



~A Brief History~

~15<sup>th</sup> Anniversary Edition~

In the 1980s the planning function across the 58 North Carolina community colleges was sporadic and loosely defined. Some colleges had a well defined, on-going strategic planning function with personnel specifically assigned to that task, while at other colleges, planning was an *ad hoc* function primarily designed to develop a long-range educational blueprint. A review of those early plans revealed that most colleges were planning for growth and facilities, and the plans were a blueprint for that growth. Very little attention was given to effectiveness of the institution, evaluation of mission, or assessment of outcomes. **The focus was on inputs.**

Two events were to change the face of planning at community colleges during the 1980s. First, in 1987, the Southern Association of Colleges and Universities (SACS) adopted a new set of *Criteria* that had at its core a new area called Institutional Effectiveness. Under the *Criteria*, colleges would be expected to have an on-going, broad-based planning process that focused on educational outcomes. SACS turned attention away from fiscal responsibility and other input measures and placed a new emphasis on colleges assessing educational outcomes. **The new focus was on outputs.**

The second event that occurred was the passage of Senate Bill 80 in 1989 by the North Carolina General Assembly that, among other things, provided for the development of Critical Success Factors and required colleges to develop and submit an annual Institutional Effectiveness Plan to the State Board of Community Colleges. To support this new requirement, the General Assembly also funded one new position at each college for the planning function. The result was the implementing and funding of the planning and research function at all 58 community colleges in 1989.

**These two events, the SACS focus on institutional effectiveness and the legislature's requirement of annual planning, were the genesis of the North Carolina Community College Planning and Research Organization (CCPRO).**

## **Formation of the Organization**

In order to comply with the new SACS Criteria and state mandate on planning, colleges quickly established and staffed planning offices. Simultaneously, a statewide Planning Council developed guidelines for college Institutional Effectiveness Plans. A new way of doing business was underway and a need arose for professional development and collaboration in the areas of planning and assessment.

The North Carolina Department of Community Colleges (System Office) had established a Planning Services section that was headed by Kathryn (Kathy) Baker Smith. Between 1987 and 1989, this section, which included Pam Whitley (Hall) and Paul Nagy, worked with the System Planning Council on a System Educational Blueprint and with the colleges on implementing a planning process consistent with the SACS *Criteria*. In July 1989, Pam Whitley resigned as Coordinator of Institutional Planning to accept a position at a community college, and a new role for college planners began.

With the state's planning coordinator's position vacant, a focus group of five community college planners was formed to advise the System Office on planning matters and to assist other colleges in their planning efforts. Larry Clark (Western Piedmont Community College), Sylvia Pierce (Fayetteville Technical Community College), John Quinley (Central Piedmont Community College), Gerry Shaver (Brunswick Community College), and David Williamson (Haywood Community College) agreed to serve on that focus group. In July 1989 the group was convened to receive information on institutional effectiveness legislation, Critical Success Factors, and other planning matters. These individuals agreed to be "on call" to answer questions from other planners and to convey planning information and concerns to the System Office. This model of planners working together and supporting each other would eventually lead to the formation of CCPRO.

To facilitate the sharing of information among planners and researchers across the state, a major track of sessions designed for research and planning personnel was planned for the North Carolina Institutional Information Processing System Users Group (IIPS) conference in Charlotte during the summer 1989. The following winter of 1990, the first annual North Carolina Community College Planner's conference was held in Burlington. Organized by the Planning and Research section of the System Office, the conference was

designed specifically for community college planning and research personnel. The conference was an opportunity for these individuals to share information, learn new skills, and begin the building of a support network.

The conference was such a success that it was followed by a second conference in Burlington in January 1991 and an Accountability and Assessment Conference in Raleigh in October 1991.

By 1992, planning and research activities were well underway at North Carolina community colleges. A network of planners had developed and support activities had begun. Planners and researchers began to take a more active role in statewide activities. A peer review process for Institutional Effectiveness Plans had been established, conferences were being held, and workshops were being conducted. During that time the System Office Planning and Research section was directing most of the activities involving planners and researchers.

The idea of a professional association of planners and researchers began to be discussed. Sylvester McKay, Director of Research at the System Office, conducted a survey of planners and researchers to determine their interest in establishing a professional association. The pros and cons of organizing community college planners and researchers were debated at every gathering with strong opinions on both sides of the issue.

At the IIPS conference in July 1992, Kathy Baker Smith brought the issue of a professional organization before the planners and researchers one last time. After a discussion of the pros and cons, those in attendance agreed to form a steering committee for the creation of a new organization specifically designed for North Carolina community college planners and researchers. Keith Brown, Mary Chesson, Ramona Kearney (Game), Louise McDonald, Sylvester McKay, Paul Nagy, Sylvia Pierce, David Smathers, Kathy Baker Smith, Walter Timm, and Bob Vanderheyden agreed to serve on the committee. Over the course of the next six months, others, including Lynn Blackburn, John Brame, Lawanda Goodwin, Sally Hutslar, Kristie Miller, Phares Nye, and Dorie Richter would work with the committee on various aspects of the project.

The steering committee met several times over the six-month period in Raleigh and at regional sites. Input was sought from all planners and researchers. Issues that had to be resolved included naming the new organization, determining its focus, and developing a constitution (by-

laws) that would define such things as membership, meeting times, selection of officers, appointment of standing committees, and membership fees. A draft constitution was mailed, multiple times, to planners and researchers for review and comment.

As a result of the efforts of the steering committee, along with input from the planners and researchers from across the state, **the North Carolina Community College Planning and Research Organization (CCPRO) was established on January 21, 1993 at the Holiday Inn in Southern Pines, North Carolina. Sixty-three (63) charter members** were in attendance at this meeting where, among other things, the name, constitution, and first set of officers of the organization were approved.

### **CCPRO Charter Members**

Larry Allen	Larry Hamilton	Ann Sensibaugh
Phyllis Bailey	Sally Hutslar	Gerry Shaver
James Bartlett	Todd Jamison	David Slagle
Jack Bishop	Mark Kinlaw	David Smathers
Lynn Blackburn	Evelyn Lewis	Judith Smith
Linda Blanton	Don Martin	Kathy Baker Smith
Tarris Bolick	Louise McDonald	Wayne Smith
John Brame	Sylvester McKay	Lowell Speight
Robert Brock	Kristie Miller	Margaret Strickland
Keith Brown	Sara Morris	Jim Thomas
Peggy Cherry	Paul Nagy	Bill Thompson
Mary Chesson	Karen Noel (Bowen)	Walter Timm
Johnna Everett	Julie Nye	George Turner
Susan Everett	Phares Nye	Bob Vanderheyden
Linda Faircloth	Darrell Page	Rosiland Walker
Timothy Foley	Bill Paris	Pat Warrick
Michael Fortner	Sylvia Pierce	David Williamson
George Fouts	Betty Quinn	Lynda Wilms
Elijah Freeman	James Randolph	Michael Woolard
Ramona Game (Kearny)	Dorie Richter	Barbara Yost
Lucy Gordon	Bob Semple	Bob Young

### CCPRO Charter Officers

President	Dave Smathers
President-Elect	Walter Timm
Secretary	Ramona Game (Kearney)
Treasurer	Dorie Richter
Director-Eastern	Bill Thompson
Director-Central	Sylvester McKay
Director-Western	David Williamson
Director-At-Large	Keith Brown

### CCPRO Executive Officers

<u>Year</u>	<u>President</u>	<u>President-Elect</u>	<u>Past President</u>	<u>Secretary</u>	<u>Treasurer</u>
1993	David Smathers	Walter Timm	N/A	Ramona Game	Dorie Richter
1994	Walter Timm	Ramona Game	David Smathers	LaWanda Goodwin	Dorie Richter
1995	Ramona Game	Darrell Page	Walter Timm	LaWanda Goodwin	Dorie Richter
1996	Darrell Page	Bill Thompson	Ramona Game	LaWanda Goodwin	Dave Smathers
1997	Bill Thompson	LaWanda Goodwin	Darrell Page	Ramona Game	Dave Smathers
1998	LaWanda Goodwin	Dorie Richter	Bill Thompson	George Turner	Betty Adams
1999	Dorie Richter	David White	LaWanda Goodwin	Anne Marie Bellamy	Betty Adams
2000	David White	Lynn Bunch	Dorie Richter	Tom Mustillo	Betty Adams
2001	Lynn Bunch	Betty Adams	David White	Polly Davis	Tom Mustillo
2002	Betty Adams	Terri Manning	Lynn Bunch	Pat Perry	Dean Sprinkle
2003	Terri Manning	Larry Dendy	Betty Adams	Pat Perry	Dean Sprinkle
2004	Larry Dendy	Kathy B. Smith	Terri Manning	Polly Davis	Jennifer Ulz
2005	Kathy B. Smith	John Gossett	Larry Dendy	Polly Davis	Jennifer Ulz
2006	John Gossett	Mark Puterbaugh	Kathy B. Smith	Suzanne Adams	Jennifer Ulz
2007	Mark Puterbaugh	Kim Lawing	John Gossett	Kimberly Blue	Becky Mulligan
2008	Kim Lawing	Crystal Baird	Mark Puterbaugh	Kimberly Blue	Ladell Harmon

### Reflection

**CCPRO is now entering its 17th year of existence.** As we look back, it is clear that the organization has been true to its purpose as stated in its original constitution: "...to promote and advance institutional effectiveness through planning, assessment and research." **Since that first meeting in January 1993, the organization has sponsored 16 annual winter conferences** and co-sponsored 15 summer conferences with IIPS for that purpose.

### CCPRO Winter Conferences

<u>#</u>	<u>Date</u>	<u>Conference Facility</u>	<u>City</u>
1	January 21-22, 1993	Holiday Inn	Southern Pines, NC
2	February 19-21, 1994	Holiday Inn	Southern Pines, NC
3	February 1-3, 1995	Omni	Durham, NC
4	January 30–February 1, 1996	Holiday Inn	Southern Pines, NC
5	January 29-31, 1997	Holiday Inn	Southern Pines, NC
6	February 11-13, 1998	Holiday Inn	Southern Pines, NC
7	March 22-24, 1999	Hilton	Wilmington, NC
8	April 10-12, 2000	Sheraton	Raleigh, NC
9	April 9-11, 2001	Renaissance	Asheville, NC
10	February 18-20, 2002	Holiday Inn	Southern Pines, NC
11	February 10-11, 2003	HI/Fairfield Inn (CPCC-North Campus)	Charlotte, NC
12	February 16-18, 2004	Sea Trails (Joint Conference with NCAIR)	Sunset Beach, NC
13	February 28-March 2, 2005	Hampton Inn (Hickory Metropolitan HEC)	Hickory, NC
14	February 27-March 1, 2006	Blockade Runner	Wrightsville Beach, NC
15	February 19-21, 2007	Little River Golf Resort	Carthage, NC
16	February 25-27, 2008	Little River Golf Resort	Carthage, NC

The organization has faced numerous challenges over its short history. Chief among these challenges has been the high turnover rate of planning and research personnel. Of the original 63 charter members, only 8 remain in planning and research areas at the colleges or System Office. New requirements for accountability and reporting, without additional resources, and greater emphasis on data gathering and analysis have expanded the focus of the organization. Whereas the original focus of the organization was institutional effectiveness and planning; the roles of research and data analysis for decision making have grown in importance.

Despite the challenges and expanded workload, CCPRO and its members have made significant contributions to the area of planning and research including:

- Regional Associations and Workshops
- Peer Review Process
- Annual Program Review (APR)

CCPRO Website  
NCCCS Office Strategic Plan (2007-09)  
Performance Measures and Standards, and their Revision in 2007-08  
Performance Measures Survey Design  
CCPRO-file Journal  
Technology Plan Guidelines  
Planning for the College Information System (CIS)

## **The Future**

CCPRO is now in the middle of its second decade of existence. To stay current, the organization adopted a new mission statement in 2002, revised its Constitution (by-laws) in March 2005 and July 2007, and realigned its regions in 2007.

CCPRO has new challenges to deal with, including the implementation of the SACS *Principles of Accreditation*, increased demands for accountability from the public and Federal & state government, and the dual promise and threat of new technology.

What the future holds for CCPRO depends on its leaders and those who comprise its membership. The foundation has been formed and strengthened; the future is up to us.

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