

Multi-Location Visit Institutional Report

Instructions

Send the completed report as a single electronic file (in PDF format) to HLC at accreditation@hlcommission.org, as well as to the peer reviewer assigned to conduct the visit. Brief evidentiary materials may be included if they are necessary to support information provided in the report. The report is due 30 days prior to the visit.

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.

Grand Valley State University has additional locations throughout the state of Michigan in Grand Rapids, Holland, Muskegon, Traverse City, Sault Ste. Marie, Detroit, Cadillac, Berrien Springs, and Tawas City. In both Muskegon and Traverse City, GVSU is a member of a consortium partnership housed at the local community college. In Muskegon, we are consortium members at the Stevenson Center for Higher Education on the campus of Muskegon Community College and in Traverse City at the Northwestern Michigan College University Center. The Sault Ste. Marie site is located on the campus of Lake Superior State University and receives operational oversight from the Traverse City location. The Grand Rapids Pew Campus, Holland Meijer Campus, and the Detroit Center are owned and operated by GVSU. The Berrien Springs, Cadillac and Tawas City locations, located at high school or Intermediate School District facilities, are currently inactive and being evaluated for future use.

Grand Valley's approach to off-campus instruction is first and foremost to determine the educational needs of the community and to determine appropriate programming. All programming offered adheres to University Academic Standards, and instructional and curricular decisions are made by the academic colleges and units at the main campus. The operational oversight of the locations is administered by the Center for Adult and Continuing Studies which provides logistical support to faculty, students and staff, manages the university consortium relationships, and supports recruitment efforts for transfer students and hybrid and online programs. The Detroit Center is operated by the GVSU Charter Schools Office and is primarily focused on extending College of Education programs and outreach to the greater Detroit metropolitan area. The Berrien Springs, Cadillac and Tawas City locations were established to support College of Education programs, and activities at those locations have been coordinated by College of Education staff.

Following are the active locations and programs offered:

Holland – www.gvsu.edu/holland

GVSU Meijer Campus in Holland

515 S. Waverly Road 515

Holland, MI 49423

- Bachelor of Science/ Bachelor of Arts (Liberal Studies)
- various General Education courses

Muskegon – www.gvsu.edu/muskegon

GVSU Stevenson Center for Higher Education

221. S. Quarterline Road

Muskegon, MI 49442

- Bachelor of Science /Bachelor of Arts (Liberal Studies)
- Bachelor of Business Administration – Management (Pending)

Traverse City – www.gvsu.edu/traverse

GVSU NMC University Center

2200 Dendrinos Drive, Suite 102

Traverse City, MI 49684

- Bachelor of Science/Bachelor of Arts (Allied Health Science, Liberal Studies, RN to BSN)
- Master of Social Work
- Master of Public Health
- Master of Physician Assistant Studies
- Master of Science in Occupational Therapy
- Master of Education (Early Childhood Education, Educational Leadership, Instruction and Curriculum, General and Special Education)
- Certificate in Non profit Leadership

Sault Ste. Marie - www.gvsu.edu/ssm

Lake Superior State University

650 W Easterday Ave, Sault Ste. Marie, MI 49783

- Master of Social Work

Detroit Center

Grand Valley State University Detroit Center

163 Madison St.

Detroit, MI 48226

- Master in Education (Educational Leadership)
- Educational Specialist in Leadership

Pew Campus Grand Rapids - www.gvsu.edu/pewcampus

Grand Valley State University

401 Fulton Street W

Grand Rapids, MI 49504

- Bachelor of Science in Engineering (Computer, Electrical, Interdisciplinary, Mechanical, Product Design & Manufacturing Engineering majors)
- Bachelor of Business Administration (Accounting, Business Economics, Economics, Entrepreneurship, Finance, General Business, Human Resource Management, International Business, Marketing, Management, Operations Management, Supply Chain Management majors)
- Bachelor of Science/Bachelor of Arts (Allied Health Sciences, Criminal Justice, Diagnostic Medical Sonography, Economics, Elementary Education, Hospitality & Tourism Management, Legal Studies, Medical Laboratory Science, Public Administration, Radiation Therapy, Radiologic Imaging Science, Secondary Education, Special Education, Therapeutic Recreation)
- Bachelor of Science in Nursing
- Bachelor of Social Work
- Master of Science (Accounting, Clinical Dietetics, Criminal Justice, Occupational Therapy, Speech Language Pathology)
- Master of Education (Educational Technology, Higher Education, Instruction and Curriculum, Leadership, Literacy Studies, School Counseling, Special Education)
- Master of Science in Engineering (Computer & Electrical Engineering, Manufacturing Operations, Product Design & Manufacturing Engineering, Mechanical Engineering, Biomedical Engineering majors)
- Master of Business Administration
- Master of Science in Accounting (Taxation)
- Master of Health Administration
- Master of Public Administration
- Master of Philanthropy and Nonprofit Leadership
- Master of Social Work

- Master of Physician Assistant Studies
- Master of Public Health
- Master of Science in Nursing
- Educational Specialist in Leadership
- Doctor of Physical Therapy
- Doctor of Nursing Practice

Following are the inactive locations:

The following locations are currently inactive. Each location offered the Master of Education (Education Leadership) program. Enrollments have diminished, and each location is currently under review to determine future plans.

Berrien Springs High School

1 Sylvester Ave

Berrien Springs, MI 49103

IOSCO Regional Educational Services Agency

27 N Rempert Rd

Tawas City, MI 48763

Wexford-Missaukee ISD

9907 E 13th St

Cadillac, MI 49601

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

At this time Grand Valley State University does not anticipate the development of new additional locations. GVSU's focus is to further develop and expand offerings at existing locations. Periodically, GVSU receives requests to develop cohorts either at existing additional locations or outside of the existing additional locations; often these develop through collaborative efforts between GVSU faculty/staff and Intermediate School Districts or Social Services organizations. Requests for expansion and program development at GVSU's additional locations are evaluated through a process facilitated by the Office of the Provost (see attached process diagram titled 'New Location, Location Expansion or Location Closure Request'), working in conjunction with the Center for Adult and Continuing Studies and the appropriate college dean's offices/academic units. Requests are evaluated considering several factors including consistency with university/college/unit missions, alignment with objectives of the strategic plan, resource (financial, human, and capital) analysis, and current and future community needs.

Currently the Seidman College of Business is exploring offering the Bachelor of Business Administration in Management in Muskegon and continued growth of programs in the health

professions is anticipated for the Traverse City location. In addition, the College of Education continues to explore offering the Master of Education in Teaching English to Speakers of Other Languages (TESOL) program and the Early Childhood Education program at one or more of our existing locations.

Institutional Planning

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

GVSU's Center for Adult and Continuing Studies (CACS) (<http://www.gvsu.edu/learn/>) manages the facilities for all additional locations with the exceptions of the Grand Rapids Pew Campus which is managed by Operations for Pew Campus and Regional Centers (<http://www.gvsu.edu/operations/>) in conjunction with the colleges located at the campus, and the Detroit Center which is managed by GVSU's Charter Schools Office. Because GVSU is a consortium member in both Muskegon and Traverse City, facilities arrangements are addressed based on the consortium and lease agreements. CACS has permanent staff in Muskegon and Traverse City, including a site director who manages the day-to-day operations and oversees any facilities concerns. The director participates in regular consortium council meetings. Generally, these meetings focus on operational and site concerns and needs. In Holland, the director for the Holland Meijer Campus regularly communicates with GVSU's Operations staff for the Pew Campus and Regional Centers. The Grand Rapids Pew Campus facilities are managed by Operations for Pew Campus and Regional Centers, while academic-related activities are overseen by the colleges residing at the location. At the Detroit Center, Operations for Pew Campus and Regional Centers collaborates with both the Charter Schools Office and the College of Education to provide adequate and appropriate space and accommodations.

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

The Center for Adult and Continuing Studies (CACS) is responsible for managing and assessing the operational capacity for each location, excluding the Grand Rapids Pew Campus and Detroit Center. CACS is expected to manage the day-to-day operations within the allocated Contractual, Services, Supplies, and Materials (CSSM) budgets assigned each academic year. While the Executive Director is responsible for the overall budget for additional locations, each location, excluding Grand Rapids and Detroit, has operational budgets and the location Directors are responsible for day-to-day operations and allocation of existing funds as deemed necessary and appropriate. Any funds required to support the Sault Ste. Marie operations are addressed through either the Traverse City location budget or by the CACS Executive Director's budget as necessary.

If it is determined by CACS that additional staff or budget is needed, the Executive Director is responsible for submitting budget requests through the university budgeting processes and structures.

Funding and staffing for the Detroit Center is coordinated through the GVSU's Charter Schools Office, in collaboration with Operations for Pew Campus and Regional Centers and the College of Education.

Funding and staffing for the Grand Rapids Pew Campus is coordinated through the Office of the Provost through the standard university budgeting structure, and operationalized through the Dean's Offices for each of the colleges on-site.

Facilities

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

To ensure that capacity and adequate facilities resources are addressed to accommodate both the curriculum and student's needs, the Executive Director of the Center for Adult and Continuing Studies (CACS) works with academic departments to determine and assess facility needs. The Executive Director also communicates each academic year with the budget office to ensure that expenses do not exceed the allocated budget and that future needs are projected several years in advance in anticipation of additional expenses.

To ensure that student needs are being addressed, a professional advisor is assigned to each location. In the case of Muskegon, this role is also fulfilled by the Director of the site. The professional advisor assists students with transfer and admissions information, general program information, and facilitates connections with faculty and academic departments. Student satisfaction surveys are distributed each semester and student concerns are addressed as appropriate. The directors at each location work collaboratively with the student services departments at the main campus in Allendale to coordinate services at each regional location. The center directors collaborate with offices within the purview of the Dean of Students including counseling and career services; the Office of Inclusion and Equity including Disability Resource Services and the Title IX office; and with the registrar, admissions, and financial aid offices.

All space needs for Holland, Muskegon, Traverse City and Sault Ste. Marie are coordinated through CACS, and course scheduling and room requests are submitted to the Registrar's office during the University Academic Scheduling process. The Facilities and Information Technology departments from the main campus work closely with the additional locations to meet facilities needs and provide appropriate technology, such as ITV display systems at the Traverse City location.

Because the Sault Ste. Marie location offers only one program and is offered as a cohort, CACS works with the School of Social Work to determine needs and necessary support. The staff at the Traverse City location work in collaboration with the support staff and faculty in Grand Rapids to address student inquiries and any support necessary.

At the Detroit Center, GVSU's Charter Schools Office manages the facilities and provides an on-site staff member who coordinates classroom reservations and provides faculty and student support as needed.

The Grand Rapids Pew Campus contains the primary offices for the following colleges: Seidman College of Business, Padnos College of Engineering & Computing, Kirkhof College of Nursing, College of Health Professions, and College of Community and Public Service. Each college office, during the University Academic Scheduling process, oversees course scheduling, staffing and room requests for courses offered for their college. Each college has its own advising center located on the Pew Campus. The campus has two libraries and offices on-site for many of the auxiliary and student services available on the main campus, including a bookstore, campus security, food/beverage options, Registrar's office staff, Disability Resource Services, and Counseling and Career Center staff.

The facilities for the inactive locations at Berrien Springs, Cadillac and Tawas City are managed by the host high school or Intermediate School District (ISD). College of Education staff

coordinate with the high school and ISD staff to arrange classroom space. Scheduling of courses is performed by College of Education staff using the University Academic Scheduling process.

Instructional Oversight

1. 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?

The Center for Adult and Continuing Studies (CACS) oversees the marketing and recruitment for the additional locations and works collaboratively with the University's Institutional Marketing office to align all practices and messages with the university's overall strategy. CACS has a specific budget allocated to marketing and recruitment.

Annually, the Executive Director, the directors of the additional locations, and the marketing communications coordinator meet to develop the academic year marketing and communications plan, and discuss strategy, messages, and tactics. In addition to the broad recruitment messages for each location, there are specific and targeted recruitment plans developed for each academic program offered. These plans are developed and approved in collaboration with the academic program coordinators and assigned faculty. The regional directors and the marketing communications coordinator meet at least once per semester to review and make adjustments to the existing plan if needed.

Before programs are launched at additional locations, demand is determined and enrollment targets are established. The target for enrollment in individual courses at the undergraduate level is a minimum of 15 students, while the graduate target is 10 students. These targets are consistent with the university's overall enrollment targets. The Executive Director for CACS receives enrollment information sent to academic departments which includes reports on low enrolled sections and is responsible for monitoring enrollments and working with departments to ensure enrollment targets are met.

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

While the Center for Adult and Continuing Studies (CACS) oversees the operational details of the additional locations and supports the academic programs, each academic college and unit on the main campus oversees instruction and curriculum at the additional locations as defined by the University's academic standards. A standard curriculum is followed at the additional locations and is no different than the curriculum offered on the main campus.

Each academic unit offering programs at an additional location has an academic/faculty coordinator who oversees the integrity of the academic programs and ensures that programs are following the standard curriculum in terms of content and quality. Each academic unit also ensures that the faculty assigned to teach at the additional locations are either full-time GVSU faculty or are qualified adjunct instructors.

Institutional Staffing and Faculty Support

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

The Center for Adult and Continuing Studies (CACS) is responsible for hiring and overseeing the administrative staff at the Holland, Muskegon, Traverse City and Sault Ste. Marie locations. The

Executive Director of CACS is responsible for ensuring work load is appropriately addressed and for annual evaluation of the staff.

At the Pew Campus, the academic units and programs are the responsibility of the dean of the college with which the unit is associated, who works with unit heads to hire, supervise and evaluate faculty and administrative staff. Operational and service units have staff that are hired, supervised and evaluated by leadership at the main campus. All administrative staff are hired following the university hiring practices and protocols.

The GVSU Charter Schools Office is responsible for hiring and overseeing the administrative staff at the Detroit Center. There are no dedicated staff at the Berrien Springs, Cadillac and Tawas City locations. Students work directly with the faculty teaching courses at these locations, and are supported by staff within the colleges at the main campus. Staff on-site from the high school or ISD building where the classes are held assist with facility logistics.

At all additional locations, each academic unit ensures that the faculty teaching at the location are qualified and workload is appropriately addressed. Typically, tenured-stream faculty teach courses at the additional locations, although part-time/adjunct faculty are hired in some situations. Faculty effectiveness is monitored and supported through the faculty evaluation process that includes a 1) graduate faculty approval process (for graduate-level courses), 2) course evaluations from students, 3) academic Unit Head annual review, and 4) peer observations. Faculty teaching at additional locations follow the same process for tenure and promotion as those faculty teaching on the main campus.

The following is the list of staff and responsibilities at the locations.

Holland Meijer Campus

Lisa Miller, M.Ed Director of Holland Meijer Campus in Holland

General oversight of programming and operations to include: budget oversight, program development, oversight and supervision of staff, student services and community partnerships and collaborations. Oversees recruitment and retention efforts.

Jane Marsman, M.Ed Student Services Coordinator

Provides day to day student services, to include general admissions and transfer advising, liaison with academic advising centers. Supports recruitment and retention efforts.

Cherilyn Denomme, MA, Communications – CACS Assistant/Office Manager

Responsible for day to day operations, to include supervision of student workers, front desk customer service and day to day budget management.

David Potter, Technical Support

Responsible for providing technical/computer support to faculty, staff, students, and guests.

Muskegon

Shawn Jenkins, Ed.S Director GVSU Muskegon Regional Center

General oversight of programming and operations to include: budget oversight, program development, oversight and supervision of staff, student services and community partnerships and collaborations. Oversight of recruitment and retention efforts. Oversight and day to day

liaison with Muskegon community college and consortium partners. In addition, provide general transfer and program advising.

Pat Cox – BS Computer Science – Office Coordinator

Responsible for day to day operations, to include supervision of student workers, front desk customer service and day to day budget management.

Academic/Faculty Liaison

Judy Whipps, PhD - works directly with Liberal Studies students enrolled in the program, develops planned programs and manages practicums and internships. Teaching responsibilities

Traverse City

Shannon Owen, M.Ed – Director, Northern Michigan Programs

General oversight of programming and operations to include: budget oversight, program development, collaboration with faculty coordinators and departments, recruitment, oversight and supervision of staff, student services and community partnerships and collaborations. Oversight and day to day liaison with Northern Michigan community college and consortium partners.

Joshua Jacobson, MA Arts/Educational Ministries - Student Services Coordinator

Provides general transfer advising, general financial aid to students, manages all aspects of students services and liaison with GVSU's main campus and support services offices. Oversees in collaboration with Director, recruitment and retention efforts.

Susan Wierzbicki – CACS Assistant/Office Manager

Overall facilities support, day to day operations, day to day budget oversight, coordinates services and support for faculty.

Jackie Abeyta – Office Coordinator

Front desk and student services support. Supervises student workers. Manages and supports recruitment and retention efforts.

Academic Coordinators/Faculty

Chalice Kopacki – MSW, MSW Program Coordinator

Responsible for advising and mentoring MSW students, teaching and coordinating placements and practicums.

Kate Fairman - MA– Liberal Studies Academic Advisor

Responsible for advising and supporting Liberal Studies students, approving planned programs, teaching, and oversight of practicums.

Nicholus Kopacki, PA-C, Faculty MPAS

Responsible for advising and supporting MPAS students. Teaching responsibilities

Amanda Ross, PA-C, Faculty MPAS

Responsible for advising and supporting MPAS students. Teaching responsibilities

Catherine Meyer-Looze – Ed.D, College of Education, Ed Leadership Coordinator

Teaching, advising, recruitment of Ed Leadership students.

Cathy Tomek - MPAS Office Coordinator

Provides specific support for MPAS program.

Mary Robinson, RN, MSN, Nursing, Regional Coordinator

Responsible for recruitment efforts in Northern Michigan.

Detroit Center

Elizabeth Russell, BS Communicatoins & Psychology Studies - Center Coordinator

Manage day-to-day operations at the GVSU Detroit Center. Ensure professional and welcoming environment for GVSU Detroit Center guests. Act as a liaison with external contacts in preparing materials, updates, and other functions. Coordinate with faculty to manage classes on-site. Assist students with questions they have about the facilities. Act as liaison to Grand Rapids Pew Operations, GVSU Conference and Event Planning, the Charter Schools Office and other departments at the GVSU main campus.

Grand Rapids Pew Campus

The Grand Rapids Pew Campus contains the primary offices for the following colleges: Seidman College of Business, Padnos College of Engineering & Computing, Kirkhof College of Nursing, College of Health Professions, and College of Community and Public Service. Each college has its own advising center located on the Pew Campus. The campus has two libraries and offices on-site for many of the auxillary and student services available on the main campus, including a bookstore, campus security, food/beverage options, Registrar's office staff, Disability Resource Services, and Counseling and Career Center staff.

Lisa Haynes - Assistant Vice President of Pew Campus & Regional Centers Operations

Simone Jonaitis - Executive Director, Center for Adult & Continuing Studies

Steven Lipnicki - Assistant Dean of Students, Pew Campus Student Services

Dr. George Grant - Dean, College of Community & Public Service

Dr. Cynthia McCurren - Dean, Kirkhof College of Nursing

Dr. Roy Olssen - Dean, College of Health Professions

Dr. Paul Plotkowski - Dean, Padnos College of Engineering & Computing

Dr. Barry Kanpol - Dean, College of Education

Materials related to staff and faculty at the Muskegon and Traverse City locations will be provided at the location during the visit.

2. 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.

The Center of Adult and Continuing Studies (CACS) follows all personnel practices and policies of the university when hiring and evaluating administrative professional staff (AP) and support staff (PSS). Staff at the additional locations are hired specifically for the location, based on the location needs and operations. All personnel are evaluated through the University's annual review process, facilitated by the Human Resources Office for administrative staff. The Center for Adult and Continuing Studies participates in the annual electronic Performance Development Program (ePDP). This process is a communication program for staff members and supervisors to help them understand their roles, continue to learn, and participate in the improvement of Grand Valley State University. The program is completed annually via a multi-stage electronic process that includes an automatic flow of forms between staff and supervisor. The program starts with an Annual Planning document and is completed with a Final Assessment that reflects performance over the past year. For Administrative/Professional Staff, evaluations are also a basis for merit increases in salary (see <http://www.gvsu.edu/hro/performance-development-program-epdp-84.htm>).

While each additional location has systems and staff in place to support the needs of the faculty teaching at that location, each academic college is responsible for providing specific support related to the academic discipline and is responsible for evaluation of faculty.

Each academic unit provides faculty with class lists, notifies faculty of the semester-end grading window, orders textbooks for faculty, provides faculty with a common syllabus (this practice is program specific), and explains specific course expectations such as course objectives, common assignments, and common assessments required in the course. Staff assist faculty with technology as needed, provide information on processes used for emergency notification, and identify site specific resource personnel.

The academic unit recruits qualified faculty to teach at the locations, and the academic Unit Head at the main campus reviews faculty performance by examining student evaluation feedback and reports back to the Program Coordinator. The Associate Dean of the college, typically responsible for contacts faculty at distant sites regarding any outstanding common assessments and continues contact until 100% compliance is reached each semester.

Tenure-stream faculty members submit an annual Faculty Activity Report and Faculty Activity Plan which are reviewed by faculty peers. The Unit Head for each academic department reviews faculty performance annually based on review of these materials and input from faculty peers. Each faculty member teaching at a additional location is evaluated using the same criteria as those teaching on the main campus. This criteria is explained in the GVSU Faculty Handbook (www.gvsu.edu/facultyhandbook). All faculty are evaluated by:

- 1) reviewing their teaching effectiveness as measured by student evaluations and peer observations.
- 2) reviewing scholarly/creative activity as measured by peer reviewed publications, peer reviewed presentations, creative work, etc. (for tenure-stream faculty only).
- 3) reviewing service to the unit, college, university, community and profession as measured by participation on committees, committee leadership, volunteering services, etc. (for tenure-stream faculty only).

Materials related to staff and faculty evaluation and support at the Muskegon and Traverse City locations will be provided at the location during the visit.

Student Support

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

The Center for Adult and Continuing Studies (CACS) works collaboratively with all service departments at the main campus and aligns practices with these units. The Executive Director and the Director's of each additional location meet regularly with the leadership and staff within each unit to ensure alignment with course offerings and that students' needs are appropriately and effectively managed and met.

The CACS is responsible for ensuring that student services are available to students taking classes at the additional locations. A professional advisor is assigned to each location. The role of this individual is not only to assist each individual student in navigating the university's systems and structures, but also to identify individual student's needs. Services available to students are outlined and communicated to students at each regional location, including full service records and registration services, access to financial aid advising, academic advising, library services, career services, personal counseling services, bookstore access and access to tutoring and writing center services.

Each academic semester students are surveyed on their level of satisfaction of the services available.

Materials related to academic and student services at the Muskegon and Traverse City locations will be provided at the location during the visit.

2. 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?

These efforts are coordinated by the Center for Adult and Continuing Studies (CACS) in collaboration and in alignment with GVSU's Registrar's Office, Financial Aid Office, the Career Center, Library and other student service offices available on main campus. Each additional location follows all protocols followed on the main campus as they relate to the Admissions process, Records and Registration, and Financial Aid. The additional locations do not operate independently of these functions. In addition to these efforts, the additional locations have designated staff available, on-site, to address questions and issues related to admissions, records, and academic advising.

These services are assessed each semester.

Materials related to student services at the Muskegon and Traverse City locations will be provided at the location during the visit.

3. What evidence demonstrates that student concerns are addressed?

The additional locations, under the direction of the Center for Adult and Continuing Studies (CACS), follow a continuous improvement model of addressing student concerns as they arise. Student concerns are immediately addressed by the Director of the center. The Director meets with the student, assesses the concern and seeks an immediate resolution. If a resolution is not found, the Director communicates with the appropriate offices on the main campus to seek

additional input. The processes for students related to academic or non-academic grievances are outlined in the GVSU Student Code (<http://www.gvsu.edu/studentcode>) and are followed at all GVSU locations. Issues of public safety or concerns related to Title IX are documented using the University's protocol for reporting an incident, which can be found at <http://www.gvsu.edu/titleix>.

In addition, each semester the additional locations survey students to identify areas of concern, and these are addressed as concerns are identified. Furthermore, students complete course evaluations which are sent directly to the academic department for review and are addressed accordingly. Student academic concerns are addressed by the academic department, generally through the faculty member on-site. If the concerns are related to specific staff, these are generally brought to the attention of the director of the additional location and communicated to both the Executive Director for CACS and the chair of the academic department. If concerns are not resolved to the student's satisfaction, the Dean and/or other appropriate individuals for the academic unit are notified.

Materials related to student surveys at the Muskegon and Traverse City locations will be provided at the location during the visit.

Evaluation and Assessment

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

Programs at additional locations are part of the academic department and students are assessed as they would be as part of the existing structures within the academic program at the main campus.

Academic colleges monitor student performance at additional locations and compare student performance between the additional location and the main campus. Data are disaggregated by program area so that comparisons across groups may be made.

For example, the College of Education utilizes best practices as issued by their accreditor, the Council for the Accreditation of Educator Preparation (CAEP), and regularly disaggregates assessment data based on location. LiveText, an online assessment tool, is used to assess students' performances on common assignments. These common assignments are agreed upon by program faculty and all faculty assign and assess the same common course assignment. The College of Education then creates reports to aid faculty's analysis of the performance of their program's students. These reports are disaggregated by course location and when analyzing the reports faculty members can visually determine disparities in student performance between distances sites and performance at our Grand Rapids, Michigan campus.

Specifically, the Educational Leadership program offers courses at the Grand Rapids campus; in Detroit, Michigan; and in Traverse City, Michigan. Students can complete the entire program in each location. When generating reports for the Educational Leadership faculty, they receive three similar reports, one for each location. Faculty then utilize those reports to inform program decisions and course offerings. They also provide these reports to the Educational Leadership Constituent Council (ELCC), the program's Specialized Professional Association (SPA), as part of the accreditation process.

Materials related to assessing student academic performance at the Muskegon and Traverse City locations will be provided at the location during the visit.

2. 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?

Each academic college and unit evaluates all courses each semester. Each academic college and unit follows the process identified in each unit's assessment plan.

As an example, the College of Education uses a Common Assessment that is specifically designed for that course. State standards and professional association standards form the basis of the Common Assessment, and student work is judged by the extent to which they have reached each standard. Data are collected, analyzed, and disaggregated by program area and location so that performance comparisons across groups may be made.

Materials related to assessing student academic performance and courses at the Muskegon and Traverse City locations will be provided at the location during the visit.

Continuous Improvement

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

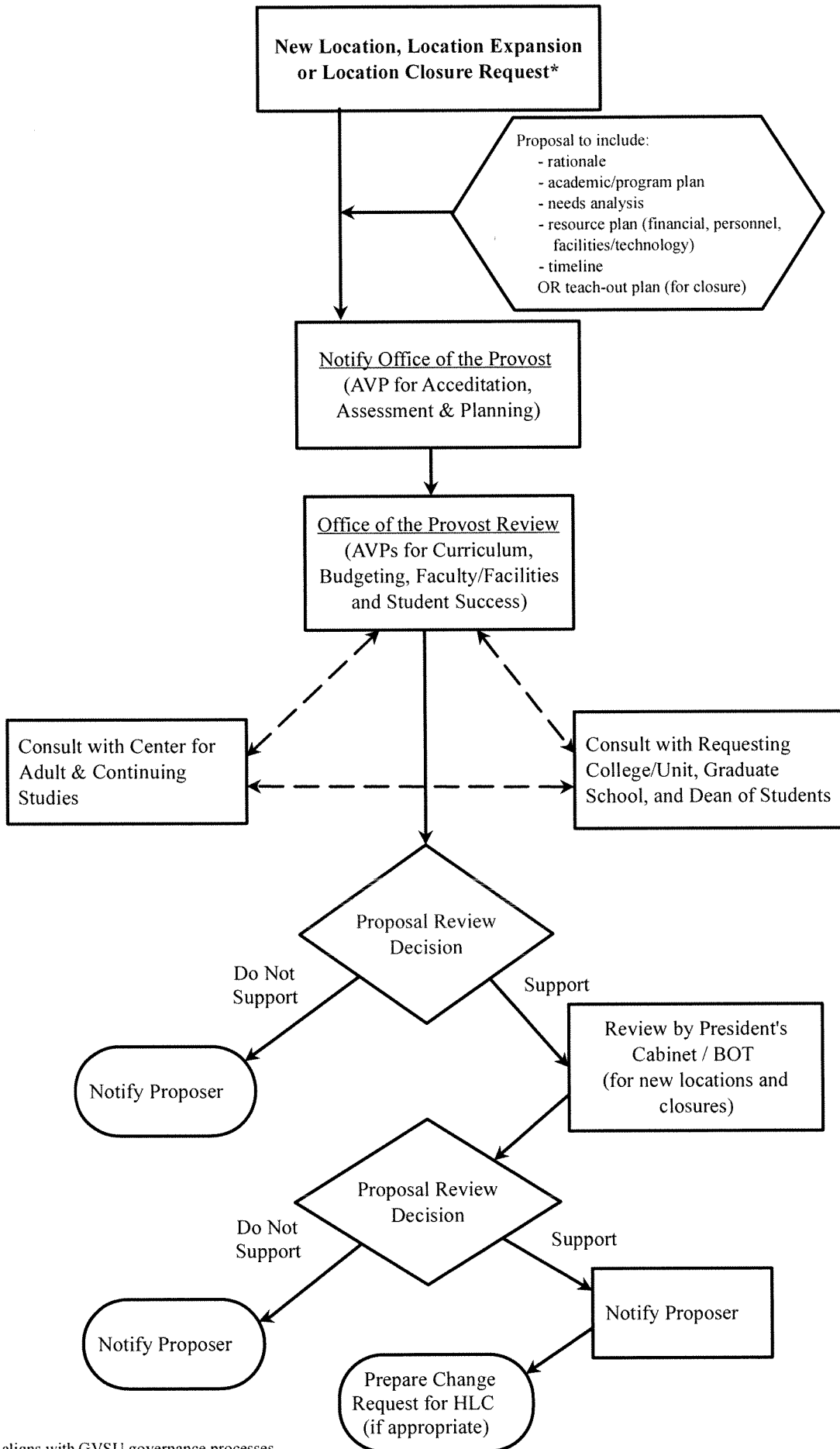
Each regional center director reports directly to the Executive Director, Center for Adult and Continuing Studies. Each director meets bi-monthly with the Director to discuss progress made toward established goals and concerns and opportunities are discussed and addressed. Additionally, the regional directors meet regularly as a team to share best practices, common areas of concern or opportunity, and consult on shared projects. While the Executive Director has formal meetings with site directors, periodic visits and conversations with staff and faculty at each location are scheduled.

Marketing and Recruiting Information

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

GVSU's Institutional Marketing office approves all marketing materials used for recruitment efforts. The Center for Adult and Continuing Studies, including the location director's in Holland, Muskegon, and Traverse City, meet regularly with the Institutional Marketing Communications Coordinator to develop materials and a marketing and recruitment plan for programs at the additional locations. Each additional location director is responsible for working with the academic unit representative to address specific recruitment needs for each program. All marketing and recruitment needs are included in the master marketing plan for the additional locations. All materials are reviewed for accuracy by the Center for Adult and Continuing Studies and by the specific academic departments. All materials are approved for institutional image, design and message by Institutional Marketing at the main campus.

Examples of marketing and recruiting materials for the Muskegon and Traverse City locations will be available at the site visit.



*Process aligns with GVSU governance processes