



December 21, 2018

Dr. Robert Davies
President
Central Michigan University
106 Warriner Hall
Mount Pleasant, MI 48859

Dear President Davies:

Attached is a copy of the Multi-Location Visit Report completed following the visit to Central Michigan University. As detailed in the report, the pattern of operations at the locations appears to be adequate and no further review or monitoring is necessary.

Within the Multi-Location Visit Report, you will find brief comments on the instructional oversight, academic services, student services, facilities, marketing and recruitment information and adequacy of assessment of student performance. Please consider these comments as advice for continued improvement of the additional locations.

Per HLC policy, completion of these visits and fulfillment of the requirement will be noted in your institution's history record and the completed report will be included in your institution's permanent file.

If you have any questions or comments regarding the Multi-Location Visit or the attached report, please contact Pat Newton-Curran (pnewton@hlcommission.org).

Sincerely,

Higher Learning Commission

Multi-Location Visit Peer Review Report

Institution: Central Michigan University, Mt. Pleasant, Michigan.

Additional Locations Visited:

Location Name	Location Address (<i>street, city, state and ZIP code</i>)	Date Reviewed
Humber College, Ontario	205 Humber College Blvd, Toronto, Ontario Canada M9W 5L7	October 12, 2018
Warren Center, Michigan	28241 Mound Square, Suite C, Warren, Michigan 48092-5504	October 19, 2018
Detroit, Michigan	Kennedy Square, 777 Woodward Square, Suite 160, Detroit, Michigan 48226	October 20, 2018
Fort Hamilton, NY	218 Marshal Drive, Fort Hamilton, Army Base, Brooklyn, New York 11252-5190	November 2, 2018
Joint Base McGuire-Dix-Lakehurst, NJ	Building 3829 School Road FCN, Joint Base McGuire-Dix-Lakehurst, New Jersey 08641-5065	November 3, 2018
Atlanta, Georgia	2120 Powers Ferry Road, Sherwood Office Park, SE, Suite 200, Atlanta, Georgia 30339-5086	November 9, 2018
Joint Base Myer-Henderson Hall, Virginia	Combined Operations Facility, Building Number 417, Room 215, 239 Sheridan Avenue, Fort Myer, Virginia 22211 1223	December 1, 2018
Seymour Johnson AFB, North Carolina	1520 Goodson Road, Education Services/4 th FSS/A1BE, Room 211/220/221, Seymour Johnson AFB, North Carolina 27531 2184	December 2, 2018
Camp Pendleton, CA	Building 1331, Joint Education Center, Room 209-210, Marine Corps Base, Oceanside, California 92055 5016	December 7, 2018

Peer Reviewer

Name: Dr. Sue Darby

Institution: National American University Title: retired

Instructions

In order to document effective administrative systems for managing multiple additional locations, please complete the following. For each item, check **adequate** or **attention needed**, and indicate in Comments the institution's strengths and/or opportunities for improvement in controlling and delivering degree

programs off-campus. If comments pertain to a specific location, they should be included along with the identity of that location.

Submit the completed report in PDF format at http://www.hlcommission.org/document_upload. When submitting, be sure to select the following: Role – Peer Reviewer, HLC Process – Required Reports, File Type – Multi-Location Report. The report is due within 30 days after the last additional location is visited.

Overview Statement

Provide information about current additional locations and the institution's general approach to off-campus instruction. Describe the growth pattern at the institution since the last review of off-campus instruction. Provide information about the involvement of external organizations or other higher education institutions.

Judgment of reviewer. Check appropriate box: Adequate Attention Needed

Comments:

Central Michigan University has been offering a wide range of graduate programs at many offsite locations since the early 1970's and 1980's for both military and nonmilitary students. Due to this longevity, most of the these programs are considered by the university in a "mature" phase with growth steady or an 1% annual growth. CMU maintains high quality of program delivery as demonstrated from the review of nine locations. The university staff are professional and knowledgeable about CMU and their job responsibilities. Faculty are well-qualified and experienced, many having taught for CMU 30 years or more.

Institutional Planning

What evidence demonstrates that the institution effectively plans for growth and maintenance of additional locations? Identify whether the institution has adequate controls in place to ensure that information presented to students is adequate. Describe whether the financial planning and budgeting process has proven effective at additional locations.

Judgment of reviewer. Check appropriate box: Adequate Attention needed

Comments:

According to the CMU report, the university plans for growth in five-year increments. The current forecast is a flat to 1% growth rate for off-campus locations and online programs. Since the last HLC multi-location visit in 2011, growth has been relatively stable. The number of locations has remained stable with some locations closing and new ones in different locations have opened.

CMU has a highly structured approach to ensure controls are in place. The Enrollment and Student Services (ESS), one of six (6) major university divisions, oversees the additional locations. Further, the Off-Campus Student Services department, led by an Executive Director, oversees the off-campus locations in the United States. The Assistant Director/Enrollment (ADE) located at each off-campus location, has responsibility for all elements of operations, including student services. The Ontario location, Humber College, has an Assistant Director/International Outreach person responsible for operations. This information was confirmed through interviews

with each ADE and the ADE's direct supervisor (e.g., Manager/US East Operations and Manager/US West Operations) at the nine locations visited.

Financial planning and budgeting process is effective for each location visited. At each location, the ADE confirmed s/he receives an annual budgeted amount, which is based upon central university personnel's analysis of student data related to admissions, enrollment, persistence, and graduation rates as well as location program needs, faculty availability, and student needs.

Facilities

What evidence demonstrates that the facilities at the additional locations meet the needs of the students and the curriculum? Consider, in particular, classrooms and laboratories (size, maintenance, temperature, etc.); faculty and administrative offices (site, visibility, privacy for meetings, etc.); parking or access to public transit; bookstore or text purchasing services; security; handicapped access; and other (food or snack services, study and meeting areas, etc.)

Judgment of reviewer. Check appropriate box: Adequate Attention needed

Comments:

Five of the nine locations visited are military installations. CMU has long-standing Memorandum of Understandings (MOU), some since the early 1970's, with the different military sectors. Despite this longevity of the MOUs, CMU has less influence on the physical facilities at the military installations than the nonmilitary locations. As indicated in the CMU report, the university's presence is "solely at the discretion of the particular military service branch". The Licensure & Regulatory Services (LRS) department has the responsibility of negotiating, approving, and executing leases, and/or preparing the installation specific MOU. However, CMU works with the installation to ensure it meets CMU's classroom technology requirements, handicapped access, classrooms, and faculty and administrative offices. Non-military locations must meet classroom build out requirements as presented in Attachment C of the institution's report. Parking was adequate at each site. Some locations have on-site food or snack services; those that do not have on-site food or snacks have access on base or nearby. There are study/meeting areas for faculty and students. Security is provided via locked/coded doors, security personnel, or by virtue that each person's identification is checked before entering a military installation.

Instructional Oversight

What evidence demonstrates that the institution effectively oversees instruction at the additional locations? Consider, in particular, consistency of curricular expectations and policies, availability of courses needed for program and graduation requirements, faculty qualifications, performance of instructional duties, availability of faculty to students, orientation of faculty/professional development, attention to student concerns.

Judgment of reviewer. Check appropriate box: Adequate Attention needed

Comments:

CMU presented clear evidence in the submitted report and in interviews of location faculty that the university has processes in place, which demonstrate the university effectively oversees instruction. Faculty who were interviewed consistently supported they are regularly informed of curricular expectations, program requirements, and instructional duties via emails and meetings

from the program directors of their respective departments. Faculty consistently reported they post contact information (email addresses, personal cell phone numbers and email) in course syllabi and on Blackboard. Due to the difference in longevity of faculty working at CMU, the type of orientation differed, but all consistently reported being oriented to CMU courses, Blackboard and institutional/academic policies. All faculty also reported regular opportunities for professional development. Long-term faculty reported attending the Great Lake Conference, newer-term faculty reported daily/weekly email professional opportunities via WebEx. Faculty clearly demonstrated they are the first point of contact to address student concerns. If the student concern is not resolved at that level, the next point of contact is the local ADE. Some faculty were aware of the Student Ombuds Office located on-campus. CMU may wish to review how it communicates information about this office to better equip faculty and address students' needs.

Institutional Staffing and Faculty Support

What evidence demonstrates that the institution has appropriately qualified and sufficient staff and faculty in place for the location, and that the institution supports and evaluates personnel at off-campus locations? Consider the processes in place for selecting, training, and orienting faculty at the location.

Judgment of reviewer. Check appropriate box: Adequate Attention needed

Comments:

The Coordinator/Faculty Assignment person located on the home campus is responsible for coordinating the assignment of faculty for all of CMU's locations and online courses in the US and Canada. Duties for this person include assigning and coordinating contracts for all courses, communicate course offerings and expectations to adjunct faculty, and serve as the initial point of contact for questions and clarifications. Interviewed faculty consistently referenced this person thus, supporting the fact the university has adequate staffing and faculty support.

According to the submitted report, faculty who teach at locations must meet criteria established by respective academic departments responsible for the course/program as well as the HLC qualified faculty guidelines. The faculty interviewed at the locations all have terminal degrees relevant to the courses they are teaching. Further faculty undergo a renewal process every three (3) years. At that time, faculty must provide updated professional materials (e.g., presentations, published papers). Students supported they complete an End of Course (EOC) for every course taken which evaluates the instructor. These EOC scores are reviewed as well in the rehiring decisionmaking process.

All ADEs and the Managers/US East and West operations indicated they are annually evaluated as well. The ADEs interviewed reported they are also offered professional development opportunities through the main campus.

Student Support

What evidence demonstrates that the institution delivers, supports, and manages necessary student services at the additional locations? Consider, in particular, the level of student access (in person, by computer, by phone, etc.) to academic advising/placement, remedial/tutorial services, and library materials/services. Also, consider the level of access to admissions, registration/student records, financial aid, and job placement services, as well as attention to student concerns.

Judgment of reviewer. Check appropriate box: Adequate Attention needed

Comments:

Students interviewed at the locations overwhelmingly indicated the university delivers, supports and manages student services. Students indicated the course instructor is the first point of contact for concerns, followed by the respective ADE, then the program assigned advisor. Students reported they can email or call their advisors and receive replies within 48 hours. Students also indicated the Writing Center, which reviews student written works and makes suggestions for improvement, is a huge asset. In a word, the library services are "awesome."

Student knowledge of the Student Ombuds Office was spotty. The lack of universal knowledge of this office is either an indicator that problems are solved quickly and at a local level OR students are not properly informed of the responsibilities and duties of the office. At any rate, the university may wish to review the types and frequency of communications to students regarding this office to students. Students did not indicate any problems with financial aid probably because the majority of students interviewed were associated with the military. Several ADEs indicated they are certified to assist Veterans with the admission process and financial aid. Students indicated there is no problem requesting an official transcript.

Another area the university may wish to consider reviewing is communications to students regarding the Career Development Center and Services. Some students were unaware of its existence, and students in Canada believed the information provided was focused on local campus students not those in Canada.

Evaluation and Assessment

What evidence demonstrates that the institution measures, documents, and analyzes student academic performance sufficiently to maintain academic quality at the additional locations? How are measures and techniques employed at a location equivalent to those for assessment and evaluation on the main campus? Consider, in particular, the setting of measurable learning objectives, the actual measurement of performance, and the analysis and use of assessment data to maintain/improve quality.

Judgment of reviewer. Check appropriate box: Adequate Attention needed

Comments:

CMU is committed to assessment of student learning. The report submitted by CMU addressed how the university measures, documents, and analyzes student academic performance. The university also provided in Appendix F the Policy on Student Learning Outcomes Assessment. This document explained the use of assessment data, linkage between assessment and program review, the Assessment Council, Office of Curriculum and Assessment, responsibilities of deans, provost and president, and the assessment timeline. The university uses WEAVEonline for data collection.

This reviewer interviewed an average of three faculty per location or a total of 27 faculty over all 9 locations. The reviewer recognizes though this number is small in relation to the total number of faculty at all of CMU locations, with few exceptions (e.g., the masters degree in Counseling) and a few faculty working on curriculum improvement committees for their degree areas, faculty could not discern the differences between evaluation and assessment of student learning. There is no certainty these faculty could reflect on the content of the documents mentioned above. Faculty did understand the use of rubrics, measurable learning objectives, and measurement of student

performance (e.g., grades) and are aware that learning outcomes and measures are consistent for all programs regardless of location. Faculty were aware of changes/improvements made in curriculum through emails from programs directors (when preparing course syllabi for approval), but could not provide information regarding the analysis and use of assessment data to maintain and improve quality in their respective programs.

Therefore, It appears that faculty at the locations are not well informed about the results of the analysis and use of assessment data to maintain and improve quality of student learning and programs. CMU may wish to consider means for increasing participation of these faculty and increasing communications regarding the aggregated data as well as those separated by location and/or program with faculty at these locations

Continuous Improvement

What evidence demonstrates that the institution encourages and ensures continuous quality improvement at its additional locations? Consider in particular the institution's planning and evaluation processes that ensure regular review and improvement of additional locations and ensure alignment of additional locations with the mission and goals of the institution as a whole.

Judgment of reviewer. Check appropriate box: Adequate Attention needed

Comments:

CMU ensures continuous improvement at the locations through annual evaluations of staff and EOC of faculty. Supervisors meet at least quarterly with staff to review performance expectations, goal setting, and evaluation results. Evaluation results for faculty are used when considering future course offerings. In addition to evaluation processes, CMU uses a Site Review Team (SRT) composed of representatives from major departments to consider site specific performance. This team reflects on lease renewals, site agreements, modification of specific sites, or scouting additional locations. This team submits a report to the CMU Executive Leadership for review, discussion, and action. The executive leadership team reviews feedback, trends, and makes recommendations to ensure student success.

Marketing and Recruiting Information

What evidence confirms that the information presented to students in advertising, brochures, and other communications is accurate?

Judgment of reviewer. Check appropriate box: Adequate Attention needed

Comments:

CMU provided samples of general marketing materials in Appendix G of their report. This reviewer also collected samples of program information brochures for the Master of Science in Administration, concentration in Public Administration and Master of Science in Administration, concentration in General Administration. This reviewer also inquired of students at each site how they learned about the CMU programs. Students learned from program graduates, friends, billboards, recruiting events, and even other university recommendations regarding the quality of

CMU's offerings. The information in advertising, brochures, and other communications is accurate.

Summary Recommendation

Select one of the following statements. Include, as appropriate, a summary of findings.

- Overall, the pattern of this institution's operations at its additional locations appears to be adequate, and no further review or monitoring by the Higher Learning Commission is necessary.
- Overall, the pattern of this institution's operations at its additional locations needs some attention as defined in this report. The institution can be expected to follow up on these matters without monitoring by the Higher Learning Commission. The next scheduled comprehensive review can serve to document that the matters identified have been addressed. **[Identify specific areas needing organizational attention.]**
- The overall pattern of this institution's operations at its additional locations is inadequate and requires attention from the Higher Learning Commission. **[Identify the specific concerns and provide a recommendation for HLC follow-up monitoring.]**

Summary of Findings:

CMU has an extremely organized, consistent approach to off-campus instruction. The Enrollment & Student Services (ESS) division oversees the locations where courses and programs are offered as well as online programs. The Off-Campus Student Services, an offshoot department of the ESS, oversees the US off-campus locations. An Executive Director leads the department. The ESS also oversees the Ontario, Canada locations with an Assistant Director/International Outreach overseeing this region.

Further, CMU has policies and processes in place to ensure quality of instruction and student support services.

An area where improvement could be made is in the results of the analysis and use of assessment data to maintain and improve quality of student learning and programs. CMU may wish to consider means for increasing participation of the location faculty and increasing communications regarding the aggregated data as well as those separated by location and/or program with faculty at these locations.

Notification Program for Additional Locations Approval Form

Complete this form **only** if an institution has been granted access to the Notification Program for Additional Locations. The Institutional Status and Requirements Report for the institution will indicate whether the institution has access to the Program under “Location Stipulation.”

- Yes No The institution has been accredited by HLC for at least 10 consecutive years with no record of any action during that period for sanction or show-cause.
- Yes No HLC has not required monitoring of issues related to the quality of instruction or to the oversight of existing additional locations or campuses in the past 10 years.
- Yes No The institution has demonstrated success in overseeing at least three locations.
- Yes No The institution has no other HLC or other legal restrictions on additional locations and/or programs offered off campus.
- Yes No The institution has appropriate systems to ensure quality control of locations that include clearly identified academic controls; regular evaluation by the institution of its locations; a pattern of adequate faculty, facilities, resources and academic/support systems; financial stability; and long-range planning for future expansion.