



November 30, 2011

Dr. Linda A. Allen  
President  
Hawkeye Community College  
P.O. Box 8015  
Waterloo, IA 50704

Dear President Allen:

This letter is accompanied by a copy of the Additional Location Confirmation Report Form completed following the Independence Center, Independence, IA; Cedar Falls Center, Cedar Falls, IA; and the Western Outreach Center, Holland, IA location visits to Hawkeye Community College. As reported, the additional locations conform to the description provided by Hawkeye Community College and no further monitoring is required.

Within the Additional Location Confirmation Report, you will find brief comments on degree offerings, human and physical resources, and instructional resources. I encourage you to consider these comments as advice and suggestions for continued improvement of the additional location.

Thank you again for your flexibility and hospitality in arranging the Additional Location Confirmation Visit, which fulfills federal regulations, related to institutional change. As indicated in the Commission policy, completion of the visit 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 Additional Location Confirmation Visit or its report, please feel free to contact me. (800-621-7440 ext. 146)

Sincerely,

Patricia Newton-Curran  
Director of Accreditation Operations  
email: [pnewton@hlcommission.org](mailto:pnewton@hlcommission.org)

Enclosure

## Additional Location Confirmation Visit Report Form

**Name of Institution:** Hawkeye Community College, IA

**Name/Address of Additional Location:**

- Independence Center, 2349 Jamestown Avenue, Independence, IA 50644
- Cedar Falls Center, 5330 Nordic Drive, Cedar Falls, IA 50613
- Western Outreach Center, 17040 Market Avenue, Holland, IA 50642

**Date of Visit:** November 4, 2011

**Visitor:** Jan M. Murphy, Illinois State University

*Compare the written description of the location (provided in the institution's change request, the Commission's response, and/or the team report) with the actual location and answer the following questions. Document findings for each item, and indicate the institution's strengths and/or opportunities for improvement in controlling and delivering degree programs off campus.*

**1. Is the location at the approved address and are the programs or courses offered as described in the original request?**

Yes. The four locations are at the addresses identified in the Request for Institutional Change. Hawkeye Community College (HCC) requested approval to offer 50% or more of courses for degree programs at the four off-campus locations. As required, this location visit was conducted at three of the four locations (Independence Center, Cedar Falls Center, and Western Outreach Center).

*Comments:*

The College established these locations to expand its offerings to non-traditional students and to attract students unable to travel longer distances from their home to the main campus. On the main campus, daytime classroom space is relatively full. These four new locations will also allow HCC to increase the availability of day time offerings without increasing class size on the main campus.

The location visitor found that HCC is well on its way to meeting all of these goals. Overall, there has been continued growth in enrollment at each of the four locations. Program offerings are monitored and faculty participate, either directly or through program directors and deans, in determining the academic opportunities to be provided at off-campus locations.

Vice President for Academic Affairs Sam Dosumu indicated a plan to encourage more distance education courses to provide additional flexibility for HCC's non-traditional student population. EBS and ICN equipment at each off-campus location is also utilized to provide opportunities for students to enroll in main campus classes while attending at an

off-campus location. This also allows for more flexibility for non-traditional or place-bound students.

The original request also indicated that the new locations would allow HCC to provide enhanced services to the surrounding communities and the location visitor found that the location managers, program faculty and administrators have developed very strong connections to the local communities and work well with area leaders. For example, at the Cedar Falls location, there are a number of local industries such as Tyson and John Deere that contract with HCC faculty to provide employee training programs. At the Independence and Western Outreach Centers, the Location Visitor was able to observe classrooms used for contract college courses offered to local high schools.

**2. Are the instructional resources (e.g. registration, advising, career counseling and placement, library access) as described in the original request and what evidence demonstrates that they are appropriate for the programs offered?**

Yes. There is specific attention paid to instructional resources and student support services including registration, advising, career counseling and transition to four-year institutions. They are appropriate for the student population at the additional locations.

*Comments:*

All programs at off-campus locations are also offered at the main campus. Faculty teach at multiple locations and thus bring experience and expertise to the off-campus locations. Students may take classes at multiple locations and it is not uncommon for them to have taken classes at an off-campus location and the main campus in order to complete the degree.

While faculty are required to hold office hours on the main campus, faculty do not have offices at the off-campus locations. Faculty and location managers all indicated that there is always an empty office available for students to meet with faculty before or after class. Faculty also communicate to students through email and telephone. Faculty should be encouraged to provide students the opportunity to meet with them in confidential meeting space when needed.

The course management system ANGEL is used as an additional mode of communication with students. Because of the difficulty of winter travel in Iowa, faculty are being encouraged to integrate ANGEL into all course sections to provide a means of communication and to make alternative assignments available on-line in the event of a class cancellation.

The Brobst Center for Teaching and Learning provides a wide variety of services to faculty to enhance teaching. The Center is located on the main campus but the Center Director and support staff, including instructional technology and distance education specialists, are available via telephone, email and for classroom visits.

The facilities visited appear to be in excellent physical condition. The location managers indicated that there are excellent working relationships between the building owners and HCC at the Western Outreach and Independence Centers and that requests for routine maintenance are addressed quickly. Location managers and AQIP Liaison Connie Buhr described the process by which faculty, program managers and the location liaison participate in planning for facility upgrades at the off-campus locations. The faculty meeting confirmed that program faculty have the opportunity to participate in long-term strategic planning which influences program development including classrooms and laboratories. For example, the Welding faculty are members of the Welding Advisory Committee which also includes administrators and local businesspersons. This committee meets regularly to discuss program initiatives.

Off-campus students work with the location manager for initial Compass testing and academic advisement. Each program of study also has an assigned Program Advisor. The contact information for Program Advisors is provided to students when they register and is also available on the HCC website. New majors are asked to meet one-on-one with advisors as soon as possible to develop their plan of study. Follow-up contact may be by appointment, via phone or via email to ensure the student is progressing toward degree.

The Career Services Center is located on the main campus in the Hawkeye Center. Counselors help students explore careers and/or transfer to colleges or universities.

The library provides full access to all major resources through its website. New students register for a mandatory orientation and registration experience (MORE) which provides information on how to access these resources. The library belongs to the Cedar Valley Library Consortium which gives it access to holdings at the University of Northern Iowa, Wartburg College, Allen College and the Cedar Falls and Waterloo Public libraries. Faculty and students indicated no issues with access to appropriate library materials. The Director of Library Services provides training to location managers and support staff. Location managers indicated that library staff are always willing to travel to off-campus locations to provide in-class support.

**3. Are the financial resources for the location as described in the original request and what evidence demonstrates that the institution effectively plans for growth and maintenance of additional locations?**

Yes. Financial resources to support the additional locations appear to be adequate. There is a sense of planned growth for these off-campus locations.

*Comments:*

In June 2003 a Bond vote passed which allocated funding to Hawkeye Community College to enhance distance education and off-campus facilities. Over \$11 million was allocated over a ten year period allowing for the expansion of the Cedar Falls Center to offer 50% or more of degree programs. This also allowed for the opening of the Western Outreach, Waverly, and Independence Centers.

Funds to support these Centers are included in the general operating budget for the college as a whole. Financial Officers for the College along with the Vice President of Academic Affairs and Center Managers meet to discuss needs and budgetary responsibilities on an annual basis. Vice President Dosumu holds regular meetings with the Deans and the Location Managers to discuss relevant issues, monitor enrollments, and plan for future offerings.

**4. Does the evidence confirm that the institution effectively oversees instruction at the additional locations?**

Yes. Faculty who teach at the additional locations are often concurrently teaching at the main campus. New faculty are required to participate in orientation programming and location managers are all experienced personnel.

*Comments:*

The Vice President of Academic Affairs is ultimately responsible for the quality of the academic offerings at the main campus and the off-campus locations. Location Managers report to the Vice President of Academic Affairs while faculty report to the Academic Deans who report to the Vice President. Although Vice President Dosumu is relatively new to HCC, he comes to the campus with community college experience and it is apparent that he has taken a strong interest in these new off-campus locations.

All new faculty are required to take a three course plan of study at the Brobst Center for Teaching and Learning on the main campus. Whenever possible, this is done prior to the first semester of teaching. These courses combine both face-to-face and distance education pedagogies and provide new faculty with training in distance education teaching. All faculty have access to a wide range of resources and on-going support for faculty development through the Brobst Center which is open Monday-Friday 8:00-4:30.

Faculty at the off-campus locations typically also teach at the main campus location. Academic Deans visit these locations regularly to monitor the quality of instruction and programs. The HLC location visitor met the Dean of Applied Science and Technology as he was entering the Cedar Falls Center to visit faculty and spend time at the Center.

**5. Does evidence confirm that the measures and techniques employed at a location equivalent to those for assessment and evaluation on the main campus?**

Yes. Assessment is valued by the College and programs are assessed collectively across all campuses. Faculty and staff are currently involved in a revision of the program review process and adoption of a new online system to support student learning outcome mapping and assessment.

*Comments:*

As an AQIP institution, there is an obvious culture of continuous improvement present at Hawkeye Community College. Programs are assessed by the College collectively, rather than by location. Program assessment includes a formal Program Review process which occurs every five years for every degree program. This process is currently under revision with plans for it to become an on-going review process with annual reporting.

Student learning assessment plans are developed for degree programs and reviewed by the College Assessment Committee. Every course is mapped to student learning outcomes and syllabi are standardized for all campuses and locations. The College utilizes Curricunet as an online system to help with the learning outcome mapping and assessment. The Curriculum and Assessment Committees meet jointly on a monthly basis to monitor and develop this process.

**6. Does evidence confirm 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 the off-campus location?**

Yes. There are sufficient faculty and staff for the programs and courses offered at the additional locations. Faculty all have the credentials to meet Iowa Code for teaching and all are evaluated by the appropriate Dean through a formal evaluation process. Each of the locations has an outstanding location manager with strong connections to the community and an established track record of success with the College.

*Comments:*

The faculty who teach in each of the four off-campus locations possess the same qualifications as those who teach at the main campus. In fact, many faculty teach at both the main campus and an off-campus location. Iowa code, which determines the qualifications of instructional faculty, is followed for all hires.

Evaluation of instruction at the off-campus locations will be conducted in the same manner as at the main campus. Faculty report to the Academic Deans and are formally evaluated once every five years for full-time faculty and at a minimum, yearly for adjunct faculty. If problems are identified, faculty are evaluated more often. Student course evaluations are conducted at this five year evaluation period, but can also be conducted more often if the Dean feels there is an issue to be addressed. New faculty hires are considered to be probationary for three years and an evaluation is done at that time.

Vice President Dosumu indicated that HCC has at times had difficulty finding faculty in some areas. To help correct this problem, they are planning to host an Adjunct Fair where they will promote HCC to qualified individuals and provide them with the opportunity to take the three course training program before they are hired. This will hopefully build a qualified applicant pool in areas of need.

**7. Does the evidence confirm that the institution delivers, supports, and manages necessary student services at the additional location?**

Yes. The College has paid close attention to the importance of providing student support services at the off-campus locations.

*Comments:*

The Hawkeye Community College website is very well developed in terms of student support information. Students attending both the main campus and off-campus locations tend to refer first to the web site and its on-line support before calling or visiting offices at the main campus. When a phone call is required, the location manager and/or other office personnel indicate a willingness to help connect a student to the appropriate office. Location managers also indicated that students services personnel in all areas are willing to travel to the off-campus locations to meet with groups of students when requested.

Both Ms. Buhr and Ms. Staples indicated to this Location Visitor that the College continues to work to improve student services to the off-campus locations. They are working closely with all student services offices and with the office of Institutional Advancement which houses Admissions, Records, and Registration to ensure that students attending classes only at an off-campus location are provided with the same level of support as students on the main campus.

All new students register for a Mandatory Orientation and Registration Experience (MORE) at the start of their HCC career. This four hour session covers financial aid, billing, and access to student support and services via the myHawkeye Portal. It also covers a variety of topics related to college student success and then ends with students meeting in groups with their program faculty to discuss program expectations and career opportunities. The college tracks these students through a database to assess retention as well as to determine where additional support to the student may be needed. A follow-up survey is sent to all attendees of MORE within the first two months of their first college term.

Each of the off-campus locations visited had computers available for student use during regular building hours. Students may also travel to the main campus to utilize a larger computer laboratory which is available on evening and weekend hours, however, location managers indicated that they really do not get requests for evening and weekend hours at off-campus locations so they are not sure how many of their students make the trip to the main campus in Waterloo to use this laboratory.

## SUMMARY RECOMMENDATION

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

**Overall, the pattern of this institution's operations at its extended additional locations appears to be adequate, and no further review or monitoring by the Higher Learning Commission is necessary.**

**Overall, the pattern of this institution's operations at its extended additional locations needs some attention, as detailed in the individual additional locations visit comments, and the institution can be expected to follow up on these matters without monitoring by the Higher Learning Commission. The next scheduled comprehensive review can serve to document that the matters identified have been addressed. [Identify specific areas needing organizational attention.]**

**The overall pattern of this institution's operations at its extended additional locations is inadequate and requires Commission attention. [Indicate recommendation for Commission follow-up, including specific concerns and monitoring.]**

---

Overall, the pattern of this institution's operations at its extended additional locations appears to be adequate, and no further review or monitoring by the Higher Learning Commission is necessary.

The four additional locations provide excellent learning environments for Hawkeye Community College students. There is a commitment to serving the needs of non-traditional students and students unable to travel to the main campus that is evident in the materials provided during the visit and in all communication with faculty and staff at the facilities. Location Managers Audrey Sires and Kelly Engelken were passionate about the service their facilities provide to students and to the communities. AQIP Coordinator Connie Buhr and Instructional Services Coordinator Annette Staples were committed to the expansion to the new facilities and knowledgeable about all aspects of faculty and student services, and were exemplary representatives of Hawkeye Community College.