Central Michigan University

Higher Learning Commission Multi-Location Visit Institutional Report

Humber College, Ontario, Canada
Date of Visit: October 12, 2018

Warren Center, Warren, Michigan
Date of Visit: October 19, 2018

Detroit-Kennedy Square, Detroit, Michigan
Date of Visit: October 20, 2018

Fort Hamilton Center, Fort Hamilton, New York
Date of Visit: November 2, 2018

Joint Base McGuire-Dix-Lakehurst Center,
Joint Base McGuire-Dix-Lakehurst, New Jersey
Date of Visit: November 3, 2018

Atlanta Metro Center, Atlanta, Georgia
Date of Visit: November 9, 2018

Joint Base Myer-Henderson Hall Center
Joint Base Myer-Henderson Hall, Virginia
Date of Visit: December 1, 2018

Seymour Johnson AFB Center
Seymour Johnson AFB, North Carolina
Date of Visit: December 2, 2018

Camp Pendleton Center, Camp Pendleton, California
Date of Visit: December 7, 2018

Prepared: October 8, 2018

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OVERVIEW STATEMENT

1. **Provide a brief overview statement about current additional locations, and about the institution's general approach to off-campus instruction. List the current approved active additional locations. Be sure to include with each location the full address and all academic programs offered at the location.**

Central Michigan University (CMU) has six (6) major divisions (Office of the President, Academic Division, Enrollment & Student Services, Finance & Administrative Services, Government & External Relations, and Advancement). The Enrollment & Student Services (ESS) division oversees the additional locations where course/program delivery occurs and also serves students in online programs. (See, Attachment A for a full list of Higher Learning Commission active locations and the associated approved programs.) ESS has a major department, Off-Campus Student Services, led by an Executive Director that oversees CMU's off-campus locations within the United States. The positions with direct responsibilities for these additional locations and who report to the Executive Director include the Director, Student Operations who oversees three (3) manager positions with regional responsibilities, and then each manager oversees the Assistant Directors/Enrollment located in his/her region. The Assistant Director/Enrollment located at each off-campus location has responsibility for all elements of operations at that location, as well as student service management for the regional territory. ESS still oversees the CMU locations in Ontario, Canada; however, an Assistant Director/International Outreach has responsibility for all elements of operations at the Ontario locations. The Assistant Director/International Outreach reports to the Director/ International Outreach, who then reports to the ESS Vice President.

CMU maintains a high standard of quality and academic integrity for all programs whether delivered on the main campus in Mount Pleasant, Michigan, at an off-campus location, or online, while providing timesaving services designed for working adult students. Professional, experienced administrative staff provide the highest quality student service to prospective and currently enrolled students. The students may be enrolled in a cohort or an open enrollment program. Additional information may be accessed via https://www.cmich.edu/global/Future/Pages/default.aspx.

CMU courses/programs delivered at off-campus locations are reviewed and approved using the same rigorous university curricular r e v i e w process as the courses and programs delivered on CMU's main campus, located in Mount Pleasant, Michigan. The CMU Academic Senate oversees the overall curricular review process. Multiple curriculum review bodies review and approve all courses and programs prior to submittal to the Academic Senate for final approval. These review bodies include the Academic Planning Council, the College Curriculum Committees, the Honors Council and the Master of Science in Administration Council. The Academic Senate has four (4) university-wide curriculum review bodies appointed by the Academic Senate: the General Education Committee, the Professional Education Curriculum Committee, the Undergraduate Curriculum Committee, and the Graduate Committee. The curricular authority document is located on the CMU Academic Senate website and is available at the web address:
https://www.cmich.edu/AcademicSenate/secure/Documents/CAD%20Senate%20editorially%20revised%2002-13-18.pdf.

CMU conducts End of Course (EOC) student evaluations on all courses using an instrument that emphasizes how thoroughly the instructor met the course learning outcomes expressed in the course syllabus. This is the same instrument used to evaluate instructor performance for courses delivered on the main campus (although with some additional questions related to non-instructional services provided at the specific off-campus location). (See, Attachment B for an example of the EOC survey.) Finally, each program delivered through CMU is subject to a

regular student learning outcome assessment review and evaluation, which means that each program has identified outcomes, an assessment plan, and formal data-gathering efforts that feed back into the curriculum development process.

Complete information concerning off-campus programs may be found at https://www.cmich.edu/global/students/Pages/default.aspx.

2. **What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?**

CMU forecasts growth in five-year increments with the current forecasts predicting a flat to on (1%) percent growth rate in each of the next five years for off-campus locations and online programs. Since CMU's previous multi-location visit in 2011, CMU's growth (student credit hours) for additional locations has been relatively stable. The overall number of locations has remained reasonably consistent; although some locations have closed new ones have replaced them.

Institutional Planning

1. **How does the institution ascertain that facilities at each location will meet the needs of the students and the curriculum?**

CMU has offered face-to-face programs at off-site locations for over 45 years and uses this experience to design its civilian centers to produce the optimal learning environment to accommodate students and instructors. CMU has standard building and classroom technology requirements for all civilian locations, regardless of whether they are a CMU stand-alone location, at a university center, or other sponsored location.

CMU regularly seeks feedback from both students and instructors on the appropriateness, and conduciveness to learning, of the facility. Assistant Directors/Enrollment are onsite and available to assist both students and instructors to ensure that their questions are answered and facility needs addressed. The Assistant Director/Enrollment meets with students and instructors during the first course meeting to ensure open communication and to set a positive, supportive tone.

As previously mentioned, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, ESS works with other CMU units, such as the Office of Information Technology to resolve the problem.

CMU has less opportunity to influence the physical facilities on military installations since the University's presence is solely at the discretion of the particular service branch. However, CMU makes every effort to create a physical environment that is conducive to effective learning. In addition, CMU works with the installation/base to ensure it meets CMU's classroom technology requirements.

In 2016, CMU centralized the processes of negotiating, approving, and executing leases, of facilitating approvals of the use of facilities, and/or preparing the installation-specific Memorandum of Understanding (MOU), depending on the specific location. These functions are the responsibility of the Licensure & Regulatory Services (LRS) department, within the Academic Division, which drafts and/or reviews and recommends approval of the documenting instrument, if appropriate, for each additional location upon the confirmation of a university decision

to proceed. This process to determine the suitability of a potential location involves ensuring that the facility meets the University's standardized set of requirements for a quality-learning environment. (See, Attachment C for the requirements.) If after a lease, or other instrument, is executed and if a build-out is required as it would be for a civilian location, CMU ensures the facility meets the University's standards to facilitate effective student learning and is consistent with the CMU "brand" to help connect students to the University, regardless of their location.

2. **What is the process through which the institution assesses and adjusts, as necessary, funding and staffing for locations?**

CMU regularly reviews data on student applications and admissions, enrollment, persistence, and graduation rates. The ESS leadership team has regular meetings to discuss the student-related data and to review financial performance against approved budgets. Capital/initiative requests are due each fall and where growth requires additional resources the Vice President/ESS can use the process to request additional funding. The University's Budget Priorities Committee, that includes stakeholders from across the university including senior officers, staff, faculty, and students, reviews these requests. The President makes the final decisions (additional information may be accessed via www.cmich.edu/bpc/Pages/default.aspx). Additionally, ESS examines other contextual data and incorporates that data into the process for determining whether the additional locations are adequately funded and staffed, i.e., program availability, availability of highly qualified faculty, student graduation and program plan needs.

FACILITIES

1. **How does the institution ensure that the facilities at each location meet the needs of students and the curriculum?**

As described above (Institutional Planning), CMU has a robust process to ensure facilities support our educational programs and facilitate student success; this process incorporates student and instructor feedback.

CMU regularly seeks feedback from both students and instructors on the appropriateness, and conduciveness to learning, of the facility. Assistant Directors/Enrollment are onsite and available to assist both students and instructors to ensure that their questions are answered and facility needs addressed. The Assistant Director/Enrollment meets with students and instructors during the first course meeting to ensure open communication and to set a positive, supportive tone.

Regarding meeting the needs of the curriculum, ESS schedules a "roll-out" meeting before any program is delivered at an additional location. ESS invites representatives from each major functional area, including ESS, Finance & Administrative Services, Marketing/University Communications, Registrar's office, Student Services, Licensure & Regulatory Compliance, Advising, the Academic Program/Department, Admissions, Faculty Assignment/Approval, and New Student Services. At this meeting, the Academic Program Director, or Academic Department Chair, shares information on the specific requirements of the program or course including lab space, access to computer software, or experiential requirements. In addition, the Assistant Director/Enrollment has access to the Master Course Syllabi and to the Teaching Syllabi that outline special requirements.

Instructional Oversight

1. **How does the institution ensure that promotion, marketing, and enrollment for t h e additional location stay in balance with the institution's actual resources and technical capabilities?**

CMU carefully evaluates marketing, enrollment, and resource requirements prior to marketing programs that will be delivered at a new location. This includes a cost-benefit analysis between demand (number of applications, admissions, first time enrollees, and returning students) and resource requirements for a new off-campus location. These considerations are in addition to the number of sections that are needed for each course, along with size goals.

CMU markets in those states where the University is authorized to deliver programs. Each state has an oversight commission that regulates how postsecondary institutions may deliver/facilitate educational activities. If required, CMU submits an application for authority to the respective state's oversight commission. Upon meeting the state's regulations and requirements, the state will grant state authorization (or, licensure) to CMU. Fortunately, CMU is a State Authorization Reciprocity Agreement (SARA) approved institution with its home state of Michigan being an approved SARA member. This reciprocity agreement allows various educational activities in the host state (Michigan is the home state) without seeking additional authorization, i.e., online delivery of courses/programs, recruiting, and experiential activities subject to some limitations. CMU enjoys authorization, or exemption, in every state. (See, State Authorization Resource information at https://www.cmich.edu/global/compliance/StateAuthorizationResource/Pages/default.aspx.)

Concerning military locations, CMU is a signatory to the Department of Defense Memorandum of Understanding (DoD MOU). In addition, at the specific military locations, CMU is a party to a fully executed installation-specific Memorandum of Understanding (MOU); thus, CMU follows the terms and conditions set forth in the MOU. The terms and conditions may include marketing-specific guidelines.

2. **How does the institution effectively oversee instruction at an additional location?**

All faculty who teach at off-campus locations must meet stringent educational, scholarship, and teaching criteria established by the academic department responsible for the course/program as well as those of the Higher Learning Commission (HLC) Qualified Faculty guidelines. Faculty who teach in graduate level programs must also receive CMU "Graduate Faculty Status". Approvals are renewed every three (3) years with updated materials, including thorough review of course syllabi and past EOC surveys. In addition to the academic departmental oversight of faculty approvals, CMU has staff dedicated to the continuous review of instructional quality. Curriculum and Instructional Support (a unit within the Academic Division) staff review EOC scores as soon as they are available and recommend intervention strategies, if appropriate. CMU also facilitates a team of "Faculty Peers" who are individually assigned to newly contracted instructors. The Faculty Peers are experienced CMU adjunct instructors that contact new instructors prior to and during their first course.

All faculty are expected to adhere to all CMU policies and procedures, including meeting all curricular expectations. Faculty are expected to be available to students and to be proactive in identifying and resolving obstacles that impede student learning. All new faculty go through a "Faculty Orientation' process which provides information on, for example, CMU policies, procedures, technologies, teaching resources, and support mechanisms. Curriculum and Instructional Support staff along with representatives of the academic department for which a faculty member will teach are available as resources to provide additional information and advice.

CMU uses Degree Progress as an advising tool to enhance academic advising and degree progress tracking. This tool assists CMU in effectively evaluating when planning each term's course offerings at the additional locations to ensure graduation requirements are timely met and that students are indeed progressing in their programs. (See, https://www.cmich.edu/global/advising/Pages/degree-progress.aspx for additional information concerning Degree Progress.)

INSTITUTIONAL STAFFING AND FACULTY SUPPORT

1. **What evidence demonstrates that the institution has appropriately qualified and sufficient staff and faculty in place for the location?**

The academic department responsible for a course/program carefully reviews all prospective faculty interested in teaching at off-campus locations to ensure their credentials are appropriate and current. The academic department also performs reviews on approved faculty at regular intervals to determine whether they are current in scholarship or professionally qualified, and that they are actively involved in continuing professional development in order to maintain the required Graduate Faculty Status.

CMU has a full complement of highly qualified faculty. The faculty groups are as follows:
- Regular Faculty: Full-time, tenured or tenure-track faculty (ordinarily members of the Faculty Association, FA, union),
- Fixed-Term Faculty: Non-tenured/non-tenure-track faculty who perform classroom instruction duties on CMU's main campus at a quarter-time or greater appointment (ordinarily members of the Union of Teaching Faculty, UTF, union),
- Temporary, Fixed-Term Faculty: Half-time, ETF, or greater appointment for instruction duties at additional locations, or
- Adjunct Faculty: Instructors, EF, engaged to teach a specific course on a contract-basis.

Faculty Approval Services, part of Licensure & Regulatory Services, manages the compliance process for the initial screening to identify qualified faculty who are able to meet/exceed all academic qualifications and who are administratively qualified to teach at a specific location. To reiterate, the academic department in the respective discipline, located in Mount Pleasant, Michigan, approves all faculty, regardless of the faculty group. This approval occurs after a multi-level screening process for appropriate and current academic and/or professional credentials. The academic departments also review all active EF faculty at regular intervals to determine whether they remain current in their field, continue to be highly qualified and satisfy all aspects of CMU faculty criteria, and that they are actively involved in continuing professional development.

CMU is proud to employ over 1500 quality staff and has several policies and procedures in place to ensure the staff recruitment is appropriate, robust, and timely, and identifies the best-qualified applicants for vacant positions at all locations. (See, https://www.cmich.edu/fas/hr/HREmploymentServices/Pages/Employment_Policies_Procedures_and_Resources. aspx. CMU also ensures compliance with the following public acts: Equal Employment Opportunity, Civil Rights, Age Discrimination in Employment, Immigration Reform and Control, Americans with Disabilities, Fair Labor Standards, and Vietnam Era Veterans Readjustment Assistance, among others. CMU's Hiring Handbook, which outlines CMU's recruitment and selection process for staff, is available on CMU's Human Resources Website (https://www.cmich.edu/fas/hr/Documents/hiring-handbook.pdf).

2. **What evidence demonstrates the institution supports and evaluates personnel at off-campus locations? Consider the processes in place for selecting, training and orienting faculty at the location.**

CMU incorporates a variety of evaluation tools to ensure that qualifications are current and to ensure continuing professional development. New members of CMU staff serve a 90 to 365-day probationary period with probationary performance reviews. Once the probationary period is complete, annual mandatory performance evaluations are a primary tool used to confirm that employees are meeting CMU standards, with quarterly conversations with their supervisor in support of the goals and accomplishments.

CMU strives to support its personnel at all locations efficiently and effectively.   For professional development, CMU provides tuition waiver benefits as well as online training opportunities and in-service training. CMU supports a robust technology infrastructure providing a variety of tools that facilitate effective communication between personnel. CMU also offers a highly competitive employee benefits package including wellness initiatives and incentives.

CMU's faculty recruitment strategy includes soliciting information from multiple sources, including the Enrollment & Student Services team, the course scheduling and faculty assignment teams, and various departments within the Academic Division.   Influencing factors include assessing student needs, graduation requirements, course averages, percentage of filled sections, depth and breadth of the currently approved faculty group, and whether a particular course or discipline is trending toward higher enrollment.

In addition, CMU FA and UTF bargaining unit members (i.e. regular, tenure-track, and fixed-term faculty) who desire to teach a scheduled course at an additional location must indicate that preference. Prospective faculty must submit a CMU Faculty Teaching Preference Form with the appropriate signatures within fifteen (15) business days of the announcement of the course offering by the deadline indicated in the course-offering list. This following website outlines this process: https://www.cmich.edu/global/Faculty/opportunities/Pages/default.aspx.

Note: Identified course needs are automatically posted to CMU's website at:
http://www.cmich.edu/global/Faculty/recruitment/Pages/default.aspx and are only advertised externally if there is a critical need for additional part-time adjunct faculty'.

CMU developed the following resources and programs to ensure that all instructors teaching for CMU at the off-campus locations have the knowledge, skills, and support in place to provide high-quality education to all CMU students:

New Faculty Orientation:
Prior to teaching at an off-campus location, all adjunct instructors are required to complete an orientation, offered online. The orientation takes approximately two hours to complete. It is designed to help new instructors get started as members of CMU's faculty and to introduce them to the many resources available. In addition, as part of this orientation, they must take online training on Accommodating Students with Disabilities (ASD). The online-hosted orientation is optional for Regular and Fixed-Term Faculty, who complete mandatory New Faculty Orientation on the Mt. Pleasant, Michigan campus.
(See, https://globalapp.cmich.edu/FacultyOrientation/#/#top.)

Maximizing Learning: Articulation of the Faculty Role:
A major component of new faculty orientation focuses on CMU's expectations of the faculty role. *Maximizing Learning* is the result of a college-wide strategic planning effort and national focus group discussion involving over eighty faculty, academic department chairs, and Assistant Directors/Enrollment (formerly known as "Program Administrators"). *Maximizing Learning* articulates the expectations and responsibilities of CMU faculty who teach

at off-campus locations or online to establish consistent standards and criteria for the evaluation of faculty performance. It lists six (6) requirements for the faculty role and eight (8) principles for effective adult learning in flexible delivery formats with a list of best practices accompanying each principle.
(See, https://www.cmich.edu/office_provost/academic_development/Pages/Maximizing%20Learning.aspx.)

Online/Hybrid Training and Orientation:
Instructors new to either online instruction or to incorporating hybrid components into a face-to-face class are required to take the Self-Paced Fundamentals of Blackboard (Bb) Workshop to learn the technical skills for successful use of CMU's Learning Management System (LMS) tool. In addition, instructors are required to complete the self-paced Online Teaching Experience workshop, which provides a comprehensive orientation to CMU's online course processes, expectations, and resources. (See, http://cetlevents.cmich.edu.)

Master Course Syllabi:
CMU's academic departments develop a Master Course Syllabus for each course and typically revise these on a five-year cycle. CMU's Syllabus Build Tool provides the content of each Master Course Syllabus to help faculty develop a teaching course outline, or Teaching Syllabus, that is consistent with the Master Course Syllabus (MCS) for that course. The MCS outlines items such as the preferred book(s), course topics, assignments, and evaluation criteria for the course.
(See, https://www.cmich.edu/AcademicSenate/secure/Pages/master_course_syllabi.aspx.)

Syllabus Build Tool:
The CMU Syllabus Build Tool guides faculty to "build" their syllabus using an electronic template that pulls from the appropriate Master Course Syllabus and course management systems.   These links facilitate an automatic population of appropriate data into many of the fields faculty are required to complete when building a Teaching Syllabus. In addition, for all online courses and specific face-to-face courses the required course text is also pre-populated. Instructions accompany other sections of the course outline template in order to provide faculty with guidance in creating a robust syllabus. Curriculum and Instructional Support staff members review each syllabus prior to posting it for student access and forward any concerns to the academic departments or Assistant Directors/Enrollment for resolution.

Faculty Partner Program:
The purpose of the Faculty Partner Program is to better acclimate new adjunct instructors to CMU's resources, systems, policies, and expectations through peer support. It is also designed to bring together adjunct instructors in the spirit of constructive dialogue to exchange ideas about effective teaching and learning styles and strategies. New instructors will be invited to partner with an experienced CMU peer in preparation for their first course experience.

Inspired Instruction:
All instructors receive a weekly newsletter that provides updates and information relating to academic and administrative matters relating to the courses they teach. It also acts as a way to build community among the faculty by sharing examples of good pedagogy and celebrating the professional development achievements and successes of our adjunct faculty.

Teaching and Learning Workshops:
CMU's Center for Excellence in Teaching & Learning (CETL) offers regular online workshops and seminars on topics relevant to our instructors who teach at off-campus locations. (See, http://cetlevents.cmich.edu.)

College Teaching and Learning Symposiums:
The Office of Curriculum and Instructional Support partners with CMU academic colleges to host College Teaching and Learning Symposiums. The symposiums focus on the unique needs and key initiatives of the partner college and its departments; showcasing exciting/innovative applications, demonstrating best practices, and creating greater awareness of resources and services. Symposium sessions are hosted at the Mt. Pleasant campus and delivered with flexible participation options for all college faculty, wherever they are located.

New Faculty Welcome Packets:
Adjunct instructors teaching their first course at a CMU satellite location receive a CMU pad portfolio with a welcome letter and resource materials, including information on the location/format in which they will be teaching, along with a program overview and support services for students.

STUDENT SUPPORT

1. **What evidence demonstrates that the institution effectively delivers, supports and manages necessary academic and student services at off-campus locations?**

CMU regularly seeks feedback from students and instructors. Assistant Directors/Enrollment are onsite and available to assist students and instructors, and they visit with students and instructors during the first course meeting to address any questions or concerns.

Student EOC surveys provide feedback on the course, faculty, and other academic-related matters. The Student Satisfaction survey annually collects feedback from students and alumni on student learning outcomes, instructional effectiveness, degree outcome, academic and student support services, and the adequacy of our facilities.   In addition, in 2011 CMU initiated the first survey directed specifically to faculty to solicit feedback on student support services. Since then, CMU regularly solicits this feedback. Both Curriculum and Instructional Support and ESS departments are privy to all feedback, thus allowing for the implementation of improvements based on student and faculty concerns.   (See, Attachments D and E for the organizational structures of these departments.)

Student Records
All off-campus locations have access to and the ability to maintain all student files. The Assistant Director/Enrollment (ADE) may accept applications through the student system used by the CMU SAP Student Life Cycle Management (SLCM), which also houses all student-related information including, but not limited to, admission, enrollment, academic work overview, grading, transfer/prior learning credit and financial information. The ADE maintains a hard copy of Veteran student files and has access to CMU's Customer Relationship Management (CRM) system, which is used for documenting student contact interactions. Additionally, the ADE is able to retrieve program plan information from Degree Progress, which keeps track of all course requirements students need to graduate. The ADE meets with students as needed and can assist with advising matters, registration, and Blackboard, which is the web-based course management system in use at CMU. CMU faculty and staff may also communicate with the ADE through WebEx (web-based conferencing). Information related to prior school transcripts, transfer credit evaluation, admission and graduation communication is available to the ADE through Perceptive Content, which is CMU's document repository.

Personnel in the local offices have the same access to student information as staff members that work at the main campus location.   Main campus maintains the "official" University records and the University Registrar maintains transcripts.   Information from these records provides data for longitudinal studies of students.

Staff may create paper copies of student information for a specific purpose but destroy these documents once they no longer need them. CMU ultimately images then destroys all paper documents. CMU"s document retention policy is available at the following website: https://www.cmich.edu/office_provost/OIT/Documents/Record%20Retention%20Schedule%20051517.pdf

SAP is the vendor of CMU's Enterprise Resource Management software suite and provides CMU with a variety of applications used to manage the various aspects of the institution. The Student Life Cycle Management module can support business processes for student records, student financials, recruitment and admission, student advising, academic structure, and class scheduling.

Talisma is the vendor of CMU's Constituent Relationship Management (CRM) software. CMU's off-campus centers and administrative personnel, and some main campus departments, use this application to interact with students and with other customers. It also manages a variety of student and course information, competency assessments, enrollment management, and faculty agreements concerning specific teaching assignments. CMU is continuing to implement this software throughout the university.

Additionally, CMU's New Student Services unit provides prospective students and new applicants with an avenue to ask a qualified enrollment specialist questions about programs, the application process, their admissions status, their first course enrollment, or any other questions they may have pertaining to enrolling in an off-campus or online program. Although the focus of the New Student Services Enrollment Specialists is on new students, the personal nature of the assistance rendered encourages many students to stay in contact with their enrollment specialists throughout the duration of their chosen program through graduation.

Also, ESS convenes an annual leadership conference at the CMU main campus, bringing all employees who are located outside of Mt. Pleasant, Michigan to the main campus, to learn, engage, and plan how to ensure the same high quality academic and student services are in place at all locations, both on the main campus and at off-campus locations. CMU invites main campus employees to this leadership conference as well.

2. **What evidence demonstrates that the institution provides students with sufficient access (in person, by computer, by phone, etc.) to admissions, registration/student records, financial aid and job placement services?**

Academic Advising:
A student is assigned an academic advisor and retains that relationship throughout his/her academic program. Advisors are available at regularly scheduled times for face-to-face consultation, as well as by phone, email, and videoconference. Students may also secure information about one-on-one tutors, walk-in tutoring, supplemental instruction sessions, the Writing Center, the Math Assistance Center, other remedial and coaching options, and various academic strategies courses. All students may seek help by calling toll free (877) 268-4636 or local to 989-774-4371. (See, https://www.cmich.edu/global/advising/Pages/default.aspx for additional information.) All students have access to the academic policies and procedures as those are located in the Bulletin. The Bulletin also is the source for all admissions and program requirements.

Admissions:
Student information on Admissions is accessible to all students and is found at
https://www.cmich.edu/admissions/Pages/default.aspx.   This detailed information encompasses the off-campus
locations and online (Global Campus & Online), and includes Admission Policies, Application for Admission, Types
of Admission, Admission Process, Good Standing – Satisfactory Academic Progress, and Student Rights and
Responsibilities.

Career Development Center:
The Career Development Center is located on the second floor of Ronan Hall on CMU's main campus in Mount
Pleasant, Michigan, 989- 774-3068, and offers students assistance with job search activities. Students and alumni
may access services via https://www.cmich.edu/ess/careers/Pages/default.aspx.
The Career Development Center offers Handshake, a virtual pathway to career services. The Career Development
Center also offers traditional services to the in-person visitor where the staff help students to develop sound
job-seeking skills, write resumes, and enhance interviewing techniques. The Career Development Center contains
general career information, tips for seeking jobs, vacancy listings from a variety of sources, and information about
potential employers in business, government, and education, and is available to all students.

Financial Aid:
Student information on financial aid sources may be found at
https://www.cmich.edu/global/finances/financialAid/Pages/default.aspx.   Detailed tools that will help the student
understand and evaluate the student's options are available at the webpage immediately above-listed. This
information is accessible to all students.

Library Services:
CMU Libraries offers a full range of services and resources to students taking classes at off-campus locations or
online. These students have full access to the journals, books, videos, and other materials owned by the library.
Much of this information is available online and the student may access the information with his/her CMU Global ID
and password. Importantly, if an item is not available through the CMU Library, the item you need is not available
online, the student may request electronic or mail delivery by contacting the library's Documents on Demand office.

CMU is proud of its librarians; they are knowledgeable, available, and happy to answer student questions about
finding information, identifying the best place to begin research, or even how to use a particular library resource or
service. Students can contact the library via a chat feature located at the website, by email, by calling (989) 774-
3470, or texting to (989) 863-4639, or by email. Students can also schedule a one-on-one research consultation for
more in-depth help. (See, https://www.cmich.edu/library/Pages/default.aspx for additional information.)

3. What evidence demonstrates that student concerns are addressed?

Student Ombuds Office:
CMU provides the Student Ombuds Office as an avenue to assist students in the resolution of conflicts or
disputes within the University, and helps students, staff members, instructors, and administrators sort through
university rules and regulations that might apply to specific student issues and concerns. Students occasionally find
it difficult to determine which office may be able to help them resolve an issue. The Ombuds officer will assist
students in understanding the University's processes and procedures as it relates to their situations, will direct
them to the office that can best assist them in resolving their issues, and/or will evaluate their situations and offer
recommendations as to how they might achieve resolution. Members of the CMU community may contact the
Student Ombuds Office by email to ombuds@cmich.edu, via telephone at 989-774-3010, or online at
https://www.cmich.edu/ess/ombuds/Pages/contact.aspx.

EVALUATION AND ASSESSMENT

1. **How does the institution measure, document and analyze student academic performance sufficiently to maintain academic quality at a location?**

CMU has a centralized academic assessment process for all academic programs offered at the University. To facilitate this process, CMU subscribes to the WEAVEonline service which is a web-based assessment management system that consolidates accreditation, assessment, planning, and quality improvement processes across all academic and administrative units. It promotes program continuity through ongoing evaluation and accessibility from the individual program level through the entire university.

Academic departments develop degree program Academic Assessment plans, and enter them into WEAVEonline. The components that are required for all programs are minimally:

- Mission of the program
- Academic Goals
- Learning Outcomes
- Measurements, both direct and indirect, to assess academic performance
- Achievement targets to determine the extent to which Learning Outcomes have been met
- Curricular map that identifies which courses in the program introduce, explain and reinforce program-learning objectives.

Departments then request to present their plans to the Academic Assessment Advisory Council for approval. The Academic Assessment Advisory Council is an Academic Senate approved committee and consists of elected members of the tenured faculty and University staff. Once program assessment plans gain approval, academic departments then begin collecting data for measurements from the plan. Data for academic assessment purposes are collected for courses and programs that are offered off-campus and online as part of a department's overall assessment process. Assessment reports are prepared in WEAVEonline by academic departments and submitted to department chairs and college deans on an annual cycle.

Each student must make Academic Progress as outlined in the 2018-2019 Global Campus Bulletin (off-campus locations and online) on page 45. CMU students must realize when they are experiencing academic difficulties and to seek help as needed. Students are encouraged to seek assistance from their instructors, advisors, staff members, and/or counselors. Help may also be obtained from Academic Assistance Programs in the Academic Advising and Assistance office, where students may secure information about one-on-one tutors, walk-in tutoring, supplemental instruction sessions, the Writing Center, the Math Assistance Center, advising and coaching options, and various academic strategies courses.
(See, https://www.cmich.edu/ess/academic_advising_assistance/Academic_Assistance/Pages/default.aspx.)
Additionally, if a student's class attendance and rate of academic progress indicate s/he may not be succeeding in a course, the instructor is expected to discuss the situation with the student.

2. **How are the measures and techniques the institution uses for a location equivalent to those for assessment and evaluation at the main campus or other locations? If there are differences, why are those differences appropriate?**

Learning outcomes and measures are consistent for all programs regardless of whether they are offered on the main campus, at an off-campus location, or online. Assessment data are aggregated for annual academic reporting, but are also analyzed separately by location for programs that are offered on-campus, off-campus and/or online to improve quality.

CONTINUOUS IMPROVEMENT

1. **How does the institution encourage and ensure continuous improvement at a location?**

In alignment with CMU's Vision, Mission Statement, and Core Values (See, https://www.cmich.edu/about/Pages/university_goals.aspx), CMU is proud of its role as a "national leader in higher education". CMU provides "student-centered education"; and subsequently, has a rigorous process for the development, submission, and evaluation of student learning outcomes. The data collected through the multiple measures of student learning allow CMU to strengthen academic programs.

Student Learning Outcomes Assessment
The primary goal of CMU's *Policy on Student Learning Outcomes Assessment* is to ensure the curriculum of a specific program, and the courses within that curriculum, meet the intended goals for student learning of the program. The academic department faculty are responsible for assessing the student learning outcomes of each program. According to CMU's *Policy on Student Learning Outcomes Assessment,* some of the salient responsibilities of every academic department/program for assessing student-learning outcomes include the following:
• Develop unit assessment plans (including a program mission, student learning goals and outcomes, methods of measurement and achievement targets) and update the plans on a seven-year cycle;
• Develop a structure within the unit (e.g., committees, coordinators) to help ensure that assessment activities will be completed in a timely manner;
• Implement assessment activities according to established timelines;
• Provide findings, enter action plans, and complete the Achievement Summary/Analysis report yearly;
• Enter action plans based on a review of assessment plans and activities periodically to ensure that they are leading to program improvement;
• Provide regular feedback to department/unit faculty, staff and students on assessment activities and conclusions reached as a result of assessment activities.

Full details of CMU's *Policy on Student Learning Outcome Assessment* may be found in Attachment F.

In addition, CMU faculty who teach at off-campus locations are evaluated on a continuous basis. The End of Course Survey (EOC) is the tool used to measure faculty effectiveness and impact. The EOC is a web-based survey asking students to provide their feedback on course instruction, materials, and resources. The EOC survey is utilized for courses delivered with five (5) or more students. The EOC survey contains twenty-nine (29) closed-ended questions. CMU's eight (8) Student Opinion Survey (SOS) questions are asked first, followed by the three (3) open-ended questions. For courses taught by Faculty Association members, access to the students' comments in response to the

open-ended questions is limited to the faculty member. Following the open-ended questions an additional twenty-one (21) closed-ended questions are used to solicit student feedback on course aspects, facilities, and services. EOC results are shared with the respective academic department, as decisions to renew instructor approval consider EOC results.

In addition, CMU staff members review EOC results when considering future course assignments at off-campus locations. If significant concerns arise from the EOC results, a staff member will contact faculty to follow up with a strategy for improvement. After consultation with a CMU staff member, and potentially a series of professional development activities, the faculty member will be reassigned based on his/her ability to address desired improvement benchmarks. CMU expects faculty to take students' feedback seriously and incorporate it into any future teaching assignments as appropriate. However, CMU also recognizes that EOC results are an important factor and that multiple factors contribute to any course/instructor evaluation, including direct instructor feedback.

Staff members are also evaluated on an annual basis in alignment with CMU's performance review system. Each supervisor is encouraged to have regular meetings with his/her employees to discuss performance expectations, including the setting of goals, and whether they are being met. These meetings should occur regularly, at least quarterly.

Further, CMU has a Site Review Team (SRT) with representatives from all major departments (Academic Administration, Academic Affairs, Finance & Administrative Services, Enrollment & Student Services, University Communication, Office of Technology, and others) to meet and discuss site specific performance and whether to renew leases, other site agreements, modify existing sites, or identify additional off-campus locations. A Site Review Team report is written to document the SRT recommendation(s) and then it is submitted to CMU Executive Leadership for review, discussion, and decision. More specifically, the ESS leadership meets monthly to discuss many items of importance, not the least of which are the off-campus locations, evaluating both formal and informal feedback, identifying trends, recommending improvements, affirming accomplishments, and any other matters supporting student success both on- and off-campus.

MARKETING AND RECRUITING INFORMATION

1. **What controls are in place to ensure that the information presented to students in advertising, brochures and other communications is accurate?**

CMU works diligently to ensure that it works within the constructs of state licensure and military MOUs and any other guiding, or directive, documents and that marketing materials properly correspond with approved programs.   CMU does not produce, distribute, or deliver marketing materials in any state or at any military installation without first ensuring that we meet all licensure and regulatory obligations. Where applicable, the Marketing department consults with the Licensure department to ensure that marketing materials correctly represent the University and the authorized programs it offers.
(CMU's State Authorization Resource may be accessed via
https://www.cmich.edu/global/compliance/StateAuthorizationResource/Pages/default.aspx.)

During the new program approval process, a collaboration of University Communications, the Academic Division, and Enrollment & Student Services produces an Academic Program Analysis study of the geographic area.   The Academic Program Analysis study considers variables such as competitive offerings in the area and data from sources such as the US Labor Department that provide an overview of employment trends for professionals with this degree type, where an adult with a degree through the proposed program may find employment, and the type of position they might hold. CMU's history shows this Academic Program

Analysis study is important in providing relevant information to adult students who may be interested in pursuing a degree.

Once an Academic Program Analysis study is completed, CMU develops enrollment projections taking into consideration variables such as the needs of employers and the education levels of prospective students. If there are no direct competitors in the target area, CMU assesses whether or not an audience truly exists. When offering new programs CMU reaches out to employers in a variety of industries in efforts to gain the most accurate employment information possible. CMU uses this information to recruit potential students into our program by honestly educating them on the current job market and explaining how a CMU degree may assist them with career advancement and/or fulfilling other personal education-related goals.

If direct competitors exist in the intended market, CMU evaluates employment trends, potential competitive advantage, and measures the demand in relation to the level of saturation in the market. Once these evaluations and measures are complete, CMU makes decisions based on the viability of the market.

CMU is committed to producing all advertising, brochures, and other materials in a thorough, accurate and truthful manner. All publications intended for distribution externally (i.e., to students, prospective students, potential and current sponsors, etc.) are reviewed and approved by the Marketing unit of University Communications to insure that they are factual, inclusive and nondiscriminatory, meet standards of appropriate English usage, and in general, conform to the academic and professional image of Central Michigan University. Publications subject to review and approval include, but are not limited to, flyers, brochures, recruitment letters, posters, and advertisements.

Furthermore, recruitment policies follow ethical business practices. CMU's Mission Statement and Core Values frame all recruiting activities. These core values establish the boundaries and expectations in business behavior by all CMU employees. CMU outlines them below:

Integrity: A steadfast adherence to the principles of honesty, trustworthiness, reliability, transparency, and accountability.
Respect: Consideration of the rights, opinions, and ideas of others in a civil, fair, and thoughtful manner.
Compassion: Empathy, concern and support for the needs and challenges of others.
Inclusiveness: Conducting the activities of the university in a way that embraces shared governance, inspires tolerance, and welcomes diversity into our community.
Social Responsibility: Fostering citizenship to promote the public good, environmental sustainability, global understanding, and informed political engagement.
Excellence: Expectation that all activities are conducted with attention to quality and the highest levels of academic and professional standards.
Innovation: Supporting progressive and meaningful research, creative activity, and teaching, Addressing challenges and issues from multiple perspectives to solve problems and advance knowledge.

To reiterate, CMU conducts honest business practices by providing accurate and transparent information to potential and current students in all formats, written, web, and face-to-face. By ensuring potential students have honestly been provided accurate information about a degree program and their learning experience with CMU, the university may ensure potential students are able to make informed decisions about their studies and about the educational support services and other activities available. CMU implements these core values into practice through systematic activities: training for new recruiters and marketing staff; relationship management with college partners; spoken, written, and web information quality checks; and continuous information sharing about degree programs between marketing, student services, administrative, and academic staff. (See, Attachment G for a representative sample of marketing support pieces.)

CMU at Humber College
205 Humber College Boulevard
Toronto, ON M9W 5L7

Addendum 1 – Humber College, Ontario, Canada

Overview

Central Michigan University (CMU) has proudly served Humber College and the Greater Toronto Metropolitan community since 1985. To provide some historical context, in 1967 Humber College committed itself to a mission of nurturing lifelong learning. In the same year, the Ontario provincial legislation established Colleges of Applied Arts and Technology (CAATs) in response to the need for a skilled workforce. Their mandate was to provide accessible, quality career education and training to develop the social and economic growth of Ontario, and to meet local, regional and global marketplace demand. These changes created the context that subsequently allowed CMU to partner with Humber College. The synergy between Humber College and CMU has greatly enhanced educational opportunities for adult learners in the Greater Toronto Metropolitan area.

CMU operates at Humber College, and five (5) other Ontario, Canada locations, under the ministerial consent of the Ontario Ministry of Training, Colleges and Universities (Ontario Ministry). The Ontario Ministry renewed CMU's consent in 2015, for an additional five (5) years. (See, Attachment H for the most recent annual report submitted to the Ontario Ministry.)   Ontario's ministerial consent is both site-based and program-specific. The approved sites are Humber College, Durham College, George Brown College, Georgian College, Loyalist College, and Mohawk College. The program approved at all of these locations is the Master of Arts degree in Education-Community College Concentration. Additional consent information may be found at http://www.peqab.ca/CurrentConsent.html.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's programs at Humber College are in a mature phase. CMU plans to sustain marketing and recruitment levels to continue to grow student enrollment at this location. CMU started a new Humber cohort in January 2018, and this cohort will complete coursework in 2020. CMU intends to recruit for a new cohort at Humber College to begin in fall 2020. With the recent refreshment of the curriculum, incorporating a more Canadian perspective, CMU anticipates it will appeal to a broader population of students that will encourage interest and then enrollment growth.

Institutional Planning and Facilities

How does the institution ascertain that facilities at the Humber location meet the needs of students and the curriculum?

CMU has limited ability to adapt the physical facilities at Humber College since it does not have primary responsibility for the facility. However, CMU commits to ensuring the physical environment is conducive to effective student learning by working with Humber College to make sure the classroom and technology requirements meet CMU standards. (See, Attachment C for requirements) Humber College is very responsive to CMU requests, that responsiveness certainly demonstrates Humber's commitment to CMU students by ensuring comfortable accommodations, conducive to effective student learning.

CMU, at Humber College, leverages a full-time Humber College employee who then serves as CMU's *On-Site Coordinator*. The *On-Site Coordinator* helps CMU to anticipate any concerns and to promptly resolve them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the facilities CMU utilizes at Humber College.
- Classroom space: There is one (1) classroom that seats thirty (30) students, students are expected to provide their own laptops/tablets.
- Administrative space: There is one (1) office for the Coordinator and additional desk space for support staff, additional space easily afforded upon request for the Assistant Director, Program Director, Advisors, and Faculty.
- Lighting: There is adequate lighting for students, faculty, and staff.
- Heating and cooling: There is appropriate heating and cooling.
- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance provided upon request.
- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: These are available upon request.
- Storage Space: There is storage space available upon request.
- Wi-Fi Internet Connection: This is available.
- Computer: Laptops are available to faculty upon request, most faculty bring their own laptops/tablets.
- Overhead projector and projection screen: These are available upon request.
- Technology podium: This is available.

There is access to parking and to public transit, as well as to handicapped access. Humber College also has appropriate campus security. Students, staff, and faculty have access to a limited variety of food/snacks/drinks on site. Concerning textbooks, students in this program typically do not use the CMU or Humber bookstore to purchase books. The CMU instructor provides the students with the ISBN number, and then students purchase books using their preferred vendor/retailer.

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the Humber location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) CMU staff, and the *On-Site Coordinator,* are available to assist both students and instructors via telephone, email, and face-to-face. CMU staff, including the Ontario Academic Advisor, regularly meet with students and instructors to answer any questions and/or address concerns. The *On-Site Coordinator* is a Humber full-time employee that dedicates some of his/her regular responsibilities to serving CMU, and consequently coordinates with both CMU and Humber College.

As previously mentioned, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.

Additionally, with the assistance of Humber College, CMU identifies a student in each cohort to serve as the *Class Coordinator*. The *Class Coordinator* may or may not be a Humber College employee. This person is responsible for the weekend-to-weekend logistics of each course, supporting the faculty and the cohort during, and in between, class sessions, building cohort unity, and facilitating basic communications with CMU and with

Humber College. The *Class Coordinator* is also responsible for arranging any supplies or technology required by the faculty member and is sufficiently knowledgeable about Humber College so that s/he may solve any facility or technology issue that arises.

The *Class Coordinator* is different from the *On-Site Coordinator*, although some responsibilities are similar. As mentioned above, the *Class Coordinator* is not necessarily a Humber employee but typical is, either in a full-time or part time capacity. However, the *Class Coordinator* must be a student in CMU's Master of Arts degree in Education-Community College Concentration program and be familiar with Humber College (for example, who to contact if the classroom is locked, the room is too hot, or the Wi-Fi does not work). The *Class Coordinator* is onsite every weekend to let students into the classroom and to ensure that everything is properly set up for the class meetings. CMU pays a stipend to Humber College in order to offer classes there, and from that stipend, Humber College purchases the books on behalf of the *Class Coordinator* for the CMU courses s/he takes.

CMU's Warren Center
28241 Mound Road, Suite C
Warren, Michigan 48092-5504

Addendum 2 – Warren Center
Warren, Michigan

Overview

Central Michigan University (CMU) has proudly served the educational needs of students in the greater Metro Detroit community of Warren since 1973. CMU established its initial Warren presence by the offering of unique, robust programs to the automotive industry at the Chrysler Program Center in 1973. Since then, CMU leased dedicated space, and opened the Warren Center. CMU then offered a broader range of programs, including both undergraduate and graduate programs, to meet the community's educational needs. The Warren Center is one of six (6) Metro Detroit, Michigan locations.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's programs at Warren Center are in a mature phase. CMU plans to appropriately market and recruit to reach all prospective students who may be interested in, and benefit from, CMU programs. CMU is committed to this location and continues supporting student growth, retention, and graduation. CMU forecasts in five (5) year increments; the current forecast is flat to a one (1%) growth rate in each of the succeeding five-year intervals.

Institutional Planning and Facilities

How does the institution ascertain that facilities at the Warren location meet the needs of students and the curriculum?

CMU's current lease for the Warren Center is through January 31, 2020. CMU commits to ensuring the physical environment is conducive to effective student learning; and therefore, insures the classroom environment and technology support infrastructure meet CMU standards. (See, Attachment C for requirements.)

The CMU Warren Center has two (2) full-time employees: an Assistant Director/Enrollment and a Center Coordinator. They manage seventeen (17) courses, 88 home center students, and 179 service center (online) students. As part of managing the center, they anticipate concerns and promptly resolve them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the CMU Warren Center facilities.
- Classroom space: There are three (3) classrooms that seat thirty-six (36) students and forty-eight (48) students, respectively, in addition to a twenty-four (24) station computer lab.
- Administrative space: There is one (1) office for the Assistant Director, one (1) office for the Center Coordinator and additional office space for advisors, faculty, and other administrative and/or academic personnel (i.e., Program Director) upon request.
- Meeting Area(s): There is meeting space available upon request.
- Lighting: There is adequate lighting for students, faculty, and staff.
- Heating and cooling: There is appropriate heating and cooling.
- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance upon request.

- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: As stated above, these are available upon request.
- Storage Space: There is storage space available upon request.
- Wi-Fi Internet Connection: This is available.
- Computer: Laptops are available to faculty upon request, most faculty bring their own laptops/tablets.
- Overhead projector and projection screen: These are available upon request.
- Technology podium: This is available.

There is access to parking and to public transit, as well as to handicapped access. CMU Warren Center also has appropriate campus security. Students, staff, and faculty have access to vending services (food and beverages) on site, and to restaurants and food courts nearby. Concerning textbooks, students order textbooks online either through the CMU bookstore or through MBS Direct.

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the CMU Warren Center location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) CMU Warren Center staff are available to assist both students and instructors via telephone, email, and face-to-face. CMU Warren Center staff regularly meet with students and instructors to answer any questions and/or address concerns.

As previously mentioned, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.

CMU's Detroit-Kennedy Square
777 Woodward Avenue, Suite 160
Detroit, Michigan 48226

Addendum 3 – Detroit-Kennedy Square
Detroit, Michigan

Overview

Detroit is a city on the rise, and Central Michigan University (CMU) is committed to playing a role in its resurgence. Detroit and CMU have worked side-by-side for more than 45 years in supporting a well-educated citizenry. CMU is proud of its commitment to, and presence in, this great city and proudly delivers niche program(s) for the benefit of the surrounding community. Presently, the Detroit-Kennedy Square location offers students the opportunity to pursue the Counseling program in a face-to-face setting. The Detroit-Kennedy Square Center is one of six (6) Metro Detroit, Michigan locations.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's Detroit-Kennedy Square Center currently offers the Counseling program face-to-face, in a cohort format. CMU plans to appropriately market and recruit to reach all prospective students who may be interested in, and benefit from, CMU programs at this location. If sufficient interest manifests for face-to-face opportunities, CMU will offer another cohort if it is in counseling, or offer another approved program. CMU is committed to Detroit, to this location, and continues supporting student growth, retention, and graduation. CMU forecasts in five (5) year increments; the current forecast is flat to a one (1%) growth rate in each of the succeeding five-year intervals.

Institutional Planning and Facilities

How does the institution ascertain that facilities at Detroit-Kennedy Square meet the needs of students and the curriculum?

CMU's current lease for the Detroit-Kennedy Square location is through February 28, 2021. CMU commits to ensuring the physical environment is conducive to effective student learning; and therefore, insures the classroom environment and technology support infrastructure meet CMU standards. (See, Attachment C for requirements.)

An Executive Assistant to the President/Metro Detroit Outreach (EA) synchronizes use of the CMU Detroit-Kennedy Square Center, and ESS accomplishes the student services responsibilities supporting the delivery of the courses. Specifically, the Assistant Director/Enrollment-Dearborn (ADE-Dearborn) supervises course delivery activities at the Detroit-Kennedy Square location. For this location, the Assistant Director/Enrollment-Dearborn manages six (6) courses and thirteen (13) home students. Working together, they (the EA and the ADE-Dearborn) anticipate concerns and promptly resolve them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the CMU Detroit-Kennedy Square Center facilities.
- Classroom space: There is one (1) classroom that seats twenty-four (24) students. Students are expected to bring their own laptops/tablets, if needed.

- Administrative space: There is one (1) office for the EA, an additional office for use when needed particularly if privacy is desired, and additional desk space available for advisors, faculty, and other administrative and/or academic personnel (i.e., Program Director) upon request.
- Meeting Area(s): There is meeting space available upon request.
- Lighting: There is adequate lighting for students, faculty, and staff.
- Heating and cooling: There is appropriate heating and cooling.
- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance upon request.
- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: As stated above, these are available upon request.
- Storage Space: There is storage space available upon request.
- Wi-Fi Internet Connection: This is available.
- Computer: Laptops are available to faculty upon request, most faculty bring their own laptops/tablets.
- Overhead projector and projection screen: These are available upon request.
- Technology podium: This is available.

There is access to parking and to public transit, as well as to handicapped access. CMU Detroit-Kennedy Square also has appropriate campus security. Students, staff, and faculty have access to many restaurants nearby. Concerning textbooks, students order textbooks online either through the CMU bookstore or through MBS Direct.

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the CMU Detroit-Kennedy Square location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) CMU Detroit-Kennedy Square staff described above are available to assist both students and instructors via telephone, email, and face-to-face. The CMU Detroit-Kennedy Square ADE-Dearborn regularly meets with students and instructors to answer any questions and/or address concerns.

As previously stated, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.

Addendum 4 – Fort Hamilton Center
Fort Hamilton, New York

Overview

Central Michigan University (CMU) has proudly served the military educational needs of students through a military partnership since 1982. CMU established its presence by the offering of unique, robust programs at Fort Hamilton, New York. Fort Hamilton houses the U.S. Army NYC Recruiting Battalion; N.Y. Military Entrance Processing Station; and North Atlantic Division, U.S. Army Corps of Engineers. CMU offers a range of graduate programs to meet the military and surrounding community's educational needs.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's programs at Fort Hamilton Center are in a mature phase. CMU plans to appropriately market and recruit to reach all prospective students who may be interested in, and benefit from, CMU programs. CMU is committed to the Fort Hamilton location and continues supporting student growth, retention, and graduation. CMU forecasts in five (5) year increments; the current forecast is maintain enrollment size in each of the next five years.

Institutional Planning and Facilities

How does the institution ascertain that facilities at Fort Hamilton location meet the needs of students and the curriculum?

CMU's enjoys a partnership through a Memorandum of Understanding with *The Army Education Center at Fort Hamilton*. CMU commits to ensuring the physical environment is conducive to effective student learning; and therefore, works with the Fort Hamilton Army Education Center to ensure the classroom environment and technology support infrastructure meet CMU standards. (See, Attachment C for requirements.)

The CMU Fort Hamilton Center has one (1) full-time employee, an Assistant Director/Enrollment (ADE). The Assistant Director manages seven (7) courses, thirty (30) home center students, and forty-eight (48) service center (online) students. As part of managing the center, the ADE anticipates concerns and promptly resolves them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the CMU Fort Hamilton Center facilities.
- Classroom space: There are three (3) classrooms that seat thirty-two (32) students each, in addition to a thirty-two (32) station computer lab.
- Administrative space: There is one (1) office for the Assistant Director; one (1) office with desk space for support staff, and additional space for advisors, faculty, and other administrative and/or academic personnel (i.e., Program Director) upon request.
- Meeting Area(s): There is meeting space available upon request.
- Lighting: There is adequate lighting for students, faculty, and staff.
- Heating and cooling: There is appropriate heating and cooling.

- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance upon request.
- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: As stated above, these are available upon request.
- Storage Space: There is storage space available upon request.
- Wi-Fi Internet Connection: This is available.

There is access to parking and to public transit, as well as to handicapped access. CMU Fort Hamilton Center also has appropriate military campus security. Students, staff, and faculty have access to many restaurants nearby. Concerning textbooks, students order textbooks online either through the CMU bookstore or through MBS Direct.

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the CMU Fort Hamilton location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) The CMU Fort Hamilton Center ADE is available to assist both students and instructors via telephone, email, and face-to-face, and regularly meets with students and instructors to answer any questions and/or address concerns.

As previously stated, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.

CMU's Joint Base McGuire-Dix-Lakehurst
Building 3829 School Road, FCN
Joint Base McGuire-Dix-Lakehurst, New Jersey
08641-5065

Addendum 5 – Joint Base McGuire-Dix-Lakehurst Center
Joint Base McGuire-Dix-Lakehurst, New Jersey

Overview

Central Michigan University (CMU) has proudly served the military educational needs of students through military partnerships since 1973. CMU established its initial McGuire presence by the offering unique, robust programs in partnership with the McGuire Air Force Base (AFB), New Jersey. In 2009, McGuire AFB merged with U.S. Army Fort Dix and the Naval Air Engineering Station-Lakehurst, to become the Defense Department's only tri-service base at that time, Joint Base McGuire-Dix-Lakehurst (JBMDL). CMU offers a range of graduate programs at JBMDL to meet the military and surrounding community's educational needs.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's programs at JBMDL Center are in a mature phase. CMU plans to appropriately market and recruit to reach all prospective students who may be interested in, and benefit from, CMU programs. CMU is committed to the JBMDL location and continues supporting student growth, retention, and graduation. CMU forecasts in five (5) year increments; the current forecast is flat to a one (1%) growth rate in each of the succeeding five-year intervals.

Institutional Planning and Facilities

How does the institution ascertain that facilities at the Joint Base McGuire-Dix-Lakehurst location meet the needs of students and the curriculum?

CMU's enjoys a partnership through a Memorandum of Understanding with *Joint Base McGuire-Dix-Lakehurst, Education Services*. CMU commits to ensuring the physical environment is conducive to effective student learning; and therefore, works with the JBMDL military partner to ensure the classroom environment and technology support infrastructure meet CMU standards. (See, Attachment C for requirements.)

The CMU JBMDL Center has one (1) full-time employee, an Assistant Director/Enrollment (ADE). The ADE manages four (4) courses, thirty-two (32) home center students, and 66 service center (online) students. As part of managing the center, the ADE anticipates concerns and promptly resolves them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the CMU JBMDL Center facilities.
- Classroom space: There are two (2) classrooms that seat twenty-five (25) students each, students are expected to provide their own laptops/tablets.
- Administrative space: There is one (1) office for the Assistant Director, desk space for support staff, and additional space for advisors, faculty, and other administrative and/or academic personnel (i.e., Program Director) upon request.
- Meeting Area(s): There is meeting space available upon request.
- Lighting: There is adequate lighting for students, faculty, and staff.

- Heating and cooling: There is appropriate heating and cooling.
- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance upon request.
- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: As stated above, these are available upon request.
- Storage Space: There is storage space available upon request.
- Wi-Fi Internet Connection: This is available.

There is access to parking, including handicapped access. CMU's JBMDL Center also has appropriate military campus security. Students, staff, and faculty have access to vending services (food and beverages) on site, and to restaurants and food courts nearby. Concerning textbooks, students order textbooks online either through the CMU bookstore or through MBS Direct.

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the CMU Joint Base McGuire-Dix-Lakehurst Center location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) The CMU JBMDL Center ADE is available to assist both students and instructors via telephone, email, and face-to-face. The ADE regularly meets with students and instructors to answer any questions and/or address concerns.

As previously mentioned, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.

CMU's Atlanta Metro Center
2120 Powers Ferry Road
Shadowood Office Park, SE, Suite 200
Atlanta, Georgia 30339-5086

Addendum 6 – Atlanta Metro Center
Atlanta, Georgia

Overview

Central Michigan University (CMU) has proudly served both military and civilian educational needs of students in the greater Atlanta Metro community since 1976. CMU established its initial presence by the offering of unique, robust programs to the military and surrounding community at Fort McPherson, Georgia. CMU expanded its presence in the Atlanta Metro area by offering educational programs to employees of area school districts and also held partnerships with the U.S. Army to offer a broad range of programs at Fort Stewart and Fort Gordon in Georgia. In 1998, CMU leased dedicated space, and opened its first stand-alone center and eventually moved to the current location, Atlanta Metro Center. CMU continues to offer a broad range of graduate programs to meet the Atlanta Metro area educational needs with the authorization of the Georgia Non-Public Postsecondary Education Commission.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's programs at the Atlanta Metro Center are in a mature phase. CMU plans to appropriately market and recruit to reach all prospective students who may be interested in, and benefit from, CMU programs. CMU is committed to the Atlanta Metro location and continues supporting student growth, retention, and graduation. CMU forecasts in five (5) year increments; the current forecast is flat to a one (1%) growth rate in each of the succeeding five-year intervals.

Institutional Planning and Facilities

How does the institution ascertain that facilities at Atlanta Metro location meet the needs of students and the curriculum?

CMU's current lease for the Atlanta Metro Center is through October 31, 2021. CMU commits to ensuring the physical environment is conducive to effective student learning; and therefore, insures the classroom environment and technology support infrastructure meet CMU standards. (See, Attachment C for requirements.)

The CMU Atlanta Metro Center has one (1) full-time employee, an Assistant Director/Enrollment (ADE) dedicated to managing programs at this center. Additional positions housed at the Atlanta Metro Center include the Manager/US East Operations, an Administrative Aide for US West Operations, two (2) Distance Education Librarians, the Manager/Technical Services, and the President Emeritus. The ADE manages thirteen (13) courses, 210 home center students, and 94 service center (online) students. As part of managing the center, the ADE anticipates concerns and promptly resolves them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the CMU Atlanta Metro Center facilities.

- Classroom space: There are two (2) classrooms that seat thirty (30) students and twenty (20) students, respectively, in addition to a thirty-two (32) station computer lab.
- Administrative space: There is one (1) office for the Assistant Director; one (1) office for each the Managers, Administrative Aide, Librarians and President Emeritus; and multiple additional offices with desk space for support staff, advisors, faculty, and other administrative and/or academic personnel (i.e., Program Director).
- Meeting Area(s): There is meeting space available upon request.
- Lighting: There is adequate lighting for students, faculty, and staff.
- Heating and cooling: There is appropriate heating and cooling.
- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance upon request.
- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: As stated above, these are available upon request.
- Storage Space: There is storage space available upon request.
- Wi-Fi Internet Connection: This is available.

There is access to parking and to public transit, as well as to handicapped access. CMU Atlanta Metro Center also has appropriate campus security. Students, staff, and faculty have access to vending services (food and beverages) on site, and to restaurants and food courts nearby. Concerning textbooks, students order textbooks online either through the CMU bookstore or through MBS Direct.

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the CMU Atlanta Metro location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) The CMU Atlanta Metro Center ADE is available to assist both students and instructors via telephone, email, and face-to-face, and regularly meets with students and instructors to answer any questions and/or address concerns.

As previously stated, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.

Addendum 7 – Joint Base Myer-Henderson Hall Center
Joint Base Myer-Henderson Hall, Virginia

Overview

Central Michigan University (CMU) has proudly served the military educational needs of students through military partnerships since 1975. CMU established its initial collaboration with the Arlington, Virginia military community by offering unique, robust programs in partnership with Fort Myer Military Community Education Center. In 2009, because of the 2005 Base Realignment and Closure (BRAC) initiative, Fort Myer joined with Henderson Hall Marine Corps installation management functions. It is now known as Joint Base Myer-Henderson Hall (JBMHH). The State Council of Higher Education for Virginia (SCHEV) authorizes CMU to deliver educational programs in Virginia. CMU offers a range of graduate programs to meet the military and surrounding community's educational needs.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's programs at JBMHH Center are in a mature phase. CMU plans to appropriately market and recruit to reach all prospective students who may be interested in, and benefit from, CMU programs. CMU is committed to the JBMHH location and continues supporting student growth, retention, and graduation. CMU forecasts in five (5) year increments; the current forecast is flat to a one (1%) growth rate in each of the succeeding five-year intervals.

Institutional Planning and Facilities

How does the institution ascertain that facilities at Joint Base Myer-Henderson Hall location meet the needs of students and the curriculum?

CMU enjoys a partnership through a Memorandum of Understanding with the *Army Education Center, Joint Base Myer-Henderson Hall, VA*. CMU commits to ensuring the physical environment is conducive to effective student learning; and therefore, works with the JBMHH Army Education Center to ensure the classroom environment and technology support infrastructure meet CMU standards. (See, Attachment C for requirements.)

CMU JBMHH Center has one (1) full-time employee, an Assistant Director/Enrollment (ADE). The ADE manages ten (10) courses, thirty-nine (39) home center students, and six (6) service center (online) students. As part of managing the center, the ADE anticipates concerns and promptly resolves them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the CMU JBMHH facilities.
- Classroom space: There are three (3) classrooms that seat twenty (20) students each, in addition to a computer lab that seats twenty (20) available upon request.
- Administrative space: There is one (1) desk in a multi-use office for the Assistant Director; very limited desk space for support staff, and additional space for advisors, faculty, and other administrative and/or academic personnel (i.e., Program Director) is coordinated through the ADE.

- Meeting Area(s): There is meeting space available upon request.
- Lighting: There is adequate lighting for students, faculty, and staff.
- Heating and cooling: There is appropriate heating and cooling.
- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance upon request.
- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: As stated above, these are coordinated through the ADE.
- Storage Space: There is storage space available upon request.
- Wi-Fi Internet Connection: This is available.

There is access to parking, including handicapped access. CMU JBMHH center also has appropriate military campus security. Students, staff, and faculty have access to vending services (food and beverages) on site, and to restaurants and food courts nearby. Concerning textbooks, students order textbooks online either through the CMU bookstore or through MBS Direct.

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the CMU Joint Base Myer-Henderson Hall location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) CMU JBMHH Center ADE is available to assist both students and instructors via telephone, email, and face-to-face, and regularly meets with students and instructors to answer any questions and/or address concerns.

As previously stated, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.

CMU's Seymour Johnson AFB
1520 Goodson Road, Education Services/
4th FSS/A1BE, Room 211/220/221
Seymour Johnson AFB, North Carolina 27531-2184

Addendum 8 – Seymour Johnson AFB Center
            Seymour Johnson AFB, North Carolina

Overview

Central Michigan University (CMU) has proudly served the military educational needs of students through a military partnership at Seymour Johnson Air Force Base (AFB) since 1974. CMU established its presence with the offering of unique, robust programs at Seymour Johnson AFB, North Carolina. Seymour Johnson AFB is home of the 4th Fighter Wing and 916th Air Refueling Wing. The Board of Governors of the University of North Carolina authorizes CMU to deliver the various graduate educational programs at Seymour Johnson AFB, and CMU is proud to meet the military and surrounding community's educational needs.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's programs at Seymour Johnson AFB Center are in a mature phase. CMU plans to appropriately market and recruit to reach all prospective students who may be interested in, and benefit from, CMU programs. CMU is committed to the Seymour Johnson AFB location and continues supporting student growth, retention, and graduation. CMU forecasts in five (5) year increments; the current forecast is flat to a one (1%) growth rate in each of the succeeding five-year intervals.

Institutional Planning and Facilities

How does the institution ascertain that facilities at Seymour Johnson AFB location meet the needs of students and the curriculum?

CMU's enjoys a partnership through a Memorandum of Understanding with *The United States Air Force Seymour Johnson AFB, North Carolina*. CMU commits to ensuring the physical environment is conducive to effective student learning; and therefore, works with the Seymour Johnson AFB Education Services to ensure the classroom environment and technology support infrastructure meet CMU standards. (See, Attachment C for requirements.)

The CMU Seymour Johnson AFB Center has one (1) full-time employee, an Assistant Director/Enrollment (ADE). The Assistant Director manages seven (7) courses, twenty-four (24) home center students, and 128 service center (online) students. As part of managing the center, the ADE anticipates concerns and promptly resolves them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the CMU Seymour Johnson AFB facilities.
- Classroom space: There are two (2) classrooms that seat thirty-six (36) students each, in addition to an eighteen (18) station computer lab.
- Administrative space: There is one (1) office for the Assistant Director; one (1) office with desk space for support staff, and additional space for advisors, faculty, and other administrative and/or academic personnel (i.e., Program Director) upon request.

- Meeting Area(s): There is meeting space available upon request.
- Lighting: There is adequate lighting for students, faculty, and staff.
- Heating and cooling: There is appropriate heating and cooling.
- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance upon request.
- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: As stated above, these are available upon request.
- Storage Space: There is storage space available upon request.
- Wi-Fi Internet Connection: This is available.

There is access to parking including handicapped access. CMU Seymour Johnson AFB Center also has appropriate military campus security. Students, staff, and faculty have access to vending services (food and beverages) on site, and to restaurants and food courts nearby. Concerning textbooks, students order textbooks online either through the CMU bookstore or through [MBS Direct](#).

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the CMU Seymour Johnson AFB location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) The CMU Seymour Johnson AFB Center ADE is available to assist both students and instructors via telephone, email, and face-to-face, and regularly meets with students and instructors to answer any questions and/or address concerns.

As previously stated, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.

CMU's Camp Pendleton Center
CMU, Building 1331, Joint Education Center
Room 209/210, Marine Corps Base
Camp Pendleton, California 92055-5016

Addendum 9 – Camp Pendleton Center
Camp Pendleton, California

Overview

Central Michigan University (CMU) has proudly served the military educational needs of students through a military partnership since 1995. CMU established its presence by the offering of unique, robust programs at Camp Pendleton, California. Marine Corps Base Camp Pendleton is the Corps' largest West Coast expeditionary training facility and serves as one of the Department of Defense's busiest installations. It offers a broad spectrum of training for many active and reserve Marine, Army and Navy units, as well as national, state and local agencies. CMU offers a range of graduate programs to meet the military and surrounding community's educational needs.

What future growth do you anticipate (e.g., in the next six months, three years, 10-20 years) for additional locations?

CMU's programs at Camp Pendleton Center are in a mature phase. CMU plans to appropriately market and recruit to reach all prospective students who may be interested in, and benefit from, CMU programs. CMU is committed to the Camp Pendleton location and continues supporting student growth, retention, and graduation. CMU forecasts in five (5) year increments; the current forecast is flat to a one (1%) growth rate in each of the succeeding five-year intervals.

Institutional Planning and Facilities

How does the institution ascertain that facilities at Camp Pendleton location meet the needs of students and the curriculum?

CMU's enjoys a partnership through a Memorandum of Understanding with *Marine Corps Base, Camp Pendleton Education Center*. CMU commits to ensuring the physical environment is conducive to effective student learning; and therefore, works with the Camp Pendleton Education Center to ensure the classroom environment and technology support infrastructure meet CMU standards. (See, Attachment C for requirements.)

The CMU Camp Pendleton Center has one (1) full-time employee, an Assistant Director/Enrollment (ADE). The Assistant Director manages six (6) courses, 85 home center students, and 99 service center (online) students. As part of managing the center, the ADE anticipates concerns and promptly resolves them so that the students and faculty will have effective and positive learning/teaching experiences.

Below is an overview of the CMU Camp Pendleton Center facilities.
- Classroom space: There is one (1) classroom that seats forty (40) students. Students are expected to bring their own laptops/tablets, if needed.
- Administrative space: There is one (1) office for the Assistant Director and additional space within the office for support staff and students, additional office and meeting space for advisors, faculty, and other administrative and/or academic personnel (i.e., Program Director) upon request.

- Meeting Area(s): There is meeting space available upon request.
- Lighting: There is adequate lighting for students, faculty, and staff.
- Heating and cooling: There is appropriate heating and cooling.
- Ventilation: There is appropriate ventilation.
- Maintenance: There is responsive and appropriate maintenance upon request.
- Rest rooms: There are adequate rest room facilities near the classroom.
- Advising facilities: As stated above, these are available upon request.
- Storage Space: There is a shared storage space available upon request.
- Wi-Fi Internet Connection: This is available.

There is access to parking including handicapped access. CMU Camp Pendleton Center also has appropriate military campus security. Students, staff, and faculty have access to vending services (food and beverages) on site, and to restaurants and food courts nearby. Concerning textbooks, students order textbooks online either through the CMU bookstore or through MBS Direct.

Student Support

What evidence demonstrates that the institution effectively delivers, supports, and manages necessary academic and student services at the CMU Camp Pendleton location?

CMU regularly seeks feedback from both students and instructors. (Details are provided above, in the main body of the report.) The CMU Camp Pendleton Center ADE is available to assist both students and instructors via telephone, email, and face-to-face, and regularly meets with students and instructors to answer any questions and/or address concerns.

As previously stated, at the end of every course CMU uses student EOC surveys to solicit feedback on both the instructor and the adequacy of facilities. The University also asks instructors to provide feedback related to the suitability of the facilities. Instructor feedback may be gathered informally via written inquiry, by survey, or via telephone or in-person communication. Additional feedback on facilities from current students and alumni is obtained through a Student Satisfaction Survey. When issues are identified, CMU works with other CMU units, such as the Office of Information Technology to resolve the problem.