WESTERN MICHIGAN UNIVERSITY'S

REPORT FOR THE 2014

MULTI-LOCATION VISIT BY THE

HIGHER LEARNING COMMISSION

JULY 1, 2014

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Locations to be Reviewed

Wednesday, August 6, 2014

- WMU-Battle Creek (Kendall Center) in Battle Creek, MI
- Bronson Hospital in Kalamazoo, MI
- WMU-Southwest in Benton Harbor, MI

Friday, August 8, 2014

- WMU-Grand Rapids: The Graduate Center-Downtown in Grand Rapids, MI
- Traverse City, MI

Reviewer Information

<u>Robert Spohr</u>

Vice President for Academic Affairs
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Montcalm, MI

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.***

Western Michigan University (WMU) is a public, Carnegie-classified research university (high research activity) that enrolls nearly 25,000 students from across the United States and more than 100 other countries. Founded in 1903, it is a learner-centered, discovery-driven, and globally-engaged university that stands out among the greater than 5,000 higher education institutions in the United States. WMU extends its reach beyond its main campus in Kalamazoo, Michigan by offering quality academic programs online and at these locations:

- WMU-Battle Creek (Kendall Center) in Battle Creek, MI;
- WMU-Southwest in Benton Harbor, MI;
- WMU-Grand Rapids: The Graduate Center-Beltline in Grand Rapids, MI;
- WMU-Grand Rapids: The Graduate Center-Downtown in Grand Rapids, MI;
- Wayne County Community College District University Center in Harper Woods, MI;
- Parker Hannifin Corporation in Kalamazoo, MI;
- Borgess Medical Center in Kalamazoo, MI;
- Bronson Hospital in Kalamazoo, MI;
- WMU-Lansing in Lansing, MI;
- Northern Michigan University in Marquette, MI;
- WMU-Muskegon in Muskegon, MI;
- WMU-MetroDetroit in Royal Oak, MI;
- Saginaw Public School District in Saginaw, MI;
- WMU-MetroDetroit in Southfield, MI;
- Traverse City, MI; and
- Universidad Iberoamericana (UNIBE) in Santo Domingo, Dominican Republic.

WMU extends the University's reach within the State of Michigan, as well as regionally and internationally, by offering courses, programs, research collaboration, conferencing, and professional development at physical locations away from the Kalamazoo Campus and online.

WMU's online and off-campus locations are administered through Extended University Programs (EUP). EUP is led by Dr. Dawn Gaymer, Associate Provost for Extended University Programs, whose office is located on the main campus in Kalamazoo. Dr. Gaymer reports directly to WMU's Provost and Vice President for Academic Affairs, Dr. Timothy J. Greene.

APPROACH TO OFF-CAMPUS INSTRUCTION

Since 1909, WMU has addressed Michigan's needs for access and workforce development by delivering courses at regional locations. The University has long-since sought partnerships to support education, research, training, and economic development needs in which the WMU has resources and expertise to ensure a collective impact. Off-campus programming and initiatives are determined based on research and input of internal and external stakeholders.

Extended University Programs at Western Michigan University operates as a self-funded unit. The division collects both credit and non-credit tuition revenue to fund operating expenses. Most capital, human, technical, and general operating expenses of the unit are funded through the EUP revenue collected annually.

WMU's off-campus locations operating hours with active programs are as follows:

Locations and Hours of Operation	Programs Offered

WMU- Battle Creek, Kendall Center
50 W. Jackson St
Battle Creek, MI 49017
Telephone (269) 965-5380
 	
Monday through Thursday 8 a.m. to 7 p.m.
Friday 8 a.m. to 5 p.m.
Other evenings or weekends as required
	Undergraduate Programs
	   Nursing RN-BSN (BSN)
	   University Studies (BA | BS)
	
	Graduate Programs
	   Business Administration (MBA)
	   Counseling Psychology (MA)
	   Counselor Education (MA)
	   Educational Leadership (MA)
	   The Practice of Teaching (MA)
	   Public Administration (MPA)
	   Public Administration (PhD)
	
	Graduate Certificates
	   Alcohol and Drug Abuse (Cert)

WMU- Grand Rapids: The Graduate Center-Beltline
2333 E. Beltline Ave, SE
Grand Rapids, MI 49546
Telephone: (616) 771-9470
 	
Monday through Friday 8 a.m. to 9:30 p.m.
Saturday 8 a.m. to 5 p.m.
Other evenings or weekends as required
	Undergraduate Programs
	   University Studies (BA | BS)
	
	Graduate Programs
	   Business Administration (MBA)
	   Counseling Psychology (MA)
	   Counselor Education (MA)
	   Educational Leadership (MA)
	   The Practice of Teaching (MA)
	   Engineering Management (MS)
	   Family and Consumer Sciences (MA)
	   Industrial Engineering (MSE)
	   Manufacturing Engineering (MS)
	   Social Work (MSW)
	
	Graduate Certificates
	   Alcohol and Drug Abuse (Cert)

WMU- Grand Rapids: The Graduate Center- Downtown
200 Ionia Ave, SW
Grand Rapids, MI 49503
Telephone: (616) 771-4100
 	
Monday through Thursday 8 a.m. to 9:30 p.m.
Friday 8 a.m. to 5 p.m.
Other evenings or weekends as required
	Undergraduate Programs
	   University Studies (BA | BS)
	
	Graduate Programs
	   Business Administration (MBA)
	   Career and Technical Education (MA)
	   Counseling Psychology (MA)
	   Counselor Education (MA)
	   Occupational Therapy (MS)
	   Organizational Learning and Performance (MA)
	
	Graduate Certificates
	   Alcohol and Drug Abuse (Cert)

WMU- Lansing
MC 8200W
210 W. Shiawassee St.
Lansing, MI 48901-7210
Telephone: (517) 483-9728
 	
Monday through Friday 8 a.m. to 5 p.m.
Other evenings or weekends as required
	Undergraduate Programs
	   University Studies (BA | BS)
	
	Graduate Programs
	   Public Administration (MPA)
	
	Graduate Certificates
	   Alcohol and Drug Abuse (Cert)

Locations and Hours of Operation (Continued)	Programs Offered (Continued)

WMU- MetroDetroit
32820 Woodward Ave Suite 220
Royal Oak, MI 48073
Telephone (248) 485-4500
 	
Monday through Friday 8 a.m. to 5 p.m.
Other evenings or weekends as required
	Undergraduate Programs
	  Interdisciplinary Health Services (BS)
	  University Studies (BA | BS)
	
	Graduate Programs
	  Organizational Learning and Performance (MA)
	
	Graduate Certificates
	  Alcohol and Drug Abuse (Cert)

WMU- Muskegon
221 S. Quarterline Rd
Muskegon, MI 49442-1783
Telephone (231) 777-0500
 	
Monday through Thursday 8 a.m. to 6 p.m.
Friday 8 a.m. to 5 p.m.
Other evenings or weekends as required
	Undergraduate Programs
	  University Studies (BA | BS)
	
	Graduate Programs
	  Educational Leadership (MA)
	  The Practice of Teaching (MA)

WMU- Southwest
2785 E. Napier Ave
Benton Harbor, MI 49022
Telephone (269) 934-1500
 	
Monday through Thursday 8 a.m. to 8 p.m.
Friday 8 a.m. to 5 p.m.
Other evenings or weekends as required
	Undergraduate Programs
	  Business Administration (BBA)
	  Elementary Education (BS)
	  Nursing RN-BSN (BSN)
	  University Studies (BA | BS)
	
	Graduate Programs
	  Educational Leadership (MA)
	  Organizational Learning and Performance (MA)
	  The Practice of Teaching (MA)
	  Social Work (MSW)

Traverse City
NMC University Center
2200 Dendrinos Dr., Ste 200-B
Traverse City, MI, 49684
Telephone (231) 995-1846
 	
Monday through Thursday 8 a.m. to 5 p.m.
Other evenings or weekends as required
	Undergraduate Programs
	  Freshwater Science and Sustainability (BS)
	  University Studies (BA | BS)
	
	Graduate Programs
	  Counselor Education (MA)
	
	Graduate Certificates
	  Alcohol and Drug Abuse (Cert)

Borgess Medical Center 1521 Gull Rd Kalamazoo, MI 49048 As needed to offer courses only	*Undergraduate Programs* Nursing RN-BSN (BSN)
Bronson Hospital 601 John St Kalamazoo, MI 49007 As needed to offer courses only	*Undergraduate Programs* Nursing RN-BSN (BSN)
Parker Hannifin Corporation Parker Aerospace, Hydraulic Systems Division 2220 Palmer Ave Kalamazoo, MI 49001 As needed to offer courses only	*Graduate Programs* Business Administration (MBA)

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

Guided by the University and Academic Affairs strategic plans, WMU will continue to examine and respond to the needs of the communities and students at each location by analyzing course and program evaluation data and, in response, incorporating any identified location, teaching, or learning supports. Annually, WMU examines and deploys strategies to promote programs, build enrollment, improve program offerings, and strengthen the comprehensive student experience. Opportunities to expand programming to meet the communities' needs are explored annually and incorporated into EUP's regular planning processes.

IN THE NEXT SIX MONTHS

WMU will continue to evaluate the current program portfolio for off-campus delivery and integrate hybrid delivery into some, perhaps change or discontinue locations and add new programs. The process is grounded in a collaborative shared governance set of quality assurance standards. Additional National and International delivered programs are currently being reviewed.

IN THE NEXT THREE YEARS

Although there are no final plans for requesting additional new locations at this time, WMU is anticipating that more locations will be considered and pursued. The University recognizes that there are many opportunities for expansion domestically, in and outside of Michigan, and internationally, citing the recently approved location in the Dominican Republic, and will pursue expansion after concluding research to determine which opportunity would be most beneficial in the short- and long-terms to WMU and the potential community(ies). WMU intends to expand its current programming at current locations to include the following:

Program	Location(s)
Food Service Administration (BS)	Battle Creek, MetroDetroit, Grand Rapids (both locations), Southwest
Social Work (BSW)	Southwest
Interdisciplinary Health Services (BS)	Grand Rapids (both locations)
Public Health (MPH)	Grand Rapids (both locations)
Health Informatics and Information Management (HIIM)	Grand Rapids (both locations)

IN THE NEXT 10 TO 20 YEARS

WMU additional location growth will be determined by the University and Academic Affairs strategic plans, and changes to its mission statement. New relationships, programs and research opportunities will inform WMU's physical presence off-campus. WMU will continue to study the educational needs, research opportunities, and prospective strategic partnerships that warrant extending the institution's expertise and resources to new communities. Additionally, WMU will re-evaluate its portfolio of locations to ensure that they are the best fit to fulfill strategic plan initiatives, as well as to ensure that WMU's presence adequately and appropriately serves the needs of the communities where each location is situated.

INSTITUTIONAL PLANNING AND FACILITIES

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

WMU off-campus facilities are held to the same standards as Kalamazoo Campus facilities. The University facility team works closely with EUP staff to ensure WMU's high quality standards are employed at all facilities. WMU's Extended University Programs' leadership team regularly reviews each program in consultation with the individual college or school leadership and the program's faculty that are responsible for the oversight and quality assurance of the academic program. This review ensures that each location meets all local, state, and

federal laws, as well as policies, regulations, and guidelines set by WMU, WMU's regional and specialized program accreditors, and industry standards.

When choosing locations, WMU ensures that the available technology, instructional tools, and general atmosphere are a reflection of main campus. Instructional facilities at each location are congruent with other WMU facilities and include modern classroom buildings equipped with wireless Internet access, high-definition projection systems, and built-in audio/video components all controlled from a centralized podium. Classroom facilities offer a variety of desk and chair options that allow for multiple arrangements in order to promote a variety of instructional and collaborative exercises. The network infrastructure is robust and capable of supporting web conferencing to and from remote locations, access to WMU's ELearning platform, and all online academic support systems. There are break-out rooms, study lounges, and other areas dedicated for use by students, faculty, and staff before, after, and during class sessions.

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

EUP's strategic plan includes goals and strategies to maintain high quality facilities. WMU facilities and equipment resources are informed by curricular needs, as well as the safety and well-being needs of students, faculty, and staff. There are multiple check points in place that ensure the facilities meet the needs of the students and program curriculum, including its institutional, program, general education, and course assessment processes; program review; relevant data collection; and administrative oversight. For example, clinical programs such as Occupational Therapy and Counseling have customized spaces to meet their particular curricular needs. Faculty and staff at all locations utilize the data gathered to maintain and improve quality. These data offer insight into the trends occurring at off-campus locations and within the surrounding communities, and provide necessary information concerning facility needs.

Off-campus locations are subject to regular safety audits conducted by WMU's Department of Emergency Management, which is also responsible for all audits and emergency preparedness on WMU's main campus. Similar to on-campus, off-campus locations are equipped with security cameras and on-site private security, tornado shelters with regular drills, scheduled fire drills, and automated external defibrillators (AEDs.)

The teaching facilities are equipped with the same instructional technologies and capabilities to support the instructional methods and materials used at WMU's main campus. Instructors have the equipment and space required for direct instruction, collaborative work, in-class projects, multimedia presentations, break-out sessions, and connectivity to Internet resources.

WMU employs administrators and staff in positions that are dedicated to the direct oversight of the activities conducted at off-campus locations. Those administrative and staff positions are the associate provost for Extended University Programs, the associate deans from each college that have programs at a location, the executive director of technology, the executive director of enrollment management and marketing, the director of business operations, the director of conferences and facilities, and the regional directors. These key positions are charged with multiple duties related to specific additional locations that ensure facilities meet the needs of students, faculty, and delivery of the curricula.

INSTRUCTIONAL OVERSIGHT

5. *How does the institution ensure that promotion, marketing, and enrollment for the additional location stay in balance with the institution's actual resources and technical capabilities?*

EUP is the central coordinating unit for the WMU's academic colleges to provide off-campus and online education, which includes direction and assistance to faculty for program development. Enrollment capacity is determined through various steps to gather input, utilizing WMU's shared governance processes. Off-campus delivery of a program is integrated into the Faculty Senate curriculum proposal processes. EUP provides funds to increase instructional and technical capacities relative to new delivery opportunities. Extensive planning ensures that there is alignment between new opportunities and resources required for quality delivery.

Program planning for each location takes into consideration instructional capacity, availability of classroom space, advising needs, and student services availability. Program enrollment is determined by pedagogical considerations of the discipline and any specialized program accreditation requirements. Program admission and course-level capacity are capped to ensure that students receive a high-quality learning experience, as well as any requirements outlined for specialized program accreditation bodies. Room scheduling software is utilized to ensure that rooms are scheduled based on course enrollment and instructional requirements.

Each semester, the University uses multiple promotional and marketing methods to share information about programs at off-campus locations. Designated personnel at each location work with individuals directly in marketing and communications, University relations, and admissions to ensure that resources used for promotion, marketing, and enrollment are aligned with the University's resources and technical capabilities. Enrollment and capacity data are utilized to ensure conformity with location capabilities.

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

Marketing for regional locations and online education is developed in conjunction with academic departments through EUP's dedicated marketing units. Academic departments are responsible for ensuring that the academic information, application information, admissions requirements, and program details are accurate. The regional location marketing units are responsible for ensuring that factual information, such as contact information and website links are accurate; that marketing materials follow best practices; and are in compliance with legal regulations and the Department of Education's Higher Education Opportunity Act requirements for transparency on costs, expected career paths, and earning potential.

Information for additional locations, presented to students in advertising brochures and other communications, is developed in alignment with information pertinent to main campus communications. All locations enter semester courses and sections into the same electronic student information system as that used by the main campus, and the same department review process is followed. The academic calendar maintained by WMU's registrar is applicable for all WMU locations.

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

WMU uses an annual zero-based budgeting method with the fiscal year beginning July 1 and concluding June 30, annually. Budget-setting begins in the third quarter of each fiscal year and is completed prior to the end of the fourth quarter to ensure that all departments are prepared to begin the new fiscal year with appropriate funding. Each department chair develops an annual budget, including appropriate funding requests for academic program activities at additional locations. Additional staffing for full-time and part-time positions is discussed relative to known and expected changes in requirements for additional locations. Justification for additional staff or faculty requests is required in advance. These requests are reviewed by the program's college or school, working in conjunction with EUP leadership.

At WMU, all off-campus location costs, including technical and actual resources required to provide service, are budgeted separately from those residing solely on main campus, and are budgeted through EUP. Strict leadership oversight ensures that these costs remain within the set budget.

EUP staff provide recruiting and student support services, and serve as liaisons to University resources. Academic departments are responsible for hiring and assigning instructors for courses and programs offered at WMU regional locations as well as providing regularly-scheduled advising.

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

In addition to on-site personnel at each location, WMU deans, one per degree-granting college (College of Arts and Sciences, College of Aviation, College of Education and Human Development, College of Engineering and Applied Sciences, College of Fine Arts, College of Haworth College of Business, and College of Health and Human Services). The deans provide administrative oversight of the entire college, including all instruction in their college's academic programs regardless of location. Further, all deans report directly to the University's provost and vice president for academic affairs, who also ensures high-quality education delivery at all locations.

WMU has a detailed course, program, and institutional assessment process. Instruction and curriculum are under the purview of faculty and academic departments. Off-campus regional locations adhere to the exact quality assurance standards as main campus. Academic department review processes examine program effectiveness, regularly. Additionally, through the EUP program review and maintenance process, the academic department and EUP meet annually to review program data and ensure continuous improvement. The WMU Faculty Senate Committee on Extended University Programs serves as the curriculum committee for the University studies bachelor's degree program.

INSTITUTIONAL STAFFING AND FACULTY SUPPORT

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

All faculty located and teaching at WMU's off-campus locations must meet the same academic qualifications of faculty teaching in WMU's on-campus programs. The academic department overseeing each program is responsible for hiring and evaluating all faculty teaching off-campus programs. There is no distinction between the hiring criteria or processes for off-campus and on-campus faculty. Academic departments work in conjunction with human resources to ensure that all faculty and instructors meet the qualification requirements of WMU, their respective disciplines, and individual program needs. Further, University policy requires faculty to submit annual productivity reports, conduct annual course and teaching evaluations, and file updated curricular vitae at regular intervals.

Applications for graduate faculty status provide evidence that the individual faculty member is qualified to instruct at the graduate level. Faculty at all WMU locations are in "good standing" with the tenure and promotion process, and demonstrate qualification and competence per the agreement of criteria at multiple levels of review, which include standardized evaluations as required by the contract. WMU also has a number of faculty that primarily teach at the main campus location, but also teach at regional locations. This helps ensure congruence between on- and off-campus instructional quality. WMU maintains records documenting institutional adherence to internal, statewide, and regional qualification policies on the main campus. For example, all instructor transcripts are kept on file in the Human Resources.

Instructor course assignment at regional locations takes place through course planning forms (CPF) which are completed by the individual department chair and college dean. The CPF ensures that assessments of faculty qualifications at regional locations are made in the same way as for faculty teaching on main campus. Any faculty member (full- or part-time) teaching a graduate-level course must also separately attain graduate faculty status from the dean of WMU's Graduate College.

WMU provides pedagogic support via the Office of Faculty Development for all full- and part-time faculty. EUP also provides support for teaching in the online format, specifically-technological instructional-design, and help desk support. Colleges and academic departments schedule relevant meetings and trainings regarding distance and online education to ensure that faculty receive appropriate and timely information and training.

10. *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.*

WMU's regional location faculty and staff are evaluated in the same way as main campus employees. WMU ensures that employees at all locations begin their experience with WMU through a fair and consistent selection process, participate in orientation, and mature in their careers through professional development in their functional area. WMU's Human Resources department ensures that open positions at all locations are posted in accordance with University policies, and that the postings meet federal and state legal requirements. Once hired, new employees, at all locations, participate in an orientation program facilitated by Human Resources and enter into a six-month probationary period. Probation goals are set with reporting occurring at two-, four-, and six-month check points to ensure that each new employee has progressed through initial training is acclimating to their position and to the WMU environment, and that the positional fit is good between the department and new

staff person. Ongoing professional development opportunities are regularly scheduled by the offices of Faculty Development, Research, and Diversity and Inclusion, as well as by University Libraries, Lee Honors College, the Graduate College, and the academic colleges. All staff and faculty are encouraged to participate in professional development opportunities that occur both on- and off-campus. In addition, WMU offers tuition waivers for all employees including those working at regional locations.

The teaching competence of all tenure-track faculty is regularly evaluated by peer faculty member. All WMU faculty are represented by either the AAUP (American Association of University Professors) or PIO (Part-time Instructors Organization), depending upon their status as full- or part-time faculty. Negotiated faculty contracts address specific processes for faculty evaluation, and contractual requirements for evaluating faculty performance are the same for main campus and regional locations. Tenure-track faculty are reviewed on the schedule specified by contract which includes formal reviews in years two, four, and six. An important part of the reviews are the results of course/instructor evaluations from students. All faculty are required to evaluate their courses annually, using the standardized ICES Online system. Term and part-time faculty across locations are reviewed on an annual basis. These annual reviews include consideration of the results from the ICES Online course/instructor evaluations.

All new faculty are invited to participate in the annual New Faculty Orientation, which is a two-day event organized and hosted by the Office of Faculty Development. This orientation takes place on the main campus and includes required segments offered by Human Resources. Additional college, departmental, and off-campus location orientations are also provided to ensure that all new faculty hired to teach at an off-campus location develop a connection with their colleagues on the main campus, and to ensure that they are receiving the same information as their peers. During this orientation, faculty are provided information on available support resources, including technological and instructional support. EUP's instructional designers and staff assist faculty with use of ELearning tools, and on-site staff ensure that activities like faculty ordering the books for their courses are consistent between main campus and the locations.

An online portal called the Teaching/Learning Commons is available to all instructors through WMU's ELearning system. It contains self-paced modules, tutorials, and video vignettes on best practices for teaching and learning that take instructors from the first day of class through end-of- semester grading. The online portal also provides monitored, facilitated discussions where instructors can talk with the Office of Faculty Development staff, as well as peers about teaching, learning, and research/creative activity topics. An online searchable guidebook is available in the Teaching/Learning Commons to further assist instructors. Instructors are able to access this system via smartphone, tablet, e-reader, and computer 24 hours per day. Dedicated personnel from the Office of Faculty Development are also available for individual consultation.

STUDENT SUPPORT

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

Students at WMU's regional locations have direct access to all student services that are also offered on the main campus in both in-person and technology-based formats. Students receive academic support from instructors via face-to-face meeting sessions, telephone, email, course management system communication tools, and web conferencing systems. Students complete instructor/course evaluations at the end of each semester at all locations, the results of which provide additional data on the delivery, support, and proper management of academic and student services.

Academic services, such as advising and tutoring, are aligned with student needs and managed by the academic program coordinator who works in conjunction with on-site student services coordinators and on-campus resource offices.

Student support services include:

- Networked computers and high-speed Wi-Fi;
- Full-time on-site employees to assist with student needs;
- Virtual access to University Library's extensive electronic resources and virtual or in-person education session on how to use the resources;
- Access to help desk services by telephone or email for GoWMU (WMU's log-in accessed portal);
- WMU Webmail, and the WMU learning management system (ELearning);
- WMU Bookstore services via online or telephone ordering of traditional textbooks and course packs, which can be mailed to students or an off-campus location;
- WMU Bookstore services via online or telephone ordering of e-books and course materials;
- Dedicated office space available for faculty to meet with students at all regional locations;
- Telephone access for students to call offices on the main campus;
- Test proctoring available at all locations for distance and online education students;
- WMU alert notification system and reverse 911;
- Information regarding student concern forms and the student conduct referral process are distributed to faculty at all locations, each semester;
- Regularly-scheduled advising dates at each location and other dates scheduled as needed;
- Open houses, admissions, registration, and orientation sessions for students at all locations; and
- Access to WMU's Office of Military and Veterans Affairs to assist with the transition from armed service member to WMU student.

12. *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?*

WMU provides students with access to admissions, registration, student records, financial aid, and career services in many ways. All students, regardless of location, have for their use the following:

- Full-time, on-site faculty and staff to assist with student needs;
- Admissions, registration, student records, financial aid, and career services are available through face-to-face interaction, email, telephone, and virtual meeting;
- Information is available on WMU and departmental websites regarding office hours and how to utilize the services provided, with assistance offered at each location in-person, online, via telephone, and through email;
- Staff members travel to regional locations for regularly-scheduled classroom presentations on various services available to students;
- Services offered through each department are highlighted in WMU's academic catalogs with contact information included;
- All student services offices are staffed 8 a.m. to 5 p.m., Monday through Friday, with evening hours available by appointment—many offices offer extended hours from 8 a.m. to 7 p.m., Monday through Thursday during peak times to assist students with course registration, advising, and financial aid;
- Regional locations have networked computer banks, secure Wi-Fi, and software available for student use and download;
- Students can access their educational records and unofficial transcripts online, including the graduation audit system for their current major or any other college major;
- Official transcripts can be requested online;
- Admitted-student events are held at various locations during the fall semester so that students can meet representatives from all academic colleges, and connect with representatives from student financial aid, study abroad, multicultural affairs, and other student service units;
- Students can access financial-aid accounts online to monitor the application process, obtain documents needed, and see financial-aid awards;
- WMU's Career and Student Employment Services department provides online access to employment opportunities via broncojobs.com—in fiscal year 2013-14, approximately 10,000 internal and external job opportunities for students and recent graduates were posted;

- Career and Student Employment Services also assists all students with résumé and cover letter development via email or virtually at all locations—in fiscal year 2013-14, approximately 2,000 résumés were reviewed; and
- Locations partnered with community colleges offer transfer students the same services, as well as additional regular visits from program advisors.

13. What evidence demonstrates that student concerns are addressed?

The process used to address student concerns is the same for all locations. WMU's offices of Student Conduct and Institutional Equity provide specific policies that directly guide the process of resolving student concerns including academic records, computing policies, student privacy, complaints and grievance procedure, student rights and responsibilities, anti-harassment, and record of student complaints.

Students at all WMU locations also have full rights to access the services provided by the Office of the Ombudsman. The University Ombudsman is an intervention agent and impartial person that helps resolve academic and non-academic concerns, including dispute resolution, grade or program dismissal appeals, and hardship/non-attendance appeals. The Ombudsman maintains independence from other administrative units, impartiality, informality, and confidentiality, and is authorized to make thorough investigations with access to University offices and records.

Additionally, records of complains received by the Offices of the President and the Provost are maintained, regardless of the mode by which they arrived. All formal student complaints are kept confidential in accordance with applicable privacy laws and standards.

All students are subject to the rules, processes, and stipulations found in WMU's Student Code, published by the Office of Student Conduct. The code is readily available online at http://www.wmich.edu/conduct/code/. During the fall welcome program, students are made aware of the responsibilities to uphold the code. Under the guidelines set in the code, students may initiate concerns in a variety of ways. They can contact faculty, advisors, counselors, department chairs, staff, supervisors, administrators, and/or board members to discuss concerns. The type of concern guides the resolution process as described in the various policies.

EVALUATION AND ASSESSMENT

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

All academic programs are under the oversight of an academic department chair or school director from the college within which the academic program resides. A faculty member from that program, in consultation with the department chair/school director and other program faculty, is responsible for quality assurance, off-campus faculty assignment, and performance review. This structure ensures comprehensive institutional oversight of instruction at WMU's off-campus sites as well as consistency for similar programs offered at all off-campus locations.

WMU has a strong, mature, and active assessment program aimed at maintaining academic quality at all locations. WMU's assessment activities include institutional assessment, program assessment, program review, course assessment, and general education assessment. All regional locations participate in the University's assessment program.

Student learning outcomes (objectives) are listed for each course and established by the academic department in which the program is derived. The outcomes for all programs and courses are directly mapped to course objectives, and then tracked using the institutional data tracking system, TracDat®. The TracDat® repository allows users to enter data and run reports on outcome achievement, student performance, and program. Student academic performance measures include grades and selected assignments, including the writing intensive research critique, along with time-to-graduation.

All courses utilizing an ELearning component are developed using a quality-based instructional design process derived from institutional and national quality standards, program accreditation requirements, and college and departmental standards. ELearning is built for those with disabilities in mind. Course and program achievement are assessed regularly through the Academic Program Planning and Review process which evaluates student learning outcome achievement as a point of examination.

Program and course quality are equal on- and off-campus, and students are held to the same standards upon admissions and throughout the program. Syllabi, required assignments, tests, and entry and exit requirements are the same regardless of location.

15. 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 these differences appropriate?

All measures and techniques WMU uses for assessment and evaluation are equivalent and identical for all WMU campus locations. Likewise, all faculty, regardless of location, are required to participate in course assessment activities appropriate for their discipline and in accordance with regional and specialized program accreditation standards.

To ensure that best practices are being used at WMU, the Office of Assessment and Undergraduate Studies was created prior to WMUs last comprehensive visit to provide administrative oversight of student assessment and evaluation at WMU. The office serves main campus and all locations and oversees the Office of Faculty Development, which routinely provides training and support to faculty on assessment and evaluation best practices and methods.

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

EUP provides leadership in linking strategic quality goals with resource allocation. This continuous process is highly collaborative with academic departments that are accountable to curriculum and instruction along with EUP which focuses on the delivery tools, facilities, community engagement and resources needed.

Through the academic colleges, and in conjunction with EUP, a strong assessment program involving the faculty and staff at off-campus locations is used to ensure continuous quality improvement. The assessment program is based on a set of common continuous improvement practices whereby faculty and staff develop specific, measurable goals with clearly-articulated outcomes/objectives, achievement targets, and action plans. Curriculum changes are also documented, and the rationale for making changes is included—this ensures that changes are made with well-reasoned purpose. Another means to assure continuous improvement is the University's program review. Finally, internal college processes, including resource allocation, assessment, and strategic planning, assure that programs are engaged in processes leading to continuous improvement. Administrators and supervisors are asked to review all assessment plans, annually.

At the conclusion of each assessment year, faculty and staff are asked to update their course, program, general education, program review, and institutional assessment plans, and to identify whether they have met, have partially-met, or have not met their goals and objectives. If they have met their goals and objectives, they identify new ones and develop new achievement targets, measures, and evidence. If they have partially-met or have not met their goals and objectives, they create an action plan to complete the work.

In addition to formal assessment processes, meetings are regularly-scheduled with EUP staff to discuss continuous improvement and innovation; surveys are sent to students, faculty, and alumni; improvement ideas from the Faculty Senate Council on Extended University Programs (a former committee of the Senate) are implemented; suggestions for improvements from faculty/student advising on location are received and evaluated; and, improvements arise from ongoing communications via email, telephone, and face-face meetings of faculty with staff.

Ongoing education and professional development are also widely-used means for assuring a process of continuous improvement for related programs, whether they are offered on the main campus or off-campus locations. Faculty and staff are encouraged to use tuition reimbursement, participate in learning communities

offered by the Office of Faculty Development, and pursue professional certifications to stay current on the latest teaching/learning strategies and technology.

Lastly, the wide-spread use of strategic planning informs a culture of continuous improvement that extends to off-campus locations. Not only does the University have a strategic plan that purposely includes WMU's mission to continuously pursue global engagement and involvement in communities in which there is University presence, but also informs more specific unit planning. Twice per year, WMU measures its progress toward increasing and improving off-campus offerings through strategic plan reporting. Results from each reporting period are shared with unit leadership in order to determine any directional shifts or opportunities that may be available.