



HIGHER LEARNING COMMISSION

230 South LaSalle Street, Suite 7-500
Chicago, IL 60604-1411
312.263.0456 | 800.621.7440
Fax: 312.263.7462 | hlcommission.org

January 31, 2023

Dr. Randy Smith
President
Cowley College
125 South 2nd Street
P.O. Box 1147
Arkansas City, Kansas 67005-1147

Dear President Randy Smith:

Attached is a copy of the Multi-Location Visit Report completed following the visit to Cowley 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: Cowley College

Additional Locations Visited:

Location Name	Location Address (<i>street, city, state and ZIP code</i>)	Date Reviewed
Short Education Center	2208 Davis-White Loop Wellington, KS 67152	November 1, 2022
Mulvane Technology Center South	201 Industrial Drive Mulvane, KS 67110	November 1, 2022
Winfield Correctional Facility	1806 Pinecrest Circle Winfield, KS 67156	November 1, 2022

Peer Reviewer

Name: Patty Williams

Institution: Grand View University Title: Vice-Provost

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:

Cowley College (CC) is strategic and intentional with its additional locations. Programs/locations are added based upon community need. Conversations with site director as well as Winfield Correctional Facility (WCF) representatives share the programming offered for inmates at WCF is in response to potential career opportunities for inmates. The Mulvane Technology Center South (MTCS) offers technical programs in response to community needs and the Short Education Center (SEC) is a complimentary site to the Cowley College Summer Technology and Innovation Center on the same property which offers technical programs. SEC allows high school students to complete general education courses as well as complete technology courses. Conversations with the President and key administrators confirm that the institution consistently works with external partners to evaluate need and provided examples of programs developed in response to need, including welding, emergency management, first responder training, etc.

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:

Visits with the Chief Financial Officer, President and Chief Academic Officer, as well as program directors, confirm that institutional planning looks at future growth of facilities needed, and ensures that maintenance is done and not deferred (maintenance at WCF for capital assets is by the correctional facility). As described in the marketing section, CC has a process to ensure that communications to students as marketing materials are adequate and marketing materials were reviewed as part of this site visit.

Both program directors as well as key administrators confirm the budgetary and financial planning process to ensure that students' needs are met and the role that program directors have in the budgetary process.

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:

All three sites provide more than adequate facilities to meet the students' needs. Instructors and students at MTCS have access to modern training equipment for their training programs. Instructors confirm they are able to acquire additional resources as needed and the students describe the extensive access they have to using the equipment for practice, computers for course assignments, etc.

SEC is a building located adjacent to another Cowley College site (buildings essentially connect) and SEC is outfitted with modern classrooms with generous technology for teaching, study nooks and spaces for students, access to course books via the site director, technological assistance on site, modern faculty and staff offices and conference rooms, etc.

Winfield Correctional Facility provided a dedicated classroom as well as staff offices and tutoring space in addition to expansive space and equipment needed for the welding and other trade programs. Students are provided access to equipment during class as well as outside class while supervised, to work on skills.

The facilities provided for all three sites demonstrate the priority that CC places on its sites and training for educating students in the community.

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:

As mentioned, students at all three sites expressed the more than extensive access they have to their instructors, both in and out of the classroom. Faculty describe the pedagogical support their have from

main campus in terms of development and resources, orientation they receive, and interactions they have with all program faculty, regardless of site location, to ensure consistency of curricular expectations.

Students confirm that they have access to the courses they need to progress and finish their programs in a timely fashion.

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:

Conversations with the program directors as well as the chief academic officer confirm that CC has robust hiring processes, ensuring that all instructors are qualified, evaluated, have orientation, and have more than adequate support developing and growing pedagogically. Program directors understand institutional hiring guidelines for part-time faculty that ensure they are qualified per the institution's faculty qualifications policies (which meet HLC criteria for faculty credentials), the CAO confirms that all recommended part-time faculty meet these qualifications, and the CAO ensures that all full-time faculty recommended for hire meet the hiring policies/qualifications as well. The WCF welding program delayed launch date for certain components to the curriculum to ensure that qualified faculty members were hired for the program.

CC has an administrator that provides training and development beyond the training and development provided by full-time faculty members. All faculty members (both full-time and part-time) have access to the institutional resources for faculty development. Departments also provide time for faculty within a program, across campuses, to gather, to discuss development needed, new pedagogies, etc.

CC provides orientations to all full-time faculty members as well as part-time faculty members. This includes orientation to the institution as well as the location. Individuals teaching at particular locations also have site administrators that provide additional orientation unique to the site, particularly at WCF.

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:

Cowley College provided access to over four classes between the three sites (over 50 students) and each group confirmed that they have the resources needed. Students at two of the sites described immediate access to instructors outside of the classroom as needed, dedicated faculty, writing and tutoring services available (online as well as in person), academic advising assistance at the site from the site director as well as online, and online access to financial aid, library services, job placement, etc. Students at the correctional facility have onsite tutoring from the program director as well as an engagement coordinator that works with the students soon to be released to secure needed services and employment in the community they are moving to. The students at the correctional facility have access to computers with on site tutoring, software to help them with GED preparation, and other academic support services provided by Cowley College staff on site.

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:

Program directors confirm that each program provides student achievement data that is analyzed by location to ensure that comparable learning happens across all modalities and location. The programs work with their directors as well as lead academic officers to ensure that learning objectives are measurable, implemented and assessed in all locations, and that data is used to impact future learning. The process is systematic at Cowley College.

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:

Each program at CC completes program review questions annually to reflect on program needs, quality, student achievement, alignment with college mission and goals, etc. Program reviews are reviewed by the chief academic officer who then works with program directors to ensure programs have the resources they need, accomplish their program goals, and students are successful. Programs also complete assessment reports specifically targeting student achievement and reports are reviewed with feedback loops. Finally, each program director works with the chief academic officer to identify financial priorities, for the administration to work through in the budgeting process. Program directors as well as administrators both corroborate their understanding of this process and provided examples of how it is used to effect changes.

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:

CC provided sample brochures and other marketing communications. Those in addition to the website represent the programs accurately. Furthermore, conversations with the three site directors as well as administration describe the process to develop marketing materials, ensuring consistency and accuracy, with materials submitted from programs to the marketing offices where they are developed centrally and reviewed.

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:

Cowley College takes its responsibilities with sites seriously, considering its additional sites as a part of the college's overall identity, instead of as an add-on, tangential to a main campus. As such, each site receives the same focus, support and consideration as the main campus, and sites have the resources they need, ensure learning is consistent across all locations, and students have the support that they need to succeed.

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