

ADDITIONAL LOCATIONS REVIEWER FORM

Institution:	Missouri State University, Springfield, Missouri HLC ID: 1449
Ad. Location #1:	Joplin Extension Center, 724 Illinois Ave., Joplin, MO 64801
Ad. Location #2:	West Plains Extension, 128 Garfield, West Plains, MO 65775
Ad. Location #3:	Defense and Strategic Studies Department, 9302 Lee Highway, Suite 760, Fairfax, VA 22031
Date Reviewed:	Joplin, MO Sept. 26, 2011; West Plains, MO Sept. 27, 2011; Fairfax, VA Oct. 17, 2011
Reviewer, Institution & Title	Nancy E. Adams, Professor of English, retired, St. Louis Community College

1. Instructional Oversight. What evidence confirms that the institution effectively oversees instruction at the additional locations? Consider, in particular, consistency of curricular expectations and policies, timely availability of coursework 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: The Missouri State University Joplin Extension Center, West Plains Extension Center, and Defense and Strategic Studies Department (DSS) in Fairfax are managed by site coordinators. Those coordinators report to the Associate Provost of Access and Outreach at the MSU Springfield campus (new to the university as of July 2011) via email, ITV conferencing and site visits. They also communicate regularly with Springfield Academic Deans and Program Coordinators regarding oversight of program delivery, curricular consistency, student support and advising, faculty hiring, faculty professional development, and course rotation schedules, academic schedules, and with the Associate Provost about resource allocation, delivery adjustments, and strategic planning and marketing.

All external site and online students are subject to the entrance requirements, curricular expectations, academic progress provisions, evaluation and assessment techniques, and policies of those at the Springfield campus. The Joplin center offers Master's Degree programs in areas of Education, Business and Social Work. West Plains students are both upper-division Bachelor's and Master's Degree students in various programs of Education, Business, and Counseling. There are also two entirely online Bachelor-Degree programs in Nursing and Technology Management and several partnership Bachelor-Degree programs in Child and Family Development and General Agriculture. All Master-Degree programs are on-ground. The Fairfax center in Virginia offers one Master's Degree program in Defense and Strategic Studies and a corresponding graduate certificate. At present, in both ITV and on-site classes, the Joplin center services 93 students; West Plains, 167 students; and Fairfax, 75 on-site only students. These figures do not include students taking only Internet courses, who also take advantage of student and academic services at the three external centers. MSU has found it difficult to track off-



campus enrollments with students combining all three modalities, but the Enrollment Management Committee is currently working on a Banner system tracking mechanism to identify students by location code within all types of deliveries.

The MSU programs at the Joplin center are the only on-ground option students in that area have for graduate study. The graduate programs available there are not offered by the only other local baccalaureate provider, Missouri Southern State University (Joplin), but MSSU does partner with MSU for these programs. Some of the students who met with the reviewer say that they live even farther away from the Springfield campus than Joplin (an hour away) and drive 45 minutes to an hour just to arrive at the Joplin center. In addition, a Missouri University Ed.D. program has six students who meet at the Joplin center on Wednesday evenings.

The Missouri State Campus in West Plains is a two-year only institution, so the upper-division baccalaureate and graduate degree programs at the West Plains outreach center are needed for residents of West Plains, two hours southeast of Springfield, and for residents of other South Central Missouri cities without access to upper division and graduate programs.

The dean of the MSU College of Humanities and Public Affairs in Springfield oversees the DSS Master's Degree program (Defense and Strategic Studies) in Fairfax, Virginia. It is the only program of its kind in the DC area that has an affordable tuition (\$11,772 per year) and courses in demand for the types of employment in that area. The department chair at DSS and the Academic Dean in Springfield keep in close contact and have planned installation of new technology so that courses from Fairfax will be offered to the Springfield campus and faculty and students can have remote exchanges.

All faculty are considered equals in reference to orientation meetings, in-service education and other local or Springfield campus staff development activities. Also, both full- and part-time faculty teaching full schedules get the benefit of 15 hours per semester of tuition waivers for themselves, children, and spouses. Comments by the graduate and upper-division faculty show support for the MSU mission, especially in public affairs engagement and leadership. They stay closely connected with their communities and impart that commitment to their students. Several Education faculty are associated with local elementary and secondary schools in the Joplin and West Plains outreach areas, giving rise to student service-learning opportunities. One of the MSW program faculty at Joplin is coordinating tornado disaster relief efforts in addition to her teaching schedule. From the beginning of the fall semester and continuing into the next few months, MSU outreach faculty and student volunteers are pulling together with relief agencies to provide types of assistance to residents with urgent social needs. Students who met with the reviewer at each site were very positive about their instructors and pleased by the quality of their classes and the responsiveness of their instructors.

- The instructors at the Joplin center are mostly full-time faculty who also teach at the Springfield campus and either drive there to teach in person or teach via ITV. A few former ITV courses are currently being offered via Blackboard, and the reviewer was told that more will follow. All of the Joplin MBA faculty teach via ITV from the Springfield campus. A review of the Curriculum Vitae of both part-time and full-time instructors indicate qualified faculty.
- At West Plains there are more instructors to serve the larger number of students, so there are also more part-time instructors, called "Per-Course Faculty." A quick review of the CV's of all current faculty indicated HLC compliance. This site also offers business courses from Springfield via ITV to students at West Plains, and from West Plains to other ITV sites.
- At DSS, there are currently two full-time faculty (one is the department chair), twelve adjunct faculty, and two part-time coordinators-administrative assistants. One of the adjunct faculty is considered as a permanent faculty member. Because of his international connections, especially in Europe, he started the Czech Masaryk University faculty and student exchange at DSS. On a rotating schedule, a professor



from Masaryk University in the Czech Republic teaches at DSS-Fairfax and one from DSS-Fairfax teaches at Masaryk. Most of the faculty are current or former employees of the U.S. Department of Defense or other defense, intelligence, or government agencies who have experience in national or international security, intelligence, terrorism, nuclear strategy, arms control and space policy. All full and part-time faculty there appear to be qualified with either Doctoral or Master’s degrees. The adjunct faculty are hired for their particular specialty, so there is not MSU-provided professional development per se for them in those specific studies. However, there are funds available from donors for some DSS-related travel, including international travel. Salaries for faculty come from the Springfield faculty budget process, but costs of living in DC are considerably higher than Springfield’s. In order to keep the high-level quality of personnel, the department head uses some of the funds he solicits in donations to his program from group connections in the Washington area to augment faculty salaries and provide some student scholarships.

- DSS students say the “core” faculty group, those who tend to teach each day and are at the DSS most of the day (includes both full and adjunct faculty) are especially helpful to any students who need to confer with them. The reviewer heard no complaints from DSS students about course availability and rotation. Several students say they will graduate within a year and a half after they first began the program by also taking summer classes.
- Students in the DSS program take two courses in their curriculum that require public speaking (using graphical elements and PowerPoint) and writing in the style needed for work in the defense and public policy industries and in their theses. These courses help to insure that students will have these important skills needed for their internships and employment after graduation.

2. Academic Services. What evidence confirms that institution delivers, supports, and manages necessary academic 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, library materials/services, and attention to student concerns.

Judgment of reviewer - check appropriate box: adequate attention needed

Comments: Program registration takes place in person or via Internet or phone at each of these three external sites. Students at both Joplin and West Plains get advised via email, telephone or Skype, the site coordinator, and sometimes by an actual advisor. Students at Fairfax get advised by faculty members or by site coordinators since there is no academic advisor available either in person or via interactive technology. Students at Joplin must go to the Springfield campus for remedial/tutorial help or use the online writing center. West Plains has remedial/tutorial services available through the two-year campus and the online writing center. Fairfax instructors provide some remedial help on site, especially in writing and public speaking, and have special required classes in both areas.

- Joplin students who met with the reviewer say that they usually ask for help from the instructors before the 6:00 p.m. classes. They have remedial/tutorial services at the main campus, which is an hour north of Joplin in Springfield; however, when the reviewer asked them what other services were available to them, such as counseling, etc., only two students at Joplin mentioned that they received a newsletter or email about such student benefits, sent by the site coordinator. The site coordinators say they do email students about various benefits at least once a semester and sometimes more often, but they have been told by students that often their emails are not read.
- West Plains Business students have a full-time advisor who visits once a semester (mid-October) whereas West Plains Education students have an on-site advisor. Business students laud their advisor



who has been very receptive to student concerns both in person and on the phone; however, several business students in meeting with the reviewer said that they have never met with their advisor because of the only one-day-per-semester visit. They think that if the advisor were to visit additional days, more students would get help from the advisor.

- The two DSS site coordinators who each work a part-time schedule and do much of the advising for students wish they had some help in these areas because with 75-80 students per semester, they feel there are always some situations where a professional is a preferable option for students. Students told the reviewer that they would like to have an academic advisor to help them with various scholastic and vocational decisions. Also at Fairfax there is currently no ITV available for student academic services, but MSU is soon planning to install VTC (Video TeleConferencing—similar to ITV but more in tune with the nature of the DSS program since it is used in the defense and intelligence communities). Then students should be able to use remote technology for academic advising and other services, and the first DSS course will be taught remotely in Fairfax to students in Springfield. The DSS program will also be starting an Internet course for students who want to access program courses from distances, for example, those in active military duty, studying temporarily overseas, etc.
- Students at the West Plains center have access to the MSU-West Plains campus library, technical/computer centers and tutoring services there on campus.
- There is no on-site library available to Joplin students, but the center has WIFI allowing students to bring a laptop or use one of the two computers in the student lobby area to access Mobius through the Meyer Library at the Springfield campus. Students say that connecting to WIFI with their personal laptop is very difficult to accomplish because of the tight online security. One student noted that he would appreciate even a “mini library” at the Joplin center with a small number of reference books and journals in his subject area.
- Joplin instructors share one office with several desks and bookshelves full of texts and journal references. Due to space limitations at the site—a former fitness center in a strip shopping mall that has been redesigned with a small lobby, classrooms and offices—those resources are not easily available to students who do not have open access to their office. The center’s plans to expand to the local Crowder (junior) College or Ozarks Technical College are on hold at the present because of devastating tornado damage to the City of Joplin.
- On the other hand, Joplin students in the MSW program have invaluable first-hand experience when they volunteer to help Joplin residents with serious social needs including places to live other than tents as the weather gets colder. The reviewer was told that several hundred families are still in tents because the supply of available housing was so severely reduced from the damage.
- Classes in very small classrooms at the Joplin campus start at 6:00 p.m. Some of the graduate students there have been students on the main campus (one hour away), and in discussions with the reviewer think the only difference is the smaller classrooms with fewer students. Several who have on-ground classes feel they have more time spent by faculty with them at the Joplin center despite not having much time before or after class to confer due to their work schedules. They say that instructors confer with them often by phone and if busy will promptly return their calls. They feel grateful to have the graduate programs available to them in Joplin.
- Many of the students at the West Plains center were former students at MSU-West Plains. Several commented to the reviewer that they are pleased to have the West Plains center, and told how far they drive just to get to the site, so going to the Springfield campus is not a realistic option for them. They,



like the Joplin students, appreciate the above-average dedication of their site instructors and do get extra help from them.

- The DSS library is staffed by student workers. Students also have library privileges at the nearby George Mason University, and the online Mobius library via MSU-Springfield.

3. Adequacy of Assessment of Student Performance. What evidence confirms that the institution measures, documents and analyzes student academic performance sufficiently to maintain academic quality at the additional locations? Consider, in particular, setting of measurable learning objectives, actual measurement of performance, and analysis and use of assessment data to maintain/improve quality.

Judgment of reviewer - check appropriate box: adequate attention needed

Comments: Missouri State University at Springfield chose to attend the HLC Assessment Academy and completed the four-year term. The institution has fulfilled two action projects that involved a first-year student success project at freshman residence halls and general education outcomes. None of the three visited external sites has freshmen students or general education. The current university assessment project is a revision of the academic program review process that includes all outreach centers through their individual programs. However, this assessment program is still in a developmental stage that has many programs excused because of external accreditations. In phone conversations, emails, and meetings with site coordinators, faculty, and students at West Plains, Joplin, and Fairfax, the reviewer perceived some exposure to various types of assessment of student learning, but it was evident only in a few programs and was somewhat unsystematic with sketchy or no formal documentation and at times confused with student evaluation.

- Faculty assessment information activities and training take place at the Joplin and West Plains outreach locations via ITV and Internet under professional development. The Fairfax location does not yet have the technology to offer faculty in-service training remotely from Springfield. The DSS program at Fairfax uses a specific survey instrument for companies providing student internships and collects them, but does not formally document the results, analyze them or make program modifications with the outcomes. The DSS department head is very open to doing such documentation and sees other areas (such as classroom assessment techniques and employer evaluations of graduate employees) from which he can provide evidence of ongoing program improvement.
- All students at the Joplin and West Plains centers fill out a bubble sheet evaluating each class at the end of every semester assessing their courses and instructors. The results are sent back to the respective academic departments for course assessment. The Fairfax site coordinators mentioned to the reviewer that they were making plans for a similar type of course evaluation. Currently, they and the department head privately interview 50% of all the DSS students in person each academic year to understand any student concerns and get their views about courses and the program in order to make necessary changes to the program. It is not systematically documented, however.
- The reviewer noted that all programs at all the visited sites have either already been scheduled for program review or are currently scheduled but have been removed from the rotation because of external accreditation efforts. The reviewer saw documentation of the results of the State Council of Higher Education for Virginia certification review of the DSS program in Fairfax. The Virginia Council’s findings exceeded state expectations and gave the DSS program high marks in all areas.
- There are assessments rubrics being used for student teachers in the B.S. in Elementary Education and in the M. A. in Teaching programs at the West Plains center. These student assessments are kept in the College of Education at MSU Springfield and entered in the STEPS (Student Teacher Electronic



Portfolio System). Elementary Education student teacher assessment results are also entered electronically into the students' EPortfolio system.

- In discussions with the Springfield administrative and program personnel who oversee the outreach programs, the reviewer found that assessment documentation sent to them from the outreach sites is filed and copies sent to the office of the Provost. There appears to be a need for more efficient disbursement of this kind of documentation allowing department and program committees and instructors to see results, analyze data, and make alterations to programs and courses as necessary.

4. Student Services. What evidence confirms that the institution delivers, supports, and manages necessary student services at the additional locations? Consider, in particular, the level of access (in person, by computer, by phone, etc.) to admissions, registration/student records, financial aid, job placement services, and attention to student concerns.

Judgment of reviewer - check appropriate box: adequate attention needed

Comments: Students and faculty who met with the reviewer verified the indispensable student services that site coordinators deliver at the external locations, which include media and technology requisitions, course schedule adjustments, general site organization, admissions information, registration assistance and help with any kinds of student concerns.

For something like job placement services, some graduate course instructors help students at the sites, but other Joplin and West Plains students need to travel to Springfield, phone, or use Skype/ITV with the Springfield job placement office. Fairfax students have no access yet to Interactive TV because they lack that technology and really have no specific job placement services since they are so far from the Springfield campus. They rely on their instructors and coordinators to give them information about available jobs. Many students there have paid internships that often later result in jobs after they obtain their degree or certificate. Financial Aid information, forms, and results can all be accessed via Internet.

- Almost every student who met the reviewer at each site said that he/she feels that the instructors, coordinators and other site employees are student-centered and responsive to their concerns. Not one told of unreturned phone calls, and many who had also attended the main Springfield campus thought they have more attention given them at the outreach locations. The Joplin site coordinator told the reviewer that in the three years he has been there, there have been no student complaints. The West Plains coordinator has had only one student complaint in the time she has been there, and it was resolved to the satisfaction of the parties involved. Then the resolved complaint was filed in the center's log. The DSS head said that there has been only one student complaint each year he has been there and was happy to say all complaints had been resolved. He would be sending any complaints to the Springfield campus with names removed for privacy concerns.
- When asked about ease of registration, students had varying comments, usually not without some stress. Several students at Joplin and West Plains experienced registration problems when there was a slow relay of information from Springfield to the external site. It was usually a class being dropped because of too few students, but by the time the students in that class heard about the drop, it was too late to get into another class. They also mentioned that Financial Aid checks arrived late. The Fairfax students had no complaints about registration or canceled classes.
- At the West Plains campus, students who are in the Bachelor's Degree Education programs at the outreach site say they have had some difficulties with online student records. When they access the Springfield Banner web site to see their current grades, their previously completed West Plains two-year courses show up online as "incompletes" even though they had passing grades in those courses. Students



in other West Plains programs and at the other sites apparently do not have that problem, so the institution may need to attend to the programming error in that particular program.

5. Facilities. What evidence confirms 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: Both the Joplin and West Plains centers have plans in the works for new buildings. DSS in Fairfax does not. The preferred new Joplin center is currently on hold since the new property MSU was counting on is now being used by the only city hospital, which was reduced to rubble in the May 22 tornado. They are currently looking to Crowder College or Ozarks Technical College (both two-year institutions) for sharing some of their campuses' space. The housing situation in Joplin is still in crisis mode with hundreds of families living in tents. A new West Plains center is scheduled for construction soon. The current administrative outreach site is a block away in a former one-story residence with a basement that has no access for disabled or wheelchair students. A new building across a parking lot from the West Plains campus will soon replace the old house. It will be ADA accessible and contain administrative offices, faculty offices, and several classrooms giving the outreach students more a place of their own. DSS at Fairfax is located in a seventh floor suite of a suburban DC office complex called ICF in the Vienna area of Fairfax, about a five-minute walk or short shuttle ride from the Metro Station.

- The current Joplin center is a single-level building in a prime location with a very visible lighted sign. It was barely damaged by the tornado, but it is becoming too small for the increasing student population. The center has one faculty office that is shared by the full-time and any part-time or Per-Course faculty members, several classrooms and a lobby area that also has two student computers and a printer. It has WIFI but no food services. The faculty keep their reference textbooks, journals, and other materials in bookcases in their small office. It is not the best setting for conferencing with students, but the instructors have worked around the constraints. Students in the MSW program often have too little room for their presentations and often need more space available only in the lobby, but the MBA students seem to be satisfied with their ITV classrooms.
- The West Plains center is located in the two-year MSU campus complete with student center, library, food services, and large parking lots. It has WIFI and sufficient student computer and printer technology. It is, however, a two-year institution, whereas the outreach students are studying for Bachelor's or Master's degrees.
- The DSS Fairfax suite has three modern classrooms (for evening and late afternoon classes) with plenty of room for the current 75 students and tight building security. It has five faculty and staff offices and a library with shelves filled with specialized reference books, journals, ten computers, and two printers. It is ADA compliant. There is a small snack room with a drink vending machine, a refrigerator and a microwave. On the lower level a small café/bistro operates until 4:00 p.m. The building is secure and locks doors from the inside at 6:00 p.m. The two coordinators each work a part-time schedule and the last one leaves by 6:00 p.m. Work-study students who are on scholarship man the phones and oversee the office after that time.
- Several Joplin students take issue with the one student printer and two computers. Students must use computers to access the Springfield Library to get materials for their class assignments. One student



mentioned not having a working printer at home and often needs to print something before class starts, but the printer doesn't always work. Students at MSU pay a technology fee and according to students who met with the reviewer get a very liberal printing allowance per semester, so they would like a reliable, working printer. The Joplin center will be able to increase student access to computer technology when it moves to a larger site since the current site cannot accommodate any additional computers or printers.

- According to both Joplin and West Plains students who met with the reviewer, it is quite difficult to access the College WIFI with their own laptops, so they don't often bring them along. Students believe the security issues take precedence over their being able to access WIFI. One suggestion may be to have University-owned "loaner" laptops for students to use at the site that bypass the security problems that personal laptops present.
- Joplin students had some concerns about classrooms being too cold or hot, but West Plains and Fairfax students thought the classrooms were comfortable.
- The parking lot at Joplin holds about 44 spaces, which are sufficient for the number of students each evening. The West Plains two-year campus has sufficient parking for the external site students. The Fairfax site has parking facilities as well as several no-fee shuttle stops that ferry students to and from the nearby Metro station.
- Joplin Business students seem to like their ITV classes and have no issues with the technical setup in their compact classrooms. West Plains students in ITV classes remarked about problems with both ITV technology and the new version of Blackboard software. They told the reviewer that the technical staff at West Plains were very helpful, but their instructors at Springfield have had a number of issues with the technology at the beginning of the semester figuring out newer technologies. Some of the microphones and speakers in the classrooms didn't seem to work correctly limiting student-faculty interaction. Other students complained that the new Blackboard software was more difficult to use than the older version.
- The reviewer heard descriptions of bookstore problems at Joplin. One student suggested having a bookstore representative at the center for one or two days at the beginning of each semester so incorrect books can be returned for correct ones, and students at the Joplin center especially do not have to travel so far to the Springfield campus to exchange them. West Plains students had no complaints about book problems since they could resolve most problems by visiting the campus bookstore. The Fairfax site seems to have the textbook situation settled since most students buy theirs from Amazon.com.
- Both West Plains education students and faculty also had some concerns about classrooms being changed from one basement room to another week to week and that those classrooms had little technology available. Instructors say that their graduating students will be going to classrooms with SmartBoards and other much better technology than available in the West Plains Education classes. They believe their students deserve to have exposure to that technology now. Apparently, there is only one dedicated education classroom at West Plains for the current outreach site. The reviewer visited one of the basement classrooms and found it to resemble a garage, complete with an overhead door, one TV monitor and a computer. The new building, which will start construction soon, should successfully deal with this concern since it will have classrooms in addition to offices.

6. 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:

MSU recently revised its Web site to be student-centered with separate Web pages for each external site, including Joplin, West Plains, and Fairfax. Another very noticeable marketing device being used by MSU is the individual four-page targeted flyer for Joplin and West Plains with all courses and schedules each fall and spring with information about the graduate programs offered at both centers and the upper division classes at West Plains. There are also separate tri-fold brochures for each program offered at these two sites. Marketing materials are prepared through collaboration of site coordinators and faculty with main campus supervisors, advisors, and deans, with much done via email. Several students at all sites commented that their course work at the external sites has helped them improve their employment opportunities and life situations.

The DSS site in Washington, DC, is more than 1,000 miles from Springfield, Missouri, so it tends to have more individualized marketing because of the unique program offered there. It uses a tri-fold brochure with phone numbers, Web page and email addresses and a listing of its curriculum and a description of the program with a number of color photos of various students, the library, photos of various buildings where former students work, and a map to the DSS building in Fairfax. DSS also uses a one-page fact sheet for students with information about internships and study abroad opportunities. According to students, the local reputation of the program being high quality is a strong recruiting influence.

- Students at Joplin and West Plains told the reviewer they heard about their specific program through radio ads, workplace posters and flyers, cohort experience, personal visits by MSU staff to the junior colleges, and direct mail. They thought the advertising for their programs was accurate. The very visible Joplin center is at the intersection of two main streets and easy for new students to find.
- The West Plains center is located on the large, two-year MSU campus, so students there can visit the site administrative offices just across a parking lot to get information about the Bachelor and Master programs. Other than the complaints about canceled classes that had too few students at the beginning of the semester, the five Joplin students and the 24+ West Plains students who met with the reviewer compliment the MSU marketing and rotation of courses and are pleased to have access to the programs offered at these sites.
- Several students at the DSS site who met with the reviewer had used the MSU-DSS Web page and heard word-of-mouth to learn about the program. The DSS faculty who are current or former Washington insiders in the above areas also recruit students for the program. The department chair regularly places advertising for the DSS program in local university and college newspapers. A few students already work in one of the area agencies dealing with defense and security. Most have just moved to the DC area to attend the DSS. They seem to be satisfied with the accuracy of what they had heard about the program.
- The Fairfax site also was able to get approval of in-state tuition for any active military service person in DC, Maryland or Virginia. This tuition break has also resulted in increased military enrollment in the DSS program. There is also a strong recruitment effort from the alumni of the DSS program and from various government agencies, the intelligence community, and defense industries where former students are currently employed. They continue to offer paid student internships and donate to the program and to scholarships.
- DSS students seem to think that the program was accurately described and marketed to them. Very few students drop out after starting the program.

SUMMARY RECOMMENDATION

Check one and only one

- Overall, the pattern of this institution's operations at its extended 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 extended additional locations needs some attention, as detailed in the individual additional locations visit comments, and 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 extended additional locations is inadequate and requires Commission attention. The institution should address the concerns summarized below and document be listed in the institution's Statement of Affiliation Status.

Date progress report should be due: _____

Specific concerns that progress report should address:



Expedited Desk Review for Additional Locations Approval Form (MACRO Web Application Approval)

Please complete these five questions **ONLY**
if an institution has the **Expedited Desk Review for Additional Locations** approval process.

- Yes No The institution has been accredited for at least 10 consecutive years and is in good standing with the Commission with no record of any action during that period for sanction, show-cause, or monitoring of quality issues at existing additional locations or campuses.

- Yes No The institution has more than three approved off-campus additional locations offering 50% or more of an instructional program leading to a degree?

- Yes No The institution's opening or closing of additional locations fits its mission?

- Yes No The institution is offering programs at additional locations that are an extension of existing programs or has prior Commission approval to offer new programs at the additional locations?

- Yes No The institution has demonstrated appropriate academic controls; regular evaluation by the institution of its additional locations; a pattern of adequate faculty, facilities, resources, and academic/support systems; financial stability; and long-range planning for future expansion?