

Multi-Location Visit Report

Institution:	Kent State University
Ad. Location #1:	Kent State University at East Liverpool, 400 E. 4 th St. East Liverpool, OH 43920
Ad. Location #2:	Kent State University at Stark, 6000 Frank Ave NW, North Canton, OH 44720
Ad. Location #3:	Kent State University at Trumbull, 4314 Mahoning Avenue NW, Warren, OH 4448
Date Reviewed:	April 1, 2014
Evaluator Name, Institution, & Title:	Chris Frazier, Southeast Missouri State University, Professor Renae Fry, North Hennepin Community College, Dean of Business, Technology and Career Programs Patricia McGee, The University of Texas at San Antonio, Associate Professor

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

Overview Statement. Provide information about current additional locations and the institution's general approach to off-campus instruction. Describe the growth pattern at the institution since the last review of off-campus instruction. Provide information about the involvement of external organizations or other higher education institutions.

Judgment of reviewer. Check appropriate box: adequate attention needed

Comments:

- Academic units are coordinated institution-wide but budgeting and planning are managed at the regional campus sites. Regional campuses offer select graduate, bachelor's and associate's degrees. Occupational certificates and career programs are also available through the regional campuses. Curriculum is coordinated institution-wide to assure equivalent learning and educational experiences regardless of where the classes are offered.
- The Kent campus operates as a more traditional residential university with selective admissions standards and the regional campuses operate as the complementary open enrollment community-based commuter colleges.
- Growth varies from regional campus to regional campus, but it has steadily increased since the last review.
- While regional campuses offer programs that support regional needs, students admitted at regional campuses may enroll in courses and programs sponsored by any of the KSU campuses.

- Each regional campus is supported by a campus advisory board composed of external stakeholders representing a broad array of regional interests, such as local industry, primary and secondary schools, non-profit community support and regional organizations, and religious organizations.
- Students in the KSU system may take courses at any campus that can be applied toward any degree on any campus. The location where the course was taken is not evident from the course number, so that transcripts do not indicate where a course was taken. All degrees and certificates are KSU degrees, not a regional campus degree. In general, students at regional campuses complete coursework through the campus from which they are admitted and with which they are affiliated. The Ohio Transfer Module guarantees the transfer of 37 to 39 semester hours, allowing students to move between Ohio State institutions.
- Unlike the Kent campus, regional campuses are open enrollment institutions.

KSU at East Liverpool. Kent State East Liverpool is situated just off state Route 11 with stunning views of the Ohio River. It was permanently established in 1965. It began as an academic center in the International Brotherhood of Pottery building. In June 1968, the center became a Regional Campus of Kent State University. The campus is a main focal point in a developing Downtown University District. Kent State East Liverpool is composed of the Main Building located at 400 E. Fourth St. and the Mary Patterson Building, located at 213 E. Fourth St. East Liverpool is the smallest of the regional campuses and shares a Dean with the Salem campus. The two campuses are collectively referred to as the Columbiana campuses. They are open enrollment and serve more than 3,500 (1672 East Liverpool) students annually. Combined with its sister campus, Kent State University at Salem, more than 20 degrees are offered, including 12 bachelor's degrees (1 certificate, 11 associate's, 6 bachelor's (East Liverpool)). The campus receives broad community support including support for scholarships etc. External organizations have been involved in the growth including a number of service clubs in the community such as Rotary, the Chamber of Commerce, Lions Club, East Liverpool High School Alumni, Masonic Lodge, YMCA and the local hospital.

KSU at Stark. KSU at Stark, established in 1910 in Canton, Ohio on a 200-acre campus, is the largest of KSU's seven regional campuses serving over 11,000 students each academic year. Of these 6,400 are enrolled in academic coursework and 4,700 participate in professional development courses. Growth has been steady since 2007, the last QCV. Stark offers three associate's degrees, 18 bachelor's degrees, and four master's degrees. While following an open admissions policy, Stark accepts all students but does allow programs to establish criteria for admission into the program. Students may take general education courses before being admitted into a specific area of study. KSU at Stark has a long-standing collaborative and supportive relationship with local industry (including LG Fuel Cell Systems Inc. and the Timken Co.) that has contributed to new academic programs and community collaboration. These relationships have furthered the institution's mission and provided a source of revenue. Specifically, the Corporate University is located in the University Center that is designed to host professional and social events. This revenue-generating service provides professional development courses (including Lean/Six Sigma Training and Certification, Certificate of Supervision, Certificate of Management and Certificate of Executive Assistant) and hosts conferences and meetings scheduled by various corporations and professional organizations. The center also is available for social events, including weddings. Finally, the Stark State College, a two-year community college) occupies land adjacent to KSU Stark, sharing some services and cooperating with KSU at Stark in the transition of students who seek a 4-year degree.

KSU at Trumbull. KSU at Trumbull is located on 438 acres adjacent to a spectacular two-acre natural resource in Lake Anne. In 1954, KSU initiated a cadet program in Trumbull County to help the community overcome a critical shortage of elementary teachers. Today Kent State Trumbull offers over two dozen associate and bachelor's degrees. The campus is also home to the Ohio Basic Police Academy and a Corrections Training Facility. Trumbull is also an open enrollment campus and serves more than 3,000 students. This land rich campus has capacity to offer onsite training opportunities for extended public safety education. Construction of a new auditorium is presently underway. The recently renovated Technology Building is home to the campus' manufacturing technology courses. The Workforce Development Building was renovated to house student services and a fitness center in addition to its workforce development programs.

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:

- Each of the regional campuses participates in the KSU strategic planning process representing the needs and priorities of its constituency. Additionally, each regional campus has a strategic plan that aligns with the KSU plan.
- The university uses a RCM budgeting model through which each campus (Kent and the regional campuses) must operate "within their own means," which ensures responsible growth at all campuses.
- Each campus employs an advancement team (East Liverpool shares a team with the Salem campus) that coordinates grants, donations and other contributions for the campus. Each campus is able to solicit matching funds, and many of the recent facilities improvements were constructed "debt free" through the use of donor funds and campus savings.
- Budgets are created annually for the regional campuses and then submitted to the provost's office for review and approval. The campus has autonomy to propose a budget which is subject to institutional planning and budgeting guidelines – tuition limitations, enrollment trending, etc. as determined by the VP of Finance with oversight by the Ohio Board of Regents.
- The university system has a facilities plan that serves as the basis for state appropriation requests. Some facilities are coordinated across the system, such as the lighting, and the computer systems; for example, the system recently switched to a VOIP phone system.
- Regional campuses have goals/plans for renovation and remodeling needs. Each campus is responsible for saving for and funding new construction and major remodeling projects, so planning is critical to success. The advancement director works with community partners to match dollars for new construction. For example, the Trumbull campus has \$6 million in reserves that it uses as seed money for new projects; it is currently building a new auditorium with a large contribution from a community member (a Trumbull graduate who wanted to "pay it back" to the campus).
- Student information is developed for use institution-wide, including admission's forms, financial aid applications and award letters, program advising sheets, catalogs and the college web page.

- Kent State East Liverpool's strategic plan is combined with the Salem campus to provide a Columbiana campus strategic map.

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: The reviewers visited three of the regional campuses: East Liverpool, Stark and Trumbull.

- Facilities management is strategically determined and planned according to the academic requirements of programs offered, the needs of the local student population, and services required of students and academic programs.
- The regional campuses do not offer housing for students but do offer core student services: registrar, advising, financial services, career counseling, accessibility services, tutoring, first-year experience, multicultural activities, veterans services, study abroad, and scholarships.
- KSU at East Liverpool
 - Kent State East Liverpool has developed administrative and instructional space through the renovation of existing buildings including the old school and the old YWCA. Remodeling has included appropriate access for people with disabilities. Careful examination of the biological science and chemistry labs revealed that they are old but suitable for modern instruction including appropriate features related to lab safety. There are some issues related to faculty office space. However, both students and faculty report that instructional facilities and technologies are good. There are no dining facilities on campus, so individuals rely on the one local fast food facility or machines if they wish to purchase food during the day. Parking is adequate.
- KSU at Stark
 - As the largest and oldest (pre-dating the Kent campus) regional campus, the Stark campus offers comprehensive student services including integrated student service office, bookstore, fitness center, parking and campus shuttle, city bus stops, computer labs in each academic building, central library, a writing center, a food court, campus preschool (operated in conjunction with Stark State College), open student study and meeting areas, and outdoor informal meeting areas.
 - The Stark campus has six buildings: Fine Arts (includes nursing and computer labs), Campus Center (includes food services, bookstore and some student services), Library (includes classrooms and math lab), Main Hall and East Wing (includes administrative and faculty offices, classrooms, management offices, and student services), Recreation and Wellness Center, and the University Center (includes meeting rooms, offices, and a food service facility).
 - Currently a new \$17 million science building is underway that will “feature state-of-the-art educational technology, as well as provide a platform for increased student research through hands-on education and active learning.”

- KSU at Trumbull
 - Facilities at Trumbull are well kept and feature technology appropriate to curricular and co-curricular activities.
 - The campus features 15 computer labs, learning labs with equipment to support the manufacturing-based curriculum, arts studios, chemistry and biology labs, theater and staging areas, well-appointed library, and classrooms with “smart” white boards and a projection system that can be used by campus safety to communicate with students and staff in the case of emergency situations.
 - Parking is ample to accommodate students’ needs. Public transportation is not available for the Trumbull campus so parking is important. The campus is accessible and features ramps and elevators to support access to all campus facilities.
 - The bookstore is managed and stocked by the university bookstore system. Student books and supplies are maintained in sufficient quantities to support Trumbull campus offerings. Temperature in offices and classrooms is typically adequate but may be seasonally uncomfortable. Facilities management and staff are local to Trumbull and are very receptive to needs of campus users.
 - Faculty and staff have private offices and full service administrative support.
 - Admissions and other student support services are accessible through an open reception area.
 - Institutional technology staff members are present during normal business hours to support students and staff as needed.
 - Improvement efforts at Trumbull have focused on the student experience. Classroom improvements are evidenced by the newly revamped business and technology buildings and renovations of the workforce center to include other student services uses.
 - The student union features a “Panera style” café which was designed in response to student input.
 - Students and staff reported satisfaction with the campus facilities.

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:

- All curricula are managed through the various academic units regardless of where courses are offered or the manner of delivery.
- Basic Data Sheets (BDS) are created for each course and standardized across the entire system. The Basic Data Sheets are created and updated through the university curriculum committee. Regional representatives serve on each curriculum committee to provide regional campus input.
- BDS’s are updated annually, or less often depending on the course. Kent Core courses are updated less often; technical courses tend to be updated more often.
- Tenured faculty members on the regional campuses have “rank” within their academic unit. Academic units can be based on a regional campus, particularly when the

program/courses are offered exclusively or primarily at a regional campus. The arts and more traditional core disciplines tend to be based at the Kent campus.

- New faculty meet with the provost's office staff, and orientations are scheduled so that the calendar of the regional campuses doesn't conflict with the calendar of the Kent campus in scheduling training and professional development for faculty.
- A new position within the provost's office serves the relocation and onboarding needs of new faculty; the position has an office on the Kent campus but it serves the new faculty needs of regional campuses also.
- Policies and practices regarding faculty advising, credentialing, professional development, tenure, probation and reappointment, and evaluation are uniform across the organization.
- Regional campuses provide instructional support, technology services and well-equipped classrooms and labs with academic programs informing design, number and resources.
- KSU at East Liverpool has 27 full time faculty, and more than half hold PhD's in their field. Students uniformly reported that faculty were available beyond normally expected office hours to assist them not only in coursework but other academically-related issues
- KSU at Stark has 289 faculty members, most of whom hold PhD's in their field and all with Master's degrees. Student to faculty member ratio is 23:1 allowing faculty to interact and work closely with students in ways that promote success and contribute to retention.
- KSU at Trumbull has 57 full time faculty, many of whom hold PhD's in their field and all of whom possess the qualifications for their degree or certificate program.

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:

- Class sizes tend to be smaller on the regional campuses; therefore, there tends to be a smaller student-instructor ratio.
- Students report satisfaction with the level of staffing on the regional campus.
- Faculty are hired and evaluated in accordance with the institutionwide policies and procedures on tenure and appointment.
- Campus deans are the ultimate decision-makers in hiring. Because regional campus missions are more teaching focused than the research orientation of the Kent campus, faculty are hired according to high standards but evaluated with an emphasis on teaching (with a 4/4 course load) rather than research, as is true for the Kent campus faculty (with a 2/2 course load).
- Annual performance reviews are conducted according to a standardized process. While regional campuses have a focus on teaching rather than research, all regional tenure-track and tenured faculty are expected to conduct some research or scholarly work as appropriate for their discipline.
- Support staff members are readily available to serve the needs of students and employees on the regional campuses. Facilities and maintenance workers are hired by the regional campus to support the needs and concerns of that regional campus.
- Satisfaction surveys are frequently administered, and results are favorable at the regional campuses visited by the review team.

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:

- Student support services offered on the regional campuses are equivalent to the level of staffing available on the Kent campus and include advising, financial aid, admissions, transfer, veterans affairs, library and technology support.
- Support is available by appointment, walk-in and via phone.
- Tutoring and supplemental instruction necessary to support programming on the regional campuses is available at levels equivalent to those offered at the Kent campus.
- Students report that the smaller enrollment on the regional campuses affords them access to faculty and support staff with ease and convenience.
- A special note is the movement of the library from hard copies to web-based material. Students report that hard copies are readily retrievable also. The library system belongs to a larger Ohio-based system providing access to information resources beyond those available at Kent State.

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, but improvement needed.
 attention needed

Comments:

- KSU program overviews and annual reviews are coordinated through their academic home on the Kent campus.
- Course learning objectives are generally measurable and consistent across courses. Upon review by the HLC team, some courses are either missing learning outcomes or not consistent across course syllabi for the same course.
- All KSU campuses use the same reporting processes, grade reporting system, alert system, ERP (Banner), and course management system.
- Student evaluations are administered institution-wide and procedures at the regional campuses are the same as the procedures followed on the Kent campus.
- Course outcomes are determined by the academic unit offering the course and are intended to be the same regardless of where or how the course is offered. Program goals are set for each program offered by KSU.
- New programs and courses go through a regional campus review and a Kent campus review before being approved.

- Assessment of course and program goals varies more by department than by campus. Academic units offering programs with specialized accreditation tend to be more structured and more comprehensive in outcomes assessment activity; practices on the regional campuses are aligned with practices on the Kent campus as to those programs with specialized accreditation.
- Opportunity for increased/improved outcomes assessment exists throughout the entire organization.

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:

- Satisfaction and utilization surveys are administered university-wide with the results being shared with regional campuses as to the programs and services specifically identified on the campus.
- Each regional campus has a campus advisory board that assists in identifying opportunities for improvement.
- Regional campuses work in conjunction with each other and the Kent campus. For example, in summer 2013 KSU formed a Design Team consisting of 14 members from the regional and Kent campuses that participated in an all day session which resulted in 45 Opportunity Initiatives. From these initiatives, regional campuses identified their priorities based on data collected and used these to inform the update of their regional plan.
- Examples of continuous improvement can be seen at the three regional campuses visited by the team as follows:
 - KSU at East Liverpool
 - The advisory board is very proud of Kent State University's Rural Scholars Program, a College Access Program for Columbiana County, that offers first-generation college-bound students from Columbiana County and neighboring areas a college access program designed to give them and their families the knowledge, rigorous academic exposure, and social support they will need in order to be successful at a world-class university. The goal is for every student in the program to complete post-secondary education with the credentials necessary to succeed in a career.
 - The campus has upgraded AV equipment
 - KSU at Stark
 - Stark's strategic planning is aligned with KSU's strategic plan and Excellence Agenda.
 - In 2013 Stark initiated a strategic planning process that involved a two-day campus-wide retreat (including students and external stakeholders), community inspiration and input, and a fall faculty workshop. From this, priorities were identified and draft plan circulated to stakeholders. Once the plan was finalized, a budget and timeline were established.
 - Because Stark's enrollment continues to grow, improving student services and facilities is a priority. To this end student services have been

integrated into a one-stop shop strategy so that students can take care of most needs in one location. In response to science program growth, a \$17 million science building is being constructed that will have state-of-the-art teaching technology, support student research, and have LEED Gold certification. Roadways and parking areas are being improved, and the Fine Arts Building is being renovated.

- Stark has a priority of increasing retention and completion rates. Thus efforts are being made to refine data collection and analysis to better understand the needs and requirements of a value-oriented student population.
- KSU at Trumbull:
 - The Trumbull campus' goals are linked to master university goals, strategies developed, metrics identified and results gathered. Results are shared with the advisory board.
 - Trumbull campus faculty and staff are exploring ways to identify unique programmatic areas or other opportunities to be the exclusive provider of certain training programs. Trumbull has large land holdings to support certain training programs. For example, the Trumbull campus could support a new training tower for law enforcement and public safety programs.
 - Trumbull is expanding its public safety offerings in response to a needs analysis and community input. Trumbull formed a community task force to look at public safety needs (centralized 911 center, firing range, etc.) and recognized that Trumbull had the land to support expansion. Consultants are doing a three to four -county regional study to assess the size of the need. Campus members are now developing curriculum and associate programs to build on students' prior non-credit training and other work experience.
 - Trumbull is also working with the faculty in the College of Public Health to develop bachelor's completion opportunities and other post degree continuing education in response to community need.
 - To be more proactively engaged in identifying new academic opportunities, Trumbull has plans to establish a community-based advisory group with faculty membership. **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:

- Regional campuses are included in KSU marketing materials and also develop and disseminate their own set of materials to promote their campus and to recruit students.
- Marketing and recruiting materials are uniform across the institution to ensure consistency and accuracy.
- Student information is developed for use institution-wide, including admissions forms, financial aid applications and award letters, program advising sheets, catalogs and the college web page.
- Those individuals who oversee specific activities or information review any material that will be published or disseminated electronically.

- The Office of External Affairs and Marketing oversees all print material disseminated to the public in general as well as any information provided through the regional campus websites.
- Information is distributed to students through multiple strategies and media. Information that requires reference over time is available in print in the Student Services, student informal gathering areas, and disciplinary classroom areas. Kiosks, bulletin boards, and/or brochure displays are strategically placed throughout the regional campuses.
- Stark also uses live streaming video throughout campus to announce events, post reminders, share information, and broadcast alerts.
- Emergency alerts are also available via text/email to mobile phones. Students also utilize a well-organized website to locate information and communicate with various student services, such as advising.

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 Commission attention. **[Identify the specific concerns and provide a recommendation for Commission follow-up monitoring.]**

The reviewers noted disparities in resources and facilities (age, condition, etc.), but despite these various differences, KSU is offering quality services to their students on their regional campuses, and the level of satisfaction expressed by the students who met with the reviewers was consistently high.

Curriculum is consistent across the campuses because all of the regional campuses are integrated into their home academic unit on the Kent campus. Planning and many operational processes are aligned across the entire institution (Kent campus and the regional campuses) through a broadly participatory system. As a result, KSU provides an equivalent academic experience across all of its campuses, including learning, co-curricular activities, and student services.