



HIGHER LEARNING COMMISSION

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May 12, 2022

Mr. Tim Hood
President
Mid Michigan College
1375 S. Clare Ave.
Harrison, MI 48625

Dear President Hood:

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

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

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

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

Sincerely,

Higher Learning Commission



Multi-Location Visit Peer Review Report

Institution: Mid Michigan College

Additional Locations Visited:

Location Name	Location Address (<i>street, city, state and ZIP code</i>)	Date Reviewed
Alma High School	1500 Pine Avenue, Alma, MI 48801	4/11/2022
Clinton County Regional Educational Service Agency	1013 Old U.S. 27, Suite A, St. Johns, MI 48879	4/12/2022
Herbert D. Doan Center for Science & Health Technologies	2600 S. Summerton Rd., Mt. Pleasant, MI 48858	4/11/2022

Peer Reviewer

Name: Mary Sue Marz, PhD

Institution: Eastern Michigan University Title: Faculty Emeritus

Instructions

In order to document effective administrative systems for managing multiple additional locations, please complete the following. For each item, check **adequate** or **attention needed**, and indicate in Comments the institution’s strengths and/or opportunities for improvement in controlling and delivering degree programs off-campus. If comments pertain to a specific location, they should be included along with the identity of that location.

Submit the completed report as a PDF file at hlcommission.org/upload. Select “Final Reports” from the list of submission options to ensure the institution’s materials are sent to the correct HLC staff member. The report is due within 30 days after the last additional location is visited.

Overview Statement

Provide information about current additional locations and the institution’s general approach to off-campus instruction. Describe the growth pattern at the institution since the last review of off-campus

instruction. Provide information about the involvement of external organizations or other higher education institutions.

Judgment of reviewer. Check appropriate box:

Adequate

Attention Needed

Comments:

Off campus locations have been developed based on requests from local schools and geographic areas, such as the thumb; as well as review of the bureau of labor statistics data; budget; employee (instructional - faculty) capacity; high school surveys; areas of growth and the Mid Michigan College Strategic Plan. More recently, the Board has targeted more specific development of the off-campus activities since the 2020 establishment of the Vice President of Academic Affairs and Community Outreach position. Early Childhood Development is one of the more recent areas of concentration since Fall, 2022. The college is cautiously exploring expansion within their current service area based on the information cited above, however no additional growth in terms of locations is planned within the next three years.

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:

Currently, based on budgets, enrollment levels, and staffing challenges, Mid Michigan has chosen to focus on growth potential regarding courses and programs rather than additional locations. During the visit, the VP of Academic Affairs & Community Outreach, and the Associate Dean of Off-Campus Instruction both elaborated on the off campus strategic plan which includes identification of potential growth areas and the establishment of strategies (with budget figures attached) and metrics to ensure and assess growth. Regular meetings are held to monitor the budget, including potential adjustments to the budget and the strategic plan. This has proven to be an effective process for managing the additional locations.

The college works closely with personnel at the additional sites to provide up-to-date information for students. A unique aspect of communication and coordination is the use of mentors who work very closely with persons at the sites. This was evident during discussions with the principal and counselor at the Alma site. Students at all three sites stated that they had clear directions and information related to the courses or programs they were pursuing.

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:

Tours of classrooms at the three sites provided evidence of the adequacy of the physical facilities. Classrooms were equipped with essential technology, seating, lighting, etc. During interviews, faculty stated that they had all the essential equipment and facilities necessary to perform instruction including areas for private meetings with students, classroom technology, and support from the site for any special requests. Particularly impressive were the health care program laboratories at the Doan Center which included a realistic retail pharmacy as well as hospital pharmacy settings. Laboratories for physical therapy and nursing were equally well equipped including the most recent mannequins for simulation exercises as well as all the equipment that would be found in a rehabilitation or physical therapy setting.

All sites had adequate parking and safe, secure areas for bus transportation for the high school dual enrolled students. Study and meeting areas were evident as well as provision for snack or food services. At the Clinton County location, the students have a student-run combination “craft/snack store” and snacks were provided in the classroom as well. Students offered no complaints related to parking, food services, or study/meeting areas.

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:

Faculty at the off-campus sites are required to meet the same qualifications as the on-campus faculty and to undergo the same hiring processes. During the interviews, several faculty members described their interview and hiring processes which followed the policies and guidelines at Mid Michigan College. All faculty are expected to meet the minimum HLC qualifications with a few exceptions in the career fields such as welding. Orientation and ongoing professional development programs are provided. All faculty have an onsite visit, including a class session visitation, during their first year of teaching. Experienced faculty are evaluated on a rotational basis per policy, and they serve as support and mentors for new instructors. Staff at the St. John site also mentioned several ways they have supported

a new faculty member in the criminal justice program who had 25 years of law enforcement work, but not a lot of teaching experience.

Off-campus courses are taught using the same syllabi, program, and course objectives as at the on-campus sites. Academic freedom is allowed in determining how the objectives will be met. All textbooks are the same for any course, no matter where taught, and books are provided at the site for the off-campus students. Interviews with students from the three sites included comments about the ready availability of faculty for any questions or concerns during non-instructional times with instructors often getting back to the student the same day the student had contacted the instructor.

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:

As mentioned above, processes for selecting, training, and orienting faculty at the additional sites follow the same policies and guidelines as for on-campus. Mentors have been hired specifically for geographic regions to assist new instructors and to work with personnel at the additional sites on student and operational details. The high school counselor at Alma mentioned how helpful and supportive the mentor has been in assuring that all runs smoothly.

Evaluations are conducted per policy with a classroom visit during the first year and additional evaluations on a rotational basis thereafter. During interviews, some of the faculty could not recall the evaluation process but did recall having some form of evaluation. The comprehensive visit team may wish to further explore the evaluation process.

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:

Dual enrolled students are presented with opportunities for academic advising/placement by working closely with counselors and mentors. For example, at Alma the dual enrollment advisor meets twice a

year to present options, information on how to search for courses, and how to obtain high school/college credit. In addition to counselors at the sites, the Mid-Mentor does enrollment and advising and meets in person at the site twice a year. Students at the Doan Center and Clinton are provided with multiple student services and access to advising by personnel at the sites as well as via the Mid-mentors when necessary.

Students all sites reported that they have easy access to advisors and faculty and that they receive responses almost immediately. "Zoom Rooms" are available for help at any time. Tutoring services are easily accessible face-to-face, online, or via workshops available on campus. During the visit, all students commented on the easy availability of mentors, counselors, and instructors in responding to student questions or concerns in a timely manner. Meetings with representatives from the library, financial aid, advising, admitting, and registration provided evidence of robust student services available for all students.

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:

Student academic performance is measured, documented, and analyzed using the same metrics for both on and off-campus courses. The same syllabi are utilized, with the same course objectives and texts. Norming is done in some of the courses. The Assessment committee leads and guides the assessment process regardless of location. The Director of Institutional Research mentioned that data is collected related to higher course drop/failure rates as one of the evaluation metrics. Courses and programs off-campus are subjected to the same program review process as those offered on-campus. Mid Michigan is one of the only colleges in Michigan to participate in the National Alliance of Concurrent Educational Partnerships (NACEP) which sets high standards for instruction, assessment, and evaluation.

Continuous Improvement

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

Judgment of reviewer. Check appropriate box:

Adequate

Attention Needed

Comments:

The college has engaged in several continuous improvement projects involving additional locations. Some of these include looking at leading indicators; adjusting registration processes; changing advising processes; and revising the English courses offered. A retention study was recently published. During the visit, it was apparent that there is a close working relationship between the campus and additional site personnel. During the interview, the Director of Clinton County Regional Education Service Agency (RESA) stated that this is truly a partnership with Mid Michigan and that they work very closely together to plan, direct, and provide instruction. The strategic plan and the mission, "...to develop knowledge and abilities to improve learners to transform communities..." guide alignment of additional locations with the college.

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:

All information presented to students in advertising and brochures is vetted through the appropriate departments/deans. Strategic Communication is responsible for the creation and distribution of printed advertisements, large-scale mailings billboards, and social media. The VP of Academic Affairs & Community Outreach and the Associate Dean of Off-Campus Instruction are in close contact with personnel at the additional sites and oversee information that is provided to students. The Mid-Mentors and counselors also play a role in assuring the information presented to students is accurate and up to date.

Summary Recommendation

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

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

Summary of Findings:

Mid Michigan College utilizes its strategic plan to guide college and departmental activities related to additional sites and carefully researches areas for future development. Budget, capacity, physical facilities, and manpower are considered when planning for growth. The additional sites visited provided evidence of adequate facilities related to student needs. The college demonstrates effective oversight of instruction at the additional sites. Staffing, faculty, and student support are in place at all sites visited. Evaluation and assessment are conducted in accord with the program review guidelines of the college as well as the National Alliance of Concurrent Enrollment Partnerships. Several continuous improvement projects have been implemented to improve student success. Overall, the additional sites are well managed and provide a needed service for the communities in which they are located.

Notification Program for Additional Locations Approval Form

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

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