditations: Western Carolina University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; telephone number 404-679-4501; www.sacscoc.org) to award bachelor's, master's, education specialist, and doctor's degrees. Also, the university holds 21 special program accreditations and is a member of more than 30 state and national associations and organizations to which its professional programs are related.

A copy of the program's internal self-study document.

Travel and Honoraria[1]

Travel Arrangements

    Staff from the Office of Institutional Planning & Effectiveness (OIPE) in the Academic Affairs Division will work with you to make travel arrangements to and from Cullowhee. Lodging on or near campus will be arranged for you in advance of your visit. OIPE office staff will assist you in making flight arrangements. Program faculty or other University staff will provide ground transportation during your visit.

Travel Expenses

    WCU will reimburse documented travel costs per The State of North Carolina and UNC travel policies. Typical expenses include airline fare or mileage and meals not provided by WCU for the duration of the campus visit[2]. All travel expenses must be submitted through the Office of Institutional Effectiveness & Planning. Reimbursement typically takes 2-3 weeks once all completed forms are submitted to WCU Accounts Payable.

Stipend

    Each non-WCU reviewer will be paid a stipend for his or her services. The stipend will vary based on the size of the unit and the extent of review. The stipend will be submitted for payment following receipt of the External Review Report, which is due no later than 30 days following the campus visit.

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[1] Travel and honoraria guidelines are applicable only to reviewers not employed by WCU.
[2]

Goals of Administrative Program Review at WCU

1. Maintain high-quality programs and services that are competitive and consistent with the University's mission.

2. Encourage and support unit self-improvement by:
   highlighting strengths of programs,
   identifying opportunities for strategic change,
   validating that units are meeting the changing needs of stakeholders,
   identifying areas for improvements and supporting improvement changes, and
   providing data necessary in the process of allocating resources.

3. Advance the mission of Western Carolina University by:
   reaffirming the relationship between the mission of the unit and the mission of the University,
   fostering cooperation and collaboration between units, and
   meeting the needs of the University students, faculty, and/or staff.

4. Provide a formative and summative review of unit effectiveness.

WCU Program Review Standards

The standards outlined below are used by unit staff as a template to complete the internal self-study. Units are asked to limit their narrative to 15 pages and to provide the required documentation in appendices. These documents will be provided to you at least 30 days prior to the campus visit.

History and description of unit

1. State the primary purpose and key functions of the unit.

2. List the top 3-5 goals/priorities of the unit.

3. Summarize the history of this unit on campus.

4. Describe the structure of the unit and how it is situated organizationally within the institution.

5. Provide an organizational chart of the unit with every employee identified by title and name. Attach a brief (3-4 bullets) list of the primary duties carried out by each employee on the chart. Also, for each full-time staff member provide a full *curriculum vitae* or 2-page *vitae/résumé* summary.

6. If applicable, describe the number and contribution of student employees or graduate assistants to the unit's programs and services.

Alignment with WCU Mission, Vision, Values

1. How does the unit mission align with the University mission with specific reference to support of the University's Quality Enhancement Plan (QEP), *UNC Tomorrow* and the academic colleges/schools? (see links to QEP and *UNC Tomorrow* in Appendix A)

2. How has the purpose of the unit changed in the past 5 years?

3. How do you expect the purpose to change in the next 5 years?

Demand for the program

1. Who are the key users/participants of the unit's programs or services?

2. How do you identify and measure demand for the unit's programs or services?

3. List those other units on campus that interact most with this unit. Briefly describe the nature of those interactions.

4. List other units on campus that provide related programs and services.

5. Describe the unique contributions of this unit.

Quality

1. How do you identify and measure quality of the unit's programs or services? List the top benchmarks used to assess quality.

2. How do you use the results of quality assessments to improve programs and/or services? Provide specific examples.

3. What were the major accomplishments of the unit in the past 5 years? Include those directly related to unit functions AND/OR other contributions related to University goals.

Cost Effectiveness

1. How do you identify and measure cost effectiveness of this unit? List the top benchmarks used to assess cost effectiveness.

2. Attach an itemized spreadsheet outlining ALL revenues/resources generated and expenses incurred (including salaries) for the unit for the past 3 years.

Opportunity Analysis

1. How can programs or services offered by the unit be enhanced? Examples might include:

>   Automation of processes

>   Collaboration with other units on campus

4. What are similar units at peer or aspirant institutions doing that this unit would like to do or should be doing?

5. What additional cost-savings could be achieved in this unit?

6. What external funding opportunities (grants, contracts, etc.) exist that could be pursued by this unit? If applicable, describe any efforts to pursue such funding to date?

7. What would it take to make the program exemplary?

Appendix A:

Additional WCU Resources

Home Page	http://www.wcu.edu
Undergraduate Catalog	http://catalog.wcu.edu/
Graduate Catalog	http://catalog.wcu.edu/ (select Graduate Catalog at top of page)
WCU Quality Enhancement Plan	http://www.wcu.edu/12284.asp
UNC Tomorrow	http://www.wcu.edu/6264.asp
College of Arts & Sciences	http://www.wcu.edu/607.asp
College of Business	http://www.wcu.edu/2517.asp
College of Education & Allied Programs	http://www.wcu.edu/3030.asp
College of Health & Human Sciences	http://www.wcu.edu/2215.asp

Appendix B:

Tentative Schedule for Campus Visit

One week prior   Conference call with External Review Team

Day One

5:00pm   Arrival in Cullowhee

6:00pm   Dinner with External Review Team

Day Two

7:30 – 8:30am   Breakfast with Provost

8:45 – 9:45am   Meet with Unit Director

10:00 – 10:45am   Meet with Dean or Associate/Assistance Vice 12 Tf1 0

Appendix C:

Suggested Format/Outline[3] for External Review Report

I. Introduction

    a. A description of visit length

    b. A summary and description of meetings conducted by the review team

II. Analysis of Program

    a. Provide a brief synopsis of:

       i. the primary unit functions (Are they appropriate for WCU's student body? Are they consistent with professional norms or standards?);

      ii. the unit's programming activities and/or services (Are the programming activities and services appropriate to stated mission and objectives of the units? Are the programming and services adequate to meet the expressed needs of the unit's constituent groups?)

     iii. the planning and assessment strategies (Can the unit document that its programming activities and services are having the intended effect? Are the programming activities and services routinely evaluated and the results used to make improvements? Do all staff have an opportunity to participate in planning and assessment activities?)

III. Analysis of Staff

    a. Qualifications – Provide a brief analysis of staff qualifications (i.e., Do the unit staff have the requisite degrees/credentials and skills appropriate to the program?)

    b. Resources and Support – Provide a brief analysis of unit and institutional support for staff (i.e., Does the unit have adequate and appropriate processes and procedures for

staff have adequate opportunities for professional development? Is the staff

recognized by their peers for professional contributions to the field? Does the

staff engage in an appropriate level of University service?)

IV.   Analysis of Operational Facilities and Budget

    a.   Does the unit have adequate facilities to fulfill its mission?

    b.   Does the unit have adequate budget to fulfill its mission?

V.   Summary of unit strengths and areas for improvement

    a.   What is your general impression of the unit?

    b.   Overall, what are the areas of strength?

    c.   Overall, in what areas could the unit make improvements?

VI.   Summary of Recommendations