



August 21, 2014

Dr. John Dunn  
President  
Western Michigan University  
1903 W. Michigan Avenue  
Kalamazoo, MI 49008-5200

Dear President Dunn:

This letter is accompanied by a copy of the Multi-Location Visit Report completed following Mr. Robert Spohr's visit to Western Michigan University. The pattern of operations at the locations visited appears to be adequate and no further review or monitoring is necessary.

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

Thank you again for your flexibility and hospitality in arranging the Multi-Location Visit, which fulfill federal regulations related to multiple off campus locations. 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 its report, please feel free to contact Pat Newton-Curran ([pnewton@hlcommission.org](mailto:pnewton@hlcommission.org)).

Sincerely,  
Higher Learning Commission

Enclosure



## Multi-Location Visit Report

Institution:	Western Michigan University
Ad. Location #1:	WMU – Battle Creek, 50 Jackson St. W., Battle Creek, MI 49017
Ad. Location #2:	Bronson Hospital, 601 John Street, Kalamazoo, MI 49007
Ad. Location #3:	WMU – Southwest, 2785 Napier Ave, Benton Harbor, MI 49002
Ad. Location #4:	WMU – Grand Rapids, 200 Ionia SW, Grand Rapids, MI, 49503
Ad. Location #5:	WMU – Traverse City, 2200 Dendrinos Drive, Suite 201, Traverse City, MI 49684
Date Reviewed:	August 6, 2014 & August 8, 2014
Evaluator Name, Institution, & Title:	<b>Robert Spohr, Montcalm Community College, Vice President for Student &amp; Academic Affairs</b>

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.

**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:** WMU’s model for additional locations is that Extended University Programs (EUP) is the funding mechanism, while programs are delivered by the academic department or division of the university. EUP provides staffing of the locations and support services for students and faculty, but is not involved in hiring the faculty members who teach at each location. Locations are staffed from the time classes start, until all students and faculty leave after the last class has ended each day. Each location has at least one computer lab for students, with some also being available for community members. EUP locations also offer free printing services for students.

Whether it is an adjunct faculty member or full-time, EUP sends them a document to fill out prior to the semester. This document allows faculty members to communicate how they want the classroom set-up, and any other needs they may have. A representative from EUP visits each classroom on the first day of class to explain emergency procedures and answer any questions they may have. All faculty interviewed indicated that they believed that they had the same, or better support at EUP campuses as they did on WMU’s main campus.

Library services are available online for EUP students. The WMU library offers 45,000 electronic journals, 400 electronic scholarly databases, 20,000 e-books, and streaming videos. The library will mail books and DVDs, or scan and email journal articles to EUP students for no-charge. The librarian travels to all regional locations each semester to show students the resources and teach them best practices for using them. The library also offers students to ask questions by email, text, Skype, or by chat. This service is available until midnight Monday – Thursday.

The additional locations reviewed were all in fantastic condition, with up-to-date technology. Locations 1 – 4 all offer single sign-on with WMU's home campus. The Traverse City location does not, because it is a University Center for Northwestern Michigan College. Each classroom is equipped with similar technology, including computers, projectors, and digital overhead projectors. At each location, WMU focuses on specific programs that meet the needs of the community. This allows WMU students and faculty to focus on helping the community they serve, while offering hands-on learning opportunities for students. All locations have assessment plans for every program, which is consistent with assessment on the main campus.

The Battle Creek location offers graduate programs in business administration, counseling psychology, counselor education, education, educational leadership, and public administration. This location also offers a bachelor's degree in nursing, and a graduate certificate in alcohol and drug abuse. The public administration program is one of the largest on this campus. The program's faculty director, Dr. Liggett, splits time between this site, main campus, and Washington D.C.. Dr. Liggett schedules classes for the location 3-4 years in advance, because full-time faculty are rotated through the location.

The Bronson Gilmore Center in Kalamazoo is located at Bronson Hospital, approximately one mile from WMU's main campus. WMU only offers one class each year at this location each spring. The same faculty member teaches the course each year. The location is maintained by Bronson Hospital, with Bronson providing parking and security.

The Benton Harbor location is on Lake Michigan College's main campus in Benton Harbor. This location offers graduate programs in education, organizational learning, and social work. Undergraduate programs offered are business administration, elementary education, and nursing. This location is the home for two full-time faculty (social work and nursing), a full-time staff member, and one full time student services administrator. The Benton Harbor area is economically depressed, with many cultural issues that need to be addressed. The full-time faculty members work together to use students in Benton Harbor to help the community during their hands-on learning experiences. This includes working with middle school children to help them learn about social issues they may experience.

The Grand Rapids location is located in Downtown Grand Rapids, next door to Mel Trotter Missions. This location offers graduate programs in business administration, counseling psychology, counseling education, occupational therapy, and organizational learning and performance. A bachelor's program in university studies is also offered. This location is approximately one-hour from the main campus, and has off6 (s) (n6 (es) 4 (f) 1 ( ) (has)ad (pr) u (m) -5-5 ( )

therapy students to provide therapy to homeless children, adolescents, and adults at the Mel Trotter Mission or other area locations.

The Traverse City location is located in the University Center of Northwestern Michigan College. This University Center is also home to Central Michigan University, Davenport University, Eastern Michigan University, Ferris State University, Grand Valley State University, Michigan State University, and Spring Arbor University. This location offers a graduate program in counselor education, a bachelor's program in freshwater science and sustainability, and a graduate certificate in alcohol and drug abuse. This location is home to one full-time faculty member (counseling), a full-time director, and a full-time staff member. The location offers plenty of parking, up-to-date technology, and as reported by students, great service.

One important thing to consider in Traverse City is to consider other ways for students to get the clinical time they currently do in Grand Rapids. The reviewer understands that there are issues involved in this, like accreditation and budgets. The reviewer also understands that students understand that this is required from the beginning. These trips to Grand Rapids are scheduled one day each week for the semester, and students generally carpool. Students indicate that it is a good experience, but also made comments like "this creates a 16 hour day for me." This practice brings up many other issues to consider. Safety should be a considered, since students are on the road a minimum of four hours that day, with the final two hours being 10 PM – midnight. Student finances should also be considered. This is a 280 mile round trip each week. If you take into account fuel, depreciation, maintenance, etc., this trip costs students over \$155 per week. Learning should be considered. Having students drive two hours, have class from 6-10 PM, then drive home does not create the best learning experience. Lastly, EUP's vision should be considered. Yes, students do over 600 hours of field work in Traverse City, but as the students said, it would be great to have a facility in Traverse City that could serve the community like Grand Rapids does.

**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:** EUP has control of its own budget. EUP does not use institutional resources, instead it is full self-funded. EUP is profitable, and provided budget projections for the next year. EUP has one administrator dedicated to the maintenance of all locations, and another who is dedicated to technology. Growth is managed through a clear process where environmental scans are completed (including community surveys) before a program is launched. Students get to evaluate all EUP courses each semester. EUP programs/classes also run on the same assessment plans as programs/classes on the main campus, and are expected to provide equal if not better education.

Every EUP location is well-managed, with the divisional planning process being clear. The EUP Provost, Dr. Gaymer, has a clear vision for the program and is highly respected by everyone the reviewer talked to. More than one employee stated that EUP is better than it ever has been since Dr. Gaymer took over. Dr. Gaymer's vision to not only provide education, but to also focus on serving the communities is one that will serve WMU well in the future.

**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:** Locations 1, 3, and 4 are all owned and operated by WMU, while locations 2 and 5 being locations owned by another entity and shared by WMU and other institutions. The additional locations reviewed were all in fantastic condition, with up-to-date technology. Locations 1 – 4 all offer single sign-on with WMU's home campus. The Traverse City location does not, because it is a University Center for Northwestern Michigan College. Each classroom is equipped with similar technology, including computers, projectors, and digital overhead projectors. Each location has at least one computer lab for students, with some also being available for community members. EUP locations also offer free printing services for students.

**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:** WMU's model for additional locations is that Extended University Programs (EUP) is the funding mechanism, while programs are delivered by the academic department or division of the university. In some cases, full-time faculty work at the location on a full-time basis, and in other cases full-time faculty from the main campus rotate through. In all cases, faculty teach to the same goals and objectives as are used on the main campus.

Discussions with students revealed that students were happy with the education they received at off-campus locations. A few of the students who had taken classes both on the main campus and at an additional location remarked that they believe that they receive a better education on off campus locations. One group did remark, that in some cases, they have had full-time faculty from the main campus, teaching in Grand Rapids, who arrive late for class, and are not effective teachers. These students stated that they enjoy being challenged, but when the faculty in question taught they left class feeling like they had not learned anything.

As the reviewer understands the system, faculty indicate which classes they want to teach and where. That information is then used to create the final assignments. Departments may also want to consider other factors when making assignments, or find a way to make sure that faculty arrive to class on-time.

**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:** Discussions with faculty and students indicate that staffing and support is as good if not better than the main campus. EUP sends all faculty a document to fill out prior to the semester. This document allows faculty members to communicate how they want the classroom set-up, and any other needs they may have. A representative from EUP visits each classroom on the first day of class to explain emergency procedures and answer any questions they may have. All locations are staffed from open until the last class ends and all faculty and students have departed. Staff at these locations are knowledgeable enough to help both students and faculty when needed. One suggestion to consider is to pay for faculty parking when they come to an off-campus location on non-teaching days. This time is just as important to quality as time in the classroom, so WMU should consider treating it as they do teaching days.

**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:** Library services are available online for EUP students. The WMU library offers 45,000 electronic journals, 400 electronic scholarly databases, 20,000 e-books, and streaming videos. The library will mail books and DVDs, or scan and email journal articles to EUP students for no-charge. The librarian travels to all regional locations each semester to show students the resources and teach them best practices for using them. The library also offers students to ask questions by email, text, Skype, or by chat. This service is available until midnight Monday – Thursday.

Each additional location has student service personnel or a faculty advisor available for students. Location staff and directors are also available to help students navigate any problem they may have. Students mentioned that Bronco Express, a service to assist students with transactions and questions related to registration, financial aid, making payments and their student accounts, is extremely helpful. Students at off-campus locations can either call or email to get help.

**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:** All locations have assessment plans for every program/class, which is 5.44 nh on needed

## 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.
- The overall pattern of this institution's operations at its additional locations is inadequate and requires Commission attention.